

Strategic Sustainability Plan 2025-2028



Contents

A word from our Board Chair and Executive Director	3
Definitions	4
Introduction.....	5
The importance of affordable housing	6
Our purpose.....	7
Our values	7
Sustainability	8
Goals and objectives.....	9
Strategic priorities	11



A word from our Board Chair and Executive Director

We're excited to share our Strategic Sustainability Plan.

This plan will support us over the next three years. It is designed to be a living document that guides our actions and helps us thoughtfully balance our goals while ensuring that we deliver sustainable, equitable, and inclusive programs and operations.

We are driven by a renewed purpose to provide affordable housing solutions for Tri-Region residents. Though our portfolio remains senior-focused, our renewed purpose reflects a vital shift—one that strengthens community resilience and supports long-term regional growth. Through our housing programs, we empower affordability across the Tri-Region—ensuring residents can remain rooted in the communities they cherish.

We take pride in our legacy of providing quality, affordable housing for seniors across the region—and we're excited to expand that impact to even more households. Together, we remain steadfast in our commitment to tackling the urgent housing needs of the Tri-Region.

Supporting affordable housing is close to our hearts. We're not just building homes; we're nurturing the future of our residents and communities.

We look forward to bringing this plan to life!

Randy Dubord

Board Chair

Lori-Anne St. Arnault

Executive Director

Definitions

The following are key terms used in this plan. We have compiled the following list of definitions, sourced from The National Housing Strategy Glossary of Common Terms and Alberta's Affordable Housing Partnership Program Guidelines.

Accessible

Refers to the ability for families and individuals, including seniors, with low to moderate income, to obtain housing that is adequate, affordable and suitable.

Acceptable housing

Housing that is adequate in condition, suitable in size, and affordable.

Adequate

Housing that does not require any major repairs, meets health and safety requirements and conforms to applicable codes, standards and guidelines.

Affordable

Housing that can be owned or rented by a household with shelter costs (rent or mortgage, utilities, etc.) that costs less than 30 per cent of before-tax (gross) household income. See also the definition for affordable housing.

Affordable housing

Housing that can be owned or rented by a household with shelter costs (rent or mortgage) that are below market rates.

Suitable

Housing that has enough bedrooms for the size and make-up of resident households, according to guidelines outlined in National Occupancy Standard (NOS).



Introduction

About us

As a housing management organization, we are a public, non-profit organization that provides affordable housing solutions across the Tri-Region. We operate affordable housing programs for adults 55 and older and administer rent subsidies for eligible individuals and families. As a non-profit organization, our work is guided by a deep commitment to serving our communities—not by the pursuit of profit.

Our evolving organization

For 65 years, we have proudly provided affordable housing to seniors so they can live safely and independently in their communities for as long as they wish and are able.

In 2023, we took on the responsibility of administering the Rent Supplement Program for the Tri-Region on behalf of the Government of Alberta, allowing us to extend our support to even more individuals and families.

Our programs

Seniors Affordable Living

Affordable housing for seniors in two independent living buildings, Folkstone (ages 55 and older) and Park View Manor (ages 65 and older). Our organization owns and operates these two buildings. Rents are set at a fixed rate below market rent and are not government-subsidized. This self-sustaining program receives no operating funding from governments. New housing builds have been financed through donations, internal funds, and support from municipal, provincial, and federal sources.

Seniors Independent Subsidized Living

Independent living for adults 65 and older in apartment-style housing owned by the Government of Alberta and managed by our organization. Rents are 30% of total household income up to a set maximum rent.

Seniors Lodge Living

Independent and supportive lodge living for adults aged 65 and older who are functionally independent, with or without additional support like Home Care. Our lodges provide nutritious meals, light housekeeping, engaging activities, and 24/7 staffing. Rent is subsidized for eligible residents through the provincial Lodge Assistance Program. Operating funding is provided by municipal governments through requisitioning.

