



Trinity Place Foundation
of Alberta

Strategic Business Plan

Part A
2022-2027

MESSAGE FROM THE CHAIR

Creative thinking is at the core of innovation. So much of what has happened in the past two years has required creative thinking. Certainly, the global pandemic and the ensuing financial and personal uncertainties have caused us all to come up with creative solutions that have allowed us to cope with never-before-seen situations.

Trinity Place Foundation of Alberta (TPFA) is no exception. In the past two years TPFA has dealt with not only the challenges common but has been transformed by new leadership. Our new CEO, Jennie Deneka, has brought fresh thinking, problem solving and good humour to our organization. I am immensely proud of how all of our staff and tenants have used creative thinking to cope with the challenges they have faced. The team have overseen the opening and now full occupancy of fifty new suites of affordable housing in the NE community of Temple.

None of this could have been achieved without the support, both financial and creative, of our partners in Seniors and Housing at the Government of Alberta, CMHC and Alberta Health Services. Templemont Place is a major step forward in affordable housing in the NE quadrant of Calgary.

As I look to the future, I can see that innovation is at work at the Provincial Government level as well. Economic circumstances have led us all to be creative in our fiscal considerations and the initiatives being undertaken by Seniors and Housing, in the form of their plan, "Stronger Foundations" show wonderful originality and inspiration as they seek to provide safe, stable and affordable housing for an additional 25,000 Albertans.

This plan has excited TPFA and has inspired many ideas as we worked to create this Strategic Plan to guide us for the next five years. It acts as a roadmap for both the Management Team and the Board of Directors. All initiatives align with the three pillars of the plan (Intentional, Confident Leadership; Involved People as Part of the Solution; and A Sustainable, Effective Organization) they may be undertaken at different times and by different levels of the organization during the plan period. A built-in facet of our plan is an ability to nimbly react to changes and opportunities that present themselves due to the implementation by the Government of Alberta of "Stronger Foundations".



We look forward with excitement to the coming years and TPFA's part in ensuring that all Albertans have access to a safe and affordable place to call home.

Susan Mullie
Chairperson

EXECUTIVE SUMMARY

I am so pleased to share Trinity Place Foundation's 2023 - 2025 strategic plan. It is a product of shared thinking among the Board and the staff at TPFA and it represents our consensus view for how we move toward the future.

I've been the CEO for almost 2 years now and I am proud of the work we do at TPFA every day. I know that our staff are deeply committed to being client centred and delivering welcoming homes for our tenants.

If we were to give this new plan a theme it would be securing the foundations of our business to improve our agility and responsiveness for the future. In this plan, we deeply understand our core business: invest in people, re-focus on partnerships, and continuously improve our operations. It's an evolutionary approach to ensuring that Trinity Place Foundation is an intentional, confident leader in the affordable Seniors' Housing Sector.

After more than two years of pandemic conditions, we have seen first hand, the toll taken on staff and tenants alike. It has never been more important than it is now to be engaging with staff and tenants, understanding their needs, investing in training, managing performance, and building a trusting culture. We believe that involved people who are part of the solution is at the heart of what we do.

In our opinion, the best approach to navigating change and complexity is through collaboration and so we will be intentionally working with partners to find innovative ways to meet evolving tenant needs. This also requires us to critically examine our value proposition; our place in the market; the opportunities in front of us and the improvements we need to make. Ultimately, this will ensure that we are a sustainable, effective organization.

We have much to learn, much to do, and many to work with and I am confident in our ability to be successful.

It's going to be a very exciting few years.

Jennie Deneka
CEO

MISSION

To enrich the lives of low-income seniors in Calgary with innovative programs and services, and with the effective stewardship of the homes we create and manage.

VISION

We envision a society where people of limited means in their later years are invigorated and inspired by the community in which they live.

