

**HYTHE & DISTRICT PIONEER HOMES
ADVISORY COMMITTEE**

BUSINESS PLAN 2018-2020

Executive Summary

The Hythe & District Pioneer Homes Advisory Committee (HDPHAC) is a Housing Management Body (HMB) in a rural community established by a Ministerial order. Our mission states that the organization exists for providing housing and amenities to senior citizens and the disabled and our vision notes that we will support residents to maintain their independence in the community –promoting aging in place.

Our organization has two corporate hats and they are separate from each other:

- ✓ The Hythe & District Pioneer Homes Advisory Committee (HDPHAC) –Housing Management Body (1995) and incorporated Society (1975).
- ✓ The Hythe & District Pioneer Homes Foundation (2003)

The notes to the financial statements describe the two organizations as related because it is a common Board for both organizations.

The strategic initiatives for the HDPHAC include the following:

1. Municipal revenues to offset the operating costs of our Senior Citizen lodge (The Hythe Pioneer Home).
2. Commissioning and operations for 48 unit Memory Care project (Pioneer Place project).
3. Capital maintenance and renewal with a focus on level one priorities.

Historical perspective & municipal revenues

The Hythe Pioneer Home is an 86 bed rural lodge and it only has two sources of income –senior’s rents and LAPG grant monies for seniors whose income is under a prescribed limit. Almost all lodges and Housing Management Bodies who manage the lodge operations receive three sources of income; the third source of income is municipal revenues through requisitions for monies to offset the cost of operating the lodges.

The HDPHAC Housing Management Body is in 22nd year of operations and the HDPHAC Society is in its 42nd year of operations. The Hythe Pioneer Home is in its 47th year of operations and to date, there has not been a third source of income to offset operating costs. The importance of requisitions as a third source of income for Hythe is in keeping with the business model for lodges and fundamental to the sustainability for almost all Housing Management Bodies in the province of Alberta.

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. Approved by the Board on September 26th, 2017.

Institutional Context:

Historically, volunteer effort built the Hythe Pioneer Homes and the community vested itself in order to have the facilities for seniors that are now available in Hythe. When upkeep became too onerous and there was a need for provincial dollars, the land and buildings were transferred to the Province of Alberta. The lands and building for the Hythe Pioneer Home are now owned by the Alberta Social Housing Corporation but that does not mean the community has divested itself of the Hythe Pioneer Homes.

The community includes seniors in general, their family, the general public, community resources (AHS, physicians, Home Care) and municipalities in the Peace Region). Accountability exists because there must be an attraction factor to facilitate aging in community; along with good relationships, collaboration and integration wherever possible. The Hythe Pioneer Home is an example of community infrastructure that does not exist as an island by itself. The Board is accountable to the community at large and is an advocate for seniors, seniors needs and the community at large.

Additional accountability is established by our Ministerial which includes the following legislation:

1. The Alberta Housing Act
2. Management Body Operation and Administration Regulation
3. Social Housing Accommodation Regulation
4. Housing Accommodation Tenancies Regulation
5. Protection for Persons in Care (PPIC)
6. Supportive Living Accommodations and Licensing

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 through a ministry housing advisor.
- B. Alberta Social Housing Corporation for capital maintenance, planning and resources to ensure the integrity of the existing housing portfolio that is regulated.
- 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 two groups

- ✓ The Alberta Public Housing Administrators Association
- ✓ Alberta Seniors Community Housing Association

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)
- ✓ CAO Hythe Pioneer Home operational perspective and insight into strategic initiatives.
- ✓ Board review of the draft business plan at the Sept.20/17 Board meeting.
- ✓ Board approval of draft spreadsheet forecast and assumptions September 26th, 2017.
- ✓ Research material:
 - Business Pan 2017-2020 Seniors and Housing
 - Grande Prairie Real Estate Market Update
 - Canadian Home Builders Association January 2016 Economic analysis update report
 - Findings Report –Demographic Planning Commission December 2008
 - Alberta Provincial Affordable Housing Strategy

Institutional Context

1. Other HMB's –the Hythe & District Pioneer Homes is a member of two provincial groups and both of these groups are resources to the Alberta Seniors Ministry for feedback, plan implementation and collaboration to meet the needs of seniors in Alberta.
 - a. The Alberta Seniors & Communities Housing Association
 - b. The Alberta Public Housing Administrators

Environmental Scan

Strengths, weaknesses, opportunities and threats

Project type	Strengths	Weaknesses	Opportunities	Threats
Hythe Pioneer Home Lodge -86 units	Larger lodge (86 rooms) so more revenues. Strong board business background so risks are viewed realistically. Governance board with a defined separation of board activities from	No requisition funds to date-sustainability? Non effective agreement for municipal revenues Rural facility and averaging 6+ vacancies per month –affects revenue. Underage clients and seniors with more monies not eligible for LAPG –has led to large reduction in LAPG monies. Two older parts of the	Requisition funding from municipalities. Modify municipal funding agreement to show agreement between 2 HMB's. Close to urban center and no waitlist so families and seniors from urban centers are attracted to Hythe Pioneer Home. Location close to	Seniors qualifying for LAPG can vary from one year to the next. Larger HMB's swallow smaller HMB's. Municipality councilors may not be supportive of requisition request. GSF agreement.

