

Business Plan

2020-2022

Flagstaff Regional Housing Group



EXECUTIVE SUMMARY

The top three priorities of the Flagstaff Regional Housing Group are:

1. To encourage occupancy in the Big Knife Lodge, FRHG will continue a pilot project to explore service package and integrated delivery models to meet potential resident needs.
2. FRHG will pursue Health Care Services Contracts for the Big Knife Lodge, to support Age in Place philosophies and keep seniors in their home community.
3. Capital Maintenance funding for window replacement in the oldest portion of the Big Knife Lodge.

ACCOUNTABILITY STATEMENT

This Business Plan was prepared under the direction of the Board of Directors of the Flagstaff Regional Housing Group 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. This business plan was approved by the Board of Directors on June 25, 2019.

FLAGSTAFF REGIONAL HOUSING GROUP PROFILE

The Flagstaff Regional Housing Group operates pursuant to the Alberta Housing Act under the purpose to enable the efficient provision of a basic level of housing accommodations for persons, who because of financial, social or other circumstances require assistance to obtain or maintain housing accommodation.

- The Member Municipalities include Flagstaff County, Towns of Hardisty, Daysland, Killam and Sedgewick, and the Villages of Lougheed, Heisler, Forestburg and Alliance.
- Housing Accommodations under operation is the 41 unit Big Knife Villa Lodge in Forestburg that is owned by the Provincial Government through the Alberta Social Housing Corporation.
- The Flagstaff Regional Housing Group also provides strategic advice and community connections to 110 units of Seniors Self Contained Apartments operated by The Bethany Group and owned by the Province through the Alberta Social Housing Corporation. This includes units operated in Forestburg, Killam, Lougheed, Strome, Alliance, Heisler, Daysland, Hardisty, Galahad and Sedgewick.
- Resident Profile, Occupancy and Waiting Lists - The Big Knife Villa Lodge currently has a 50 % occupancy rate with an average age of 83 and average stay of 2 years. The 10 units of Seniors Self Contained apartments attached to the Lodge are full with an average age of 83 and average stay of 5 years. The seniors self-contained buildings in the catchment area are generally at 90% occupancy with the exception of Parkland Manor in Hardisty, which consistently operates below 50% capacity.
- Staffing Profile and Organizational Structure - The Flagstaff Regional Housing Group employs 11 staff totaling 7.9 FTE at the Big Knife Villa, with an annual local payroll of \$500,000.

- Financial Profile and Budgets - The total annual operating budget for the Big Knife Villa is \$817,000, with resident accommodation fees and recoveries providing \$495,000, the Provincial Lodge Assistance Grant providing \$112,000 and the balance of \$300,000 provided by Member Municipalities by way of Municipal Requisitions using an Equalized Assessment Formula. It is of note that for 2019 Big Knife Villa will not be receiving the Small Lodge Grant, reducing provincial support to \$29,000

INSTITUTIONAL CONTEXT

Flagstaff Regional Housing Group enjoys a positive relationship with The Bethany Group and the other Housing Management bodies that use The Bethany Group as CEO. FRHG is a member of the Alberta Seniors Community Housing Association. FRHG is participating in interagency meetings hosted by the regional FCSS organization in order to build relationships and identify opportunities with community-based organizations in the catchment area.

PLAN DEVELOPMENT

Activities undertaken by the Board in support of the organization and in the development of the plan

- > Board Business Planning session May 21, 2019

ENVIRONMENTAL SCAN AND STRATEGIC CONTEXT

Encompassed within the strategic context is the strategic environment in which we operate; ensuring that we are living within our means, meeting our accountabilities, and working towards sustainability in our programs and operations.

- > Election 2019 and change in Provincial Government
- > Stagnant Provincial Economy
- > Provincial Fiscal challenges
- > 2017 Provincial Housing Strategy
- > 2017 Federal Housing Strategy
- > Aging population and home care shift
- > Local Demographic Information
- > Household Income and Housing Affordability
- > Market Housing Conditions

STRATEGIC RISKS AND STRATEGIC OPPORTUNITIES

The primary impacts on the strategic environment for the Flagstaff Regional Housing Group are:

- > Aging population and above average senior’s population in the Flagstaff and Region catchment area, putting pressure on existing facilities.
- > Impacts on Lodge operations due to increases in Home Care assistance for seniors to remain in their homes. Individuals are delaying entry into the lodge environment resulting in residents of more advanced age and higher degrees of frailty
- > Elimination of Small Lodge Grant support to the Big Knife Villa despite high vacancy rates
- > Growing demand to support Age in Place philosophies over a large geographic area with a small population.
- > The age, condition and functionality of the Seniors self-contained apartments resulting in challenges to meet the needs of current and future residents.
- > Strong desire to help seniors stay in their community of choice.

