


# STRATEGIC PLAN

## 2025 - 2030

PREPARED BY:

MURPHY'S EXECUTIVE LEADERSHIP
*Coaching And Consulting*

Clarity for Impact™
TEAMS & LEADERSHIP · GOVERNANCE · STRATEGY

# INTRODUCTION

At 1010 Sinclair Housing Inc., we believe that accessible, supportive housing and building skills and knowledge for people living with disabilities is the foundation for independent living and well-being. As a committed provider of housing and services to individuals with diverse needs, we have long recognized the critical role we play in enhancing quality of life, fostering community inclusion and supporting long-term stability for our tenants.

This strategic plan sets out our direction for the next five years. Developed through meaningful engagement with tenants, staff and the Board of Directors, this plan reflects our shared aspirations and the realities of an evolving housing and social services landscape.

The strategic priorities outlined in this document build on our strengths and affirm our commitment to sustainability and innovation and provide a clear and actionable roadmap for the future.

We embark on this next chapter with a renewed sense of purpose, confident in our mission and vision; and guided by our commitments. With the continued dedication of our board, staff and supporters, we are well-positioned to meet the challenges ahead and expand our impact across the community.



# MISSION, VISION, COMMITMENTS

## OUR MISSION

The mission statement articulates what we set out to do and for whose benefit.

***Ten Ten Sinclair Housing Inc., rooted in the independent living philosophy, provides affordable housing and support services to those individuals with disabilities who seek the knowledge and skills to live independently, including individuals facing additional challenges such as mental health conditions, addictions or cognitive disabilities.***



## OUR VISION

The vision statement provides a view into our organization's desired future.

***We envision a world where every individual living with disabilities can access affordable and accessible housing, exercise self-determination and shape their own path with dignity and confidence. Through collaboration, we foster support systems that strengthen communication and empower individuals with choice, accountability, autonomy, inclusion and opportunities for personal growth.***



# OUR COMMITMENTS

Commitments are shared beliefs which will drive our decision-making and behaviour within the organization.

***We make the following commitments:***

- ***To provide meaningful consumer involvement in the Ten Ten Sinclair Housing Inc. organization***
- ***To foster consumers' control over their living situation, including consumers assuming responsibility for decision-making with all the associated risks and responsibilities***
- ***To aid in amplifying the voices of our consumers***
- ***To provide experiential learning***
- ***To maximize the potential for individuals to engage in independent living***
- ***To collaborate and partner with like-minded community organizations***
- ***To provide a positive and supportive work environment for staff of Ten Ten Sinclair Housing Inc.***



# OBJECTIVES, MILESTONES AND KEY RESULTS

## STRATEGIC PRIORITIES

| STRENGTHEN ENGAGEMENT | ADVANCEMENT OF BARRIER-FREE HOUSING | ORGANIZATION AND OPTIMIZING TALENT | TECHNOLOGY AND INNOVATION |
|---|---|---|---|

### Strategic Priority: STRENGTHEN ENGAGEMENT

***Objective:*** Boldly share our story and showcase our successes, engaging diverse audiences to foster partnerships, build awareness, inspire action and strengthen support for inclusive independent living for individuals with physical disabilities.

***Key Milestones:*** Establish a Communications working group or committee, of staff and Board Members or other suitable volunteers, to:

- Develop and refine our narrative and success stories
- Update the 40th anniversary success stories and document
- Identify five key stakeholders and define targeted communication strategies– all by April 2026
- Further develop and implement a plan for external communications by April 2027, which should include the following areas and clear markers associated with each:
  - enhancing communications with consumers/tenants
  - identifying methods through communication to increase engagement of consumers/tenants in organizational events/meetings/forums
  - identifying opportunities for public media, advocacy, and/or supporting community events
  - identifying methods and processes for collaborating and communicating with stakeholders, external partners, and/or similar-minded organizations

***Key Results:*** Achieving the following:

- Updating our story and showcasing our successes more broadly
- Creating increased engagement with our consumers/tenants
- Ensuring strong communications with our stakeholders, consumers/tenants and the public generally
- Developing an external communications plan

## Strategic Priority: ADVANCEMENT OF BARRIER-FREE HOUSING

***Objective:*** Champion the creation of barrier-free housing, ensuring individuals with physical disabilities are fully integrated and meaningfully represented in all new developments or redevelopments.

