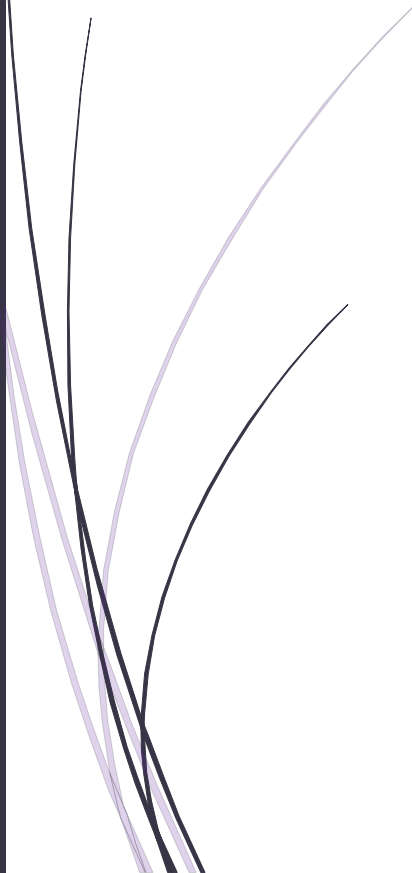




# BUSINESS PLAN

2020-2022



# Table of Contents

---

Executive Summary .....	3
Board of Directors .....	5
Accountability Statement.....	5
Portfolio Profile .....	6
Institutional Context.....	7
Plan Development .....	7
Environmental Scan .....	7
Goals, Strategic Priority Initiatives, Expected Outcomes and Performance Measures .....	9
Priority 1: Address Our Communities' Housing Needs .....	9
Priority 2: Develop Sustainable Funding .....	9
Priority 3: Support Organizational Growth.....	10
Priority 4: Invest in Our Facilities .....	11



## Executive Summary



Meridian Housing Foundation is committed to:

- **Addressing** the financial barriers faced by many seniors when seeking appropriate, affordable housing;
- **Encouraging** area residents to maximize their independence, celebrate their individuality and retain self-respect and autonomy;
- **Providing** opportunities for area residents to participate in positive social interactions which can lessen feelings of loneliness and isolation, improving both mental and physical health;
- **Recognizing** and **treating** seniors as valuable members of the community; and
- **Ensuring** that seniors have access to a full range of services, including social, emotional, education, recreational and volunteer opportunities as appropriate.

Meridian Housing Foundation readily engages in research and collaborative opportunities to plan for and address the emerging housing needs of a growing population of seniors. The communities contributing to Meridian Housing Foundation know that seniors are important and valuable to society and have a strong desire to take care of their senior residents. Our work is focused on helping seniors to stay in their home communities in a safe and supported environment.

The focus of our business plan is to

- Address our communities' housing needs
- Develop sustainable funding
- Support organizational growth
- Invest in our facilities



By 2031, it is estimated that more than 24,000 seniors will live in the Parkland Region. This is double the current estimated senior population in the region (12,000 as of 2016).<sup>1</sup> Meridian Housing Foundation operates entirely off of waiting lists as our facilities have zero vacancies, so the shortage of housing in the region is apparent.

Meridian Housing Foundation sees this as an opportunity to engage in significant capacity building, and we believe that providing additional housing units is a concrete response to the need of seniors in the region for safe, affordable and supportive housing designed for them.

We are pleased with the progress on our top priority capital project: a mixed-model 55+ affordable housing complex in Stony Plain. We anticipate that shovels will be in the ground by early fall of 2019. Our focus will next turn to the construction of a supportive living lodge in the City of Spruce Grove. Efforts to explore and secure land opportunities has already begun. In doing presentations to service clubs in the community it was voiced that Spruce Grove residents want to age in their community. They do not want to move to lodges outside of Spruce Grove.

As Meridian Housing Foundation's portfolio grows, so too will the required staff capacity and number. In order to support the growth and continued success of the organization we look to support the administrative and management teams by providing them with appropriate office space. This will be achieved by securing an ideal off-site space for the administrative staff.

Enhancing workplace culture in order to improve job satisfaction and minimize employee turnover is another approach to building staff capacity that is already being pursued. The number of training hours provided in 2018 was a 39% increase over 2017. A full review of benefits packages was also done, resulting in a new contract and improved benefits plans for full- and part-time employees of the Foundation. Continuing to identify and fulfill training and professional development needs, surveying and addressing employee satisfaction, and reviewing job descriptions will help to identify areas for improvement.

Meridian Housing Foundation's Board of Directors is also undergoing a Board review process, a key part of board governance structure that allows the Board to self-reflect and assess its performance in its governance role. Given the Board's role in monitoring management and setting the strategic direction of Meridian Housing Foundation, even small improvements could have a profound, positive impact on the organization.

