



# Grande Spirit Foundation BUSINESS PLAN

2026-2028

*Alberta*  Seniors and Housing

April 2025

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## EXECUTIVE SUMMARY

Grande Spirit Foundation is a locally and provincially respected Housing Management Body (HMB) that has provided safe, affordable housing for residents in Northwest Alberta for over 65 years. Originally established as a non-profit organization in April 1960, Grande Spirit Foundation (GSF) is recognized as a Regional Public Housing Management Body under the Alberta Housing Act since 1994.

GSF is governed by a board of directors made up of elected officials from 11 municipalities that are identified within our bylaw.

GSF's core business is property management operating within the affordable section of the CMHC "Housing Continuum". GSF proudly provides over 2000 seniors and families housing accommodation through over 1200 properties that GSF owns, manages and/or operates. These accommodations are made up of our seniors' lodges, seniors' and family housing self-contained accommodations, and rental subsidy programs. GSF enjoys working in partnership with provincial, municipal, private and local not-for-profit housing organizations that focus on affordable housing accommodation.

Our Vision – A place to call home.

Our mission – Provide quality housing that serves the needs of our seniors, families and individuals.

GSF is guided by our values:

- We believe everyone should be treated with dignity, compassion and respect.
- We aspire to the highest standard of integrity, honesty and professionalism.
- We use a common-sense approach to encourage a positive and safe environment for all residents, staff, volunteers and visitors.
- We value the significant contribution of our staff who help accommodate the needs of our residents.

The Grande Prairie area is made up of vibrant, growing communities, with diverse industries including Forestry, Agriculture and Oil & Gas.

Over the years as a non-profit housing provider, GSF has built a reputation for providing quality, affordable housing, and services. Additionally, the Foundation

is very proud of its knowledgeable, experienced staff. Their dedication and commitment to the residents and their families is evident by the positive, home-feeling atmosphere that is felt in our facilities.

For local and regional population, the City of Grande Prairie reports “Grande Prairie has maintained steady growth over the past few years, with an average annual population increase of 3.1 per cent since 2021.” A recent city population census indicates the City of Grande Prairie population at just over 70,000. Further, GSF is located within a regional service area that has a population of over 281,000.

In 2023 GSF updated our 2019 Housing Needs assessment which indicated over 3500 households within core income need. Meaning, households that fall under the provincial low-income category and are eligible for affordable housing accommodation under the Alberta Social Housing Regulation. As of 2025, GSF provided only 4.3% of the housing stock in the region, indicating a significant need for affordable housing accommodation growth across our region. GSF is exploring various models including mixed housing and P3's (private-public-partnership) to leverage investment to build needed housing. Further, our monthly “waitlist” supports indicators of growth in the region showing an increase from 600 in 2023 to 900 in 2025 approved applicants looking for affordable housing in our region.

GSF commitment to Safety is high with our organization holding a Certificate of Recognition (COR), which is only achievable through our staff dedication to Health and Safety. Our board is proud of our staff commitment to programs like this that provide GSF high levels of safety for all staff, residents and visitors in our facilities.

GSF also holds Alberta Health Compliance and Monitoring licensing in all our Seniors Lodge facilities. Staff work closely with provincial inspectors to ensure we are above the levels required.

Seniors in our lodge facilities have access to Alberta Health Services through Home Care. Partnerships are established to develop long-term meaningful relationships with community agencies, vendors, contractors, professionals, and stakeholders that are underpinned by support from both municipal and provincial levels of government.

For new accommodation during the last three-year business planning cycle GSF opened 108 units. Within these 108 units, 56 were replacements and the remaining 52 were added to GSF portfolio. These units were added at:

- DeBolt Seniors Units (8)
- Pleasant View Continuing Care Facility (92 units Spirit River)
- Sexsmith Family Housing (8)

In mid-2025, GSF will also open the new Pleasant View Apartments, adding 26 affordable housing accommodations, providing GSF with a total of 78 additional units.

The addition of the new Continuing Care facility to GSF portfolio also added management of a continuing care property to GSF's core business. This has greatly increased our knowledge of the health systems and increased our contact with this industry as it was part of an important pillar found within GSF's 2020-2025 strategic plan.

Looking into the future, GSF has completed a new five-year strategic plan that; focuses on sustainable growth; highlights our amazing staff and their hard work for our residents; engages in P3 partnership/agreement to complete projects in our region; and looks ahead to new projects that support increasing the number of units available for affordable housing in the region.

The Capital Planning Strategy of this business plan further explains our future projects, which provide over \$200 million in capital planning for accommodation for our region to assist the housing needs of our community.

