



Business Plan

2027-2028



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Executive summary

For more than 65 years, Meridian Housing Foundation has been a trusted provider of affordable housing in Spruce Grove, Stony Plain, and Parkland County, known as the Tri-Region. Guided by the belief that everyone deserves a safe and affordable place to call home, the Foundation remains committed to delivering housing solutions that meet the evolving needs of the communities it serves.

Originally established to serve seniors, the Foundation expanded its purpose in 2025 to support a broader demographic. This evolution reflects both changing community needs and the Foundation's commitment to inclusive, community-based housing programs that are affordable for residents facing challenges in the local rental market.

While the majority of the Foundation's portfolio remains focused on seniors' housing, it awaits a decision from Build Canada Homes on its federal funding application intended to close the financing gap for its first affordable housing project serving individuals and families. The Foundation is seeking a federal funding commitment in 2026 to satisfy the conditions of provincial funding approval and enable construction to commence on this important development. This project, together with the delivery of the Rent Supplement Program, demonstrates the Foundation's commitment to expanding housing programs for underserved populations and leveraging its expertise in the delivery of affordable housing.

Through balanced growth, strategic investment, and operational excellence, the Foundation is prepared to address current housing challenges and deliver sustainable solutions for the Tri-Region.

Informed approach to address housing needs

The Tri-Region is a highly desirable area, offering vibrant suburban neighbourhoods in the City of Spruce Grove, serene waterfront living in Parkland County's hamlet Wabamun, and a blend of small-town charm and rural lifestyle in the Town of Stony Plain. Despite the rapid growth of the Tri-Region, our community remains significantly underhoused. We face a shortage purpose-built rental option. While housing starts for ownership are on the rise, the limited stock of affordable rentals continues to decline, deepening the gap in accessible housing. The Foundation is equipped to help close this gap by providing both short-term and long-term affordable housing solutions, ensuring that low and moderate income residents can continue to live in the communities they call home.

The 2025 municipal elections brought new councils to the Tri-Region, resulting in board changes and new opportunities for renewed collaboration. These transitions introduced

fresh perspectives and priorities, prompting the Foundation to strengthen relationships with municipal partners and align on shared housing objectives.

As the Foundation advances its housing developments, the board is reviewing its pipeline of capital projects and funding strategies to ensure equitable investment across all municipalities. This includes exploring sustainable, long-term funding solutions such as a municipal capital requisition, supported by a business case prepared by Colliers Project Leaders. Aligned with Build Canada Homes' focus on funding non-profit developers with scalable project pipelines, the Foundation is actively positioning itself to bring forward multiple new capital builds for provincial and federal grant investment. The Foundation remains committed to transparent communication and strong partnerships, recognizing that collaboration is critical to achieving its development targets.

The current development strategy prioritizes projects on owned and fully serviced land, to enable faster delivery timelines and minimize upfront capital requirements. Planning is also informed by sustained and projected demand for senior lodge accommodations. Initial application intake for Horizon View Lodge confirms this need, reflecting the same high demand that led to full occupancy upon the opening of Folkstone Manor in 2021. As rental affordability remains out of reach for seniors on fixed incomes, the Foundation is fortunate to receive provincial Lodge Assistance Program funding to subsidize the 102 lodge units scheduled to open in late 2026.

Recognizing that no single organization can fully address the growing gap between housing supply and demand, the Foundation has adopted a balanced and measured approach to incrementally increase capacity while responsibly managing financial and organizational resources.

The Foundation has identified five capital developments to advance regional housing objectives over the coming decade. These include a 56-unit affordable housing development in Spruce Grove for low-income individuals and families, Horizon View Lodge Phase 2, and a proposed seniors' lodge in Wabamun, where recent municipal investments support future growth. Two additional sites in Stony Plain and Spruce Grove remain undesignated as the Foundation works with municipal partners to determine appropriate use and alignment with community priorities. This flexible, partnership-driven approach ensures that future developments remain responsive and grounded in local need.

Communications, engagement, and fund development strategy

Stakeholder engagement has identified the need to increase awareness of Meridian Housing Foundation's programs and to provide clearer, data-driven insights to support

municipal decision-making. The Foundation is therefore strengthening its communication and engagement strategy.

