



2018-2020 Strategic Plan



Your Home of Choice

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Message from the Foundation

A lot can change over the years, including what the provision of housing for seniors looks like. The core need for affordable housing for low and moderate income seniors has not. Meridian Foundation's mission is to provide and manage supportive and affordable housing to seniors, individuals and families thereby creating an inclusive community. We celebrate the success that we have already achieved these last six decades, and look now to the future as we build on our current investments and look to expand our services to current and future residents.

The increasing complexity of the needs our communities' seniors as well as the forecasted future growth of the 65+ age demographic over the next decade were identified during the environmental scan conducted during the strategic planning process; these were major driving factors behind deciding on the Foundation's priorities for the next three years. The Foundation's Board and Senior Management have developed strategies to develop increased capacities to serve the core housing needs of seniors in the community, while continuing to invest in our current facilities and our staff.

Through the strategic planning process, our mandate to provide housing for low and moderate income seniors was reaffirmed, with a goal to expand this mandate to include those 50 years of age and older in the form of accommodations in the yet-to-be-constructed affordable housing complex in Stony Plain.

Through collaborative partnership with our member municipalities, we will endeavour to seek solutions to the current and future non-market housing needs in the region, as well as to anticipate and meet the growing needs and demands of future senior populations. We offer a committed Board and dedicated staff with a willingness to take on the challenges presented by the growth happening around us. We see this strategic plan as a guide to help us to be an effective resource in providing housing to and enriching the lives of seniors and older adults in need in our region.

Sincerely,

Jackie McCuaig
Board Chair

Lori-Anne St. Arnault
Executive Director

Executive Summary

Our Vision

Inclusive communities that provide a safe and secure home for all.

Our Mission

To provide and manage independent, supportive and affordable housing to seniors, individuals and families thereby creating an inclusive community.

Our Values

Community, Quality Care, Safety, Integrity, Compassion

Our Objectives

Our 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 the 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 assets;
- *Ensuring* that seniors have access to a full range of services, including social, emotional, educational, recreational and volunteer opportunities as appropriate.

Meridian Foundation continues to research, collaborate, plan and respond on a community-wide level to address the emergent housing needs of an increasing number of seniors. The communities we serve have a desire to take care of seniors, believing that seniors are important to the community and bring great value to our community. Our work is focused on helping seniors to stay in the communities in a safe and supported environment.

Board of Directors

			
Jackie McCuaig Board Chair Parkland County	Judy Bennett Board Vice-Chair Town of Stony Plain	Chantal McKenzie Board Member City of Spruce Grove	Jocelyn Wiggins Board Member Village of Wabamun

Current Strategic Priorities 2018-2020

Through recent consultation with members and stakeholders, and in keeping with the 2018-2020 Business Plan, the Meridian Foundation has identified the following key strategic priorities that will enable us to successfully achieve the main objectives of our Foundation:

1. Address the housing needs of seniors in our community;
2. Enhance the quality of life, wellbeing, and security of our residents
3. Enhance our services through development of staff and enhancement of workplace culture.

Environmental Scan: Identifying Pressures & Trends

Advocacy & Awareness

- Lack of public awareness of Meridian Foundation
- Lack of local awareness of needs, and community involvement
- Lack of clarity in what Meridian Foundation is and is not

Political

- Focus is on housing rather than building community
- Need for follow through on National Housing Strategy even through government change
- Government collaboration
- Younger people in government
- Globalization trends will continue

Socio-Cultural

- Seniors in the near future will be healthier, stay in their homes longer, want more choices, feel more entitled, and have a greater range of recognized mental health issues.
- Needs and wants of future residents challenging to predict
- More multicultural needs and expectations
- In this region, seniors will account for 56% of future growth of households over next 4 years
- Study indicative that more seniors housing is needed in the area
- Changing availability and experience of volunteers