***Key Milestones:***

- Comparative Research and Reporting
  - Engage a staff person and/or students and volunteers to research and compile a report by December 2026 that analyzes barrier-free housing and support service models from Ontario, Alberta, British Columbia, Europe and similar sister organizations across Canada, identifying possible new housing and service models, opportunities and strategies that might work in Manitoba
  - Research and identify in the report possible new funding opportunities or streams for developing or redeveloping barrier-free housing and support services
- Assess the features and degree of barrier-free housing existing under Ten Ten's purview and determine areas for improvement by December 2026
- Government engagement
  - Identify existing engagements with municipal, provincial and federal officials with regard to barrier-free housing and support services and seek ways to improve or increase this engagement by December 2026
- Action Plan Development and Implementation
  - Develop an actionable strategy for increasing barrier-free housing in the Winnipeg area based on the research report and assessment of existing housing by June 2027
  - Assess and determine how to launch the action plan by June 2028

***Key Results:*** Achieving the following:

- Completion of a barrier-free housing and support service model report
- Completion and implementation of a strategy for barrier-free housing
- An increase in barrier-free housing features in all existing and future developments of Ten Ten Sinclair Housing Inc.

## Strategic Priority: ORGANIZATION AND OPTIMIZING TALENT

***Objective:*** Support and grow an efficient and effective organization and optimize our talents.

***Key Milestones:***

- Human Resource Strategy
  - In the short term, re-implement an HR Committee of staff and Board Members with the goal and priority of reviewing and identifying current immediate areas of need or improvement and develop plans and strategies to address by April 2026; this review should include:
    - strategies for retention and/or recruitment
    - use of technology to create efficiencies
    - identifying training and continuing education needs
    - identifying any need for improvement in internal communications between staff, management, unions and consumer/tenants
  - In the long term, complete a comprehensive review of our current human resources strategy, including staffing levels, skills gaps, training needs, retention strategies, and funding opportunities:
    - identify and prioritize key areas and deliver actionable recommendations by January 2027
    - develop a detailed set of deliverables based on these priorities by January 2027
    - ensure implementation of the plan by the end of 2027
- Volunteer Opportunities
  - Determine if further volunteer opportunities exist and how to implement by January 2027
- Succession Planning
  - With the assistance of Murphy's Executive Leadership, develop a board skills matrix, assess gaps and plan for succession by December 2025
  - Strategize a succession plan for the Executive Director position by December 2026 and begin implementation by June 2027

***Key Results:*** Achieving the following:

- Improving organizational effectiveness, efficiencies and delivery of services
- Increasing staff retention, satisfaction, and optimizing talent
- Developing and implementing succession plans for key roles

## Strategic Priority: TECHNOLOGY AND INNOVATION

***Objective:*** Leverage innovative technology to create accessible, barrier-free environments at Ten Ten.

***Key Milestones:***

- Identify internal and/or external candidates (e.g. students) capable of conducting technology research by December 2025
- Research available technologies and potential grants/funding options and compile and comprehensive report by June 2027
- Based on the report, select and engage a candidate or entity to perform an environmental assessment of our spaces for technology integration by January 2028
- Develop an implementation plan for integrating the identified technologies, aiming for full deployment by June 2030

***Key Results:*** Achieving the following:

- Increasing the use of technology to support our consumers/tenants
- Be seen as innovators in the use of technology in barrier-free housing





# KEY PERFORMANCE INDICATORS

| STRENGTHEN ENGAGEMENT | ADVANCEMENT OF BARRIER-FREE HOUSING | ORGANIZATION AND OPTIMIZING TALENT | TECHNOLOGY AND INNOVATION |
|---|---|---|---|
| ***MEASURES OF SUCCESS*** | | | |
| • Updating our story and showcasing our successes more broadly<br>• Creating increased engagement with our consumers / tenants<br>• Ensuring strong communications with our stakeholders, consumers / tenants and the public generally<br>• Developing an external communications plan | • Completion of a barrier-free housing and support service model report<br>• Completion and implementation of a strategy for barrier-free housing<br>• An increase in barrier-free housing features in all existing and future developments of Ten Ten Sinclair Housing Inc. | • Improving organizational effectiveness, efficiencies and delivery of services<br>• Increasing staff retention, satisfaction, and optimizing talent<br>• Developing and implementing succession plans for key roles | • Increasing the use of technology to support our consumers / tenants<br>• Be seen as innovators in the use of technology in barrier-free housing |



# APPENDIX 1 – AGENDA & PARTICIPANTS

Ten Ten Sinclair engaged Judy Murphy of Murphy's Executive Leadership to assist them in developing a strategic plan. The plan was developed in three phases:

| Phase 1: **DISCOVERY** | Phase 2: **DETERMINING FUTURE STATE** | Phase 3: **THE PLAN** |
|---|---|---|
| **DELIVERABLES** | | |
| • Project kick-off meeting<br>• Review of background material<br>• Design interview guides<br>• Conduct stakeholder consultations<br>• Design and disseminate pre-session survey<br>• Conduct analysis of stakeholder data/general environment<br>• Summarize stakeholder and participant data in a Pre-Planning Session Report and circulate document to participants | • Develop materials and agenda for the strategic planning session<br>• Conduct two half-day strategic planning (visioning) sessions<br>• Create and circulate a validation document of the session | • Create draft and final strategic plan |