Rent Supplement Program

Short- and long-term subsidies for households in core housing need to reduce cost of rental accommodations from private landlords. The Government of Canada and Alberta jointly fund this program.





The importance of affordable housing

Building communities

Affordable housing programs are vital for building strong, inclusive communities where everyone can thrive. These programs provide more than just a place to live; they create opportunities for stability, health, and economic growth for individuals and families.

Affordable housing allows people to live closer to their jobs, schools, and essential services, shortening commutes, encouraging community engagement, and strengthening local economies. It plays a critical role in preserving the social and economic diversity that makes neighbourhoods vibrant and resilient. Additionally, access to affordable homes is associated with better health outcomes, improved educational performance for children, and increased local spending that benefits small businesses.

Research has shown that affordable housing has long-term benefits, including reduced homelessness, decreased strain on emergency health systems, increased job stability, and enhanced community safety.

While there are often concerns about developing affordable housing, studies indicate that well-designed projects do not lower property values or compromise neighbourhood safety. Inclusive housing strengthens communities by allowing all residents to succeed, regardless of their income.

Investing in the future

When we support affordable housing, we're investing in the future of our communities. This helps create fair opportunities for everyone and promotes shared success. The buildings we construct become a lasting part of the community, essential for its growth and development.

Owning buildings as a community offers numerous benefits, such as boosting local economic activity, strengthening community ties, and providing greater control over how the property is used and developed in the future. This ensures that resources stay within the community and empower residents, enhancing their sense of belonging.

Our purpose

We're here to create more than buildings—we're here to build community. Our purpose is to provide affordable housing solutions for Tri-Region residents.

We do this by providing:



**Supportive
lodge living
for seniors.**



**Financial
subsidies
to eligible
residents.**



**Self-sustaining
affordable
housing
programs.**



**Safe,
comfortable,
accessible, and
well-maintained
housing.**

Our values

We bring our purpose to life through our values.

In this plan, we proudly introduce a refreshed set of values.

Community

We cultivate strong relationships with our partners, fostering environments where individuals feel connected, supported, valued, and a sense of belonging.

Safety and stability

We provide safe and stable housing so residents can thrive and live fulfilling lives.

Dignity and respect

We treat every individual with fairness, acknowledging their right to be heard, valued, and supported.

Accountability

We take responsibility for our actions and decisions, promoting transparency and ethical behavior as we strive to uphold the highest standards.

Sustainability

We pursue growth in a thoughtful and strategic way, guided by our sustainability pillars.

These pillars help us balance our priorities, ensuring our organization is well-positioned for long-term success.



Residents



Financial



Competency



**Culture and
structure**



Partnership



Goals and objectives

Financial

Secure and manage resources for long-term stability.

1 Implement and maintain a long-term capital equipment and maintenance plan.

- 1.1 Conduct an inventory and assessment of the life cycle of all capital assets.
- 1.2 Allocate funds for scheduled upgrades and replacements.
- 1.3 Improve the integration of the maintenance plan into the annual budgeting.

2 Increase donations and endowments to sustain core operations.

- 2.1 Launch an ongoing gifts and legacy giving program.
- 2.2 Initiate a capital campaign.
- 2.3 Increase awareness of the endowment among current donors.
- 2.4 Establish and track fundraising goals on a quarterly basis.

3 Maximize grant funding to reduce operational costs.

- 3.1 Identify new grant opportunities that align with our programs.
- 3.2 Assign specific staff to focus on grant writing.
- 3.3 Track outcomes and return on investments of funded initiatives.

4 Strengthen financial forecasting to support long-term sustainability.

- 4.1 Review forecasts quarterly and adjust based on trends.

Competency

Ensure leadership, staff, and board are equipped for success.

1 Ensure staff competencies align with organizational needs.

- 1.1 Offer targeted training opportunities.
- 1.2 Conduct regular performance and development reviews.

2 Establish a clear leadership development and succession plan.

- 2.1 Identify high-potential employees and mentor them.
- 2.2 Document key processes and leadership responsibilities.
- 2.3 Proactively cross-train roles.

