

HYTHE & DISTRICT PIONEER HOMES ADVISORY COMMITTEE

Business Plan

2020-2022

(June 27, 2019)

Executive Summary

The Hythe & District Pioneer Homes Advisory Committee (HDPHAC) is a nonprofit Housing Management Body (HMB) in a rural community. Planning and sustainability have keyed on the Pioneer Place SL4D project and this will continue to be a focus and key puzzle piece going forward.

This business plan builds on the following three strategic initiatives:

1. Completion of the Pioneer Place SL4 and SL4D project.
2. Board development
3. Navigation of debt and limited operating capital because of the Pioneer Place project contractor receivership.

The 48 unit memory care Pioneer Place memory project was originally scheduled for completion in November of 2017. The build conceptualized and planned was a modular build and the contractor's proposal promised a 30 to 50% faster build and the repurposing of one-way surplus shipping containers.

Unfortunately, the project is now significantly delayed and work on the building has stopped. The project experienced delays during construction; however, the main reason for the delay is that our main contractor, was put under a Receivership order May 2018 and work stopped while the Receiver took control of the site. Unfortunately, during this delay the unfinished roof led to water damage during the rainstorms last summer.

We have not been able to complete the building while negotiations are underway with the Receiver and our insurance company. We know that this project is of great importance to the community of Hythe and surrounding communities. We are working diligently to forge a path to see this project finished.

In regards to the Pioneer Place project, there is an Insurance claim in process. From the perspective of the Hythe Pioneer Homes; "Commencing on or about November 23, 2017, and on numerous instances or occasions thereafter, uninstalled modules, building elements, construction materials, parts of the anticipated Facility already constructed, parts of Supportive Living Development project and / or parts of the Project Site sustained loss and damage while in the course of construction. A series of fortuitous, unanticipated, and / or accidental events caused damaged to tarpaulins and/ or vapor barrier coverings, thereby permitting rain, water, and snow to penetrate exterior roofing and/ or waterproofing works, which caused direct physical loss and damage to Insured Property."

Hard realities:

- ✓ ATB project loan and required interests payments are significant.
- ✓ There are project related issues arising that will take time and legal support to deal with: 1) the insurance claim settlement; 2) lien's registered (Receiver 2.8 million) and 3) refinancing for a new build.
- ✓ Future planning must take into account builds that may happen in surrounding communities and the potential impact of seniors in those areas electing to stay in their community of origin.

Alternatively existing tenants in the Hythe Pioneer Home will choose newer housing units because of size, design and features. Not unlike the process of electing to have a new car as opposed to an older car.

The Pioneer Place project build was a priority project for the Peace Region and it is the missing puzzle piece in a campus of care concept. The Pioneer Home site has a medical clinic (3 physicians, pharmacy and 30 Home Care staff 24/7-including 6 RN case managers.) The memory care beds (SL4D and SL4) and secure units envisioned- are needed for the community and region at large. The completion of this project enhances the continuum of housing for seniors in Hythe and surrounding areas for aging in place.

The Hythe Pioneer Homes knows that this project is of great importance to the community of Hythe and surrounding communities. With this in mind, the Hythe Pioneer Homes is navigating a path to see this project finished.

Mission and Vision

Our mission states that the organization exists for providing housing and amenities to senior citizens and the disabled.

Our vision notes that we will support residents to maintain their independence in the community – promoting aging in place.

The key strategic initiatives for the HDPHAC are:

1. Completion of our Pioneer Place SL4 and SL4D project.
2. Debt navigation
3. Board development and education.

Organizational perspective

The Hythe & District Pioneer Home is in its 44th year of operations and the Hythe & District Pioneer Homes Advisory Committee has been a housing management body since 1995 -24+ years. The election of board members is as per the Ministerial order.

Corporate profile and HDPHAC organizational chart –see Appendix A attached.

Portfolio Profile-see Appendix B attached.

Accountability Statement

“The business plan was prepared under the Board’s direction 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 plan was reviewed by the Board and approved by the Board and is subject to revision based on feedback. A special meeting of the Board was called and the plan was reviewed on June 5th, 2019.

Institutional Context:

The Hythe & District Pioneer Homes Advisory Committee is accountable to government ministries through legislation, an annual supportive living licensing review and the submission of financial reports to the Ministry of Seniors and Housing. Separate and different reporting requirements are in place for business plans, capital planning and affordable housing annual reports.