Early public engagement for the Spruce Grove Family Affordable Housing development revealed both common misconceptions about affordable housing and compelling stories from residents in need of local housing options. These findings highlight the need for clear, evidence-based communications to build understanding and support for affordable housing initiatives. Release of the updated federal census data in 2027 will further enable the Foundation to conduct a local housing needs assessment, further strengthening future engagement efforts.

Strategic investments in staffing have enhanced the Foundation's capacity in this area. The addition of experienced Communications and Policy, and Events and Fund Development Leads have strengthened the organization's ability to advance public engagement, advocacy, and fundraising.

However, uncertainty about government funding timelines continues to challenge long-term planning, particularly for non-profit housing providers that have traditionally relied on grants from all levels of government. Time-sensitive program requirements, including those tied to the Affordable Housing Partnership Program, demand flexible and responsive planning to maintain project viability. While recent increases to the Rent Supplement Program are appreciated, demand still exceeds available resources. Ongoing investment in this program is essential to maintaining affordability as new housing supply is developed.

Operational and industry excellence

As the Foundation expands its housing portfolio, programming, and workforce, maintaining high-quality service and operational efficiency remains a priority. To support this, the Foundation completed a comprehensive review of its structure and capacity, identifying opportunities to enhance processes, improve efficiency, and strengthen long-term sustainability. The Foundation is also reinforcing internal capacity through professional development, targeted training, policy revision, detailed process documentation, and cross-training for position coverage and succession planning.

Targeted investments in personnel and modernization are supporting the upcoming onboarding of additional lodge staff and residents. Key initiatives include implementing a new payroll and scheduling system, expanding the use of Yardi Voyager modules, and introducing a Privacy Management Program. The anticipated addition of a Director of Operations aims to strengthen organizational capacity and reduce administrative burden on the Chief Executive Officer. Further, the Foundation has filled Communication and

Policy, Events and Fund Development, and Information Technology roles, providing specialized expertise to support continued growth.

A centralized maintenance storage facility was constructed to improve efficiency, and implement centralized inventory management and controls. The organization's vehicle fleet is being expanded to reduce reliance on personal transportation. The Foundation is also exploring the addition of a dedicated resident support worker to assist individuals facing more complex challenges, as well as acquiring a transport van to improve mobility for lodge residents. These enhancements enable continued delivery of high-quality care and services throughout this dynamic period.

The Foundation remains committed to continuous improvement, using annual resident feedback to guide service enhancements and employee feedback to ensure satisfaction and retention.

Maintenance and modernization of existing infrastructure

MHF's seniors' self-contained housing remains in high demand, however limited government investment presents challenges to maintaining these facilities. Restrictions on Capital Maintenance and Renewal (CMR) carryover, and the lack of dedicated funding for provincially managed properties, have delayed essential maintenance and modernization of government-owned buildings.

With Extreme Heat Events projected to increase across Canada, protecting vulnerable seniors is more urgent than ever. Older adults face greater risk of heat-related illness due to reduced thermoregulation, chronic conditions, and social isolation. In aging multi-unit buildings, the lack of air conditioning and outdated fire protection can turn one resident's mistake into a crisis for all. To mitigate these dangers, the province is encouraged to prioritize investment in the maintenance and modernization of Seniors' Self-Contained buildings. Installing air conditioning and functional sprinkler systems is crucial to ensuring the health, safety, and dignity of senior residents in the face of a rapidly warming climate.

Moving forward

The Foundation is ready to advance community-driven solutions that address both immediate affordability pressures and long-term supply shortages. With aligned strategic goals, shovel-ready land, and decades of proven experience, the Foundation is well positioned to support the development of sustainable, affordable housing that meets the needs of all residents—especially for the most vulnerable. Continued investment and collaboration are not only timely, but essential to ensuring housing stability, economic resilience, and social well-being across the region.

Corporate profile

Purpose statement

Affordable housing solutions for Tri-Region residents.

We provide:

- Supportive lodge living for seniors
- Financial subsidies to eligible residents
- Self-sustaining affordable housing programs
- Safe, comfortable, accessible, and well-maintained housing.

