

Business Plan

2020-2022

Wetaskiwin & Area Lodge Authority



EXECUTIVE SUMMARY

The top priority of the Wetaskiwin and Area Lodge Authority is:

1. That the Wetaskiwin and Area Lodge Authority receives capital investment from the Province of Alberta to improve the West Pine Lodge.

ACCOUNTABILITY STATEMENT

This Business Plan was prepared under the direction of the Board of Directors of the Wetaskiwin and Area Lodge Authority 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, 2019.

WETASKIWIN AND AREA LODGE AUTHORITY

The Wetaskiwin and Area Lodge Authority 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.

- Member Municipalities are the City of Wetaskiwin, the County of Wetaskiwin, and the Town of Millet.
- Housing Accommodations under operations are:
 - a) 79 Unit Peace Hills Senior Citizens Lodge in Wetaskiwin, owned by the Wetaskiwin and Area Lodge Authority.
 - b) 37-unit West Pine Lodge in the Hamlet of Winfield, owned by the Province of Alberta through the Alberta Social Housing Corporation.
- The Bethany Group has a contract with Alberta Health Services for the delivery of Home Care Services to residents of the West Pine Lodge with all related expenses covered by the contract.
- The Bethany Group has a contract with Alberta Health Services for the delivery of Home Care Services to the community of Wetaskiwin including the residents of the Peace Hill Lodge with all related expenses covered by the contract.
- The Meals on Wheels Program for the City of Wetaskiwin is operated out of the Peace Hills Lodge.

- Resident Profile and Waiting Lists - Current Average Age of 89 at the Peace Hills Lodge and 79 at West Pine Lodge. Average stay is 4 years at Peace Hills Lodge and 3 Years at the West Pine Lodge. The Peace Hills Lodge operates at full capacity with a current waiting list of 20 applicants, whereas the West Pine Lodge operates at 55% capacity.
- Staffing Profile and Organizational Structure - Staffing for operations are through The Bethany Group, including 34 permanent and 14 casual staff (26.77 FTE) working directly at the Lodges in Management, Activities, Food Service, Housekeeping, Evening and Night Staff, and Home Care. The Bethany Group also provides maintenance services, financial services, Human Resources and Payroll, Education, Policy, Senior Leadership and Board Support through central operations.
- Financial Profile and Budgets - The annual consolidated expenses for the Wetaskiwin and Area Lodge Authority are \$3.8 million, including debt service payment on the Peace Hills Lodge. Revenues include accommodation and rental recoveries of \$2.05 million, Home Care Contract Funding from Alberta Health Services for West Pine Lodge of \$230,000, Lodge Operations Assistance from the Provincial Government of \$453,000 and Municipal contributions to the Lodge operations from member municipalities through requisition totaling \$875,000. Local annual payroll is \$1.9 million.

INSTITUTIONAL CONTEXT

The Wetaskiwin and Area Lodge Authority enjoys a positive relationship with the Bethany Group and the other Housing Management Bodies that use the Bethany Group as CEO. WALA is participating in the local FCSS sponsored interagency meetings in Wetaskiwin in order to build relationships and identify opportunities with community-based organizations in the catchment area.

PLAN DEVELOPMENT

Activities undertaken by the Board in the development of this plan

- > Board Business Planning session May 15, 2019

Member communities provide the following documents and plans in support of local affordable housing initiatives

- > City of Wetaskiwin Social Needs Assessment January 2015

ENVIRONMENTAL SCAN AND STRATEGIC CONTEXT

The primary impacts on our strategic environment are:

- > Election 2019 and change in Provincial Government

- > Stagnant Provincial Economy
- > Provincial Fiscal challenges
- > Provincial Housing Strategy 2017
- > Federal Housing Strategy 2017
- > 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 Wetaskiwin and Area Lodge Authority are:

- > High vacancies at West Pines Lodge due in part to room size and overall facility condition
- > Client needs profile at the West Pines Lodge. West Pines Lodge has a solid staffing model with home care services embedded in the lodge
- > Investment by Alberta Seniors and Housing in 2018 for sprinkler and alarm systems have made the West Pines Lodge safer and more feasible to invest in additional improvements.
- > Investment by WALA in 2018/2019 to convert two small rooms into modern suite with assessable washroom
- > Strong desire from residents of the County of Wetaskiwin to remain in a farming community close to family
- > 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
- > Growing demand to provide accommodations that support Age in Place philosophies.
- > Land for expansion available at the Peace Hills Lodge site
- > Current requisition levels high at \$33.94 per capita in the catchment area
- > Additional capacity has come onstream in the City of Wetaskiwin with the new Points West facility which could impact occupancy in the Peace Hills Lodge and other facilities

STRATEGIC PRIORITIES

The Wetaskiwin and Area Lodge Authority 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 Wetaskiwin and Area Lodge Authority 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 Wetaskiwin and Area Lodge Authority 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.