VALUES

Compassion	We believe that all individuals have the right to be treated in a caring manner.
Fairness and Equity	We believe that all individuals should be treated on the basis of their situation without discrimination or prejudice.
People	We believe in the intrinsic value, dignity, and uniqueness of each individual.
Individual Contributions to the Well-Being of Society	We believe that each individual has something to contribute to society and that our goal is to create opportunities for all persons to make such a contribution for the common good of society.
Community	We believe that we are inter-dependent with each other and our environment, and that together we can achieve a greater impact in the context of the common good and safety of the community.
Well-Being	We believe that well-being encompasses all aspects of physical, mental, spiritual, and social life and includes the safety and security needs of our tenants and our staff.
Self-Determination	We believe that people have the right to make decisions and take action in their own interest in order to best adapt to their environment.
Integrity	We believe that an open and honest approach to accountability strengthens relationships between clients, stakeholders, and ourselves.

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ACCOUNTABILITY STATEMENT

The 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 21st, 2022.



Chairperson

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PORTFOLIO PROFILE

For the past 48 years Trinity Place Foundation of Alberta has been a non-profit organization that manages government subsidized housing for low income, independent seniors aged sixty and older.

Unique is our approach to housing: Supporting your choice of community resources that empowers you to live your best.

TPFA has taken on progressively greater responsibility for seniors housing, starting with one building in 1976. Today TPFA manages 20 buildings with over 1700 housing units.

The HMB operates 16 buildings with a total of 1544 suites

TPFA:

- Manages Peter Coyle Place, a harm reduction facility for seniors aged 55 or older who need temporary and/or permanent housing
- Manages Templemont Gardens - a harm reduction facility for individuals who need supportive living
- Independently owns and operates Glenway Gate and Templemont Place

* Appendix B provides additional details regarding properties.

PORTFOLIO PROFILE CON'T

Site	Address	Total Units	Studio SqFt	1 Bed SqFt
HOUSING MANAGEMENT BODY				
ALEX WALKER TOWER	124 - 15th Ave. SE	133	-	500 - 550
CARTER PLACE	602 - 1st Street SE	180	379 - 406	480 - 560
CROWCHILD MANOR	2403- 2nd Ave NW	27	-	485
EDITH PINK RESIDENCE	1401 - 11th Ave. SE	6	-	400 - 425
EDWARDS PLACE	344 - 9th Ave SE	149	350 - 375	475 - 500
GRACE GARDENS	1028 - 15th Ave SW	106	-	525 - 600
GRACE MANOR	1506 - 9th Street SW	71	450	500 - 600
HAMILTON MANOR	906 - 17th Ave. SE	24	-	425 - 450
JENKINS COURT	923 - 19th Ave. SE	6	-	425 - 450
KING TOWER	807 - 6th Street SE	145	443	-
MOUNT ROYAL MANOR	1720 - 9A Street SW	50	-	500 - 525
MURDOCH MANOR	808 - 5th Street SE	361	430	470
ODD FELLOW TOWER	1220 - 2nd St. SW	106	450	480 - 520
PARKDALE MANOR	2420 - 2nd Ave NW	50	-	485
PARKVIEW VILLAGE	1234 - 21st Ave NW	107	275	450
RHUBARB PATCH	1320 - 8th Ave. SE	24	-	475 - 525
OWNED and OPERATED				
GLENWAY GATE	4211 Richmond Road SW	42	-	600-850
TEMPLEMONT PLACE	109 Templemont Circle NE	50	461	641-823
SUPPORTED LIVING				
PETER COYLE PLACE	5700-3 ST SW	68	Dorm style	
TEMPLEMONT GARDENS	244 TEMPLEMONT DR NE	70		-

INSTITUTIONAL CONTEXT

KEY STAKEHOLDERS

TPFA is an organization built on strong partnerships and collaboration. As a highly valued and involved part of the seniors housing sector, TPFA is also valued for its role in housing the difficult to house, its strong connection to Mental Health and its offerings of specialized programs in Harm Reduction.

