



ASCHA

ALBERTA SENIORS & COMMUNITY
HOUSING ASSOCIATION

Strategic Plan

2026-2029

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Message from the Board President and Executive Director

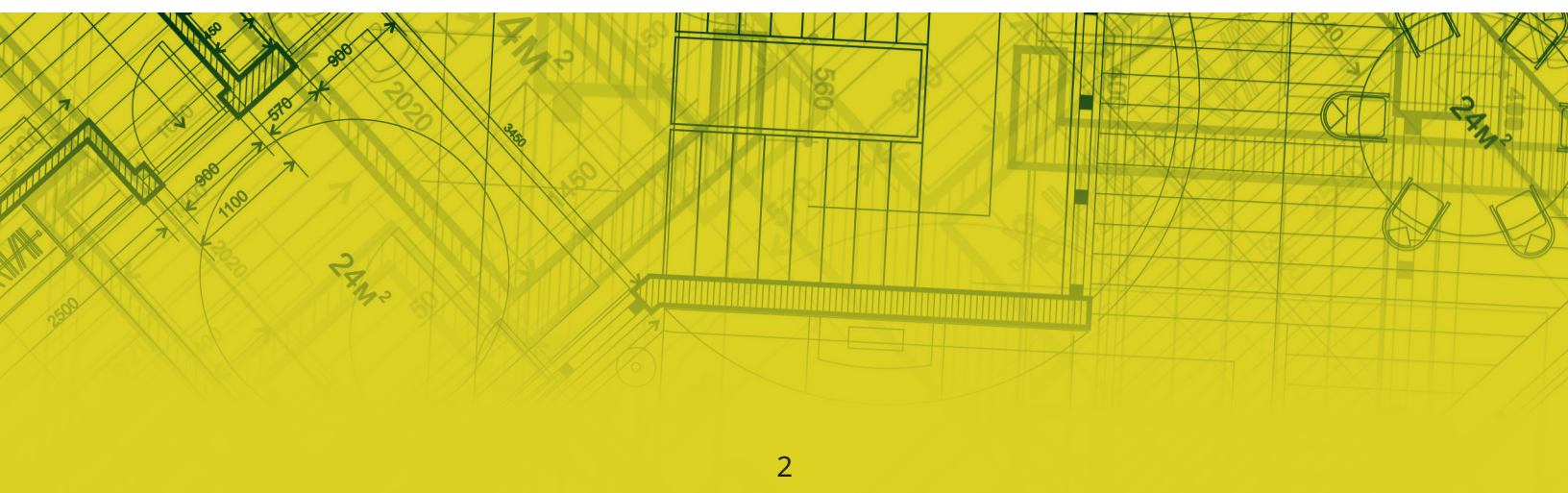
For more than 60 years, ASCHA has served as a trusted voice for seniors and community housing providers across Alberta. Our members provide essential housing, supports, services, and leadership that strengthen communities across the province. We are proud to support their work through advocacy, education, connection, and member services. ASCHA works alongside our members to advance the housing and supports that improve the lives of Albertans.

As we look ahead to the next three years, and more broadly to the next ten, we see the environment around us changing quickly and our work as an association must respond with strategies and tools to assist the sector through transformation. Housing demands are growing. Resident/tenant needs are increasingly complex. Affordability pressures are amplifying. The relationship between housing, health, well-being, and community stability is becoming intensified, more visible and urgent. At the same time, ASCHA's members are navigating shifting policy, funding, workforce, and operational realities while continuing to serve Albertans with care, creativity, and commitment.

These realities reinforce an important truth: our sector requires a strong association.

This strategic plan was developed through thoughtful reflection and conversation with ASCHA's Board of Directors and leadership team. Together, we looked back at ASCHA's recent journey, considered the current and emerging realities facing the sector, imagined the future we want to help create for 2036. In doing so, we identified the strategic directions for the next ten years, and highlighted specific actions we will take that will guide ASCHA's work from 2026 to 2029.