- The Wetaskiwin and Area Lodge Authority receives funding approval from the Province of Alberta in the amount of \$414,000 for the West Pine Lodge for maintenance and renewal to result in larger rooms, safer bathrooms with tubs converted to showers and replacement of worn out building components. Of this, \$204,000 is for room conversions (Appendix E) and \$210,000 for priority one Capital Maintenance (Appendix D)
- TBG to complete a market and program assessment by June 2021 of existing inventory to ensure that current housing is meeting community need
- 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 Wetaskiwin and Area Lodge Authority 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.

- The Wetaskiwin and Area Lodge Authority participates 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 Wetaskiwin and Area Lodge Authority enable 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

- Connecting with Community Administration and FCSS, a gap analysis will be completed to develop a service package plan for individuals in the community.

Outcome Four: FAIR AND FLEXIBLE

The operations of the housing accommodations and support service programs 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 West Pine Lodge and Peace Hills Lodge, upon direction received by the Province of Alberta on implementation.

Outcome Five: A Sustainable System

The financial operations of the Wetaskiwin and Area Lodge Authority 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

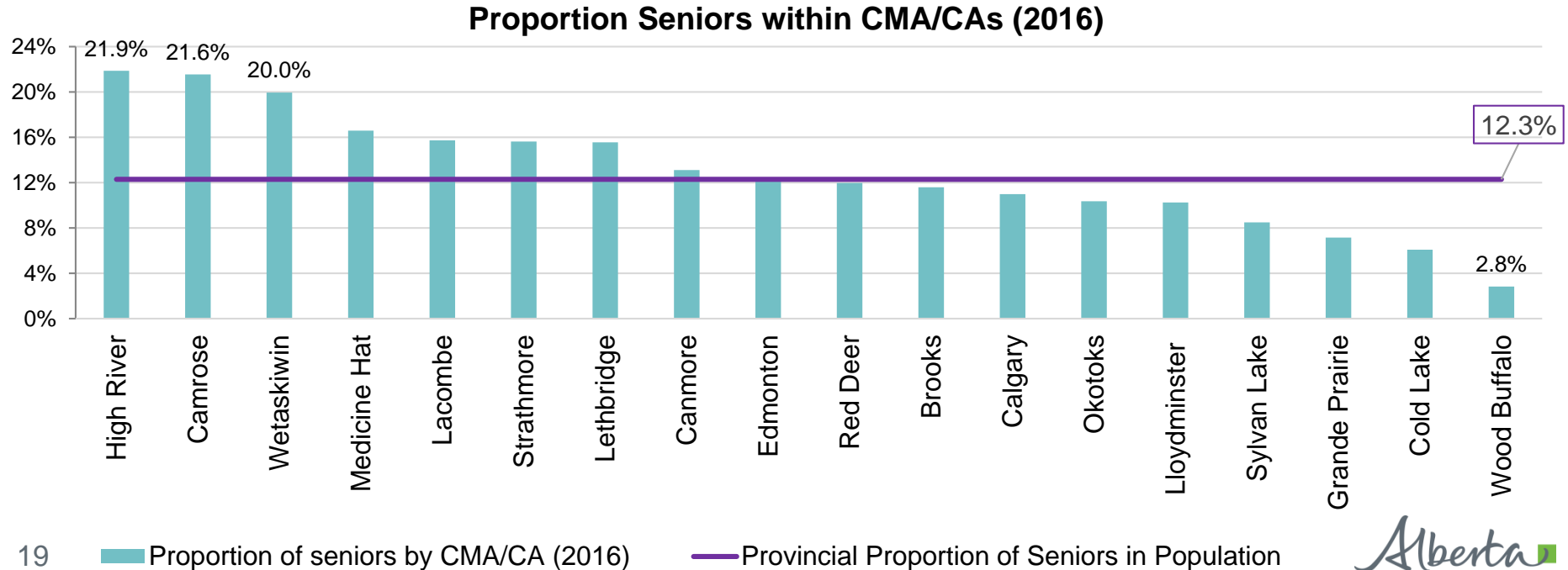
- Receive approval from the Province of Alberta for additional operating funding under the small site lodge funding formula for the West Pine Lodge in Winfield based on average occupancy levels of 25 to 30 units.
- Administrative costs for WALA will be at or below provincial benchmarks
- Support Member Municipalities and The Bethany Group on the completion of updated Housing Needs Assessments and Housing Plans for the communities served within the geographic area of the Wetaskiwin and Area Lodge Authority.
- That Seniors and Affordable Housing will be identified in the Wetaskiwin and Area Lodge Authority members Intermunicipal 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 - Capital Priorities**
- **Attachment - Percentage of Seniors by Community Comparison**