STRATEGIC PRIORITIES

The Flagstaff Regional Housing Group has identified the Strategic Priorities outlined in the Provincial Housing Strategy to guide operations through the next 3 to 5 years:

1. Investing Now and For the Future
2. Integrated Housing and Supports
3. Successful Transitions and Aging in Community
4. Fair and Flexible
5. A Sustainable System

This business plan is developed in keeping within the Purpose of the Alberta Housing Act and the obligations of the Board of Directors of the Flagstaff Regional Housing Group pursuant to the Management Body Operations and Administration Regulation.

OUTCOMES, KEY STRATEGIES AND PERFORMANCE MEASURES

Outcome One: INVESTING NOW AND IN THE FUTURE

Housing Accommodations operated by the Flagstaff Regional Housing Group will meet or exceed minimum housing standards and options to meet demands for new housing supply will be explored.

Key Strategies:

- 1.1 Increase the Supply of Affordable Housing
- 1.2 Improve and Maintain the condition of existing affordable housing

Performance Measures

- Funding is approved for the items requested under the 5 Year Capital Maintenance and Renewal List supplied by the Flagstaff Regional Housing Group to the Ministry of Seniors and Housing for renewal of the original portion of the Big Knife Lodge
- FRHG will work with the Bethany Group, Alberta Seniors and Housing, the Town of Hardisty and other stakeholders to modernize Parkland Manor in Hardisty to better meet local need and improve occupancy
- All capital projects are completed in accordance with; approved standards, scope and specifications; on time; and on budget.

Outcome Two: INTEGRATED HOUSING AND SUPPORTS

Residents of Housing Accommodations and services offered by the Flagstaff Regional Housing Group have the tools they need to enable successful occupancies and to live independently with or without community-based services.

Key Strategies:

2.1 Enhance Integration with Community Support Services

Performance Measures

- Occupancy rates at the Big Knife Lodge will improve with the introduction of service package alternatives such as one meal a day for the rooms that have kitchenettes.
- FRHG will research eligible projects for the New Horizons for Seniors grant program for the 2020 project call for application either directly or in conjunction with a local non-profit
- Flagstaff Regional Housing Group will participate in social services/FCSS based interagency meetings and activities in the service area.

Outcome Three: SUCCESSFUL TRANSITIONS AND AGING IN COMMUNITY

The operations of the housing accommodations and support programs offered by the Flagstaff Regional Housing Group allows residents to easily access services that enable them to be affordably and safely housed, as well as successfully transition out of the system when necessary or able.

Key Strategies:

3.1 Enable transitions through the continuum of housing and supports

3.2 Support the desire of Albertans to age in their community

Performance Measures

- The Flagstaff Regional Housing Group approves The Bethany Group to explore options with Alberta Health Services to enhance Health Care services for residents of the Big Knife Villa.

Outcome Four: FAIR AND FLEXIBLE

The operations of the housing accommodations and support service programs offered by the Flagstaff Regional Housing Group are flexible and responsive to meet resident needs.

Key Strategies:

- 4.1 Modernize the regulatory framework to support equitable treatment and housing stability
- 4.2 Improve System access and navigation
- 4.3 Promote enhanced understanding of and coordinated response to rural and urban needs

Performance Measures

Implement the regulatory changes to the Alberta Housing Act pursuant to the Provincial Housing Strategy and the Lodge Program Renewal Committee for the operations of the Big Knife Villa upon direction received by the Province of Alberta on implementation.

Outcome Five: A Sustainable System

The financial operations of the Flagstaff Regional Housing Group are sustainable based on new funding models, including allowing market rental options within the portfolio.

Key Strategies:

- 5.1 Support operational and environmental sustainability of affordable housing projects
- 5.2 Partner with other governments to support a sustainable system and meet the housing and support needs of Albertans
- 5.3 Improve the knowledge of the housing and support needs of Albertans

Performance Measures

- Communications and reporting between FRHG and the Bethany Group on the social housing portfolio will be more formalized.
- Administrative costs for FRHG will be at or below provincial benchmarks
- Capital maintenance funding for window replacement to improve energy efficiency in the Big Knife Lodge

- Seniors and Affordable Housing will be identified in the Flagstaff Regional Housing Group members Inter-municipal Collaboration Frameworks.