Key stakeholders include key funding or operational partners at all levels of government.

Municipal

- City of Calgary, Partnership with Calgary Housing Foundation at Peter Coyle Place (PCP)
- Calgary Affordable Housing Foundation (CHAF) strategic partnership with five other HMB's for fund development for Capital

Provincial

- Alberta Seniors and Housing: Owns Housing management Body Buildings that TPFA operates on their behalf.
- Community and Social Services- Grant funding for PCP program.
- Alberta Health- Alberta Health Services Parkview Village program and Templemont Gardens program

Federal

- Human Resource and Skills Development Canada
- CMHC funding partner for Templemont and Glenway Gate locations

TPFA continues to build on these partnerships but also fosters several community partnerships.

KEY STAKEHOLDERS Continued

Carya supports several of our clients in the East Village locations with case management to support them in maintaining their safe housing. We are currently expanding our relationship with Carya to look at community supports for tenants in our harm reduction program who may be transitioning back to community housing or social independent living at one of our East Village locations. And we are in discussions of how we partner more with programs at PCP.

The Alex Senior Health Centre provides medical support for seniors at both our PCP and King Tower locations. King Tower offers a senior's clinic with access to a medical team right in the building. The medical team works closely with the on-site team at King Tower to prevent the admission to acute care where possible, while still maintaining our arms length approach to care.

The Drop-In Centre (DI) is a partnership in housing tenants who may require some additional supports to maintain their housing while transitioning from shelter living to more permanent housing at Murdoch Manor. Case Managers from the DI will follow tenants housed from the DI to Murdoch Manor for several months to support the tenants financially or with life skills necessary to maintain safe housing.

Calgary Affordable Housing Foundation (CAHF) TPFA was one of five affiliated founding agencies who recognized the immediate need for collective capital fund-raising for affordable housing in Calgary. CAHF was created in 2018 as a next-generation approach to enable investment in a coordinated and collaborative way for the benefit of all housing providers in our community.

CAHF's mandate is to facilitate philanthropic, public and private support to provide all Calgary affordable housing providers with the funding required to increase the stock of accessible, dignified affordable homes for Calgarians.

The Foundation will be a dedicated resource for sector non-profit agencies to provide grants for capital projects and run limited-term capital fundraising campaigns. The model has been recognized as an innovative approach that is replicable and scalable across Canada.

**Our Mandate
“is to facilitate
philanthropic,
public, and
private investment
partnerships to
increase the stock of
affordable homes....”**

Voice of the Tenant

TPFA takes great pride in introducing our Tenant Advisory Committee (TAC) initiated in 2021. The committee's goal is to provide feedback to TPFA on tenant related initiatives as well as to provide the tenants with a voice for issues or concerns related to all TPFA buildings (Terms of Reference included in appendix). Individual building related issues are to remain at the Property Manager level.

The committee is chaired by tenants and co-chaired by TPFA, with the agenda created by the chair. Tenants can reach out to TAC chair through the committee who meets month, or by email. Membership to date consists of six tenants.

We are pleased to have a letter from our TAC chair as an introduction to this key initiative as one way we gather "Voice of the Tenant".



All TAC members are expected to demonstrate:

- A commitment to tenant involvement.
- A willingness to attend meetings, working groups, workshops, and training.
- A willingness to make a positive contribution in meetings and to actively participate in the activities of the TAC.
- A commitment to equal opportunity and access, fairness, and social justice.
- A willingness to attend TPFA and TAC functions and events.

Hello,

I am Maria Garde, chairperson of the newly formed Tenant Advisory Committee. I am excited to be collaborating with the leadership team at Trinity Place Foundation of Alberta (TPFA). The team at TPFA was interested in what the tenants were saying and hearing our feedback. They were looking for a communication channel thus the committee was formed.