Supporting all of the Foundation's capital initiatives, such as capital construction, capital purchases and programs, requires that we increase fundraising means and develop a more diversified and lasting funding base. A Capital Campaign project is currently underway to raise capital funds for the construction of the affordable housing project in Stony Plain. These efforts will create and secure lasting relationships with supporters that will benefit future capital projects. While Meridian Housing Foundation continually applies for funding, one of our goals is to better establish and strengthen the Foundation's grant research and application process for access to other dollars. As such a new position, "Marketing & Fund Development Coordinator, will be created and a candidate sought.

Initiatives to increase awareness of Meridian Housing Foundation were successfully undertaken in 2018 and early 2019 including presentations to Mayors and Councils of our contributing municipalities and to service clubs in our communities, as well as establishing a presence at the Tri-Region Expo Fair in 2018 and 2019. Other efforts included a brochure explaining tax contributions to seniors housing that was distributed with the

---

<sup>1</sup> Parkland Subregion Housing Needs Assessment, 2016



2019 property tax letters, a full-page newspaper article, “Making Strides for the Future of Seniors Housing” that was printed in the April 5, 2019 edition of the Stony Plain Reporter/Spruce Grove Examiner, and a contest that was run to engage the public in the naming of the new affordable housing building under constructed in Stony Plain. The name of the project was chosen from one of the contest submissions and will be approved by the Town of Stony Plain in July 2019.

Meridian Housing Foundation believes it is imperative to protect and preserve the investment that has been made in our existing facilities through a proactive preventative maintenance program. The Foundation will advocate to ensure funding is made available to guarantee our buildings remain in good order and engage in a number of repairs, upgrades and renovations designed to enhance the homes of our residents.

Every facet of our business plan is in keeping with our values and our commitments to our communities. We always endeavour to ensure Meridian Housing Foundation is “Your Home of Choice” in all that we do.

## Board of Directors



**Chair** ..... Councillor Jackie McCuaig, Parkland County

**Vice-Chair** ..... Councillor Judy Bennett, Town of Stony Plain

**Member** ..... Councillor Chantal McKenzie, City of Spruce Grove

**Member** ..... Councillor Jocelyn Wiggins, Village of Wabamun

## 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 24, 2019.



## Portfolio Profile

Meridian Housing Foundation's portfolio consists of 8 senior's housing complex, including two lodges, five senior's self-contained buildings, and one affordable housing complex.

### Supportive Housing - Lodge



**Whispering Waters Manor**  
5303-47<sup>th</sup> St, Stony Plain, AB

Ages 65+  
Constructed 1989  
57 studio units  
2-story building with elevator



**Forest Ridge Place**  
5303-47<sup>th</sup> St, Stony Plain, AB

Ages 65+  
Constructed 2006  
34 studio; 8 one-bedroom units  
2-story building with elevator

### Seniors Self-Contained



**Alberta Rose Manor**  
4616-52<sup>nd</sup> Ave, Stony Plain, AB

Ages 65+  
Constructed 1980  
20 one-bedroom units  
Row housing,  
separate entrances



**Diamond Jubilee Manor**  
4612-52<sup>nd</sup> Ave, Stony Plain, AB

Ages 65+  
Constructed in 1982  
44 one-bedroom; 1 two-bedroom units  
3-story building with elevator



**Meridian Pioneer Manor**  
5007-52<sup>nd</sup> Ave, Stony Plain, AB

Ages 65+  
Constructed in 1989  
36 one-bedroom units  
4-story building with elevator



**Spruce Haven Manor**  
420 Main St, Spruce Grove, AB

Ages 65+  
Constructed in 1980  
30 one-bedroom units  
3-story building with elevator



**Foster Manor**  
4206-50<sup>th</sup> St, Wabamun, AB

Ages 65+  
Constructed in 1981  
4 one-bedroom units  
Row housing,  
separate entrances

### Affordable Housing



**Parkview Manor**  
5016-52<sup>nd</sup> Ave, Wabamun, AB

Ages 65+  
Constructed in 2012  
4 one-bedroom units  
2 two-bedroom units  
Row housing,  
separate entrances



## Institutional Context

Meridian Foundation was established in 1960 when local municipalities entered into a collaborative partnership to provide housing for seniors 65 years of age and older in their communities. In 1995, Meridian Foundation was established as a Housing Management Body by Ministerial Order under the Alberta Housing Act and became a registered charity. In early 2019 the Foundation's name was officially changed to Meridian Housing Foundation to better reflect the nature of its mission and bolster awareness.

Meridian Housing Foundations' current contributing municipalities include the City of Spruce Grove, the Town of Stony Plain, Parkland County and the Village of Wabamun. An elected official from each of these municipalities form our Board of Directors which governs the Foundation.