	operational activities allows changes and proactive management. Medical clinic and pharmacy on site.	lodge have small rooms. Running an operational deficit.	BC border attracts BC Peace residents. RGI for affordable portion	
Seniors self-contained units -32 units	Deficit funding by seniors ministry	Older units, operational revenue is limited and capital funding is limited to projects identified.	Residents transfer to lodge and age in community	Operational demands for lodge reduce resources for units
Affordable housing -8 units	Annual surpluses and units are relatively maintenance free	Tenants placed must have minimal risk to ensure community fit.	Pioneer Place project will bring more families looking for housing.	High risk clients demanding housing when resources for support are limited.
Pioneer Place project	Development lead is connecting care and the business model shows a positive outcome for cash flow on a yearly basis. Care navigation principals in place from Hythe Pioneer Home operations.	Capacity is limited on the administrative side of the HMB.	Development lead is successfully operating this business model and demographics support the need for this type of project for years to come. Higher level care and housing learnings will create attraction to Hythe for seniors who want to age in community.	Private care facilities
Foundation Glas House project	First hospital in Hythe has been given new life- 5 rental units and public access space	Dollars to complete have been substantial	Will attract visitors and offer families, the public and seniors a place to visit and mix	It will take time and operational resources to launch

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 must handle more diverse linkage to existing community resources and arguably more complex care scenarios because they have to – to facilitate occupancy and sustainability.)*
- ✓ Demographic planning report –page 3 –integrated ways to better connect seniors with services ...system navigation is mentioned.
- ✓ “No room at the inn”. From an operational perspective, the HDPHAC HMB is experiencing difficulties transferring clients from its supportive living facility to higher level care facilities or hospitals because seniors needing placement to higher level housing and care are being held at hospital due to a shortage of regional beds, assessment practices and multiple waitlists that families, lodges and home care must be aware of.
- ✓ The baby boomer generation, 1946 to 1964 are starting to cause an impact on the health care resources and the infrastructure for housing and care (lodges.)
- ✓ 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.
- ✓ 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 “no room at the inn” (see above) 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 but LAPG monies may be drastically decreased because these revenues are selectively targeted to certain seniors; and no measures are in place by the government- other than municipal requisitions; for lodges that experience shortfalls in LAPG revenues.

- ✓ Higher levels of care in a 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 lodges do not 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.

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.
- ✓ The HDPHAC will experience a shortfall of \$64,738.50 in LAPG monies in the 2017 fiscal year 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.

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

1. **Provincial plan –Seniors have access to programs, services and supports that help them live safely and independently in their chosen communities** *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, a new 48 unit memory care project to be called Pioneer Place for seniors who need a higher level of care and housing.*
2. **Provincial plan -support increased awareness of elder abuse and a local community model to address and prevent elder abuse.** *The Hythe Pioneer Homes Advisory Committee has developed a care navigation strategy to identify limitations in resources that affect a senior's or individual's ability to be functionally independent and to identify when risks or abuse can be defined under legislation. Responsibilities for monitoring fall on the operator (HMB) under the Protection for Persons in Care Act and to this end, the Hythe HMB is proactive and works hard to prevent and identify abuse as per legislative definitions and where and when there are limitations in resources.*
3. **Provincial plan -fire and safety systems in government owned and supported supportive living facilities.** *The Alberta Social Housing Corporation has coordinated the installation of a life safety*

sprinkler project upgrade for the Hythe Pioneer Home and this project will be completed in the 2017 fiscal year.

4. **Provincial plan -explore approaches to effectively respond to current and future needs of the diverse population of seniors who reside in the province. Albertans have access to appropriate housing and related supports.** *To a large extent, the key strategic initiatives for the Hythe Pioneer Homes align with this priority. Sustainability and requisition funds are critical to integrated housing and supports, successful transitions, aging in community and a sustainable system –as per the June 2017 Provincial Affordable Housing Strategy. For Hythe –our business plan notes capacity building and succession planning –this is essential to a sustainable system. For Hythe –we are flagging capital planning (more upkeep and capital upgrades are applicable to an older facility) and because we are a rural facility –keeping up on maintenance for our properties is critical to future sustainability. Answers to point 1, 2 and 3 align with these outcomes and are indicative of the HDPHAC Ministry Business Plan.*

Expected outcomes for primary strategic initiatives flagged:

1. Municipal requisition funds for 2018, 2019 and 2020 as per financial forecasting.
2. Business model for Pioneer Place -48 unit memory care project is operationalized with full occupancy by April 2018.
3. Capital maintenance level one priorities are flagged and funding is provided for priority one projects.