## 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 motion #1921 on June 20, 2025;

**RESOLUTION # 1921 – Moved by K. Rosvold to approve the 2026 – 2028 Business Plan as presented.**

**CARRIED**

## PORTFOLIO PROFILE

The Grande Spirit Foundation “GSF” is a Housing Management Body of the Alberta Government under Ministerial Order #H:091/94. The Grande Spirit Foundation is led by an 11-member Board comprised of one representative from each of its contributing member municipalities. GSF operates in a regional area that includes properties in Grande Prairie, Spirit River, Beaverlodge, Sexsmith, Rycroft, Wanham, Eaglesham, LaGlace, Wembley, DeBolt, Clairmont, and Bezanson.

GSF's mandate is to provide safe, affordable housing and support services to low to moderate income seniors, families and individuals.

- GSF operates 5 lodges with 425 rooms
- GSF manages Alberta Social Housing Corporation (ASHC) owned facilities Including 15 apartment buildings with 278 suites for seniors' and 55 family housing units
- Annually management of \$3.8 million for provincial Rent Supplement Programs
- GSF manages additional accommodations for other organizations including:
  - a 70-unit affordable building and 17 wheelchair accessible rent geared to income (RGI) units for local non-profit group, Grande Prairie Residential Society
  - a 40-unit affordable housing building for the City of Grande Prairie.
- The City of Grande Prairie serves as the community-based organization (CBO) to which Grande Spirit Foundation plays an active role as member of the Community Advisory Board on Homelessness (CABH).

Major Capital accomplishments include

- Two additions to Wild Rose Manor; 25 units in 2003, and 16 units in 2010
- 24-unit expansion to Amisk Court, an ASHC owned senior's apartment in Beaverlodge, completed in 2011.
- Lakeview lodge/villas in Clairmont 150 units opened in 2017, increasing capacity by 72 lodge units and 78 senior apartment units @ \$40million
- High speed fibre installation to four of our seniors' lodges 2021.
- Construction and startup of Pleasant View Lodge with 92 units and Pleasant View Apartments with combined total construction of \$45million in 2024/25.



- Completion of DeBolt Seniors' housing providing 8 new units @ \$2.6 million.
- Purchase of two fourplex's in Sexsmith providing 8 affordable housing units @ \$1.2 million.
- P3 partnership initiation and construction start-up of Smith Apartment, 160 units with 30% of units as affordable valued a \$50 million. Our P3 partnership is expected to continue in Clairmont with construction of up to 400 units with 30% affordable and project value of \$140 million.



## INSTITUTIONAL CONTEXT

The board of directors of the Grande Spirit Foundation is made up of 11 member municipalities and appointed by their perspective councils to our board.

- City of Grande Prairie
- County of Grande Prairie
- MD of Greenview
- Saddle Hills County
- Birch Hills County
- Town of Spirit River
- MD of Spirit River
- Town of Sexsmith
- Town of Beaverlodge
- Town of Wembley
- Village of Rycroft

Additional key partners for Grande Spirit Foundation

- Friends of the Grande Spirit Foundation
- Seniors, Community and Social Housing (Ministry)
- Alberta Health
- Alberta Health Services – Home Care
- Rotary Club of Grande Prairie
- Chamber of Commerce
- Assured Income for the Severely Handicapped (AISH)
- Grande Prairie Residential Society
- Grande Prairie Seniors Outreach
- Worker's Compensation Board (WCB)
- Canadian Union of Public Employees (CUPE)
- Continuing Care Safety Association (CCSA)
- Municipal Affairs
- Hythe & District Pioneer Homes Advisory Committee
- Center Point Facilitation
- Various Housing Management Bodies throughout the province
- Alberta Public Housing Administrators' Association (APHAA)
- Alberta Municipalities (AM)
- Alberta Seniors & Community Housing Association (ASCHA)

## PLAN DEVELOPMENT

- This plan is developed in requirement for Seniors, Community and Social Services (SCSS) requirements under the Management Body Regulation for HMB's.
- GSF's Chief Administrative Officer received business plan templates from SCSS in 2025 for the development of this plan.
- In January 2025, GSF completed SWOT analysis attached with this plan.
- GSF staff completed this 3-year Business Plan in 2025 from May to June, as per SCSS direction and with the input of various staff and GSF board of directors.
- In the first and second quarter of 2025 staff and board members completed a 5-year strategic plan for the organization.
- A review of this business plan was further completed by GSF board in May and June of 2025 and approved for submission to SCSS.
- Further items supporting development of this plan include:
  - A Regional Needs and Demand Analysis completed in 2023.
  - SCSS presentations to Grande Spirit Foundation to assist development of the strategic plan.