Technological & Administrative

- Reality of rapidly changing technology and increase in smart technology
- Continued safety and security issues
- Lack of appropriate administrative space for Meridian Foundation
- Staff capacity and growth management, as well as the challenge of employee retainment
- Succession planning: aging workforce and resulting retirements represent challenges in terms of program continuity and job-related knowledge and skill sets

Economic

- Government funding is uncertain
- Recession placing additional pressures on housing
- Decline in oil prices making fundraising appeals to corporations and businesses challenging

SWOT Analysis

	<p>Internal Strengths:</p> <ul style="list-style-type: none"> • Currently providing a range of housing options • Foundation is well branded and has a positive image • Successful capital construction, renovation and repair track record • Good resident satisfaction 	<p>Internal Weaknesses:</p> <ul style="list-style-type: none"> • Need to enhance long term, sustainable funding • Changing demographics of workforce represents challenges in regards to staff longevity, job-related knowledge and skill sets • Lack of clarity in what MF is and is not • Lack of public awareness of MF • Lack of appropriate administrative workspace
<p>External Opportunities:</p> <ul style="list-style-type: none"> • Current strong municipal and provincial government support • Good working partnerships within the community and beyond • Government collaboration • Younger people in government • Long waitlist for accommodations • Rapidly changing technology and increase in smart technology • Future move of the Stony Plain Public Library may present opportunity for nearby administrative office space 	<p>Internal Strengths / External Opportunities:</p> <ul style="list-style-type: none"> • <u>Priority Three:</u> Development of Staff and Enhancement of Workplace Culture <ul style="list-style-type: none"> ○ Enhance our services by increasing performance, effectiveness and efficiency of staff • <u>Priority One:</u> Increase Housing Opportunities within Our Community <ul style="list-style-type: none"> ○ Raise awareness of MF via website & social media, launch public awareness plan 	<p>Internal Weaknesses / External Opportunities:</p> <ul style="list-style-type: none"> • <u>Priority One:</u> Increase Housing Opportunities within Our Community <ul style="list-style-type: none"> ○ Develop an affordable housing complex in the Town of Stony Plain. ○ Raise awareness of MF via website & social media, launch public awareness plan • <u>Priority Three:</u> Development of Staff and Enhancement of Workplace Culture <ul style="list-style-type: none"> ○ Improve our employee retention rate by increasing workplace satisfaction and creating a positive workplace. ○ Enhance our services by increasing performance, effectiveness and efficiency of staff
<p>External Threats:</p> <ul style="list-style-type: none"> • Current recession placing additional pressures on housing • Decline in oil prices making fundraising appeals to corporations and business challenging 	<p>Internal Strengths / External Threats:</p> <ul style="list-style-type: none"> • <u>Priority Two:</u> Enhance the quality of life, wellbeing, and security of our residents (to maintain and build upon satisfaction rating and good reputation) <ul style="list-style-type: none"> ○ Renovate and maintain ○ Improve security 	<p>Internal Weaknesses / External Threats:</p> <ul style="list-style-type: none"> • <u>Priority One:</u> Establish a more diversified base for sustainability, continuity and capacity building <ul style="list-style-type: none"> ○ Launch a capital campaign ○ Raise awareness of MF via website & social media, launch public awareness plan

Priority 1: Address the housing needs of seniors in our community

Develop an affordable housing complex in the Town of Stony Plain

- ✓ 2018: Finalize architectural drawings and break ground on new Folkstone Place project;
- ✓ 2019: Survey the needs of our future seniors;
- ✓ 2020: New building will be ready for occupancy;
- ✓ 2020: Begin to evaluate and explore future housing options.

Establish a more diversified base for sustainability, continuity and capacity building

- ✓ Launch a capital funding campaign, and lobby for funding through Community Consultation Meetings;
- ✓ In support of the capital campaign, raise awareness of Meridian Foundation:
 - Launch a sustainable public awareness plan with at least 6 activities per annum;
 - Enhance and modernize our website to better meet our community's and funders' information needs;
 - Establish and grow a social media presence to enhance visibility and awareness.