Board of Directors

Chair	Stuart Houston, Member at Large
Vice-Chair	Councillor Melanie Loyns, Town of Stony Plain
Members	Yvan Boutin, Member at Large Cheryl Budzinski, Member at Large Randy Dubord, Member at Large Councillor Ben Jespersen, Parkland County Councillor Jan Gillett, City of Spruce Grove



Accountability statement

This business plan was prepared under the board's direction in accordance with legislation and associated ministerial guidelines, and in consideration of all policy decisions and material, economic, or fiscal implications of which the board is aware. Approved by the Board of Directors on June 19, 2026.

Portfolio profile

Meridian Housing Foundation's portfolio consists of 9 seniors' housing buildings, including two lodges, five senior's self-contained apartments, and two affordable housing buildings. A new supportive seniors lodge is currently under construction in Spruce Grove and is scheduled to open in late 2026.

Seniors independent subsidized living

(Senior Self-contained)

Alberta Rose Manor

4616-52nd Ave, Stony Plain, AB
Ages 65+
Built 1980
20 units

Diamond Jubilee Manor

4612-52nd Ave, Stony Plain, AB
Ages 65+
Built 1982
45 units

Meridian Pioneer Manor

5007-52nd Ave, Stony Plain, AB
Ages 65+
Built 1990
36 units

Spruce Haven Manor

420 Main St, Spruce Grove, AB
Ages 65+
Built 1980
30 units

Foster Manor

5206-50th St, Wabamun, AB
Ages 65+
Built 1981
4 units

Seniors supportive lodge living

Whispering Waters Manor

5303-47th St, Stony Plain, AB
Ages 65+
Built 1990
59 units

Forest Ridge Place

5303-47th St, Stony Plain, AB
Ages 65+
Built 2007
42 units

Seniors affordable living

Park View Manor

5016-52nd Ave, Wabamun AB
Ages 65+
Built 2012
6 units

Folkstone Manor

#17 Folkstone Pl, Stony Plain, AB
Ages 55+
Built 2021
63 units

Rent supplement program

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

Institutional context

Meridian Foundation was originally established in 1960, when local municipalities collaborated to provide housing for seniors aged 65 and older in their communities. In 1995, it was formally designated as a Housing Management Body under the *Alberta Housing Act* by Ministerial Order and registered as a charity. In 2019, the Foundation adopted the name Meridian Housing Foundation to better reflect its operations and increase public recognition.

Today, the Foundation is supported by three contributing municipalities: the City of Spruce Grove, the Town of Stony Plain, and Parkland County, collectively known as the Tri-Region. Governance is provided by a Board of Directors that includes three elected officials, each appointed by a member municipality, and four public members selected by the board through an application process, as outlined in the Foundation's Terms of Reference.

The Foundation provides affordable housing options for seniors in the Tri-Region. It manages five senior self-contained buildings—four owned by the Government of Alberta and one owned by the Foundation—all offering provincially subsidized rents. The Foundation also owns and operates two affordable housing buildings with fixed below-market rates and two seniors' lodges. Eligible lodge residents receive subsidized accommodations through the Lodge Assistance Program. The Foundation is currently constructing the first subsidized seniors lodge in Spruce Grove, set to open in late 2026.

In addition to seniors affordable housing programs, Meridian Housing Foundation administers the Rent Supplement Program, catering to renter households in core housing need. With the Board of Directors emphasizing the need for affordable housing that serves all age groups, not just seniors, the Foundation revised its statement of purpose in 2025 to reflect the full scope of its housing programs and the diverse demographics it serves. This evolution enabled the Foundation to partner with the City of Spruce Grove to advance an affordable housing development for individuals and families.

The Foundation collaborates with a variety of agencies, service providers, businesses, and all levels of government. The Foundation also holds memberships with a number of local and industry-related associations and operates in full compliance with all applicable regulatory authorities.