### BOARD MOTION(S)

**ESOLUTION # 1903 – Moved by C. Thiessen to accept the draft business plan and bring back to the June 20, 2025 meeting for approval. CARRIED**

## ENVIRONMENTAL SCAN

- Grande Spirit Foundation has a history of more than 65 years in the area, holds an excellent reputation locally and provincially and is at the center of the Peace Region in Alberta, an area that provides service to over 280,000 residents
- Altogether, Grande Spirit Foundation manages over 1200 units that focus on affordable housing comprised of senior's lodge, seniors self-contained, family housing, and rent supplements programs.
- The City of Grande Prairie reported a population of 70,385. An increase from 64,141 from the 2021 census.
- The median house price in Grande Prairie in early 2025 was \$367,000, up from \$322,750 in early 2023.
- The one-bedroom Household Income Limit (HIL) for the Grande Prairie area is \$43,000 a decrease of \$500 from 2021.
- According to the Canada Mortgage and Housing (CMHC) Rental Market report, the vacancy rate for Grande Prairie one-bedroom units is 1.2% with average market rent of \$1151/month.
- The City of Grande Prairie holds a 10-year Affordable Housing Strategy (2020-2030).
- The Town of Beaverlodge is proceeding with the Mount View health complex that will provide opportunity for partnership to create more accommodations.
- In 2025 GSF has partnered within P3 projects that will increase affordable housing in the region.
- 2025 Organizational Chart - Attachment # 1
- Household Income Limit – Attachment # 2
- May 2025 Portfolio Report – Attachment # 3
- Concept Study for Amisk Court – Attachment # 4
- Strategic Plan & SWOT Analysis – Attachment # 5

# GOALS, STRATEGIC PRIORITY INITIATIVES, EXPECTED OUTCOMES AND PERFORMANCE MEASURES

The Ministry of Seniors, Community and Social Services provides priorities and outcomes from their 2025-2028 Ministry Business Plan:

Outcome 1 - Albertans are safe and have timely and consistent access to support and services to help meet basic needs and maximize their independence.

Supporting this is the ministries committee via:

1.2 Continue to implement Stronger Foundations, Alberta's 10-year strategy to improve and expand affordable housing across the province

1.3 Continue to implement the cross-ministry plan to support attainable and affordable housing for middle- and low-income renters.

1.4 Continue to enhance long-term maintenance and renewal strategy for affordable housing properties owned by the Alberta Social Housing Corporation.

- a. In 2025-26, \$641.2 million is allocated to build, renew and maintain affordable housing, and operate government-supported affordable housing programs. 1.a Provincial Performance Measure: New Affordable Housing Units and Rental Subsidies Available for Albertans with Low Income.
- b. The provincial target of 2,700 is set to reflect progress toward achieving the goal of supporting 25,000 more households by 2032-33, as identified in the 10-year Stronger Foundations strategy.

Grande Spirit Further provides support to ensure seniors and families connect to programs, services and supports that help them live safely and independently in their chose communities.

Goal	Strategy	Outcome
<b>Clients:</b>		
<ol style="list-style-type: none"> <li>1. Retain strong partnership relations with agencies that support residents</li> <li>2. Ensure our facilities match resident needs</li> <li>3. Ensure GSF policies support residents</li> <li>4. Facilities that provide quality of life for residents</li> <li>5. Continually review and improve what we do for residents</li> </ol>	<ol style="list-style-type: none"> <li>a. Leverage our professional relationship connections and communication with agencies to continue support our residents</li> <li>b. Review GSF resident policies</li> <li>c. Staff training focused on providing quality of life for residents</li> <li>d. Gather resident feedback for improvements</li> </ol>	<ul style="list-style-type: none"> <li>• Appropriate resident access to supports</li> <li>• Retain strong relations with industry partners</li> <li>• Residents appropriately housed</li> <li>• Policies reviewed and updated</li> <li>• Training completion by staff in areas that support our facilities and quality of life for residents</li> <li>• Completion of annual resident surveys and ongoing feedback gathered to complete action plans</li> </ul>