Financial forecasting assumptions:

1. Lodge operations:
 - a. Inflation 2.8% (2018), 2.9% (2019), 2.9% (2020)
 - b. \$50 room increase per year in 2018, 2019 and 2020. RGI may be an option for newer rooms in future years.
 - c. Hythe Pioneer Home -8 vacancies per month (factors contributing to this include higher turnover, smaller rooms, rural lodge, higher acuity, vacancies that will be experienced once new memory care project opens –Pioneer Place).
 - d. Municipal revenues from requisitions 2018-2020.
 - e. Lower LAPG monies due to underage clients, seniors with income higher than prescribed amount from the Seniors ministry.
 - f. Existing approaches to staffing and operations are working so more of the same in years to come.
 - g. In house maintenance resources for painting, flooring replacement enhance attractiveness of smaller rooms, lodge integrity and sustainability.
2. Lodge operations are separated financially from other portfolios to facilitate allocations of overhead for pooled maintenance resources and pooled administration resources.
3. Seniors self-contained units –turnover work will be completed in house wherever possible and data supports two units having major work per year.
4. Pioneer Place project business planning updates will be in future business plans because the project is under development and not complete.

Capital Maintenance and Renewal Program narrative for Appendix D-level one priorities.

1. Reasons for Hythe Pioneer Home back-up power –electrical generator. Factors impacting on life, health and / or safety to building residents include the following:
 - a. Residents on oxygen –extended power outages will compromise safety, life and health.
 - b. No water if power fails –Hythe has a well and no municipal supply. An extended power outage will cause health and safety issues because washroom facilities are compromised.
 - c. Life safety systems –fire monitoring, resident monitoring, door alarms, etc are nonoperational and impact on life, health and safety for residents who have to be monitored.
 - d. High water table levels and no power creates non-operational pumps which leads to *ground water issues that can affect the building envelope and integrity of the lodge* itself.
 - e. No heat –failure of power leads to failure of pumps and lack of hot water for heating the Hythe Pioneer Home itself.
 - f. When there is a power failure of more than one hour, the residents have no running water, the emergency light battery packs may fail, all 8 sump pumps in the crawl space are no longer functional and flooding can occur and there will be no heat because Hythe Pioneer Homes has hot water heating.
2. Spider Alert monitoring system –has become obsolete. The recommended upgrade is an Elpas system . Life, health and safety of all residents needing monitoring through pendants and door monitoring for exist seeking behaviors or elopements of residents is affected. Letters attached showing current system Spider Alert is obsolete and that the cost of an Elpas upgrade and wiring upgrade is an estimated \$92,263.00.
3. Tub floor replacement Hythe Pioneer Home –current tiled flooring is uneven and there is a risk of slips and falls for residents and / or Home Care staffing. Supply and install of appropriate tub room flooring will eliminate health and safety concerns from slips and falls.
4. Asphalt road repair, ditch drainage and water ponding on the south access road bordering the Alberta Health Services property. Residents use this road to cross to the continuing care site run by Alberta Health Services who have loved ones in the continuing care site. Lodge staff used the road to assist residents who are going to the facility for x-rays. There is a drainage issue because the existing drainage ditch is in need of repair and the asphalt areas on the south side of the Pioneer Home property has sunk –which creates a ponding effect on the road itself that is compounded by a ditch that restricts water flow. Health and safety issue because of slip and fall issues in winter conditions makes this a level one priority.
5. Level two –water treatment storage project at the Hythe Pioneer Home –lodge water storage capacity at present is 700 gallons and we use approximately 6000 gallons per day. Based on 250 gallons per hour –the water supply in the lodge could be used up in 30 minutes or less. Additionally, the storage tanks for the water have sediment and should have regular cleaning. Without regular cleaning, the chlorine must have a longer contact time. The recommendation is to move the water storage and treatment to the pool room using three larger tanks that equal 2300 gallons –which is what water trucks in the Village of Hythe can haul in one load. The tanks would be tied together with a header so that each tank can be isolated when cleaning. With this

ability, two tanks are available for supplying the system. The tanks should be designed in such a way that there is a manway for entry to schedule proper cleaning.

6. Level two –lodge water lines. The water in Hythe is from a well and the nature of the water causes a corrosion of the copper lines which leads to failures in the copper lines and sediment that discolors the water in the resident's rooms. There are ongoing failures of the copper water lines running under the Hythe Pioneer Home and there are issues with water coloration that have required filters in line to prevent sediment build-up.
7. Negative grade corrections for senior's self-contained housing units (Hyalta, Cozy Corner and Happy Valley). Negative grading creates moisture issues affecting the building envelope. The Happy Valley units could be viewed as a level one priority because the units do not have a concrete crawlspace and the effects of negative grading will be more pronounced. Grading corrections in the courtyard of Happy Valley are necessary to prevent water drainage into the pond on AHS lands.

Appendix B – Property Profile

This document should include **all** properties that the HMB manages, owns, operates or has any connection to through other companies. Tables are provided and these should be completed for each category.

[illegible]

[illegible]

OTHER PROPERTIES

Managed on behalf of another organization

[illegible]

Pioneer Place	10404C 100 Street, Hythe, AB	48-ASLI grant Supportive living project level 4 D	Hythe & District Pioneer Homes Advisory Committee	48 unit SL4D memory care facility