Ensuring a positive atmosphere, collaborating with key stakeholders, families and existing community service providers is what makes Hythe Pioneer Homes unique.

Key stakeholders include the Ministry of Seniors and Housing, the Medical clinic and the Pharmacy on site and Alberta Health Services (30 +staff). From a collective perspective, the site is one of the largest employers in the Village of Hythe and the collective payroll & benefits to the Village of Hythe and surrounding areas is very important.

Meeting the needs of seniors aging in place is challenging because the Hythe Pioneer Homes has operational resource limitations. The social housing regulations state that “a senior must be functionally independent with the assistance of existing community based services”) and the Hythe Pioneer Homes as the operator / HMB must advise the family representative or client of limitations in resources. In practice, limitations in resources for monitoring and dealing with risk issues presenting; will limit the number and type of client that housing is offered to.

From an institutional context, the HDPHAC as a HMB interacts with:

- A. Alberta Seniors and Housing Ministry in regards to changes in legislation, compliance, monitoring, resources and assistance, capital budgets and operational budgets.
- B. Alberta Social Housing Corporation for capital projects, capital improvements, planning and resources for the lands and buildings owned by the Alberta Social Housing Corporation (Pioneer Home and the 32 self-contained seniors housing units).
- C. Alberta Health Services in regards to supportive living licensing, reportable incidents and the facilitation of Home Care resources for lodge operations.
- D. Alberta Health Services for ASLI reporting updates on Pioneer Place project and the master agreement for health care services for the Pioneer Place project.
- E. Protection for Persons in Care when there is an incident that is reportable under PPIC legislation.
- F. Municipal government in regards to requisitions, accountability, planning and development.

From a collective perspective, the HDPHAC is a member of The Alberta Public Housing Administrators Association and it attends the ASCHA convention.

2018 Housing Applicants

Hythe Pioneer Homes manages three different housing programs and the programs are client specific. Clients accepted depend upon existing community resources for ensuring community and healthy aging in place.

1. **Supportive Living**—Hythe Pioneer Home —for seniors or other clients who are functionally independent with existing community resources. Overriding philosophies are aging in community

and aging in place and existing community resources must address resource limitations for services needed to ensure both community and functional independence.

2. **Affordable housing** –target clients are low income families.
3. **Seniors self-contained housing** –target clients are seniors age 65+.

Seniors Self Contained Housing Waitlist -Information for applicants

There are 32 seniors self-contained units and eligible tenants are seniors because this is a seniors housing project. The government does not regard individuals under the age of 65 as seniors. Scoring for the seniors applying for seniors housing will be based upon the scoring criteria in the social housing regulations and any updates applicable to the legislation.

For individuals under the age of 65, the following information is applicable:

- Hythe Pioneer Homes has no emergency housing and there no housing specific programs for individuals under the age of 65 in Hythe.
- The need for seniors housing for seniors is experiencing demographic increases and the Hythe Pioneer Homes reserves the right to advertise for seniors in the surrounding area so that senior's independent units are filled with seniors.
- Housing programs are available in Grande Prairie through the following programs and individuals are encouraged to check out these local community resources
 - Grande Spirit Foundation (Grande Prairie) –rent supplements.
 - Elders Caring Shelter (Grande Prairie)
 - Rotary House (Grande Prairie)
 - Willow Place run by Canadian Mental Health Association (Grande Prairie).
 - Family and friends until you can get established.
 - Alberta Works in Grande Prairie
- An offer of housing to an underage client will consider :
 - Existing community resources
 - Ensuring a positive community for seniors and aging in community.
 - References
 - Short fixed conditional leases dependent upon factors above.

Plan development:

- ✓ As per policy -Section 2.1: Plan development in the governance and operational policies notes that "A strategic plan is to be developed by the Board, for a period of three to five years, describing the desired future outcome of the organization. The Chief Administrative Officer must oversee the development of strategic and annual operating plans. The Board will review strategic and annual operating plans proposed by the Chief Administrative Officer. Long range business plans for the organization are to be prepared and submitted to the government designate assigned to the organization.
- ✓ Best practices material : "Housing Management Body (HMB) Business Plan and Ministry Reporting Documents (Version 2 June 13/ 2017)
- ✓ Board review of the draft business plan at the June 5th special Board meeting.

