

Strategic Sustainability Plan 2025-2028

Our purpose

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

Community

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

Dignity and respect

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

Safety and stability

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

Accountability

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

Sustainability pillars and priorities



Residents

1. Continue to provide quality service to residents, improving whenever possible.
2. Conduct annual resident satisfaction survey and implement feedback.
3. Maintain and modernize our buildings as budget allows.



Financial

1. Implement and maintain a long-term capital equipment and maintenance plan.
2. Increase donations and endowments to sustain core operations.
3. Maximize grant funding to reduce operational costs.
4. Strengthen financial forecasting to support long-term sustainability.



Partnership

1. Develop strategic partnerships to increase impact.
2. Strengthen relationships with donors and supporters.
3. Enhance community visibility through active engagement.



Culture and structure

1. Promote open communication and ensure alignment across the organization.
2. Evaluate structure for operational efficiency and fiscal responsibility.
3. Build capacity to support organizational growth.
4. Implement competitive compensation and performance review systems.
5. Proactively assess and manage organizational risk.



Competency

1. Ensure staff competencies align with organizational needs.
2. Establish a clear leadership development and succession plan.
3. Advance Board skills to meet evolving governance standards.
4. Conduct annual Board performance evaluations.

How we make decisions | 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?
- ▶ Allow risks to be mitigated?
- ▶ Fit with our purpose?

Strategic priorities

Opening of the Spruce Grove Lodge
2024 to June 2026

Construction of maintenance garage and storage building
Start summer 2025

Spruce Grove family affordable housing
Start summer 2026

Spruce Grove senior affordable housing
Start 2027

Stony Plain family affordable housing
Start 2029