Plan development

In developing this business plan, the Board of Directors and the Chief Executive Officer referred to Meridian Housing Foundation's 2026-2028 Business Plan, 2025-2028 Strategic Sustainability Plan, and internal policies. A number of external reports, data sets, and studies provided key guidance, including the 2024 City of Spruce Grove Housing Needs Assessment, the City of Spruce Grove's Housing Strategy, the Town of Stony Plain's Housing Strategy, the 2021 Tri-Municipal Regional Plan, the City of Spruce Grove's draft 2026-2029 Strategic Plan, the Town of Stony Plain's 2026-2029 Strategic Plan, Parkland County's 2026-2029 Strategic Plan, and Canada Mortgage and Housing Corporation's Housing Market Information Portal.

Environmental scan

As the primary provider of affordable rental housing in the Tri-Region, Meridian Housing Foundation operates at full occupancy with waitlists for all programs and properties. This highlights a critical shortage of affordable housing in the region. Although the region's population grew by 10.4% over the past five years¹, affordable housing development has not kept pace with this rapid growth. While ownership options are increasing, rental development remains insufficient to meet the rising demand from renter households.

In Spruce Grove, there are 3,375 renter households but only 1,380 purpose-built rental units². As a result, only 41% of renters live in the primary rental market, while 59% rely on the less-regulated secondary market. This imbalance emphasizes a broader issue: the local rental market lacks the diversity and competition necessary to stabilize rents and improve affordability.

The vacancy rate in Spruce Grove's primary rental market is an exceptionally low 0.2%³, compared to 3% in Edmonton, demonstrating severe supply constraints. To address this, there is an urgent need for more affordable and market rental developments to relieve pressure and encourage price competition.

While Edmonton has achieved a more balanced rental market through recent affordable housing development, this progress does not extend to the surrounding municipalities.

Affordable rents in Edmonton are attracting renter households from neighbouring communities. To ensure affordable housing projects are built where they are needed most, the Foundation is exploring data collection measures to quantify and understand suppressed demand. Although Edmonton's rental market is reporting vacancies and competitive rates, the province must continue investing in surrounding communities, where a significant shortage of purpose-built rental housing persists.

As the cost of living continues to rise in Alberta, the country's lowest minimum wage compounds the challenge for low and moderate income households. Advancing affordable, community-based solutions is essential now more than ever to stabilize local rental markets, particularly for vulnerable residents who depend on established support networks within their communities.

Spruce Grove's renter households increased from 18% in 2006 to 24% in 2021, adding over 2,100 renter households. This growth, combined with consistently low vacancy rates, has intensified demand and enabled landlords to raise rents. From 2018 to 2023, average rents rose by 21%. For residents receiving Assured Income for the Severely Handicapped, low-income seniors, and individuals earning minimum wage, market rents are now unaffordable without substantial and sustained rental subsidies.

While housing is a shared priority across all levels of government, the transfer of costs to municipalities raises concerns about the long-term sustainability of these programs. Any adjustment to the minimum disposable income rate for lodge residents must be matched by a corresponding increase to the Lodge Assistance Program grant. Without this, operating costs will continue to be transferred to housing operators and, ultimately, municipalities.

With rents rising and fewer affordable options, demand for support has surged. There is a continued need to increase funding for the Rent Supplement Program to assist those in core housing need. This support will help bridge the affordability gap for low-income renters while long-term housing projects undergo construction. Although this is a short-term solution, ongoing investment in affordable housing development remains essential to meet current needs and support future needs.

In light of these challenges, it is imperative that all levels of government, community partners, and stakeholders come together to respond to the growing housing crisis in the Tri-Region. The Foundation is dedicated to delivering meaningful and measurable impact across the Tri-Region by strengthening partnerships, expanding access to safe and affordable housing, and proactively addressing evolving community needs. This approach allows the Foundation to adapt to changing housing demands while ensuring sustainable operations and lasting community benefits for future generations.

SWOT analysis

Strengths and opportunities

The Foundation is well-positioned for growth, supported by several key strengths and emerging opportunities. A current organizational structure and capacity review is helping to improve operational efficiency and effectiveness, while the recent addition of dedicated fundraising and IT roles has already strengthened overall capacity.

