

Business Plan

2023-2025

Lacombe Foundation



EXECUTIVE SUMMARY

The top priorities of the Lacombe Foundation are:

1. Securing Capital Funding for the replacement of the Lacombe Seniors Lodge and connected Parkview Manor seniors self-contained apartment.
2. Working with AHS to establish an enhanced lodge services/community hub model at Eckville Manor House Lodge.

ACCOUNTABILITY STATEMENT

This Business Plan was prepared under the direction of the Board of Directors of the Lacombe Foundation 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 27, 2022.

LACOMBE FOUNDATION PROFILE

The Lacombe Foundation 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 Lacombe County, City of Lacombe, Town of Blackfalds, Town of Eckville, Town of Bentley, Village of Clive, and the Village of Alix.
- Housing Accommodations under operation are:
 - i. 97-unit Seniors Lodge in the City of Lacombe, which is owned by the Lacombe Foundation. This lodge is linked to 40 units of provincially owned seniors self-contained Apartments operated by The Bethany Group.
 - ii. 50 unit combined (35 Lodge and 15 DSL 3) Seniors Lodge and Designated Supportive Living Facility in the Town of Eckville, which is owned by the Province of Alberta through the Alberta Social Housing Corporation. The Eckville Lodge is linked to the Community Health Center, and there are eight units of provincially owned seniors self-contained apartments on the site that are operated by The Bethany Group.
 - iii. Affordable housing owned and operated by the Lacombe Foundation consisting of 28 units in the City of Lacombe and 20 units in the Town of Blackfalds.
- Resident Profile and Waiting Lists - Current Average Age of 84 at the Lacombe Lodge and 86 at Eckville Lodge. Average stay is 4 years in Lacombe and 3 years in Eckville. The Lacombe Lodge is operating at 78% occupancy with a wait list of 13. Vacancies are related to the condition of the lodge, lack of exterior windows and size of units in the old portion of the lodge. The Eckville Lodge operates at 77% capacity with 8 units vacant in the lodge and 8 units vacant in the DSL. The Affordable Housing currently operates at 100% capacity.
- Staffing Profile and Organizational Structure - Staffing for the Lodge and Affordable Housing operations are directly through the Lacombe Foundation including 12 full time, 48 part time and 20 casual staff totaling 45.95 FTE. The Bethany Group acts as the Chief Executive Officer per the Ministerial Order, working with local resources to provide support to the Board of Directors and in any of the following areas:

Business Planning, Management & Administration, IT Systems, Financial Services, Property Assessment & Management, Workplace Health & Safety, Human Resources and Education.

- Financial Profile and Budgets - The annual consolidated revenue is approximately \$4.5 million consisting of \$2.8 million in rents, accommodation and other recoveries, Lodge Operations assistance from the Provincial Government of \$465,000, Designated Supportive Living contract funding from Alberta Health Services of \$350,000 and Municipal contributions to the Lodge operations from member municipalities through requisition totaling \$624,000. Total expenses of \$4.6 million include debt obligations on the Affordable Housing Projects. As of March 2022, the total restricted reserve fund to support the Lacombe Lodge redevelopment is \$2.27 million. Local annual payroll is \$3.1 million.

INSTITUTIONAL CONTEXT

The Lacombe Foundation enjoys a positive relationship with The Bethany Group and the other Housing Management Bodies that use the Bethany Group as CEO. Lacombe Foundation is participating in local FCSS sponsored interagency meetings in both Lacombe and Blackfalds in order to build relationships and identify opportunities with community-based organizations in the catchment area. Lacombe Foundation is a member of the Alberta Seniors and Community Housing Association.

PLAN DEVELOPMENT

Activities undertaken by the Board in the development of this plan

- > Board Business Planning session May 16, 2022

Member communities provide the following documents, plans and supports for local affordable housing initiatives:

- > City of Lacombe Affordable Housing Strategy November 2019
- > City of Lacombe Affordable Housing committee
- > Town of Blackfalds Social Needs Assessment and Master Plan underway in 2022
- > Town of Blackfalds 55+ Housing Survey April 2018

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 OPPORTUNITIES

The primary impacts on the strategic environment for the Lacombe Foundation are:

- > Lacombe Lodge/Parkview Manor Redevelopment Feasibility Study was completed June 2019. No commitments for this project have been made by provincial government.
- > The age, condition and functionality of the Lacombe Lodge and the attached Parkview Manor senior's apartment does not meet the needs of current and future clients, including increasing capacity needs. Rooms do not meet standards for room sizes and accessibility.
- > Age and condition of Lacombe Lodge including rooms with no exterior facing window affecting rentability, demonstrated by having both a waitlist and vacancies.
- > Age and condition of Lacombe Lodge impacting utility usage and efficiency.
- > Lacombe Lodge Capital Maintenance needs are now at \$3, 328,125 and an additional \$223,325 is needed for Parkview Manor (total \$3,551,450).
- > 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 for services that support Age in Place philosophies demonstrated by the high number of Lodge residents receiving home care.
- > Growing demand to meet the needs of couples, including those with different care and support needs.
- > Aging population and above average population growth in the Lacombe Foundation catchment area, putting pressure on existing facilities.
- > Current restricted reserves of \$2.27 million for Capital funding of the Lacombe Lodge replacement.
- > Blackfalds 55+ project proposal still desired in the Town of Blackfalds. The community is currently updating their local needs assessment.
- > Successful arrangement with Tricon Developments to review applicants for a new affordable housing initiative at the former Lacombe Hotel.