This plan is intentionally focused, but also marks a shift in how we think about strategic outcomes and positioning ASCHA for future



needs. It recognizes that ASCHA cannot do everything at once. As the expectations placed on the association continue to grow, success will depend on making disciplined choices. This means being clear about where we lead, where we partner, where we support, and where we deliberately choose to invest our time, resources, and capacity.

Over the next three years, ASCHA will focus on strengthening our influence, deepening our understanding of member needs, growing and retaining membership, diversifying revenue, clarifying priorities, improving how we work, and setting the boundaries needed to deliver on our purpose.

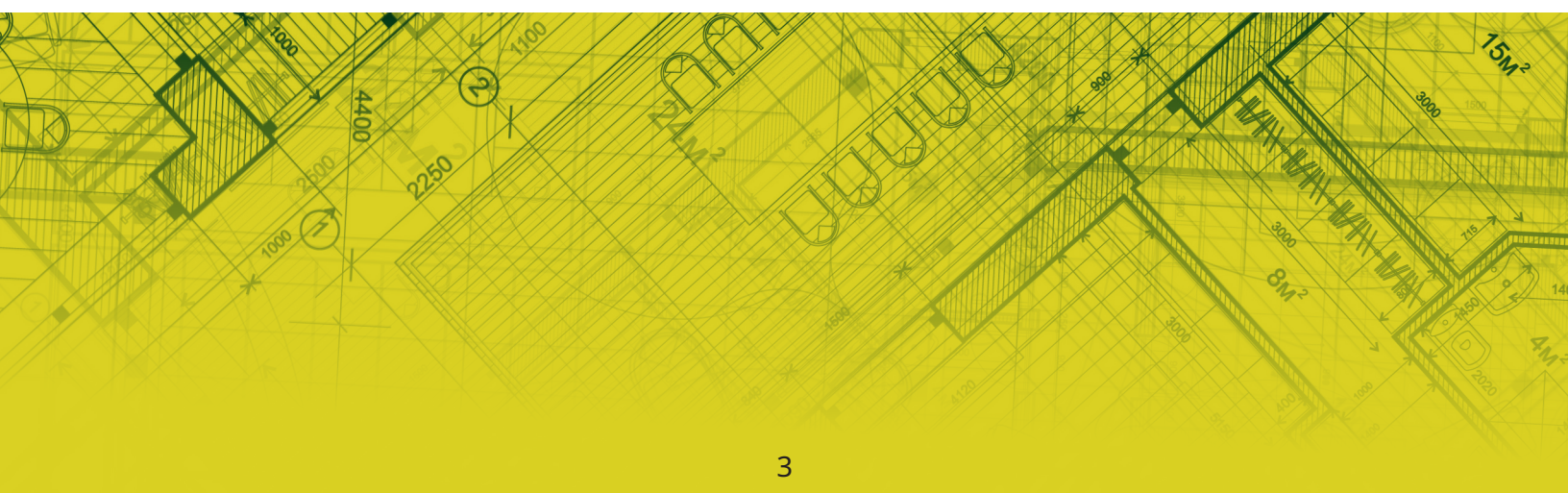
Ultimately, this strategic plan is about more than strengthening ASCHA, it is about strengthening the collective capacity of Alberta's housing providers to ensure that more Albertans have housing that honours their dignity, supports their well-being, and enables them to thrive in their chosen community.

We are grateful to the Board, leadership team, members, partners, and staff whose insight and commitment continue to shape ASCHA's work. Together, we look forward to strengthening our association, supporting our members and a stronger, more resilient housing and support sector across Alberta.

With gratitude,

James Nibourg, Board President

Irene Martin-Lindsay, Executive Director



Who We Are

ASCHA is a member-driven non-profit association that exists because Alberta's housing providers are stronger together than they are alone.