- ✓ Past and present practice to view business plan as a living document –reviewing and modifying previous business planning information.
- ✓ Grande Spirit Foundation business planning document 2019-2021
- ✓ Making Life Better : Alberta’s Provincial Affordable Housing Strategy
- ✓ APHAA May 2019 spring conference highlights.
- ✓ Statistics Canada –community profile population and income data for Village of Hythe, Wembley, Dawson Creek, Beaverlodge and Valhalla
- ✓ Findings Report –Demographic Planning Commission December 2008
- ✓ Alberta Provincial Affordable Housing Strategy

Environmental Scan- Organization as a whole

Strengths:

- ❖ Pioneer Home 86 bed supportive living is fiscally sustainable if vacancies are 3% and lower.
- ❖ Board policies are robust.
- ❖ Good relationships & cooperation with north zone Housing Management Bodies.
- ❖ Good relationships & cooperation with key stakeholders (Alberta Health Services Home Care resources, medical clinic, physicians on site, pharmacists and pharmacy on site, Ministry housing advisors and leadership and the Village of Hythe.
- ❖ Management team (CAO, Maintenance Manager, Facility manager) is experienced and works well as a team.
- ❖ Pioneer Place build completion is a work in progress –planning, joint meetings and ongoing updates to key stakeholders and will create a continuum of care for aging in place in Hythe.
- ❖ Pioneer Place is the missing puzzle piece in the campus of care model.
- ❖ Equity in two affordable housing unit 4 plexes.
- ❖ Alberta Health agreement for care services at new Pioneer Place project.
- ❖ Business model for Pioneer Home cost shares overhead for pooled administration and maintenance services to reduce costs accruing to Pioneer Home operations.
- ❖ New learnings from APHAA and North Zone –SL1 concept, upscaling, capital requisitions by HMB’s in other areas, developing housing for seniors by non-profits to avoid cost implications affecting current operations by for profit competitors.
- ❖ Draft ministerial order has been discussed with Ministry operations and is a work in progress.
- ❖ Board is progressive and not afraid of tough decisions.
- ❖ A broad spectrum of housing and services has been developed in Hythe for seniors to age in community including 1) seniors self-contained apartments; 2) 86 bed supportive living facility; 3) medical clinic on site with 3 physicians at the Hythe Pioneer Home; 4) Pharmacy on site at the Hythe Pioneer Home; 5) Home Care resources on site at the Hythe Pioneer Home (roughly 30 staff including 6 RN’s and 24/7 coverage); 6) Glas House public access space has a planned coffee shop and bakery to facility community inclusion.
- ❖ Quality and commitment of staffing is excellent.

Weaknesses

- ❖ Hythe Pioneer Home facility construction has been in phases and past phases of construction do not meet current design standards especially with respect to width of corridors; barrier free design standards and an energy conserving building envelope.
- ❖ Seniors entering supportive living are much older now than and only a portion (about 25%) will require some form of assistance to afford the housing and support they need or want. It follows that older and smaller rooms may not be considered for the seniors who have monies to pay for housing and support that they need.
- ❖ No contingency planning in place for cost implications and vacancies that will occur if senior's supportive living facilities are developed in Wembly and Beaverlodge.
- ❖ Hythe is a unique home and receives no municipal tax revenues; therefor higher vacancies lead to deficits in operations.
- ❖ Monies and time are limited for planning and redevelopment that should be considered for the Hythe Pioneer Home. A conceptual redevelopment plan in Beaverlodge incorporates the demolition of the oldest parts of the building and a new two level lodge unit with 33 units. In a like manner, Hythe Pioneer Homes should be considering the demolition of the oldest part of the facility and new construction of a manner and style that will meet the needs of both higher income and low income seniors in the area.
- ❖ Glas House hospital redevelopment has reduced operational resources available for operational needs, emergency needs and grant applications.
- ❖ No properties that can be designated as surplus properties to free up equity for reinvestment into alternative housing for meeting community needs.
- ❖ Independent senior's housing development on the same site as the Pioneer Home will require a separate building because of cost implications associated with different occupancies.
- ❖ Business model for Pioneer Place –is it strong enough to handle the additional monies that will be required for refinancing.
- ❖ Nostalgia –a mindset that may focus on how things were done in the past and how things were in the past as opposed to the realities of today's market conditions –higher income seniors, seniors who come in at a later stage in life.