3 Advance Board skills to meet evolving governance standards.

- 3.1 Strategically recruit board members to fill expertise gaps and enhance diversity of skills.
- 3.2 Identify and recommend training and educational opportunities to the Board.

4 Conduct annual Board performance evaluations.

- 4.1 Use self-assessments and peer reviews.
- 4.2 Set annual goals and track progress.
- 4.3 Implement feedback-driven improvements.

Partnership

Drive purpose visibility and partner engagement.

1 Develop strategic partnerships to increase impact.

- 1.1 Identify and engage with purpose-aligned organizations.
- 1.2 Collaborate on cross-promotional campaigns and programs.

2 Strengthen relationships with donors and supporters.

- 2.1 Implement a donor stewardship and recognition plan.
- 2.2 Maintain relationships with existing supporters.

3 Enhance community visibility through active engagement.

- 3.1 Increase social media and local media presence.
- 3.2 Attend community and networking events.
- 3.3 Launch a public education campaign on affordable housing initiatives.

Residents

Promote well-being and continuous improvement.

1 Provide quality programs and operations.

- 1.1 Continue to provide quality service to residents, improving whenever possible.
- 1.2 Continue to conduct annual resident satisfaction survey and implement feedback.
- 1.3 Maintain and modernize our buildings as budget allows.

Culture and structure

Optimize organizational structure and operations for effectiveness.

1 Promote open communication and ensure alignment across the organization.

- 1.1 Develop and implement an organizational communication plan.
- 1.2 Ensure policies are reviewed and updated on a regular basis.

2 Evaluate structure for operational efficiency and fiscal responsibility.

- 2.1 Conduct a structural review to identify any opportunities to streamline workflows.
- 2.2 Regularly review budget allocation against outcomes.

3 Build capacity to support organizational growth.

- 3.1 Invest in staff training and development programs.
- 3.2 Expand infrastructure and workforce in line with projected needs.

4 Implement competitive compensation and performance review systems.

- 4.1 Benchmark salaries against sector standards periodically.
- 4.2 Link performance reviews to clear, measurable goals.

5 Proactively assess and manage organizational risk.

- 5.1 Conduct annual risk assessments and mitigation planning.
- 5.2 Ensure policies and procedures are compliant with legislation and up-to-date.
- 5.3 Train staff on risk awareness and crisis response.

Strategic priorities

Based on our purpose, values, goals, and objectives, as well as the current housing shortage, we aim to address housing needs by focusing on these five strategic priorities over the next five years.

Project	Description	Timeline
Opening of the Spruce Grove Lodge	We are constructing a 102-unit supportive seniors lodge at 404 Calahoo Road in Spruce Grove. The facility will include communal dining and recreation spaces, and studio, one-and two-bedroom units.	2024 to June 2026
Construction of maintenance garage and storage building	We plan to start construction in 2025 on a standalone structure next to our Administration Office to centralize maintenance inventory and vehicle storage.	Start summer 2025
Spruce Grove family affordable housing	We aim to secure funding to support the development and construction of an affordable housing project designed to meet the needs of individuals and families in Spruce Grove.	Start summer 2026
Spruce Grove senior affordable housing	We aim to secure funding for a senior's affordable housing project in Spruce Grove neighbouring the Spruce Grove Lodge.	Start 2027
Stony Plain family affordable housing	We aim to secure funding for the construction of housing for families in need of affordable housing in Stony Plain.	Start 2029

How we make decisions

We use the following questions to guide our organizational operations, ensuring everything we do aligns with our purpose and values.

Does it:

- ▶ Contribute to overall organizational growth or sustainability?
- ▶ Positively impact our people and/or the organization?
- ▶ Lead to increased effectiveness or efficiency?
- ▶ Fit within our current resources?
- ▶ Fit with our purpose?
- ▶ Allow risks to be mitigated?



"The future depends on what you do today."

— Mahatma Gandhi