The Foundation works co-operatively with other agencies. Current collaborative partnerships include the Government of Alberta (namely, Alberta Seniors and Housing), AHS Home Care services, Family and Community Support Services (FCSS), public libraries, and local businesses and service clubs. Meridian Housing Foundation complies with all agencies that have jurisdiction over its operation.

Meridian Housing Foundation is a member of the Alberta Seniors Communities Housing Association (ASCHA), Alberta Urban Municipalities Association (AUMA), Rural Municipalities of Alberta (RMA), Senior Housing Society of Alberta (SHSA), the Continuing Care Safety Association (CCSA), the Tri-Region Elder Abuse Coordinated Community Response (TREA CCR), and PathwaysHOME (Spruce Grove's 5 year strategy to reduce poverty and homelessness). The Executive Director is a member of the Alberta Public Housing Administrators Association (APHAA).

The Foundation also participates in housing forums and Yardi user groups with other non-profit housing providers in the area.

## Plan Development

In the development of the 2020-2022 Business Plan, the Board of Directors and Executive Director referred to the previously developed 2019-2021 Business Plan as well as the 2018-2020 Strategic Plan, the 2018 Annual Report, internal policies for Board Governance, and other supporting departmental policies. External studies (such as those described in the Executive Summary) also provided key guidance.

The 2020-2022 Business Plan was developed, approved and submitted prior to the strategic planning session with consultant IMC (Ian Murray & Company Ltd). While it is possible that different priorities for Meridian Housing Foundation may be outlined during the strategic planning process, the Board of Directors and Executive Director are confident in the business plan and capital project priorities as outlined here.

## Environmental Scan

Municipality	2011	2016	Population Growth	Individuals 65+	Median Age
Town of Stony Plain	15,051	17,189	14.2%	2,815	38
City of Spruce Grove	26,171	34,066	30.2%	3,540	34
Parkland County	30,568	32,095	5.0%	4,345	43
Village of Wabamun	661	682	3.0%	145	44.5

*Information was gathered from the most recently posted census demographics issued by the Government of Canada.*



Meridian Housing Foundation operates at full capacity and maintains wait lists for all of its facilities. In 2016, Meridian Housing Foundation collaborated with the Capital Region Board, now replaced by the Edmonton Metropolitan Region Board, to complete a needs assessment for the region. In this assessment it was noted that seniors will account for 56% of the future growth of households in need over the coming six years. In this same six year period, senior renters will make up the largest demographic of those in need of housing with a need for over 320 additional houses.<sup>2</sup> This assessment also identified a significant housing need in non-senior populations in our region.

Results from another study, performed by Stony Plain's Family and Community Support Services (FCSS), revealed the issues of significant population increases and a shortage of low-cost housing options in the community. Meridian Housing Foundation continues to provide support to Stony Plain FCSS as they move forward to address the issues brought forward in their five year plan to reduce poverty and homelessness. The City of Spruce Grove is undertaking a similar initiative, PathwaysHOME: Spruce Grove's 5 Year Strategy to Reduce Poverty and Homelessness, in which Meridian Housing Foundation is also a key collaborator.

Meridian Housing Foundation has strong branding. The Foundation has a solid track record of managing existing facilities and engaging in new construction to meet the needs of this region. We will be working to access grant funds and other sources of revenue to support capital and program initiatives. Diversifying our funding base is critical as we move forward because it will allow us to proceed with greater confidence in weak economic times and will allow us to provide the best possible accommodations and programs at the lowest possible cost to the greatest number of individuals. Fortunately, we have been very successful at relationship building which is a key component of successful fundraising.

### **Strengths & Opportunities**

- Currently providing a range of housing options
- Meridian Housing Foundation is well branded and has a positive image
- Successful capital construction, renovation and repair track record
- Good working partnerships
- Consistent efforts to increase public awareness
- Long waitlists demonstrating desire of local resident to reside within community and with Meridian Housing Foundation
- Very high resident satisfaction rates

### **Weaknesses & Challenges**

- Need to enhance long term, sustainable funding
- Changing demographics of workforce represents challenges in terms of staff longevity and job-related knowledge and skill sets
- Lack of appropriate administrative space
- Unstable economy making fundraising appeals to corporations and businesses challenging and placing additional pressures on housing
- Uncertainty of degree of new Provincial Government support

---

<sup>2</sup> Parkland Subregion Housing Needs Assessment, 2016





# Goals, Strategic Priority Initiatives, Expected Outcomes and Performance Measures

## Priority 1: Address Our Communities' Housing Needs

Stony Plain Affordable Housing Project	
2019 Target	Shovels in ground by early fall 2019
2020 Target	Active construction throughout 2020
2021 Target	Move-in ready by May 2021
2022 Target	-