By bringing together housing providers from across the province, ASCHA strengthens the voice of the sector through collective advocacy, translates operational experience into practical policy advice, builds organizational capacity through a host of member services, which in turn, improves housing and support outcomes for communities and Albertans.

Our Purpose

ASCHA provides member services and a bold unifying voice that supports housing providers across a full spectrum of housing and support options.

Our Noble Cause

Albertans live in housing that honours their dignity, serves their needs and inspires purpose in their chosen community.

Our Values

ASCHA's work continues to be guided by the values of:

- **Respect**—We recognize the value individuals bring to ASCHA and their organizations.
- **Accountability**—We hold ourselves accountable to fulfilling our role as a member-driven organization.
- **Engagement**—We build meaningful relationships with our members and stakeholders.
- **Collaboration**—We have open discussions with our members and stakeholders to reach consensus related to key organization directions.
- **Integrity**—We are honest and transparent in all we do.

These values shape how ASCHA works with members, government, partners, and communities, and how we make decisions as an association.

A *Shift* in Our Strategic Approach

ASCHA believes that strategic planning is an ongoing process, informed by past approaches and learnings, responsive to current realities and priorities, while actively shaping opportunities to arrive at our desired future state.

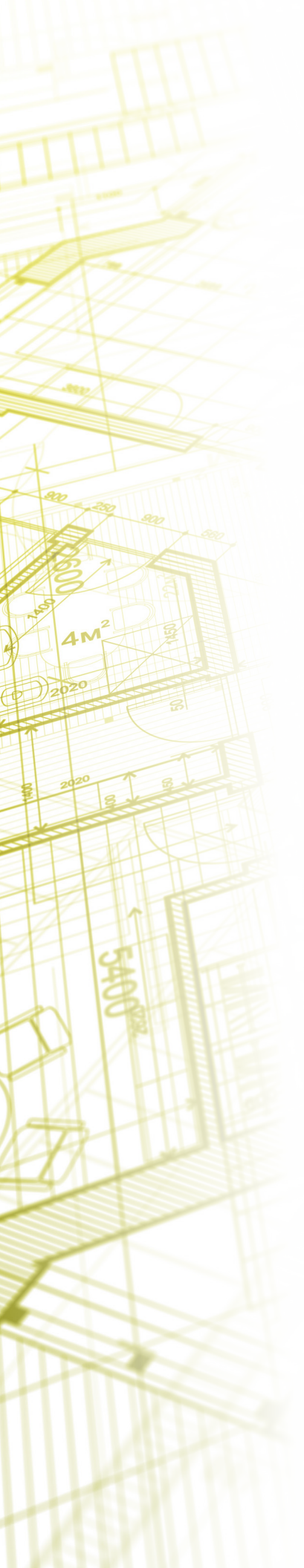
That is the shift in approach we have taken with this Strategic Plan as we move away from simply planning immediate deliverables and responding to past and present information. Our Strategic Plan sets out a longer-range vision for ASCHA and our sector, outlining eight key objectives that will define our work over the next ten years, while articulating the most immediate steps that need to be taken in the next three years to move our vision forward.

Our Vision for 2036

There are eight key objectives ASCHA is working towards over the next ten years, to build a future where:

- ASCHA is Alberta's trusted voice for housing and supports.
- Alberta's housing system champions wellbeing and dignity.
- ASCHA delivers valued member services.
- ASCHA's mandate guides clear, disciplined choices.
- ASCHA has stable, diversified revenue.
- ASCHA works with strategic partners to move shared solutions forward.
- Association leadership continuity is strong and supported.
- ASCHA has the capacity to work strategically and sustainably.

These elements describe the 10-year vision ASCHA is working toward with its members, partners, and the broader housing system. They are our "North Star" for this plan and help guide the choices ASCHA will make over the next three years.



