

Business Plan

2023-2025

Camrose & Area Lodge Authority



EXECUTIVE SUMMARY

The top priorities of the Camrose and Area Lodge Authority are:

1. Collaboration with community partners and all levels of government.
2. Achieve 95% Occupancy at Rosealta Lodge.

ACCOUNTABILITY STATEMENT

This Business Plan was prepared under the direction of the Board of Directors of the Camrose 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. The Board of Directors approved this business plan on June 24, 2022.

CAMROSE AND AREA LODGE AUTHORITY

The Camrose 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 Camrose, the County of Camrose and the Town of Bashaw.
- Housing Accommodations under operations are Rosealta Senior Citizens Lodge with 85 standard suites and 20 couple suites (105 total) and the 4 Cottage units at Stoney Creek Lodge site, owned by ASHC. Two of the cottage units are not in service, and no move-ins will occur should the occupied units be vacated.
- The 65-unit Stoney Creek Lodge in the City of Camrose is currently on the Ministerial Order and has been vacant since 2016. The Province of Alberta through the Alberta Social Housing Corporation owns the property and pays all expenses related to maintaining the site. Discussions on the future of the site have been ongoing.
- Resident Profile and Waiting Lists - Current Average Age is 84 at the Lodge and 87 in the cottage units. Average stay is 3 years at the lodge and 10 years at the cottage units . Currently operating at 76% occupancy with 6 households on the waiting list.
- Staffing Profile and Organizational Structure - Staffing for operations are through The Bethany Group, with 32 permanent staff working directly at the Rosealta site. 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, Payroll, Workplace Health & Safety, Human Resources and Education.

- **Financial Profile and Budgets** - The annual operating budget comprising \$2.6 million in revenues and \$2.46 million in operating expenses. A contribution of \$150,000 is made to The Bethany Group towards the debt repayment on the Bashaw Meadows Lodge. Revenue includes \$1.75 million in accommodation and recoveries, the provincial lodge assistance program grant of \$392,635 and Municipal Contributions of \$50,000 by way of Municipal Requisition. In 2021, \$441,394 of Covid funding support was received, representing 16.6% of total revenues. Expenditures include annual payroll of local direct employees at the site totaling \$1.518 million. Operating expenses (utilities and grounds maintenance) of the vacant Stoney Creek Lodge are currently paid by Alberta Seniors and Housing and totaled \$55,000 in 2021. The vacant property is supported with local maintenance staff providing snow removal, grass cutting and routine maintenance of the building structure.

INSTITUTIONAL CONTEXT

The Camrose 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. CALA is a member of the Alberta Seniors and Community Housing Association. Through the partnership with The Bethany Group, CALA is participating in the local CDSS sponsored interagency meeting, the local senior's coalition and the City of Camrose sponsored Social Development committee in order to build relationships and identify opportunities with community-based organizations in the service area.

PLAN DEVELOPMENT

Activities undertaken by the Board in development of this plan

- > Business Planning session May 6, 2022

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

- > Affordable Housing Needs Analysis by the City of Camrose Social Development committee November 2017
- > Camrose Social Needs and Services: A COVID-19 Update from Local Service Providers, 2021
- > Camrose Interagency Collaborative Working Group is a recipient of a Civil Society grant and will undertake a social needs assessment and asset map for the City and County of Camrose beginning in 2022 – this working group is a subcommittee of the local FCSS Interagency Committee and the Camrose Social Development Committee, a committee of City of Camrose Council, is Steering the Needs Assessment

ENVIRONMENTAL SCAN AND STRATEGIC CONTEXT

The primary impacts on the 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 Camrose and Area Lodge Authority are:

- > Significant drop in occupancy levels related to Covid-19. Outbreaks have impacted move-ins throughout the pandemic and site restrictions have created some hesitancy in choosing the lodge as home.
- > Covid funding to lodges has been critically important to local operations during the pandemic for both occupancy loss and expenses related to outbreaks and outbreak prevention.
- > Aging population and above average proportion of seniors in the Camrose and Area Lodge Authority catchment area, putting pressure on existing facilities and services.
- > 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 housing that supports Age in Place philosophies including housing and services for couples with different care needs.
- > Strong demand for housing that allows seniors to remain in their community of choice.
- > Local transportation for seniors includes the Camrose Community Bus in the City of Camrose and the Rose City Handivan that provides service to city and county residents and the Bashaw community van program.

- > Strong commitment to collaborative approaches and enhancing partnerships within the member communities.

STRATEGIC PRIORITIES

The Camrose and Area Lodge Authority 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 Camrose 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 Camrose 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 Improve and Maintain the condition of existing affordable housing
- 1.2 Increase the Supply of Affordable Housing

Performance Measures and Indicators

- Funding is approved for the items requested under the 5 Year Capital Maintenance and Renewal List for the Rosealta Lodge supplied by the Camrose and Area Lodge Authority to the Ministry of Seniors and Housing, including items to increase energy efficiency. The 2022 funding request is \$266,250.
- 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 Camrose 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 and Indicators

- Camrose and Area Lodge Authority participates in social services/CDSS based interagency meetings and activities in the service area.
- CALA will engage with and survey residents to identify improvement opportunities and to identify successes.
- CALA 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 Camrose 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 and Indicators

- Camrose & Area Lodge Authority supports continuity in care delivery models and will work proactively with Alberta Health Services to ensure successful transitions and minimize hospitalization.

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 and Indicators

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

Outcome Five: A Sustainable System

The Governance model of the Camrose and Area Lodge Authority is sustainable based on competency and collaboration. The financial operations of CALA 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 and Indicators

- CALA will improve occupancy levels, targeting the pre-pandemic average of 95%.
- CALA will develop a plan to meet the Competency Based Boards requirement, including educational supports for board members.
- CALA will collaborate and support with 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.
- CALA 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.
- Administrative costs for CALA will be at or below provincial benchmarks.

APPENDICES

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