STRATEGIC PRIORITIES

Lacombe Foundation 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 has been developed in keeping within the Purpose of the Alberta Housing Act and the obligations of the Board of Directors of the Lacombe Foundation pursuant to the Management Body Operations and Administration Regulation.

OUTCOMES, KEY STRATEGIES AND PERFORMANCE MEASURES

Outcome One: INVESTING NOW AND FOR THE FUTURE

Housing Accommodations operated by the Lacombe Foundation 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 and Indicators

- Lacombe Foundation receives overall support on the four-phase site redevelopment plan of the Lacombe Seniors Lodge site.
- Lacombe Foundation receives capital funding from the Province of Alberta to proceed with Phase 1: replacement of Parkview Manor with construction start in 2023.
- Lacombe Foundation receives capital funding from the Province of Alberta to proceed with Phase 2: Lacombe Lodge replacement upon the completion of Phase 1.
- The Provincial Government provides financial assistance to support the items requested under the 5 Year Capital Maintenance and Renewal List, submitted to the Ministry of Seniors and Housing. The 2022 total request for Eckville Manor House Lodge is \$511,200. The total request for Lacombe Lodge is \$3,328,125. It is recognized that the best value for dollar would be to proceed with lodge redevelopment with several systems stretched beyond the standard life-cycle.
- All capital projects are completed in accordance with; approved standards, scope and specifications; on time; and on budget.
- Lacombe Foundation will collaborate with and support any municipalities or organizations that are leading a community needs assessment process to develop a business case for new local affordable housing or supportive living projects.
- Lacombe Foundation will continue to work with the Town of Blackfalds on an affordable housing project using the information from their updated 2022 needs assessment.

Outcome Two: INTEGRATED HOUSING AND SUPPORTS

Residents of Housing Accommodations and services offered by the Lacombe Foundation 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

- Lacombe Foundation will maintain active relationships with local Community Support Services in the service area.
- Lacombe Foundation will engage with and survey residents to identify improvement opportunities and to identify successes.
- Lacombe Foundation will participate in Quality Improvement Initiatives, such as Meal Time Experience.

Outcome Three: SUCCESSFUL TRANSITIONS AND AGING IN COMMUNITY

The operations of the housing accommodations and support programs offered by the Lacombe Foundation 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

- Working with Alberta Health, Lacombe Foundation will explore the options to provide enhanced lodge services/community hub delivery at Eckville Manor House Lodge.
- Lacombe Foundation to explore options with Alberta Health Services to embed Home Care services in both Lodges under direct contract.
- Lacombe Foundation to explore options with Alberta Health Services and Alberta Seniors and Housing to integrate Home Care and/or Designated Supportive Living spaces into the planning for the Lacombe Lodge redevelopment strategy.
- Lacombe Foundation will submit a proposal to the AHS Request for Expression of Interest for an Adult Day Support program to be offered at the Lacombe Lodge.

Outcome Four: FAIR AND FLEXIBLE

The operations of the housing accommodations and support service programs offered by the Lacombe Foundation 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.

- Lacombe Foundation will evaluate costs related to inflationary pressures and will maximize revenues and stabilize expenses where possible.
- Lacombe Foundation will actively participate in the Lodge Program review, currently forecast to occur in 2023.

Outcome Five: A Sustainable System

The Governance Model of Lacombe Foundation is sustainable based on competency and collaboration. The financial operations of the Lacombe Foundation are sustainable based on predictable funding, stewardship and innovative funding models, including allowing mixed 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 and Indicators

- Lacombe Foundation will develop a plan to meet the Competency Based Boards requirement, including educational supports for Board Members.
- Receive approval from the Ministry of Seniors and Housing to allow the plan for the redevelopment of the Lacombe main site, to include up to 10 percent of the lodge and independent living units to be at market rates for those in the community that can afford it.
- Administrative costs for Lacombe Foundation will be at or below provincial benchmarks.
- Lacombe Foundation 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.
- Lacombe Foundation will advocate for local projects 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.
- Lacombe Foundation will develop a Marketing plan for the senior's lodges.
- Lacombe Foundation will explore leasing options for administrative office space within the Lacombe Lodge to utilize suites that do not meet the needs of residents due to size and lack of exterior facing windows.

APPENDICES

- **Appendix A - Housing Management Body Corporate Profile**
- **Appendix B - Property Profile**
- **Appendix C - Financial Budget and Forecasts**
- **Appendix D - Capital Maintenance and Renewal**
- **Appendix E - Capital Priorities**
- **Appendix F - Asset Management (no submission)**
- **Appendix G - Capital Assets Questionnaire**