Goal	Strategy	Outcome
<b>Facilities:</b>		
<ol style="list-style-type: none"> <li>1. Upkeep of facilities</li> <li>2. Assessment of asset conditions and future capital maintenance needs</li> <li>3. Increase housing unit inventory</li> <li>4. Development of an "Asset Management Plan"</li> <li>5. Explore lodge continuing care</li> <li>6. Advocate for affordable and continuing care</li> </ol>	<ol style="list-style-type: none"> <li>a. Advocate for increasing capital maintenance funds</li> <li>b. Continue work with province to support asset transfers</li> <li>c. Review current assets for long term retention</li> <li>d. Pursue municipal interests, land and funding opportunities for new developments</li> <li>e. Leverage current information to Internally</li> </ol>	<ul style="list-style-type: none"> <li>• Review of asset conditions and completion of long-term capital maintenance financial planning</li> <li>• Disposal of units no longer providing appropriate housing or no longer used for housing</li> <li>• Increased number of housing units</li> </ul>

accommodations needed in our region	<p>develop an "Asset Management Plan"</p> <p>f. Leverage P3 partnerships to increase investment and development capacity</p> <p>g. Review Capital Requisition opportunity(s)</p> <p>h. Growth supported by financial and asset planning.</p>	<ul style="list-style-type: none"> <li>• Development of an "Asset Management Plan"</li> <li>• Identify and request assets that provide opportunity for transfer from province to GSF</li> <li>• Partnerships that increase affordable housing units</li> <li>• Work closely with municipalities, partners and funders to identify opportunities to initiate, facilitate and complete affordable housing opportunities that add units to the region</li> <li>• Recommendations for future capital requisition</li> <li>• Recommendation(s) for future lodge and continuing care facility and location</li> <li>• Development of advocacy items that assist GSF's strategic plan</li> </ul>
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Goal	Strategy	Outcome
<b>Financial Goals/Objectives:</b>		
<ol style="list-style-type: none"> <li>1. Focus on long term Sustainability</li> <li>2. Development of a long-term "Financial Plan" that creates sustainable long-</li> </ol>	<ul style="list-style-type: none"> <li>• Engage items such as contracts, mortgages and investing that create long term sustainability</li> <li>• Policy review and development of</li> </ul>	<ul style="list-style-type: none"> <li>• Development of a Financial Plan</li> <li>• Partnership projects to reduce exposure/risk</li> <li>• Long term financial plan that assists future budget planning</li> </ul>

<p>term succession for GSF</p> <p>3. Increased revenue through partnerships projects</p> <p>4. Improved financial processes through technology improvements</p> <p>5. Retain strong relations with partners within CMHC, GSF's ministry and our municipalities</p>	<p>policies that underpins a long-term financial plan</p> <ul style="list-style-type: none"> <li>• Replacement of aged financial systems</li> <li>• 3-year budget plans</li> <li>• 5- and 10-year capital plans</li> <li>• Open communication and regular check-ins with our partners</li> </ul>	<ul style="list-style-type: none"> <li>• Improved financial policies and technology systems</li> <li>• Increased operations efficiencies</li> <li>• Completed policies review, updates and additions</li> <li>• Improved financial data and reporting abilities</li> <li>• Increased access to capital and operations funding to support our units and future projects</li> </ul>
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Goal	Strategy	Outcome
<b>Other Priorities as determined by the Board:</b>		
1. Governance	a. Policy Review	<ul style="list-style-type: none"> <li>• Completion of policy review and updates required</li> <li>•</li> </ul>
2. Partnerships	b. Explore Partnerships to assist growth c. Advocate continuing care d. Identify growth opportunities for staff	<ul style="list-style-type: none"> <li>• Increased housing inventory</li> <li>• Plans for new and Increased continuing care units in region</li> <li>• Strengthen workforce knowledge/skills to support our industry</li> </ul>
3. Staff	e. Recognition, awards and Benefits focus	<ul style="list-style-type: none"> <li>• Review staff benefits, recommended changes/updates</li> </ul>



	<ul style="list-style-type: none"> <li>f. Staff feedback for organization improvements</li> <li>g. Improve payroll processes for employees</li> <li>h. Review Policies</li> <li>i. Increased staff engagement in organization activities</li> <li>j. Review office space requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Staff recognition and rewards review and improvements</li> <li>• Completion of annual staff surveys</li> <li>• Completion of policy updates/review</li> <li>• Renewed contract with employee union</li> <li>• Staff engaged in committees that support GSF, GSF staff and our residents</li> <li>• Recommendations for additional space needed</li> </ul>

# FINANCIAL PLAN AND FORECASTS

See Appendix C

- Strong Balance Sheet
- Good cash flow position
- Proven ability to meet budget targets
- Continued funding and support from Province and Municipalities
- Substantial waitlist, low vacancy rates suggest consistent rental revenue
- Provincial commitment to bottom line accountability provides flexibility
- Provincial support allowing unspent funding to carry forward
- Our challenge(s)
  - The Provincial process restricts responsible management of funding and capital budget approvals are often outdated or obsolete
  - Replacement of aged housing assets pressuring capital needs
  - Aged housing that will move towards increasing maintenance costs
  - Global economic and international political conditions pressuring costs of supplies and construction
  - Increasing cost pressures from inflation, interest rates, utilities, carbon taxation and food/supplies.
  - International pressures on goods/supplies are causing wild fluctuations in budgets.
- Through this business cycle GSF will be working on an Asset Management Plan and a Financial Plan that will support each other into long-term sustainable planning for GSF's future.