What This Will Look Like by 2029

By 2029, ASCHA will have made meaningful progress advancing the following outcomes under each of our eight key objectives outlined in our 2036 vision. Our 2029 priorities are as follows:

ASCHA is sought out for our members' collective expertise and insights

ASCHA will continue strengthening its role as a trusted and credible voice on housing and supports in Alberta. Government, partners, media, and sector leaders will look to ASCHA and its members for practical insight, evidence-informed advocacy, education, and perspective on housing challenges and opportunities.

Housing is positioned as essential to Albertans' well-being and dignity, with a focus on prevention and community stability

ASCHA will use clear principles, stories, advocacy positions, and member experience to help advance the system conditions needed for Albertans to live with dignity in housing that meets their needs.

ASCHA's member services reflect and respond to member needs

ASCHA will deepen its understanding of the services, supports, programs, and platforms that members value most. Member services will be informed through evidence, analytics, demand and impact metrics, and return on investment measures, helping ensure ASCHA's offerings are relevant, useful, and aligned with member needs.

ASCHA's priorities are aligned with our members' highest-impact issues

ASCHA will use a clearer mandate to guide decisions about what it leads, supports, influences, or sets aside. This will help ASCHA make disciplined choices about priorities, partnerships, advocacy, services, communications, and resources.

ASCHA has stable, diversified revenue

ASCHA will build a clear and resilient revenue model that supports its mandate, member value, and strategic priorities. This will include gaining a better understanding of member needs, reviewing revenue opportunities, strengthening membership growth and retention, and ensuring that revenue decisions align with ASCHA's purpose.

Proposed: ASCHA works with strategic partners to diversify and strengthen our value to our members and those they serve

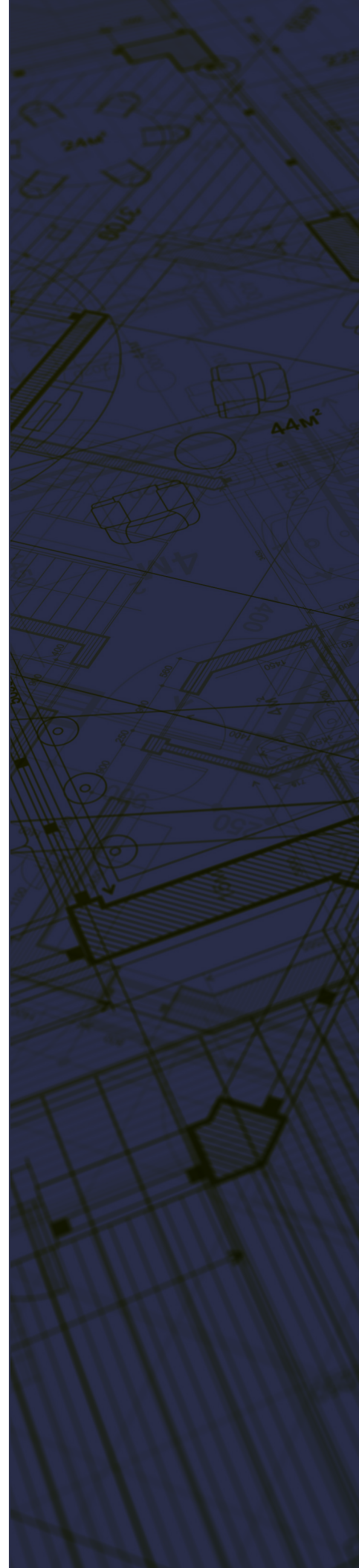
ASCHA will take a more intentional approach to partnerships. Strategic partnerships will be guided by clear purpose, shared value, and alignment with ASCHA's mandate, helping reduce duplication, strengthen influence, and move shared solutions forward.

ASCHA invests in a strong foundation for the association to advance member success

ASCHA will strengthen the leadership, knowledge-sharing, and transition practices needed to support organizational continuity. Relationships, institutional knowledge, strategic direction, and leadership capacity will be intentionally supported so ASCHA remains strong through change.

