

Business Plan

2023-2025

Parkland Foundation



PARKLAND 
FOUNDATION

EXECUTIVE SUMMARY

The top three priorities of the Parkland Foundation are:

1. Completion of the land title transfer, to best facilitate future phased development at the Autumn Grove site.
2. Application to Alberta Health to provide Home Care services under direct contract to the residents of Autumn Grove.
3. Collaboration with community partners and all levels of government.

ACCOUNTABILITY STATEMENT

This Business Plan was prepared under the direction of the Board of Directors of the Parkland 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 June 9, 2022.

PARKLAND FOUNDATION

Parkland 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 Red Deer County, Town of Bowden, Town of Innisfail, Town of Penhold, Village of Delburne, and the Village of Elnora.
- Parkland Foundation operates Autumn Grove, an integrated lodge and seniors self-contained apartment building in Innisfail. Opened in 2020, Autumn Grove offers 54 single lodge suites, 6 couples lodge suites and 30 suites of SSC. In the housing portfolio there are six more Seniors Self Contained Apartment Buildings with 90 units in Bowden, Delburne, Elnora, Innisfail and Penhold and 2 Family Housing Units in Bowden. All properties are owned by the Province of Alberta through the Alberta Social Housing Corporation.
- Resident Profile and Waiting Lists - Current Average Age at the Autumn Glen Lodge is 84. The Lodge operates at full capacity with a current waiting list of 18 applicants. The average age in the Seniors apartments is 76.5 and the average stay is currently 5 to 7 years. The senior's apartment portfolio has a waiting list of 22 for Innisfail, 2 in Delburne and 4 in Penhold.
- Staffing Profile and Organizational Structure - Parkland Foundation employs 28 permanent and 3 casual staff totaling 24.6 FTE in delivery of lodge and social housing services in member communities. 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 Parkland Foundation operating budget for the Seniors Lodge is \$1.53 million with revenues generated from accommodation charges of \$1,052,910, the provincial lodge assistance program of \$239,000 and municipal contributions from member municipalities of \$155,000 by way of Municipal Requisitions. Resident rents are calculated by Rent Geared to Income plus service package formula. The social housing portfolio operated by the Foundation has an annual operating budget of \$817,762 which is offset with rent recovered based on income and provincial deficit funding of \$66,121 through the annual budget approval process. The annual local payroll is \$1,237,500.

INSTITUTIONAL CONTEXT

The Parkland Foundation enjoys a positive relationship with The Bethany Group and the other Housing Management bodies that use The Bethany Group as CEO. Parkland Foundation is a member of the Alberta Seniors and Community Housing Association. The Foundation is participating in interagency meetings hosted by the Innisfail FCSS in order to build relationships and identify opportunities with community-based organizations.

PLAN DEVELOPMENT

Activities undertaken by the Board in development of this plan

- > Business planning session May 5, 2022

Member communities provide the following documents, plans or activities in support of local affordable housing initiatives or seniors support services:

- > Town of Innisfail Seniors Needs Assessment 2016
- > Town of Innisfail Housing Discussion Paper 2017
- > Innisfail Connecting Community and People for Living Well Community Report 2021
- > Innisfail Citizens Perspectives Survey September 2021
- > Red Deer County Community Needs Assessment 2017
- > Red Deer County is currently working on an Aging in Place strategy 2022
- > Red Deer County is seeking funding for a rural transportation strategy, in part to support seniors to access services in local communities
- > Village of Elnora Hospital Site discussion paper

Member communities have the following committees/supports that may deal with issues related to Parkland Foundation and its services and are open to potential collaborations:

- > Age Friendly Community Committee, Town of Innisfail
- > Community Partners in Action – Dementia Friendly Community Initiative
- > Red Deer County Seniors Community Support worker
- > Joint Ad hoc seniors housing committee in Delburne and Elnora
- > Active Seniors groups and drop-ins in Bowden, Delburne, Innisfail and Penhold.

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 Parkland Foundation are:

- > Successful completion of Autumn Grove in 2020. The new facility has maintained high occupancy and continued applications despite ongoing public health orders and potential impacts of declared outbreaks.
- > Successful transfer of SSC units in Delburne and Elnora to the portfolio.
- > 13 units of community housing in Innisfail are currently under the Ministerial order of the Red Deer Housing Authority. RDHA had previously passed a motion in support of transferring the units to Parkland Foundation; this remains outstanding.
- > Aging population and population growth in the Parkland Foundation catchment area, putting pressure on existing facilities.

- > 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 and strong desire for seniors to remain in their community of choice.
- > Limited Capital Maintenance and Renewal funding projected over the next three years.
- > Growing demand for mixed market housing and for more flexibility in service package offerings.
- > Limited growth in affordable housing for low-income workers, both single and families.
- > Strong collaborative approaches to senior housing and services issues within the catchment area.

STRATEGIC PRIORITIES

The Parkland 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

The development of this business plan is keeping within the Purpose of the Alberta Housing Act and the obligations of the Board of Directors of the Parkland Foundation 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 Parkland 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

- Completion of eleven suite renovations in the portfolio to bring the units back into active service.

- Parkland Foundation will work with Alberta Social Housing Corporation to determine the best ownership arrangement for the vacant lands adjacent to Autumn Grove in support of future phases of development at the site.
- Parkland Foundation 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.
- Funding up to \$ 260,000 annually over 5 years is approved by the Ministry of Seniors and Housing for the items requested under the 5 Year Capital Maintenance and Renewal List for the Seniors Apartments and Social Housing operated by the Parkland Foundation. The 2022 total request is \$1,305,000.
- 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 Parkland Foundation have the tools they need to enable successful occupancies and to live independently with or without community-based services.

Key Strategies:

- 2.1 Engage and consult with residents and community
- 2.2 Enhance Integration with Community Support Services

Performance Measures and Indicators

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

Outcome Three: SUCCESSFUL TRANSITIONS AND AGING IN COMMUNITY

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

- Parkland Foundation will explore the options to optimize home care services in the Autumn Grove Lodge by pursuing a direct contract with Alberta Health Services.
- Parkland Foundation will explore options with Alberta Health to integrate Designated Supportive Living spaces into the planning for a Phase 2 development.

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.
- Parkland Foundation will meet with Red Deer Housing Authority to discuss the community housing offerings in Innisfail and determine the optimal delivery model to serve the local municipalities and residents.
- Parkland Foundation will evaluate costs related to inflationary pressures and will maximize revenues and stabilize expenses where possible.
- Parkland Foundation will actively participate in the Lodge Program review, currently forecasted to occur in 2023.

Outcome Five: A Sustainable System

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

- Parkland Foundation will develop a plan to meet the Competency Based Boards requirement, including educational supports for board members.
- Administrative costs for Parkland Foundation will be at or below provincial benchmarks.
- Parkland 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.
- Parkland 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.

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