Spruce Grove Lodge	
2019 Target	Explore land opportunities
2020 Target	Secure land by end of year
2021 Target	<ul style="list-style-type: none"> <li>• Work on lodge design concept</li> <li>• Shovel in ground</li> </ul>
2022 Target	Active construction throughout 2022

## Priority 2: Develop Sustainable Funding

Run Successful Capital Campaign	
2019 Target	<ul style="list-style-type: none"> <li>• Launch capital campaign</li> <li>• Target of \$250,000 raised in 2019</li> </ul>
2020 Target	Target of \$900,000 raised in 2020
2021 Target	Target of \$350,000 raised in 2021
2022 Target	-

Increase Access to Fundraising Dollars	
2019 Target	Apply to available grants
2020 Target	<ul style="list-style-type: none"> <li>• Create new permanent full-time position, "Marketing and Fund Development Coordinator" and seek candidate</li> <li>• Apply to available grants</li> </ul>
2021 Target	Create fund development program; apply to available grants; plan annual fundraising event
2022 Target	Launch annual fundraising event



## Priority 3: Support Organizational Growth

### Relocate Administrative Offices to off-site location

<i>2019 Target</i>	<ul style="list-style-type: none"> <li>• <i>Note: Letter of interest for purchase /lease of former Stony Plain Library space in Forest Green Plaza sent to Town of Stony Plain in 2018</i></li> <li>• <i>Follow up with Town of Stony Plain to inquire on status of space in Forest Green Plaza</i></li> </ul>
<b>2020 Target</b>	<ul style="list-style-type: none"> <li>• Explore other office space opportunities if former Stony Plain Library space in Forest Green Plaza is unsuitable</li> <li>• Secure office space and begin renovations as needed</li> </ul>
<b>2021 Target</b>	Administrative team moved to new office space
<b>2022 Target</b>	-

### Board Governance Review

<i>2019 Target</i>	<ul style="list-style-type: none"> <li>• <i>Hire consultant to do review and report back</i></li> <li>• <i>Follow up on findings</i></li> </ul>
<b>2020 Target</b>	Work on recommendations for betterment of Board and Foundation
<b>2021 Target</b>	-
<b>2022 Target</b>	-

### Enhance Workplace Culture

<i>2019 Target</i>	<ul style="list-style-type: none"> <li>• <i>Introduced Mental Health First Aid for Seniors training to staff training roster</i></li> <li>• <i>Introduced True Colours training to enhance worker relationships</i></li> </ul>
<b>2020 Target</b>	Training focus on managers and supervisors to give them tools for success
<b>2021 Target</b>	Training focus on cross-training and succession planning
<b>2022 Target</b>	Review of staff training needs and gaps following the move of the Administrative team offices to an off-site location.

### Improve Employee Job Satisfaction & Retention Rate

<i>2019 Target</i>	<ul style="list-style-type: none"> <li>• <i>Benefits package reviewed</i></li> <li>• <i>New performance evaluation template introduced</i></li> <li>• <i>New format for Annual Employee Satisfaction Survey introduced</i></li> </ul>
<b>2020 Target</b>	Introduce steps to address employee concerns and suggestions for improvement as shared in 2019 Employee Satisfaction Survey
<b>2021 Target</b>	Employee turnover rates will decrease by 5% as compared to 2019 turnover rates
<b>2022 Target</b>	Employee turnover rates will decrease by 5% as compared to 2020 turnover rates



## Priority 4: Invest in Our Facilities

Review nurse call system in lodge	
2019 Target	Confirm life expectancy of current system
2020 Target	<ul style="list-style-type: none"> <li>• Research best replacement for nurse call system</li> <li>• Seek funding avenues for purchase of new system</li> </ul>
2021 Target	Gain funding and start installation
2022 Target	Installation of new system complete by end of year.

Upgrade Windows & Doors of Meridian Pioneer Manor	
2019 Target	Inform Provincial government of condition of buildings and renovation requirements to ensure resident safety.
2020 Target	<ul style="list-style-type: none"> <li>• Obtain required funding from Province</li> <li>• Complete upgrades by end of year</li> </ul>
2021 Target	-
2022 Target	-

Upgrade Parking Lot & Windows of Spruce Haven Manor	
2019 Target	<ul style="list-style-type: none"> <li>• Inform Provincial government of condition of buildings and renovation requirements to ensure resident safety</li> <li>• Work with City of Spruce Grove to develop parking lot expansion plans</li> </ul>
2020 Target	<ul style="list-style-type: none"> <li>• Obtain required funding from Province</li> <li>• Complete upgrades by end of year</li> </ul>
2021 Target	-
2022 Target	-





5303-47<sup>th</sup> Street  
Stony Plain, AB T7Z 1P1

780-963-2149

[www.meridianhousingfoundation.ca](http://www.meridianhousingfoundation.ca)