ASCHA has the capacity to work strategically and sustainably

ASCHA will strengthen the internal systems, tools, roles, and planning practices needed to work in a focused and sustainable way. The administration team will be better supported by moving strategic work forward while also responding to emerging needs with clarity and care.



Operationalizing Our Plan for the Next Three Years

Our Strategic Pillars and Actions

To move toward the 2036 vision, ASCHA will focus on two strategic pillars from 2026 to 2029.

Strategic Pillar 1:

Resilient Growth and Sector Influence

ASCHA will strengthen its reach, relevance, reputation, and influence by better understanding member needs, strengthening revenue, and growing and retaining membership.

This pillar focuses on ensuring ASCHA has the relationships, data, resources, and member base needed to remain a strong and credible voice for Alberta's seniors and community housing sector.

Strategy 1:

Assess member needs

ASCHA will build a stronger understanding of member and prospective member needs, expectations, priorities, and experiences. This work will help ASCHA make evidence-informed decisions about advocacy, services, programs, communications, and future growth.

Strategy 2:

Develop stable, diversified revenue

ASCHA will explore and strengthen revenue opportunities that align with its purpose, mandate, and member value. This work will help ASCHA reduce reliance on any single revenue source and build the financial resilience needed to deliver on our Strategic Plan.

Strategy 3:

Grow and retain membership

ASCHA will take a more intentional approach to membership growth, retention, and engagement. This work will help ensure ASCHA continues to represent a strong and diverse membership across Alberta's seniors and community housing landscape.

Strategic Pillar 2:

Disciplined Focus and Impact

ASCHA will strengthen its ability to work with focus, clarity, and capacity by implementing decision-making tools, right-sizing priorities, working smarter, and establishing reasonable boundaries.

This pillar focuses on helping ASCHA make clear choices about what it will lead, support, influence, or set aside so the organization can deliver meaningful impact without overextending its people, systems, or resources.

Strategy 4: **Right-size priorities**

ASCHA will focus its work on a manageable set of priorities that align with its mandate, member value, strategic impact and available capacity. This will help the organization avoid spreading itself too thin and ensure the most important work receives the attention and resources it needs.

Strategy 5: **Work smarter**

ASCHA will strengthen internal systems, tools, processes, and ways of working to increase capacity and reduce unnecessary effort. This will help the Administration Team focus more energy on strategic work, member value, advocacy, and organizational impact.

Strategy 6: **Focus on greatest impact**

ASCHA will clarify the boundaries of its role and strengthen its ability to respond to requests in a focused and strategic way. This will help ASCHA protect capacity, maintain strong relationships, and ensure its time is spent where it can have the greatest impact.

How We Will Know We Are Making Progress

A Strategic Plan creates value only when it shapes decisions and produces measurable results. ASCHA will track progress through clear indicators, work plans, member feedback, and stories of impact. This will help ASCHA understand what is working, where adjustments may be needed, and how the plan supports meaningful progress for members and the broader housing sector.

As part of implementation planning, ASCHA's Leadership Team will develop detailed targets, timelines, and actions to support each strategic priority. ASCHA will also provide regular updates to members through its website to share progress, highlight key milestones, and remain transparent about how the plan is moving forward.



Moving *Forward*

The years ahead will bring both opportunity and challenge.

Housing providers will continue responding to changing demographics, growing demand, evolving public pressures, financial pressures, workforce challenges and increasing expectations. All of which reinforce the importance of a strong, disciplined, and sustainable association.

This Strategic Plan will guide ASCHA's work from 2026 to 2029. It will support decision-making, focus organizational energy, inform annual planning, and help ASCHA communicate clearly with members, partners, government, and the broader sector.

The plan is both ambitious and practical. It reflects ASCHA's commitment to strengthening its voice, supporting its members, focusing its work, and contributing to a future where Alberta's housing system better supports well-being, dignity, and stability.

As ASCHA moves into this next chapter, the organization will continue to listen, learn, adapt, and work with members and partners to advance shared solutions for seniors and community housing across Alberta.