The roll of the Tenant Advisory Committee is to:

- Act as a forum for tenant members to raise broad issues in relation to housing policy and service delivery.
- To be consulted on changes in service delivery by TPFA that affects tenants.
- Assist in the development of tenant involvement activities.
- Encourage and support tenant leaders.
- Report on the business of the committee in the newsletter and through other relevant communication channels to tenants.

The committee provides a tenant perspective to service delivery. The leadership team provides education on what changes are possible and implement the changes to create community living at its best. We are looking forward to an effective and productive partnership.

Best regards
Maria

Tenant Satisfaction Survey

In 2021 TPFAs initiated its first annual Tenant Satisfaction Survey. The survey is distributed to all tenants living at TPFAs and results are data entered by an external consultant to protect the identity of participants. Survey results are presented at all TPFAs sites. Results are shared with both building managers and tenants through a town hall format where tenants are informed of key areas of focus for improvement and what we heard from their participation.

Survey questions focused on areas such as TPFAs communication, building management and customer service/Services. Results have been positive with a 55% and 42% response rate for 2021 and 2022 respectively (Survey questions and results are included in the appendix).

Communication

Tenants want to not only hear from the Property Managers but are also interested in hearing about what is happening at TPFAs as a whole. They would like to have face to face communication and would like to hear from us at least each quarter. TPFAs has gone a step further, with an attempt to support tenants post COVID with monthly meeting for now. Attendance has been great, and will continue to have monthly meetings for the balance of 2022.

Building maintenance and response times

TPFA prides itself in providing a valued service to tenants through our on-call maintenance service and maintenance team. Tenants are pleased with the time-line of services and in response times. Safety is also important to tenants and while most tenants stated they felt safe in their home, several continued to voice concerns with regards to the homeless who make attempts to enter the buildings or sleep in surrounding areas of buildings. This is especially noticeable in the downtown core or East Village locations. Tenants are thrilled to have the security at several locations but would like to see them do more to dissuade unwanted visitors. TPFAs continues to work with our service provider in supporting them to manage individuals attempting to enter the building.

What's important to Tenants

Tenants rank the following as most important property improvements:

1. Security
2. Suite renovations
3. Apartment windows

Results from both surveys saw no change in the ranking. TPFA continues to pay attention to these areas as part of the operational review each year.

Suite renovations were an area that TPFA took a deeper dive into to better understand what the issues were in achieving target goals for time lines and quality of suites renovated and suites returned to the organization. COVID has greatly impacted this with extended times needed to procure flooring and or services, plus overall escalation in costs. Suite renovations are targeted to the high demand buildings but also to address the buildings that also have a more vulnerable population of seniors.

Customer Services

The tenants surveyed rated TPFA at 90% for a valued service to our tenants, While most tenants agree that their suites currently meet their needs, we continue to receive numerous requests for larger space in a portfolio made up of predominantly studios.

TPFA will continue to support and encourage the voice of the tenant, through our annual survey, town hall meetings and TAC.



STRATEGIC PRIORITY INITIATIVES

The following pages include the 3 strategic goals and action plan for the Board and staff of Trinity Place Foundation of Alberta. These directions focus on aligning ourselves with the Government of Alberta's Stronger Foundations Strategy.

To enrich the lives of low-income seniors in Calgary with innovative programs and services, and with the effective stewardship of the homes we create and manage.

Intentional Confident Leadership



TPFA is aligned from top to bottom. We are client centric and focused on our deep purpose.

- ✓ Pursue excellence in governance
- ✓ Pursue Operational Excellence
- ✓ Become a learning organization

Involved People, Part of the Solution



Our people and our partners help us deliver Welcoming Homes.

- ✓ Create an engaged culture
- ✓ Beneficial strategic partnerships

Sustainable, Effective Organization



We are known for our operational excellence.

- ✓ Operational excellence
- ✓ Promoting our value proposition

Compassion, Fairness & Equity, People, Individual Contributions, Community, Well-Being, Self Determination, Integrity