## PARTICIPANTS

The retreat participants included board and management as follows:

- Chris Wullum
- Linda Godin-Sorin
- Rick Sapacz
- Nolan Smith
- Samuel Unrau
- Heather Korol
- Tashia Dreger
- Dina Juras
- Nate Sawatzky
- Scott Stewart
- Heather Zinni
- Martin Sherb
- Donna Collins
- Amanda Kozak
- Brent Smith
- Hayley Swidnicki
- Debbie Van Ettinger

The Ten Ten Sinclair board is most appreciative of the following individuals who participated in interviews.

- Executive Director of Ten Ten Sinclair Housing Inc.
- Tenant Development Co-Ordinator
- Fokus Supervisor
- Attendant at 1010 Sinclair Site
- Two tenants at Fokus II
- Tenant at Fokus IV
- Executive Director of the Spinal Cord Injury, Manitoba

# APPENDIX 2: SUMMARY OF RESPONSES

Individual responses are confidential. What follows are some general themes identified through the interviews. The following were identified as the organizations:

STRENGTHS

- **Provide Housing** – providing accessible housing and understanding the needs of people with disabilities
- **Promote Independent Living** – promoting independent living and providing support services to allow people to live independently as much as possible
- **Providing Care** – providing attendant care (24/7) and understanding the needs of individuals with disabilities

WEAKNESSES

- **Staffing** – provide training and close knowledge gaps to be able to assist tenants appropriately
- **Communication –** improve communication with political representatives and allies/advocacy groups on who Ten Ten is and how it benefits the community; between consumers, staff and management; and in addressing complaints/concerns
- **Tenant / Consumer Engagement** – Lack of tenant and consumer engagement and willingness to participate

CHALLENGES

- **Economic Constraints and Funding Challenges** – including less funding, inflation and lack of diversification.
- **Housing and Accessibility Issues** – availability of accessible and affordable housing, barriers for low income individuals living with disabilities.
- **Political and Social Challenges –** political trends: DEI and social supports and limited public awareness.
- Increase in complexity of health challenges like mental health and addictions.

OPPORTUNITIES

- **Partnerships and Collaboration** – building stronger relationships and collaboration with like-minded organizations, agencies, funding bodies as well as private companies including those focused on technology.
- **Advocacy and Outreach** – stronger voice in raising awarness for housing, acccessibility and issues within the community.
- **Service Model Enhancement** – expanding services to reach past physical disabliities; as well as housing and support services for the homeless.

# APPENDIX 3 – PROCESSS

## TIMELINE & RESPONSIBILITIES DOCUMENT

The following is a snapshot of the working document provided separately.

### Timelines & Responsibilities Document

| PRIORITY & KEY MILESTONES | LEAD | SUPPORT | 2025 | 2026 | | | | | | | 2027 | | | 2028 | | 2029 | 2030 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | by Dec | by Jan | by Feb | by Mar | by Apr | by May | by Jun | by Dec | by Apr | by Jun | by Dec | by Jun | by Dec | by Dec | by Dec |
| **Strategic Priority: STRENGTHEN ENGAGEMENT** | | | | | | | | | | | | | | | | | |
| Working group to identify stories and success | Board | Mgmt | | | | | | | | | | | | | | | |
| Review / update success stories | Board | Mgmt | | | | | | | | | | | | | | | |
| Identify 5 key stakeholders / communication strategies | Board | Mgmt | | | | | | | | | | | | | | | |
| Implement communication plan | Board | Mgmt | | | | | | | | | | | | | | | |
| **Strategic Priority: ADVANCEMENT OF BARRIER-FREE HOUSING** | | | | | | | | | | | | | | | | | |
| Compile Report | Mgmt | Board | | | | | | | | | | | | | | | |
| Complete detailed review | Mgmt | Board | | | | | | | | | | | | | | | |
| Coordinate govt's, meet with ministers | Mgmt | Board | | | | | | | | | | | | | | | |
| Develop action plan | Mgmt | Board | | | | | | | | | | | | | | | |
| Launch action plan | Mgmt | Board | | | | | | | | | | | | | | | |

