



Strategic Plan 2026-2030

*'Strength
Through
Connection'*



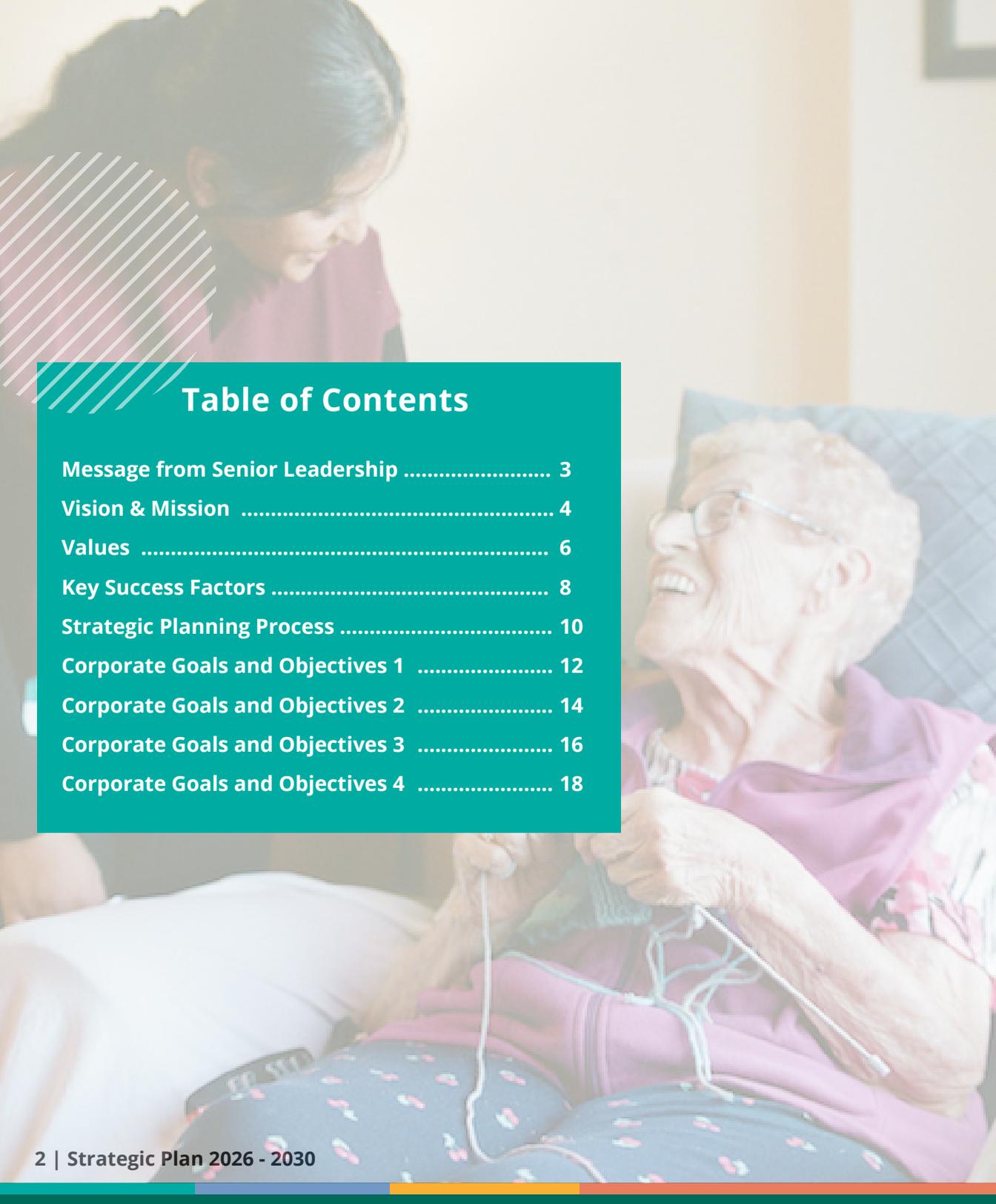


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Message From Senior Leadership

Shepherd Village is poised for significant growth and transformation over the next five years (2026 - 2030) as we highlight our strength through connection. Building upon a strong foundation of past achievements, the organization is moving intentionally beyond maintenance toward purposeful growth and long-term sustainability.



Through an inclusive process that engaged a diverse cross-section of stakeholders, we developed strength-based corporate goals and objectives, designed to leverage existing success, address key challenges, and capitalize on emerging opportunities.

“ Our greatest strength lies in our sense of connection ”

The successful implementation of our five-year strategic plan will result in:

1. Shepherd Village’s vision, mission and values being embraced and owned by all stakeholders.
2. Business practices grounded in accountability and quality, while focused on meeting the needs of those we serve.
3. A community where Christian culture and values are openly promoted to enrich the lives of the residents, staff, and volunteers village-wide.
4. A culture of compliance, continuous quality improvement, and evidence-based decision making.
5. A high-performing Team dedicated to advancing the overall success of Shepherd Village.