Proportion of Seniors in Urban Areas (2016)

- The proportion of seniors across Alberta is not evenly distributed.



Appendix A – Housing Management Body Corporate Profile

Organization details

Housing Management Body Name	Wetaskiwin and Area Lodge Authority			
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
	Ken Adair	County of Wetaskiwin	780-352-6318	kadair@county10.ca
	Carol Sadoroszney	Town of Millet	780-216-1378	carolsad@telus.net
	Bill Krahn	County of Wetaskiwin	780-352-6930	bkrahn@county10.ca
	Alan Hilgartner	City of Wetaskiwin	780-361-4409	alan.hilgartner@wetaskiwin.ca
	Wayne Neilson	VICE - City of Wetaskiwin	780-361-4409	wayne.neilson@wetaskiwin.ca
	Kathy Rooyakkers	CHAIR County of Wetaskiwin	780-682-2353	krooyakkers@county10.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 services.			
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).	Alberta Health Services – Home Care Services for West Pine Lodge, Winfield			

Appendix A – Housing Management Body Corporate Profile

Organization details

Number of full time employees	13
Number of part time employees	21
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
2018 Annual Employee Turnover (average monthly employment / number of separations * 100)	9 (18%)
Are staff unionized?	Yes - AUPE Lodges

Organizational chart

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

ALBERTA SENIORS AND HOUSING

CAPITAL PRIORITIES

Before completing this form, please review the Seniors and Housing Capital Planning Framework on Alberta.ca

Section 1: Applicant Information

Organization Name (Only one organization can be listed):	The Bethany Group
Organization Type (select from drop-down menu):	Housing Management Body
If other selected, please specify:	
Project Partners (if applicable):	Wetaskiwin and Area Lodge Authority
Describe Nature of Partnership (e.g. financial or	
Project Name:	West Pine Lodge
Seniors and Housing Capital Program (select from drop-down menu):	Seniors Housing Development and Renewal Program

Section 2: Proposal Overview

Proposal Scope							
Provide a general description of the proposal including total number of units and type of affordability, number of buildings, and units per building (identify commercial uses if applicable):							
West Pine Lodge, Winfield, proposing to convert 8 lodge rooms into 4 1 bedroom suites. This would reduce the number of lodge beds in this lodge to 33 beds.							
Construction Type (select all that apply)							
<input type="checkbox"/> Demolition	<input type="checkbox"/> New Construction	<input type="checkbox"/> Replacement	<input type="checkbox"/> Addition	<input checked="" type="checkbox"/> Conversion / Change of Use			
Number of existing units:	37	Number of units to be decommissioned (if applicable):	4	Number of units to be demolished:	8	Number of units to be regenerated:	8
Number of new constructed units:	4	Total proponent funded units:	4	Total number of units:	8	Net unit increase:	-4
If this project includes the replacement, addition or conversion or an existing facility, please indicate:							
Year constructed:	1976	Existing Facility Condition Index (if known):		Describe the necessity for the proposed change:			
A	The vacancy in this lodge has been around 60 - 65% for the past few years. The rooms in this lodge are very small (207sq.ft.) converting these rooms will make the lodge more appealing to clients to rent these rooms.						
Type of Building(s) (select all that apply)							
<input type="checkbox"/> Row and Stacked-Row Housing				<input type="checkbox"/> Low-Rise Apartment (less than 4 storeys)			
<input type="checkbox"/> Mid-Rise Apartment (4-11 storeys)				<input type="checkbox"/> High-Rise Apartment (12 or more storeys)			
<input type="checkbox"/> Mixed-Use							
<input checked="" type="checkbox"/> Other (specify)		Lodge					
Please indicate the number of barrier-free units (10% minimum):				4			
In the case 10% of the units are not barrier-free, please explain rationale below:							