Opportunities

- ❖ Completion of the Pioneer Place build will facilitate future sustainability.
- ❖ Continued advocacy to Ministry for completion of Pioneer Place build, debt navigation and public disclosure.
- ❖ Propose a collective concept and Hythe branding under the Grande Spirit Foundation brand (similar to Bethany Care and CAO services to HMB's that Bethany Care manages). This could lead to deficit funding municipal tax dollars, the ability to plan for demolition and redevelopment for a mixed model housing to meet the needs of both higher and low income seniors who need SL1 housing.
- ❖ Ongoing board development and recruitment will enhance capacity of the board .

- ❖ Disposal of properties when and where possible through a long term real estate strategy in a manner similar to Grande Spirit Foundation.
- ❖ Facilitate and develop coffee shop and bake shop at Glas House to enhance community and connection to Hythe Pioneer Homes.
- ❖ Completion and rental of 5th suite at the Glas House
- ❖ Day care operation at the Glas House –using upper floor and a coffee shop / bake shop on the main floor. Day care operations could be linked to Hythe Pioneer Home for outings and volunteers.
- ❖ Health care funding and ASLI grant approval for Pioneer Place are strong indicators of need to complete Pioneer Place.
- ❖ Propose a collective concept for the North Zone similar to Calgary collective.
- ❖ Joint planning and collaboration with the community center leadership for SL1 project and redevelopment. Because it is an adjoining site.

Threats

- ❖ New housing facilities will be developed in Beaverlodge and Wemby and they will create cost and vacancy issues for the Hythe Pioneer Home.
- ❖ Seniors of tomorrow will not want a smaller room and will elect to move to facilities that are newer with larger rooms.
- ❖ Affordability for seniors and ability to market is compromised when there are only two sources of revenues –seniors rents and lodge assistance program grants.
- ❖ LAPG monies are not consistent and are impacted by underage clients, vacancies and higher income seniors.
- ❖ Other non-profit groups will upscale and develop housing that competes with housing offered at the Hythe Pioneer Home.
- ❖ Capacity and time is limited for administration.

Social trends:

- ✓ Demographic planning commission report –message from the chair “It also became evident that chronological age no longer defines who is a senior. A person’s capability to function in society is replacing age as a measure to determine the need for support or special services.” *(As a rural facility, HDPHAC has a quite a few underage clients who need existing community resources to be functionally independent; an urban center with large waitlists can pick clients who maximize lodge assistance grants and may not be interested in underage clients who need linkages to community resources. From this perspective, a rural HMB like Hythe that can meet of underage clients and clients with complex needs will be viewed positively by families, AHS and seniors.*
- ✓ Demographic planning report –page 3 –integrated ways to better connect seniors with services ...system navigation is mentioned.
- ✓ AHS has identified and named the “frail senior” and this term is a good fit for many of our past seniors at the Hythe Pioneer Home.
- ✓ Demographic report 2008 noted that 36% of survey respondents are worried that services are being increasingly pulled out of rural communities and consolidated into larger centers. By way of example –a rural lodge is closed and a lodge in an urban center

with vacancies experiences an infilling from the rural lodge. Similar to the reality of closing rural schools with limited enrollment.

- ✓ Demographic report 2008-not for profit agencies are under strain, facing increased demand for their services and rising operating costs.
- ✓ Demographics report 2008- participants noted that Alberta government should show leadership in better integration and organizing services, while maintaining local flexibility and decision making.
- ✓ Multiple waitlists, a complex care system and limitations for long term placement have created the need for care navigation at the HDPHAC to identify resource limitations and to advise family members as a form of risk management.
- ✓ Protection for persons in care legislation places assigns responsibility for care to operators of supportive living facilities and this places additional strain on the capacity and resources of operators when seniors present with more acuity and complex needs that solutions cannot be found for in a timely manner.

Economic trends

- ✓ Operational staffing costs and resources necessary are increasing and Hythe's unique home grant can be drastically decreased by increased vacancies, underage clients and higher income seniors. No measures are in place by the government- other than municipal requisitions; for lodges that are Unique Homes and who do not receive municipal requisition funds as a third source of revenue..
- ✓ Higher levels of care in a rural supportive living facility are the norm when there are limited options for housing and care in the community.
- ✓ Rural facilities will experience more vacancies per month than urban facilities and the further a rural facility is away from an urban center –the more vacancies per month that will be experienced.
- ✓ Lodges are experiencing higher acuity and complex care scenarios clients because physicians may not have signed off on assessments that are necessary for placements and there may not be options for transferring the client to alternative housing and care.
- ✓ Administrative resources may be limited and accountability is increasing which increases the need for operational capacity to ensure reporting and financial information is timely and sufficient for the needs identified.
- ✓ Private operators are developing options in both smaller urban centers and urban centers. When a HMB does not have access to existing community resources that are normally provided by AHS –the facility will be in competition with the private option and may experience vacancies and lower revenues than normal.