Our vision is to be a continuum of care within a Christian community, where seniors can flourish and find peace.

Our mission is recognizing our origins and shared common creed and values with the Pentecostal Assemblies of Canada, we meet the changing physical, spiritual and social needs of seniors through quality care and compassionate service.

Our Values

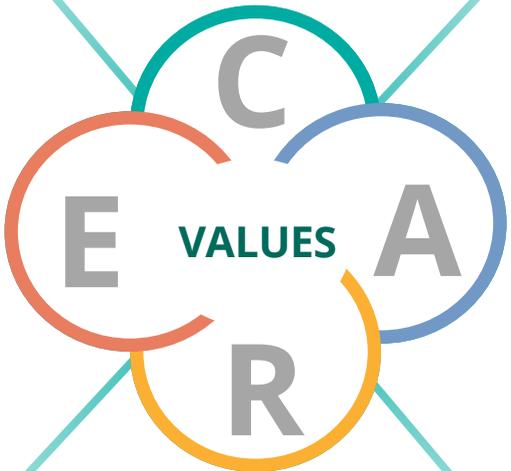
C.A.R.E.

Compassionate Care

We, as a team, are genuinely concerned about the well-being of those we serve.

Excellence

We are quality driven to exceed the expectations of those we serve.



Accountability

We hold ourselves to a higher standard being responsible to our residents, co-workers, partners and our community.

Respect

We treat everyone equally with integrity to earn their trust.

At Shepherd Village we embrace our Environmental, Social and Governance (ESG) principles as we serve our seniors. ESG is not a corporate framework – it is a way to articulate our mission with clarity and confidence.

Environmental Stewardship

We responsibly manage our facilities and resources through energy efficiency, waste reduction, sustainable food practices, and healthy indoor environments that support the well-being of our residents and staff.

Social Responsibility

At the heart of Shepherd Village is a commitment to dignity, compassion and inclusion. We prioritize quality of care, resident safety, staff well-being and spiritual support in our welcoming Christian community.

Governance & Accountability

Strong governance ensures trust and sustainability. Our board and leadership are committed to ethical decision-making, financial transparency, regulatory compliance, and long-term planning that honours our mission.

Through faithful stewardship and responsible leadership, Shepherd Village seeks to create an environment for today's seniors and future generations.



Flourish

Key Success Factors



We celebrate the heart of our community.



Strategic Planning Process

It was interesting to see the various departments collaborate to plan Shepherd Village's future.

~ Graeme (Staff)



Having lived at Shepherd Village for nine years, I have come to appreciate more as the time has passed, the environment here, both physical and spiritual.

~ Dave (Resident)



Connections

Participating in the strategic planning process was a meaningful opportunity to strengthen our collaborative partnership and contribute to a shared vision that supports the Shepherd Village family and the broader community.

~ Jeffrey (Partner)



Our strategic planning will strengthen Shepherd Village's vision, sharpen priorities and position the organization for a bold and resilient future, filled with purpose and progress.

~ Susan (Board Chair)

The strategic planning process deepened our commitment to excellence and strengthened the CARE values that guide our work at Shepherd Village.

~ Angelica (Staff)





1

FINANCIAL
CAPACITY

Corporate Goals and Objectives

We are taking bold, proactive steps to manage our resources and build the financial stability that powers everything else we do.

- ✓ Achieve 97% occupancy
- ✓ Maintain budget for debt & cash flow
- ✓ Increase capital reserve
- ✓ Secure new revenue for expansion



2

STAKEHOLDER RELATIONSHIPS AND ORGANIZATIONAL FLEXIBILITY

Corporate Goals and Objectives

We are launching new initiatives to strengthen our ties with the wider community to attract great staff, volunteers, and partners.

- ✓ Expand integrated living options
- ✓ Establish strategic partnerships
- ✓ Improve resident & staff satisfaction
- ✓ Strengthen community engagement



3

OPERATIONAL SYSTEMS

Corporate Goals and Objectives

We are grounding our plan in our values and creating a place where Christian culture thrives, quality is standard, and our core values show up in actions, not posters.

- ✔ Maintain a thriving Christian environment
- ✔ Ensure compliance, mitigate risk
- ✔ Implement effective communication systems
- ✔ Maintain a capital plan for expansion



4

HUMAN, INFORMATION TECHNOLOGY, AND ORGANIZATIONAL CAPITAL

Corporate Goals and Objectives

We are adapting to rapid technology changes to elevate quality and enhance how we deliver care and run our operations.

- ✓ Become an employer of choice
- ✓ Use technology to improve care
- ✓ Focus on person-centred dementia care
- ✓ Innovate operations with technology

SHEPHERD VILLAGE

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