

Business Plan

2023-2025

Flagstaff Regional Housing Group



EXECUTIVE SUMMARY

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

1. FRHG will secure an enhanced services/community hub agreement with Alberta Health.
2. Improved occupancy levels at 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 28, 2022.

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 lodge has 37 standard suites and 4 one-bedroom couples suites.
- 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 32 % occupancy rate with an average age of 86 and average stay of 3 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 6 years. The seniors self-contained buildings in the catchment area are generally at 85-90% occupancy with the exception of Parkland Manor in Hardisty, which consistently operates below 40% capacity.
- Staffing Profile and Organizational Structure - The Flagstaff Regional Housing Group employs 11 staff totaling 8.1 FTE at the Big Knife Villa, with an annual local payroll of \$475,000.
- Financial Profile and Budgets - The total annual operating budget for the Big Knife Villa is \$785,000, with resident accommodation fees and recoveries providing \$325,000, the Provincial Lodge Assistance Grant providing \$14,500 and the balance of \$250,000 provided by Member Municipalities by way of Municipal Requisitions using an Equalized Assessment Formula.

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 17, 2022

ENVIRONMENTAL SCAN AND STRATEGIC CONTEXT

The primary impacts on our strategic environment are:

- > Recovery from the Covid 19 pandemic (Organizationally and the community at large)
- > 2021 Stronger Foundations Affordable Housing Strategy
- > Participation in the ASCHA Affordable Housing Strategy Task Force
- > 2021 Facility Based Continuing Care review
- > Participation in the FBCC review/Continuing Care Alliance
- > Bill 11 Continuing Care Act 2022
- > Availability of Affordable Housing
- > Inflationary Pressures on organizations and individuals
- > Household Income and Housing Affordability
- > Market Housing Conditions
- > Recovering Provincial Economy
- > 2017 Federal Housing Strategy
- > Aging population and home care shift
- > Local Demographic Information
- > Provincial Election 2023

STRATEGIC RISKS AND STRATEGIC OPPORTUNITIES

- > Big Knife Lodge original portion in very good condition and the 2017 expansion portion is in excellent condition. Attached to the lodge are the community seniors drop in center and 10 units of seniors self-contained.
- > Shift and fluctuations in the various communities' housing markets.

- > Government funding support was reduced with the loss of the Small Lodge grant when the additional rooms were added in 2017. Current LAP funding formula does not take into consideration the unique circumstances of small rural lodges to meet minimum staffing levels or other fixed costs.
- > Aging population and above average senior's population in the Flagstaff and Region catchment area. Population of the area remains static, with a strong desire to provide options for seniors so they can remain in their community of choice.
- > Challenges in providing services over a large geographic area with a small population.
- > 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.

STRATEGIC PRIORITIES

The Flagstaff Regional Housing Group has identified the following strategic priority areas:

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 Improve and Maintain the condition of existing affordable housing

Performance Measures and Indicators

- 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. The 2022 total request for Big Knife Lodge is \$276,900.

- Capital maintenance funding for window replacement to improve energy efficiency in the original section Big Knife Lodge.
- FRHG will work with the Bethany Group to offer our support and partnership to the Town of Hardisty in completion of a Housing Needs Assessment to determine potential future options for Parkland Manor.
- 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 and Indicators

- 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. Explore alternate housing options for these units – e.g., Seniors Self Contained.
- 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 and Indicators

- The Bethany Group will support FRHG to explore alternate models for home care provision with Alberta Health and our industry association partners that support residents at Big Knife Villa to age in their community and receive the health and wellness services that they require.

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 and Indicators

- Implement the changes to the Alberta Housing regulations updated April 1, 2022.
- FRHG will evaluate costs related to inflationary pressures and will maximize revenues and stabilize expenses where possible.
- FRHG will actively participate in the Lodge Program review, currently forecast to occur in 2023.

Outcome Five: A Sustainable System

The Governance Model of FRHG is sustainable based on competency and collaboration. The financial operations of the Flagstaff Regional Housing Group are sustainable based on predictable funding, stewardship and innovative funding models.

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

- FRHG will develop a plan to meet the Competency Based Boards requirement, including educational supports for board members.
- Administrative costs for FRHG will be at or below provincial benchmarks.
- FRHG will advocate for changes to the Lodge Assistance Grant program to be more consistent and predictable and to better reflect the needs of rural lodges.
- FRHG will advocate for local projects and services based on identified community need, innovation in the delivery model, reflection of the unique needs of rural communities and collaboration with other organizations and levels of government.

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 E - Capital Priorities (no submission)**
- **Appendix F - Asset Management (no submission)**
- **Appendix G - Capital Assets Questionnaire**