Provincial trends:

- ✓ Housing regulations, accountability and government reporting is subject to change. This can place a strain on administrative resources for rural lodges and HMB's where capacity is limited and CAO's are jack of all trades.
- ✓ Operations in an urban center lodge (larger waitlists, more funding, less acuity, very few vacancies) can be different than rural housing lodge operations (more vacancies, higher acuity,

lower waitlists, less proportionate LAPG monies due to vacancies, underage clients and clients who make more money).

- ✓ Requisition requests for the support of HMB's are subject to scrutiny but often treated as flow through requests for offsetting costs for seniors lodges -are passed on to taxpayers. It is not uncommon to have requisition requests that range from \$200,000 to \$400,000 per lodge per HMB.
- ✓ HMB's will start to upscale by way of designating surplus properties thereby freeing up equity and requesting capital dollars for new builds.
- ✓ HMB's will have to step into health care and higher level supportive living facility development or the private sector will develop the necessary housing and HMB's will have cost implications due to greater vacancies because they did not rise to the challenge.
- ✓ Not all HMB's in Alberta receive the same level of requisition support as a third form of income in addition to senior's rents and LAPG revenues. Calgary municipal support for an unnamed HMB is less than an Edmonton based HMB. Hythe –rural HMB and a Unique Home –receives no municipal tax dollars as a third source of income and depends on seniors rents, a small transportation grant and a unique home grant from the Seniors ministry to offset operational expenses.

Non market trends

- ✓ Facilitating aging in community is a style of leadership that understands that local resources must be collaborative and integrated and this occurs as a function of the atmosphere that is built within the community itself. A community that is engaging, friendly and active and where good relationships are enjoyed will be more attractive than a properly run administered community that does not understand the importance of human interactions as a basis for care.
- ✓ Age shouldn't be a factor. Lodges should be for everyone who needs them or receives them regardless of age. This is a reality for a rural facility that must take individuals who need access to existing community resources because they are running vacancies. Unfortunately, LAPG monies do not apply to these individuals and may cause some rural lodge operations to not consider an underage client in need of the existing community services linked to the rural lodge. Doing the right thing for underage clients means a lower income clients with no offsetting LAPG monies.
- ✓ The Affordable Housing definition in the 2017 Affordable Housing strategy notes that "affordable housing is government supported housing available for Albertans, who because of financial, social or other circumstances, cannot afford private market rental rates.".. Housing is considered affordable when a household spends no more than 30 percent of its gross income on shelter. The challenge with this definition for a rural housing HMB like Hythe is that many seniors and individuals who could be viewed as seniors if needs are considered (2008 demographic report) is that the LAPG monies available are only for targeted seniors and without municipal requisitions, sustainability is compromised for a rural HMB like Hythe.
- ✓ Seniors lodges in rural facilities are handling higher levels of care, more complex care and it is difficult to transition individuals to higher level care options in a region. A rural facility may be the only housing option for seniors in the area and seniors with higher incomes may resent surcharges for rooms that apply to them and not lower income seniors; when grant monies are not received under the LAPG program for a higher income senior. The challenge for the HMB is

one of perception and education and when another HMB in the local area receives municipal revenues; it may be difficult to implement higher rental rates because they will impact on occupancy.

Regional factors:

- ✓ The HDPHAC does not receive requisition funds and is a HMB with the powers, functions and duties prescribed for the management and operations of housing properties listed in its ministerial order. In the Peace Region, Hythe is the only HMB that does not receive requisition funding; this is an unequitable situation for a provincially owned lodge.
- ✓ LAPG monies can vary because of underage clients, vacancies and seniors who make more a prescribed limit. This reality is compounded by the fact that no municipal revenues are collected by the HDPHAC.
- ✓ Hythe is known as the town of flowing wells and there is background information advising that some wells were not properly cemented and this in turn, is creating issues higher water table levels and groundwater issues that are impacting on Village of Hythe homes and streets. One of these wells that is rumored to be a high pressure well not properly cemented in is on the seniors self-contained housing grounds. This could be a factor impacting on the seniors self-contained housing units.

