

Business Plan

2019-2021

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 develop 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.

Additionally in support of the Business Plan of The Bethany Group Social Housing portfolio FRHG is willing to:

1. Work in partnership to redevelop the seniors self-contained apartments in Hardisty to improve occupancy and better serve the residents and the community.
2. Develop a pilot project for a service package plan for the seniors self-contained apartments in Sedgewick to better serve the residents and the community.

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 26, 2018.

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 Loughheed, 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, Loughheed, Strome, Alliance, Heisler, Daysland, Hardisty, Galahad and Sedgewick.

- Resident Profile, Occupancy and Waiting Lists - The Big Knife Villa Lodge currently has a 54% occupancy rate with an average age of 86 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 82 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 at 50% or less of capacity.
- Staffing Profile and Organizational Structure - The Flagstaff Regional Housing Group employs 13 staff totaling 8.6 FTE at the Big Knife Villa, with an annual payroll of \$500,000.
- Financial Profile and Budgets - The total annual operating budget for the Big Knife Villa is \$870,000, with resident accommodation fees and recoveries providing \$494,000, 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.

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

Municipal elections held in the fall of 2018 resulted in significant turnover on the Flagstaff Region Housing Group board with 8 of 10 members being new to the board with varying levels of elected official experience.

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

- > Board orientation
- > Board participation in a Day of Learning event hosted by The Bethany Group May 1, 2018
- > Board Business Planning session June 5, 2018
- > CEO/CAO meeting with member communities (Hardisty and Sedgewick)

Member communities provide the following in support of local housing initiatives

- > Hardisty ad hoc committee of town and county participants to discuss seniors housing and service needs

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.

- > Recovering 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 seniors population in the Flagstaff and Region catchment area, putting pressure on existing facilities.
- > 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 Villa.
- FRHG will work with the Bethany Group, Alberta Seniors and Housing, the Town of Hardisty and other stakeholders to modernized 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.
- Connecting with Community Administration and FCSS, a gap analysis will be completed to develop a service package plan for individuals in the community.
- FRHG will research eligible projects for the New Horizons for Seniors grant program for the 2019 project call.
- 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.
- Capital maintenance funding for window replacement will improve energy efficiency in the Big Knife Lodge
- Support The Bethany Group to work with Municipalities within the catchment area of the Flagstaff Regional Housing Group to complete updated Housing Needs Assessments.
- That 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 E - Surplus Properties**

Waitlist Information
as of May 31, 2018

Building Name	Type	Town	No. Of Units	Vacant Units	Waitlist	Current Avg. Age	Current Gender		Avg. Length of Stay (Years)
BIG KNIFE VILLA LODGE	Lodge	FORESTBURG	41	20	2	86	FEMALE	15	2
							MALE	7	

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	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
	Susan Armer	Village of Lougheed	780-888-7288	susan.armer@lougheed.ca
	Bonnie Wood	Village of Heisler	780.889.0009	bwood@villageofheisler.ca
	Dell Wickstrom Greg Sparrow	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
	Dave Buist	Director of Finance, The Bethany Group	780.679.2020	dave.buist@bethanygrp.ca
	John Davis	Director of Client Services, The Bethany Group	780.679.2008	john.davis@bethanygrp.ca
	Lorraine Kiel	Director of Human Resources, The Bethany Group	780.679.3055	lorraine.keil@bethanygrp.ca
	Glen Blatz	Director of Facility Services, 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 functions.			
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).				

Appendix A – Housing Management Body Corporate Profile

Organization details

Number of full time employees	1
Number of part time employees	12
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, Administration, Lodge Attendant, Activities Coordinator, Housekeeping, Food Services, Maintenance
2017 Annual Employee Turnover (average monthly employment / number of separations * 100)	10%
Are staff unionized?	No

Organizational chart

<p>Insert a high level organizational chart for the HMB</p>	<p>See Tab - Organizational Chart</p>
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FLAGSTAFF REGIONAL HOUSING AUTHORITY BOARD

CEO
THE BETHANY GROUP

DIRECTOR
HEALTH CARE & SUPPORTIVE LIVING
THE BETHANY GROUP

LODGE MANAGER
BIG KNIFE VILLA
FRHG

ASSISTANT
FRHG

MAINTENANCE SERVICE WORKER
FRHG

LODGE ATTENDANT
FRHG

ACTIVITIES COORDINATOR
FRHG

HEAD COOK
FRHG

HEAD HOUSEKEEPER
FRHG



Appendix D: Capital Maintenance and Renewal

\$ 200,000 Total Requests

HMB:

[Redacted HMB information]

Note: Input your 12 digit project number and building information is automated

Note: Include any energy savings or environmental considerations or opportunities associated with this project.

HMB Code	Building Name	Building Address	Municipality	Postal Code	Building Ownership	Program	# of Units	Initial Year Constructed	12 Digit Project Number	Category	Major Expense Type	Description Of Work	Estimated Cost To Complete The Work	Environment sustainability (Climate Change)	Priority Ranking (Level 1, 2 or 3)	Condition of Facility (FCI) or Good, Fair, Poor
TBG	Big Knife Lodge	4401 - 47 Street	Forestburg	TOB1N0	Alberta Social Housing Corporation	Lodge	21	October 1, 1986	1639-2751-2107	Capital Maintenance	Electrical Systems	Replace Exterior Lighting with LED's	\$ 10,000		Priority 3 - General Needs	Good
Big Knife Lodge	Big Knife Lodge	4401 - 47 Street	Forestburg	TOB1N0	Alberta Social Housing Corporation	Lodge	21	October 1, 1986	1639-2751-2107	Capital Maintenance	Electrical Systems	Replace Interior Lighting with LED's	\$ 15,000		Priority 3 - General Needs	Good
Big Knife Lodge	Big Knife Lodge	4401 - 47 Street	Forestburg	TOB1N0	Alberta Social Housing Corporation	Lodge	21	October 1, 1986	1639-2751-2107	Health And Safety	Building-Exterior and Interior	Parking lot repairs	\$ 25,000		Priority 1 - Life, Health and Safety Needs	Good
Big Knife Lodge	Big Knife Lodge	4401 - 47 Street	Forestburg	TOB1N0	Alberta Social Housing Corporation	Lodge	21	October 1, 1986	1639-2751-2107	Capital Maintenance	Building Envelope	Replace Windows in Original Lodge Building.	\$ 150,000		Priority 3 - General Needs	Good