Ownership of vacant land provides a strong foundation for future developments, while a renewed organizational purpose broadens the service demographic and creates pathways for expanded program delivery. The appointment of new board members has brought fresh ideas and identified potential partnerships to explore. Municipal housing strategies highlight interest in working with local developers and non-profit organizations to deliver housing projects in their communities, aligning well with internal goals. Demand for affordable housing remains high, as evidenced by long waitlists, supporting the opportunity to expand impact.

With Horizon View Lodge nearing completion, development focus will shift to advancing the Spruce Grove Family Affordable Housing project, an innovative partnership approach to expand supply of affordable housing units.

Currently, the Foundation delivers a range of housing options and has benefited from increased Rent Supplement Program funding. Investments in technology are improving operational efficiency and strengthening required reporting. The Foundations demonstrated success in capital construction, renovation, and maintenance emphasizes its ability to effectively execute development projects. High satisfaction rates and strong leadership further reinforce the organization's reputation for quality service and operational excellence, positioning it for continued growth and innovation.

Weaknesses and challenges

The Foundation faces some common industry challenges, including tariff impacts, rising construction costs, uncertainty surrounding Build Canada Homes program funding, and increasingly competitive and inconsistent grant environment constrains opportunities for growth. These challenges also include limited funding for the maintenance and modernization of aging infrastructure, regulatory barriers to advancing capital projects, high development and permit fees, and software costs for systems essential to supporting operations.

Organization-specific challenges include growing demand for programs, insufficient Rent Supplement Budget allocation, limited supply of available units compounded by very low

suite turnover. In 2025, Meridian Housing Foundation saw just eight move outs from our affordable program and 19 move outs in our senior self-contained program. Notably, over 70% of suite turnover was related to resident passing or loss of functional independence, rather than voluntary termination of tenancy. Low voluntary suite turnover compounded with new capital builds reaching capacity upon opening demonstrate both the need for affordable units and the strong desire to reside in the Foundation's properties.

Further pressures emerged when the Government of Alberta assumed responsibility for Capital Maintenance and Renewal (CMR) projects, introducing inefficiencies related to project delivery, coordination, and knowledge transfer. Concerns regarding project outcomes, missed engagements, and the added burden on staff capacity highlighted the challenges of externally managed delivery. These factors, combined with ongoing economic volatility impacting fundraising efforts, continue to strain resources at a time when demand for affordable housing programs is steadily increasing.

Goals, strategic priority initiatives, expected outcomes and performance measures

Priority 1: Informed approach to addressing community need

In an effort to secure long-term support, the Foundation has aligned the following capital development priorities with municipal housing goals. This prioritized pipeline is intentionally structured to capitalize on owned and serviced land; however, it remains flexible to respond to evolving municipal engagement, partnership opportunities, and emerging conditions that may influence project sequencing.

Horizon View Lodge (Spruce Grove Supportive Living Lodge)

2026 targets

- Active construction (*in progress*)
- Process Horizon View Lodge applications (*in progress*)
- Recruitment and onboarding (*estimated September 2026*)
- Horizon View Lodge staggered entry (*estimated November 2026*)

2027 targets

- Horizon View Lodge grand opening ceremony (*Event date dependent on all involved stakeholders*)

Spruce Grove Family Affordable Housing

2026 targets

- Secure federal funding for project through Build Canada Homes
- Complete issued-for-construction designs to support tender and permit processes
- Tender and award project contract for general contractor services
- Finalize Affordable Housing Partnership Program agreement
- Ground breaking ceremony

2027 targets

- Commence construction
- Active construction

2028 targets

- Active construction
- Staggered entry
- Grand opening

Horizon View Lodge Phase 2

2027 targets

- Advance architectural schematic and detail designs to class B budget
- Submit application for Round 5 of the Affordable Housing Partnership Program (Senior Lodge Modernization Program)
- Submit Build Canada Homes application for federal grant funding
- Secure funding commitments
- Commence construction
- Active construction

2028 targets

- Active construction
- Staggered entry
- Grand opening of lodge expansion

Wabamun Seniors Lodge

2026 targets

- Municipal engagement on proposed project

2027 targets

- Secure municipal support and land donation for the project
- Advance architectural schematic and detail designs to class B budget