Alignment of the Hythe Pioneer Home business plan to Alberta Seniors and Housing business plan:

- 1. Seniors have access to programs, services and supports that help them live safely and independently in their chosen communities:**
 - ❖ The business plan for 2020-2022 is aligned with this outcome of the Ministry's plan because what we are doing is working and working well as outlined in the two points below.
 - ❖ *Existing community resources include a medical clinic (3 physicians, a drug store, seniors self-contained housing (32 units), 86 supportive living units at the Hythe Pioneer Home and a new 48 unit memory care project to be called Pioneer Place for seniors who need a higher level of care and housing.*
 - ❖ *Home Care resources for the Hythe Pioneer Home are roughly 30 staff including 6 RN's. Resources and services provided are distinctly different for the three primary parties to care: 1) Lodge 2) Home Care and 3) Family but; collaboration, integration and cooperation are very high which enables seniors who live in the Pioneer Home to live there safely and in a state of functional independence.*
- 2. Albertans have access to appropriate housing and related supports.**
 - ❖ The Hythe Pioneer Homes collaborates, cooperates, informs and seeks input from existing community resources (Home Care, pharmacy, medical clinic, FCSS, the Village of Hythe, the general public, residents and family) to ensure care navigation for housing and related supports. From an operational perspective, the CAO and the Facility Manager facilitate tenant support and care navigation when there are resource limitations for care / risk issues identified.

Strategic Priority Initiatives:

1. **Completion of the Pioneer Place SL4 and SI4D project** - will produce a net positive cash flow to offset Pioneer Home operating deficit's that could occur. Outcome –financial sustainability for the Hythe Pioneer Homes Advisory Committee
 - a. *Update - Build completion challenges (contractor receivership, receiver involvement and an insurance claim) have created the need for re-evaluating renovating the existing components of previous construction versus a full or partial replacement of it, to satisfy matters with the adjuster. A well-established committed construction partner (Carlson Construction) will complete the pre-work necessary to make recommendations regarding an approach for completion. The Hythe Pioneer Homes and it's developmental lead –Connecting Care are committed to the completion of this project; to meet the needs of seniors aging in community and to provide the last puzzle piece for the campus of care in Hythe.*
2. **Board development** - ministerial order amendment approval (based on the Piper Creek Foundation Ministerial order) will facilitate governance and accountability to the community at large. Outcomes:
 - a. Board member positions will be limited to two three year terms and a required one year absence after two terms. Outcome –board capacity is enhanced for strategic planning and community representation.
 - b. Six positions can be recruited from the community at large and one position will be appointed from the Village of Hythe. Outcome -Four new board members will be recruited in 2019
 - c. Honorary board membership (non-voting) will replace voting life time members. Outcome –long time board members will be recognized for their passion and commitment to the organization.
3. Navigation of debt and sustainability:
 - a. The Hythe & District Pioneer Homes Advisory Committee will continue to work with the Ministry of Seniors and Housing and Alberta Health for a co-solution and will investigate all options available to ensure the completion of the Pioneer Place project and associated debt.

Performance measures

Clients: Hythe Pioneer Home will continue to have limited vacancies and resident surveys will show positive affirmation in living at the Hythe Pioneer Home

Staff: Mental health surveys will show positive results and continuing satisfaction for a majority of our staff (90% plus).

Facilities: The Pioneer Place project will be completed with the support of the Alberta Seniors and Housing ministry and Alberta Health using a co-solution approach by early 2022. This in turn will lead to a full campus of care and aging in community for Peace Country residents looking for a rural option.

Financial: Vacancies will between 2 to 4 units per month on average.

Financial forecasting assumptions:

1. Lodge operations:
 - a. 2% increase in revenues and most expenses .
 - b. Hythe Pioneer Home –vacancies are based on 2019 data.
 - c. Operational deficits identified in forecasting for the Hythe Pioneer Home will be offset by net income from Other (commercial rents and affordable housing) and the Pioneer Place project once it comes on stream in 2019.
 - d. Pioneer Place project cash flow projections are not included in forecasting because the project is in progress.
 - e. Unique home grants (LAPG monies) is a guess because a rural lodge has underage clients, higher income seniors and vacancies. All of these factors can impact on the Unique Home grant monies received.
 - f. Staff increases -2% projected
2. Lodge operations are separated financially from other portfolios to facilitate allocations of overhead for pooled maintenance resources and pooled administration resources.