Housing Need						
B	Was a needs assessment completed?	<input type="checkbox"/> Yes (Attach Report) <input checked="" type="checkbox"/> No	Year Completed:		Consultant:	
	If yes, provide a short summary of the need for this project below:					
	Describe the target population of residents for this project below:					
	If known, indicate the number of households on the waitlist for this target population within the same municipality:					0
If known, indicate your organization's occupancy rate of the same housing type as the proposed project if one exists within the same municipality:						
Proposed Schedule						
C	Please indicate when the proposed initiative is needed to be completed by to fill the identified need:	By the end of 2020.				
Proposed Capital Budget Estimate (Auto-filled based on input provided in section 3 & 4)						
D	Estimated Total Below Market Housing Capital Cost:	\$	204,000	Estimated Below Market Per Unit Capital Cost:	\$	5,368
	Estimated Total Market Housing Capital Cost (if applicable):	\$	-	Estimated Market Per Unit Capital Cost (if applicable):	#DIV/0!	
	Estimated Total Capital Cost:	\$	204,000	Estimated Per Unit Capital Cost (if applicable):	\$	5,368
Proposed Ownership						
E		Owner	Full or Partial Ownership	Provincial Lease Requested		
	Land	Alberta Social Housing Corporation				
	Building	Alberta Social Housing Corporation				
	Proposed Location, if known:					
	Civic Address:	402 - 5th ave				
	Municipality:	Winfield	Province:	Alberta	Postal Code:	T0C 2X0
	Legal Address:	402 - 5 ave.				
	Please indicate existing zoning of the site:		Is rezoning required?		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Supporting Documentation						
F	Has a business case (incl. options analysis) been completed?	<input type="checkbox"/> Yes (Attach Report) <input checked="" type="checkbox"/> No	Year Completed:		Consultant:	
	Has an concept study been completed?	<input type="checkbox"/> Yes (Attach Report) <input checked="" type="checkbox"/> No	Year Completed:		Consultant:	
	Has an environmental assessment been completed?	<input type="checkbox"/> Yes (Attach Report) <input checked="" type="checkbox"/> No	Year Completed:		Consultant:	
	Has a geo-technical assessment (if applicable) been completed?	<input type="checkbox"/> Yes (Attach Report) <input checked="" type="checkbox"/> No	Year Completed:		Consultant:	

Section 3: Capital Cost - ESTIMATE ONLY			
Item	Below Market Units	Market Units / Commercial	Total
Land	\$ -	\$ -	\$ -
Planning Studies	\$ -	\$ -	\$ -
Design Services	\$ 10,000	\$ -	\$ 10,000
Construction Services	\$ 190,000	\$ -	\$ 190,000
Project Support Services	\$ -	\$ -	\$ -
Furniture and Equipment	\$ 4,000	\$ -	\$ 4,000
TOTAL ESTIMATED CAPITAL COST	\$ 204,000	\$ -	\$ 204,000

Section 4: Funding Sources - ESTIMATE ONLY			
List all expected funding sources below:			
Names of Funding Sources	Below Market Units	Market / Commercial	Total
Housing Provider Equity Contribution	\$ 4,000	\$ -	\$ 4,000
Housing Provider Land Contribution	\$ -	\$ -	\$ -
Private Loan	\$ -	\$ -	\$ -
Expected Federal Loan	\$ -	\$ -	\$ -
Expected Federal Funding Contribution	\$ -	\$ -	\$ -
Requested Provincial Funding Contribution	\$ 200,000	\$ -	\$ 200,000
Provincial Land Lease (if applicable)	\$ -	\$ -	\$ -
Expected Municipal Funding Contribution	\$ -	\$ -	\$ -
Expected Municipal Land Contribution	\$ -	\$ -	\$ -
Private Donation(s)	\$ -	\$ -	\$ -
Other (specify)	\$ -	\$ -	\$ -
*Total Funding Sources	\$ 204,000	\$ -	\$ 204,000
*Must equal "Total Estimated Capital Cost" of Project in Section 3.			

Section 5: Preliminary Project Budget - ESTIMATE ONLY

Unit Type (Select from drop-down menu)	Lodge - Supportive Living 1					Total
Number of Below Market Units	38	0	0	0	0	38
Monthly Rental Revenue per Unit	\$ 915	\$ -	\$ -	\$ -	\$ -	\$ 915
Total Annual Rental Revenue per Unit Type	\$ 417,240	\$ -	\$ -	\$ -	\$ -	\$ 417,240
Average Sq.ft. per Unit Type	207	0	0	0	0	
Number of Market Units	0	0	0	0	0	-
Monthly Rent per Unit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Annual Rental Revenue per Unit Type	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Average Sq.ft. per Unit Type	0	0	0	0	0	
Total Units						38

Which of the following are included in the monthly rent?