Measures:

- Meridian Foundation SSC waitlists will decrease by at least 64 individuals*. Current SSC waitlist is 93 people as of June 20, 2018.
- By end of 2018, the website will be fully established, and an online presence will be successfully established on Facebook and Twitter.
- By end of 2019, the number of followers on Facebook and Twitter will have increased by 5% over 2018.
- By end of 2020, the number of followers on Facebook and Twitter will have increased by 5% over 2019.
- Goal of \$100,000 will be raised by end of 2018; \$700,000 will be raised by end of 2019; to a total of \$1.5 million by end of 2020.

Leading Departments

- Administration

*Pending finalization of architectural drawings

Priority 2: Enhance the quality of life, wellbeing, and security of our residents

Renovate and maintain

- ✓ From 2018-2020, improve residents' quality of life, independence and ease of access to facilities and suites by:
 - Continuing to modernize and upgrade, including the installation of walk-in showers, new closet doors, new lighting fixtures, removal of carpet and installation of laminate flooring.

Improve security

- ✓ In 2018, review current practices and procedures regarding the protection of personal and confidential information to ensure Meridian Foundation is in keeping with best practice;
- ✓ By end of 2018, all interior fire-rated doors to resident suites will be on fob system;
- ✓ In 2019, undertake a security review to address other issues.

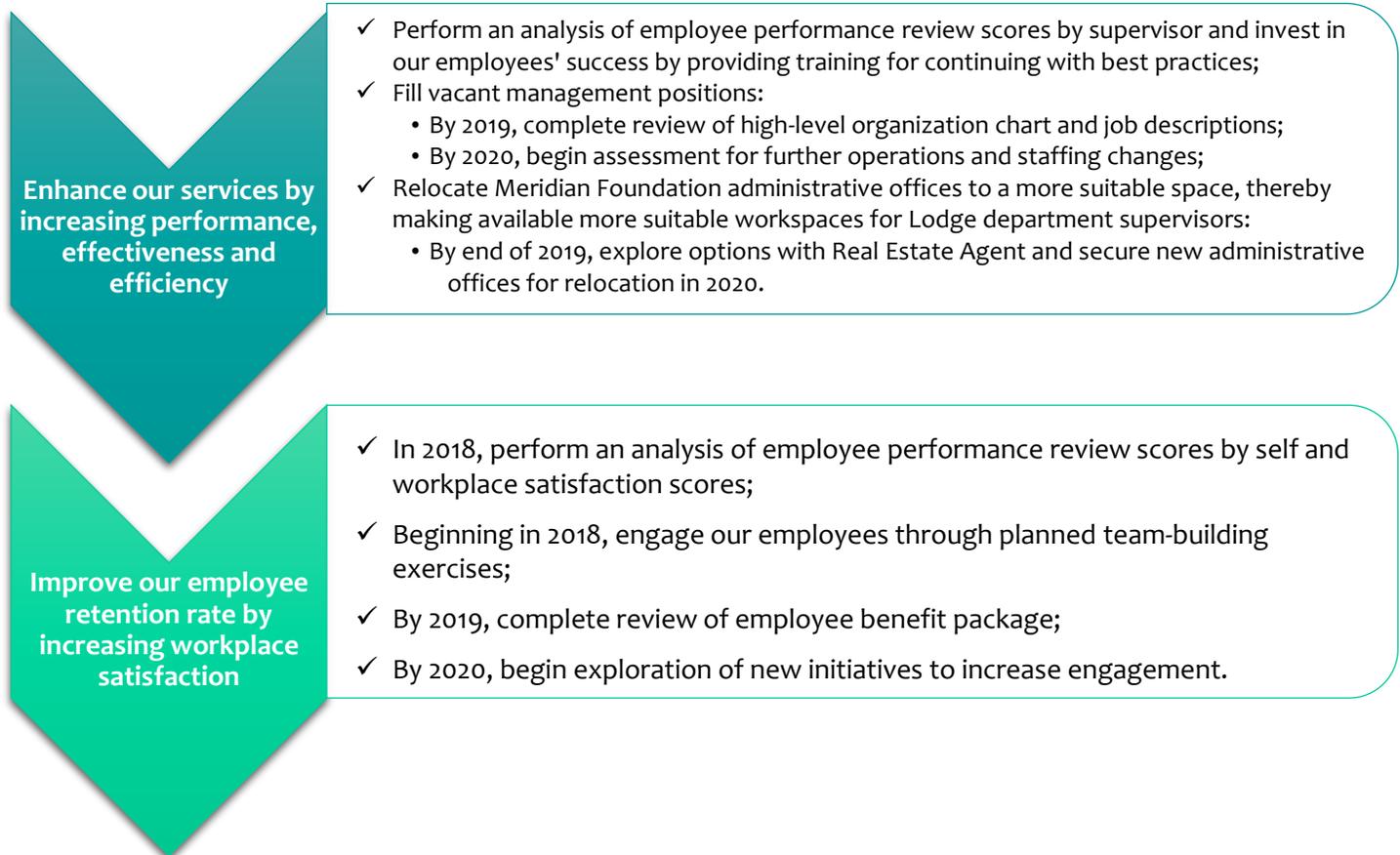
Measures:

- By end of 2020, all suites will be modernized and upgraded.
- By end of 2018, all interior fire-rated doors to resident suites will be on fob system.
- By end of 2018, FOIP audit will be completed; recommendations will be implemented in 2019.

Leading Departments:

- Maintenance
- Health & Safety
- Administration

Priority 3: Development of Staff and Enhancement of Workplace Culture



Measures:

	2017 Score	2018: Improve by 5% over 2017	2019: Improve by 5% over 2018	2020: Improve by 5% over 2019
Employee Retention Rate				
Workplace Satisfaction Score Average				
Self-led Employee Performance Review Average				
Supervisor-led Employee Performance Review Average				

*Measurements and future goals will be filled out during the analysis of performance review scores in 2018.

Leading Departments

- Administration

Facility Portfolio

Alberta Rose Manor 4616 – 52 Avenue, Stony Plain
Constructed in 1980
20 self-contained units each with separate entrances

Diamond Jubilee Manor 4612-52 Avenue, Stony Plain
Constructed in 1982
45 self-contained units, 3-story building with elevator

Meridian Pioneer Manor 5007-52 Avenue, Stony Plain
Constructed 1989
36 self-contained units/ 4-story building with elevator and emergency generator

Spruce Haven Manor 420 Main Street, Spruce Grove
Constructed 1980
30 self-contained units, 3-story building with elevator

Foster Manor 4206-50 Street, Wabamun
Constructed 1981
4 self-contained units each with separate entrances

Whispering Waters Manor 5303-47 Street, Stony Plain
Constructed 1989
57 lodge units, 2-story building with elevator

Forest Ridge Place 5303-47 Street, Stony Plain
Constructed in 2006
42 independent lodge units, 2-story building with elevator

Park View Manor 5016-52 Avenue, Wabamun
Constructed in 2012
6 affordable housing units each with separate entrances

New Building 17 Folkstone Place, Stony Plain
Construction to be completed in 2020
(tbd) affordable housing units, (tbd)-story building with elevator

Resources

2018-2020 Meridian Foundation Business Plan

Final Report on the Strategic Planning Session by Ideal Consulting Ltd

[Parkland Subregion Housing Needs Assessment, 2016](#)

2017 Health & Safety Statistics: Employees hired, employee turnover, sick days claimed. (WIP)

2017 Employee Performance Statistics: Summary of employee performance reviews, self and by supervisor, broken down by department. (WIP)

2017 Resident Satisfaction Survey

2018 Resident Satisfaction Survey

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