APPENDICES

- **Appendix A - Housing Management Body Corporate Profile**
- **Appendix B - Portfolio Profile**
- **Appendix C - Financial Budget and Forecasts**
- **Appendix D - Capital Maintenance and Renewal Program**

Appendix A – Housing Management Body Corporate Profile

Organization details

Housing Management Body Name	Flagstaff Regional Housing Group			
Incorporation type	<input checked="" type="checkbox"/> Alberta Housing Act			
	<input type="checkbox"/> Societies Act			
	<input type="checkbox"/> Part 9, Alberta Companies Act			
	<input type="checkbox"/> Other (please specify)			
Board of Directors	Name	Position	Phone Number	Email Address
	Brenda McDermott	CHAIR Town of Killam	780.385.0537	bmcdermott@town.killam.ab.ca
	Blaise Young	Village of Forestburg	780.385.4588	bkyoung@persona.ca
	Doug Irving	Town of Hardisty	780.888.7146	d.irving@hardisty.ca
	Rick Manning	Flagstaff County	780.888.7350	rmanning@flagstaff.ab.ca
	Jeff Eckstrand	Flagstaff County	780.384.2110	jeckstrand@flagstaff.ab.ca
	Murray Candlish	Town of Daysland	780.678.4037	mcmcr57@gmail.com
	Debra Smith	Village of Lougheed	780.385.0049	debra.smith@lougheed.ca
	Bonnie Wood	Village of Heisler	780.889.0009	bwood@villageofheisler.ca
	Dell Wickstrom Greg Sparrow	VICE Village of Alliance Town of Sedgewick	780.879.2241 780-385.0447	dellran@cciwireless.ca gsparrow@sedgewick.ca
Senior management team	Name	Position	Phone Number	Email Address
	Mike Leathwood	CEO The Bethany Group	780.679.2010	mike.leathwood@bethanygrp.ca
	Melodie Stol	Stakeholder Relations The Bethany Group	403.786.2426	melodie.stol@bethanygrp.ca
	Glen Blatz	Director of Housing, North The Bethany Group	780.679.3033	glen.blatz@bethanygrp.ca
Governance structure (including any other organizations associated with the HMB)	The Board operates as a Board of Governance and is responsible for the overall direction and oversight of the Organization. The Bethany Group operates and manages the lodges on behalf of the Board and is responsible to the Board for all administration and CAO			
List of contracts to provide services on behalf of other organizations / contracts to have services provided by another organization (e.g. with AHS or other HMBs).	None			

Appendix A – Housing Management Body Corporate Profile

Organization details

Number of full time employees	1
Number of part time employees	10
Number of employees earning minimum wage. N.B. PLEASE DO NOT DISCLOSE IF THIS NUMBER IS 5 OR LOWER	
Categories of staff (e.g. management, maintenance, administration, housekeeping, catering, resident services etc.).	Management, Lodge Attendant, Activities Coordinator, Housekeeping, Food Services, Maintenance
2018 Annual Employee Turnover (average monthly employment / number of separations * 100)	2 (16%)
Are staff unionized?	No

Organizational chart

Insert a high level organizational chart for the HMB (can be attached seperately if required)

Appendix D: Capital Maintenance and Renewal

First: Input your 12 digit project number (no spaces)
Second: Select the specific building from the drop down list (Column D)
Third: Input in the number of units pertaining to that specific building (Column J)
Fourth: Complete the remainder of the information (Columns K - P)

HMB:

\$ 210,000	Total Requests
Note: Include any energy savings or environmental considerations or opportunities associated with this project.	

12 Digit Project Number	HMB Code	Building Name	Building Address	Municipality	Postal Code	Building Ownership	Program	# of Units	Priority Ranking	Major Expense Type	"Detailed" Description Of Work	Estimated Cost To Complete The Work	Environment Sustainability (Climate Change)	HMB Priority Ranking
1639-2751-2107	TBG	Big Knife Lodge	4401 - 47 Street	Forestburg	TOB1N0	Alberta Social Housing Corporation	Seniors Lodge	41	Life, Health and Safety Needs (Priority 1)	Building Exterior and Interior	Parking Lot Repairs	\$ 25,000		Priority 1 - High
1639-2751-2107	TBG	Big Knife Lodge	4401 - 47 Street	Forestburg	TOB1N0	Alberta Social Housing Corporation	Seniors Lodge	41	General Needs (Priority 3)	Building Envelope	Upgrade Exterior Lighting to LED	\$ 10,000		Priority 2 - Medium
1639-2751-2107	TBG	Big Knife Lodge	4401 - 47 Street	Forestburg	TOB1N0	Alberta Social Housing Corporation	Seniors Lodge	41	General Needs (Priority 3)	Electrical Systems	Upgrade Interior Lighting to LED	\$ 25,000		Priority 2 - Medium
1639-2751-2107	TBG	Big Knife Lodge	4401 - 47 Street	Forestburg	TOB1N0	Alberta Social Housing Corporation	Seniors Lodge	41	General Needs (Priority 3)	Electrical Systems	Replace Windows in Original Lodge Building	\$ 150,000		Priority 1 - High