## CAPITAL PLANNING STRATEGY

Our capital projects are reviewed annually by our board and supported by our Needs Assessment.

2023 Regional Needs Assessment - In 2023 GSF updated our 2019 Regional Needs Assessment. The assessment indicates more affordable living accommodations needed to assist 3500 households identified as living below core income. GSF will look at leveraging assets, funding and partnership opportunities to try to assist increasing the supply of accommodations available to the region. GSF has requested our member municipalities to work with the regional needs assessment to better focus efforts of all our members and develop stronger communication for the needs in our area.

Capital Projects listed in order of request:

1. Smith Lands –In 2024 GSF entered a public private partnership with a developer/investor to develop 160 units with 30% of the units as affordable. The city provided GSF with lands, funds and transferred city owned family housing units to assist leveraging equity needed for this project. Construction of this \$50 million-dollar project began in late 2024. \$13 million in funding has been requested from the province and remaining capital from the CMHC co-investment program. Project completion is expected at the end of 2026.
2. Clairmont – In 2025, County of Grande Prairie Council provided GSF with commitment for lands for future affordable housing units. This land provides enough area for 400 units with a project value of \$140 million. 30% of the total units will be provided as affordable. GSF has applied for \$30 million in capital funding from the provincial government and will apply for the remainder from CMHC. This project is also P3 modeled and is expected to start in late 2025 with shovels in the ground in early 2026.
3. Grovedale – In 2022, Grande Spirit Foundation's board of directors added Grovedale to our listing of major capital projects. The community would like to lead a project to completion. GSF will provide facilitation for the community to access capital funding required. Timing of completion and budget needed will depend upon the size and type of accommodations determined by the community.

4. DeBolt (GSF owned lands) – the old DeBolt lands, located in DeBolt, Alberta, used to hold two four-unit Alberta Social Housing Corporations Seniors' apartments. These apartments were closed due to creek bank instability issues. The units were removed from the lands to allow the lands to be used for future park area. In 2025, GSF received grant funds from the federal governments Natural Infrastructure Fund (NIF) to be used for beautification of these lands. Over the course of 2025/26 GSF will develop a plan and execute beautification for future use by seniors in the area.
5. Amisk Court Expansion – increased seniors lodge accommodation capacity. Amisk Court requires demolition of older unit areas and rebuild of new units. 13 units demolished, and 33 new units added that will provide assisted living for seniors. Amisk currently does not have assisted living units, offering only Seniors Self Contained (SSC) units. The attached needs assessment indicates the need for seniors assisted living in this community. At \$13.8 million, the project has full GSF support to start as soon as is possible, requiring capital contribution requested from the province to proceed.
6. Town of Beaverlodge Health Complex – The Town of Beaverlodge is expecting this project to begin construction in 2025 and will take a few years to complete. GSF continues to support this project. The Town has entered a P3 partnership agreement to underpin the project with needed construction, development, and professional supports (including health). The project is expected to provide a Campus of Care that will provide different levels of supports and offer different accommodations. The Town has secured lands, a private partner and required health operations agreements. GSF's role continues to be participation at the table with this group. GSF will continue to work with this group and provide facilitation and connection to capital funding partners along with connections to our ministry to assist the projects development and partnership developments with our contacts at the province.
7. Spirit River – in 2025, GSF will complete construction of a 26-unit seniors' apartment. GSF has noted the need for further family housing units. GSF will therefore "review and explore" the viability of further affordable housing opportunities within the community by working closely with our municipal partners in this local area.

8. Sexsmith – the Town of Sexsmith has indicated interest in future development of housing accommodations, particularly for seniors. GSF will work with Sexsmith over 2026/27 to explore any potential opportunities that may assist the community and GSF region.

# APPENDICES

**APPENDIX A – BOARD SKILLS MATRIX**

**APPENDIX B - PROPERTY PROFILE**

**APPENDIX C - FINANCIAL BUDGET AND FORECASTS**

**APPENDIX D - CAPITAL MAINTENANCE AND RENEWAL**

**APPENDIX E – FEDERAL FUNDING AND CAPITAL PRIORITIES**

**APPENDIX F - ASSET MANAGEMENT**

**APPENDIX G - CAPITAL ASSET BUSINESS PLAN**