# Timelines & Responsibilities Document

| PRIORITY & KEY MILESTONES | LEAD | SUPPORT | 2025 | 2026 | | | | | | | 2027 | | | 2028 | | 2029 | 2030 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | by Dec | by Jan | by Feb | by Mar | by Apr | by May | by Jun | by Dec | by Jan | by Jun | by Dec | by Jun | by Dec | by Dec | by Dec |
| **Strategic Priority: ORGANIZATION AND OPTIMIZING TALENT** | | | | | | | | | | | | | | | | | |
| Review HR strategy and recommendations | Mgmt | Ad Hoc Board Cttee | | | | | | | | | | | | | | | |
| Identify priorities | Mgmt | AdHoc Board Cttee | | | | | | | | | | | | | | | |
| Develop deliverables / comms plan | Mgmt | Ad Hoc Board Cttee | | | | | | | | | | | | | | | |
| Implement plan | Mgmt | Ad Hoc Board Cttee | | | | | | | | | | | | | | | |
| Determine & implement volunteer opportunities | Mgmt | Ad Hoc Board Cttee | | | | | | | | | | | | | | | |
| Board skills matrix, gaps | Chair | Chair, Governance | | | | | | | | | | | | | | | |
| Strategize executive director succession plan | Chair | Board | | | | | | | | | | | | | | | |

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| | | | by Dec | by Jan | by Feb | by Mar | by Apr | by May | by Jun | by Dec | by Jan | by Jun | by Dec | by Jan | by Dec | by Dec | by Jun |
| **Strategic Priority: TECHNOLOGY AND INNOVATION** | | | | | | | | | | | | | | | | | |
| Identify candidates to perform research | Mgmt | Board | | | | | | | | | | | | | | | |
| Research technologies and grants/finding and develop report | Mgmt | Board | | | | | | | | | | | | | | | |
| Engage for environmental assessment | Mgmt | Board | | | | | | | | | | | | | | | |
| Implementation Plan | Mgmt | Board | | | | | | | | | | | | | | | |

# STRATEGIC OBJECTIVES ACCOUNTABILITY DOCUMENT

The following is a snapshot of the working document provided separately.

## Strategic Objectives Accountability Document

This document can be used to report to the Board of Directors quarterly on the progress of the strategic plan. This can also act as a quick reference for the annual report. The reporting uses a colour coded reporting method as follows:

| *Green* | *Yellow* | *Orange* | *Red* |
|---|---|---|---|
| completed | On track for completion; may be slight delays | Project is delayed; discussion required | **Major delays or reconsideration is required; discussion is critical** |

| STRATEGIC PRIORITY / OBJECTIVE | MILESTONES | PROGRESS | COMMENTS | KEY RESULTS ACHIEVED |
|---|---|---|---|---|
| **STRENGTHEN ENGAGEMENT**<br>*Objective:*<br>Boldly share our story and showcase our successes, engaging diverse audiences to foster partnerships, build awareness, inspire action and strengthen support for inclusive independent living for individuals with physical disabilities. | Establish a Communications working group or committee, of staff and Board Members or other suitable volunteers, to:<br>• Develop and refine our narrative and success stories<br>• Update the 40th anniversary success stories and document | | | • updating our story and showcasing our successes more broadly |
| | Identify five key stakeholders and define targeted communication strategies– all by April 2026 | | | • developing an external communications plan |
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# Strategic Objectives Accountability Document

| STRATEGIC PRIORITY / OBJECTIVE | MILESTONES | PROGRESS | COMMENTS | KEY RESULTS ACHIEVED |
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| | Government engagement<br>• Identify existing engagements with municipal, provincial and federal officials with regard to barrier-free housing and support services and seek ways to improve or increase this engagement by December 2026 | | | |
| | Action Plan Development and Implementation<br>• Develop an actionable strategy for increasing barrier-free housing in the Winnipeg area based on the research report and assessment of existing housing by June 2027<br>• Assess and determine how to launch the action plan by June 2028 | | | |

## Strategic Objectives Accountability Document

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| | Human Resource Strategy (Long-Term)<br>Complete a comprehensive review of our current human resources strategy, including staffing levels, skills gaps, training needs, retention strategies, and funding opportunities:<br>• identify and prioritize key areas and deliver actionable recommendations by January 2027<br>• develop a detailed set of deliverables based on these priorities by January 2027<br>ensure implementation of the plan by the end of 2027 | | | |
| | Volunteer Opportunities<br>• Determine if further volunteer opportunities exist and how to implement by January 2027 | | | |
| | Succession Planning<br>• With the assistance of Murphy's Executive Leadership, develop a board skills matrix, assess gaps and plan for succession by December 2025<br>• Strategize a succession plan for the Executive Director position by December 2026 and begin implementation by June 2027 | | | • Developing and implementing succession plans for key roles |

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| | Research available technologies and potential grants/funding options and compile and comprehensive report by June 2027 | | | |
| | Based on the report, select and engage a candidate or entity to perform an environmental assessment of our spaces for technology integration by January 2028 | | | |
| | Develop an implementation plan for integrating the identified technologies, aiming for full deployment by June 2030 | | | |