2028 targets

- Submit application for the Affordable Housing Partnership Program (Senior Lodge Modernization Program)
- Submit Build Canada Homes application for federal grant funding
- Secure funding commitments
- Ground breaking ceremony
- Commence construction

Upcoming capital projects (2029 or later)

Stony Plain Housing Site (designation to be determined)

Spruce Grove Housing Site (designation to be determined)

Priority 2: Communications, engagement, and fund development strategy

Meridian Housing Foundation operates within a rapidly evolving housing environment, where strong community partnerships, meaningful partner engagement, increased public awareness, and diversified revenue streams are essential to our success. As we continue to grow and expand our role in addressing housing needs, strategic communication and purposeful engagement are vital to building trust, strengthening relationships, enhancing donor stewardship, while advancing our purpose to provide affordable housing solutions for residents of the Tri-Region.

Communications and engagement strategy

2026 targets

- Develop and implement communication and engagement plan to improve delivery and outcomes
- Develop business case to support stakeholder engagement (*in progress*)
- Strengthen relationships with key stakeholders
- Present business case to member municipalities

2027 targets

- Develop and implement strategic communications campaign to improve public understanding and perception of affordable housing programs
- Strengthen resident, client, and employee communications
- Enhance partner engagement
- Conduct housing needs assessment with updated census data
- Review capital project targets with housing needs assessment to ensure alignment
- Strengthen public awareness, advocacy, and community relations

2028 targets

- Continue to measure, evaluate, and improve strategy as we evolve

Fund development strategy

2026 targets

- Increase presence at local events to network and build strong relationships
- Implement use of donor relationship management/event ticket sales platform
- Continue to grow social media presence and brand identity
- Continue fundraising for capital projects
- Pursue charitable donations from established local agencies and businesses
- Apply for all grant opportunities

- Plan annual fundraising event
- Explore community partnerships
- Launch volunteer recruitment and training
- Explore interest and viability of municipal capital requisition to support capital development

2027 targets

- Establish partnership agreements to support aligned initiatives
- Secure municipal capital requisition commitment
- Expand volunteer base to support fundraising initiatives
- Launch annual fundraising event
- Ongoing fundraising
- Apply for all grant opportunities
- Expand donor base

2028 targets

- Expand donor base
- Maintain a healthy funding stream from grants and donations
- Continue to measure, evaluate, and improve strategy as we evolve

Priority 3: Operational and industry excellence

Through targeted investments in people, systems, and processes, the organization will enhance efficiency, build internal capacity, implement operational best practices, and support sustainable growth. At the same time, a commitment to industry excellence will ensure continued alignment with regulatory requirements, high-quality resident experiences, and a culture of continuous improvement driven by measurement, evaluation, and responsive adaptation.

Investment in operational efficiency

2026 targets

- Conduct organizational structure and capacity review and implement recommendations to optimize operational efficiencies
- Recruit and onboard Director of Operations
- Recruit and onboard Horizon View Lodge staff
- Modernize payroll processes and upgrade payroll software
- Implement use of modern scheduling system with automated shift coverage technology
- Expand use of Yardi Voyager modules to support operations
- Expand organization fleet through purchase of one vehicle for maintenance and administration use

2027 targets

- Implement programs to increase staff engagement and retention
- Support staff training and professional development in alignment with Foundation goals
- Establish and implement evaluation framework for Board Members
- Acquire transport van for senior resident programming

2028 targets

- Continue to measure, evaluate, and improve operations
- Recruit Procurement Specialist

Demonstrate industry excellence

2026 targets

- Complete organization IT audit and implement identified safeguards
- Update and introduce additional privacy policies in alignment with legislation
- Maintain resident satisfaction rates of 85% or above
- Policy binder review and revisions

- Train staff on Privacy Management Program

2027 targets

- Conduct annual staff training to support compliance
- Conduct annual resident satisfaction survey and implement feedback to maintain resident satisfaction rates of 85% or above
- Conduct employee satisfaction survey and implement feedback
- Measure, evaluate, and improve Health and Safety Program and Privacy Management Program
- Policy binder review and revisions