<input checked="" type="checkbox"/> Electricity	<input type="checkbox"/> Cable / Phone / Internet
<input checked="" type="checkbox"/> Heat	<input type="checkbox"/> Other (specify)
<input checked="" type="checkbox"/> Water & Sewer	

Using the format below, please provide a Project Budget based on a 5-year projection, and the number of units requested.

Forecasted Annual Revenues	Year 1		Year 2		Year 3		Year 4		Year 5	
	Below Market	Market	Below Market	Market	Below Market	Market	Below Market	Market	Below Market	Market
Rental Structure (select from drop-down menu):										
Rents	\$ 417,240	\$ -	\$ 423,480	\$ -	\$ 429,830	\$ -	\$ 436,277	\$ -	\$ 442,821	\$ -
Lodge Requisition (if applicable)	\$ -		\$ -		\$ -		\$ -		\$ -	
SL3, SL4, SL4D Funding (if applicable)	\$ -		\$ -		\$ -		\$ -		\$ -	
Lodge Assistance Program (if applicable)	\$ -		\$ -		\$ -		\$ -		\$ -	
Non-residential Rents (if applicable)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ancillary Revenue (Specify)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 417,240	\$ -	\$ 423,480	\$ -	\$ 429,830	\$ -	\$ 436,277	\$ -	\$ 442,821	\$ -
Annual Revenue Subtotal	\$ 417,240		\$ 423,480		\$ 429,830		\$ 436,277		\$ 442,821	
Deduct										
Anticipated Annual Vacancy Rate	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Vacancy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Annual Revenue Deductions	\$ -		\$ -		\$ -		\$ -		\$ -	
Total Forecasted Revenues	417,240		423,480		429,830		436,277		442,821	

Forecasted Annual Expenses	Year 1	Year 2	Year 3	Year 4	Year 5
Administration (Human Resources)	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
Property Management Services (if hired externally)	\$ -	\$ -	\$ -	\$ -	\$ -
People Centered Support Services (if applicable)	\$ -	\$ -	\$ -	\$ -	\$ -
Health Services (if applicable)	\$ 200,365	\$ 203,370	\$ 206,420	\$ 209,516	\$ 212,658
Maintenance	\$ 38,000	\$ 33,000	\$ 33,000	\$ 33,000	\$ 33,000
Debt Servicing	\$ -	\$ -	\$ -	\$ -	\$ -
Anticipated Bad Debts (e.g. rental arrears)	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Replacement Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities	\$ 64,000	\$ 64,960	\$ 65,935	\$ 66,925	\$ 67,930
Meal Provision (if applicable)	\$ 82,674	\$ 83,915	\$ 85,715	\$ 87,000	\$ 88,305
Other (specify)	\$ -	\$ -	\$ -	\$ -	\$ -
Total Forecasted Annual Expenses	460,039	460,245	466,070	471,441	476,893
Estimated Annual Surplus/ (Deficit)	(42,799)	(36,765)	(36,240)	(35,164)	(34,072)
Please confirm all that apply: <input type="checkbox"/> Operating model is self-supporting <input type="checkbox"/> No provincial operating funding required <input type="checkbox"/> No capital maintenance funding required <input type="checkbox"/> Does the proposal require operating funding?					
In the case of a surplus, please confirm the planned use of the operating surplus funds or in the case of a deficit, please confirm how operating expenses will be funded?					
If property taxes are not indicated, please attach supporting documentation as to the municipal property tax exemption.					

Section 6: Additional Information

Climate Change (Note: Include any energy savings or environmental considerations or opportunities associated with this project.):

Disclaimer

Seniors and Housing is a public body subject to the Freedom of Information and Protection of Privacy (FOIP) Act. Records in Senior's and Housing's custody and control may be subject to a request for access to information under the Act. By submitting an application form to Alberta Seniors and Housing, the applicant acknowledges and agrees to the sharing of information collected from the applicant with the Canada Mortgage and Housing Corporation (CMHC) and other Government of Alberta departments. Applicants are strongly advised to consult their own legal advisors as to the appropriate way in which confidential or proprietary business information should be identified in their applications.

Incomplete submissions or use of previous submission templates will not be considered.