2028 targets

- Ongoing policy review
- Conduct annual staff training to support compliance
- Conduct annual resident satisfaction survey and implement feedback to maintain resident satisfaction rates of 85% or above
- Conduct employee satisfaction survey and implement feedback
- Continue to measure, evaluate, and improve Health and Safety Program and Privacy Management Program
- Continually measure, evaluate, and improve service delivery

Priority 4: Maintenance and modernization of existing infrastructure

The Foundation prioritizes maintaining and modernizing its existing infrastructure. This summary highlights key priority projects across the buildings operated by Meridian Housing Foundation. While the Foundation strives to complete additional maintenance projects annually, the selection and funding of Capital Maintenance and Renewal projects are determined by the province. For this condensed overview, two priority projects have been identified for each building. A detailed list of priority projects, including preferred timelines, is provided in Appendix D.

Independent subsidized living (senior self-contained program)

2027/28

- Alberta Rose Manor sidewalk replacement
- Alberta Rose Manor sprinkler system
- Diamond Jubilee Manor fire panel replacement
- Diamond Jubilee Manor suite lock upgrade (SALTO fob system)
- Foster Manor front step replacement
- Foster Manor sidewalk replacement
- Meridian Pioneer Manor make up air system upgrades
- Meridian Pioneer Manor sidewalk replacement
- Spruce Haven Manor Sidewalk replacement
- Spruce Haven Manor sprinkler system

2028/29

- Alberta Rose Manor window replacement
- Alberta Rose Manor sewer line upgrade
- Diamond Jubilee Manor sprinkler system
- Diamond Jubilee Manor suite and common area electrical panel upgrade
- Foster Manor window replacement
- Foster Manor furnace upgrades
- Meridian Pioneer Manor change out suite locks (SALTO fob system)
- Meridian Pioneer Manor lounge A/C unit replacement/upgrade
- Spruce Haven Manor fire alarm system replacement
- Spruce Haven Manor main entrance door and operator replacement

2029/30

- Alberta Rose Manor installation of hallway A/C unit

- Alberta Rose Manor attic insulation
- Diamond Jubilee Manor replace parking stall electrical posts
- Diamond Jubilee Manor attic insulation
- Foster Manor drain upgrades
- Foster Manor electrical upgrades
- Meridian Pioneer Manor suite bathroom door and hardware replacement
- Meridian Pioneer Manor hand railing replacement
- Spruce Haven Manor kitchen upgrades
- Spruce Haven Manor suite and common area electrical panel upgrade

Supportive lodge living

2027/28

- Whispering Waters Manor window replacement
- Whispering Waters Manor elevator upgrade
- Whispering Waters Manor sidewalk replacement

2028/29

- Whispering Waters Manor 6-unit A/C upgrade
- Whispering Waters Manor water heater and storage tank upgrades
- Whispering Waters Manor installation of hallway A/C unit

2029/30

- Whispering Waters Manor boiler replacement

Financial plan and forecasts

A 2027 consolidated budget and forecast is included in the attached appendices.

Capital planning strategy

A long-term capital planning strategy is included in the attached appendices.

Appendices

Appendix A: Board Skills Matrix

Appendix B: Property Profile

Appendix C: Financial

Appendix D: Capital Maintenance and Renewal

Appendix E: Federal Funding and Capital Priorities

Appendix F: Asset Management

Appendix G: Capital Asset

Endnotes

¹ Statistics Canada. 2023. (table). Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released November 15, 2023.
<https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E> (accessed June 3, 2026).

² Urban Matters. (2024, 05 15). City of Spruce Grove Housing Needs Assessment. City of Spruce Grove. Retrieved from Sprucegrove.org: <https://www.sprucegrove.org/media/7493/city-of-spruce-grove-housing-needs-assessment.pdf>

³ Canada Mortgage and Housing Corporation. "Housing Market Information Portal." CMHC Housing Market Information Portal, [www03.cmhc-schl.gc.ca/hmip-pimh/en#Profile/4811049/4/Spruce%20Grove%20\(CY\)](http://www03.cmhc-schl.gc.ca/hmip-pimh/en#Profile/4811049/4/Spruce%20Grove%20(CY)). (accessed June 3, 2026)