

Executive Summary

The Castor and District Housing Authority (CDHA) is a Management Body established by Ministerial Order No. H:038/95, effective January 1, 1996, under the Alberta Housing Act to continue to provide suitable and adequate housing types in the Town of Castor that are accessible to low income households, in the municipalities of Castor, Coronation, Halkirk and the County of Paintearth. The Board of Directors represents these Municipalities see Appendix A: The Organizational Structure of CDHA.

Paintearth Lodge was originally established as a Corporate Body in November of 1960 under the Municipal District Act, and later integrated into the Ministerial Order of 1996. Paintearth Lodge is Supportive Living, the Castor Manors are Independent Living, and Rural and Native (R&N) Duplexes are Low Income (Social) Housing. We are appreciative of our Ministries for their assistance to our Management Body as well as the provision of a Housing Advisor, and the fact that the provincial levels of government are always most cooperative and helpful.

We deliver value added service to our customers through active participation and input to the associations that work on our behalf at the provincial levels of decision making, constantly striving to improve our programs. We are active members of the following associations: Alberta Seniors Communities & Housing Association (ASCHA); our Chief Administrative Officer is a Member of Alberta Public Housing Administrators Association (APHAA); our Manager is a member of the Alberta Manager's Society; and our Activity Coordinator is a member of Lodge Activity Coordinators Association of Alberta (LACAA).

The Business Plan written herein is to set basic goals and objectives for the purpose of effectively managing the business of the portfolios within the Management Body.

The Management Team of Board Members and Administration are running the CDHA business well, although balancing a budget with a limited number of units, due to our low rural population, seems to be an almost insurmountable task. The structure change to the Lodge Assistance Program (LAP) formula has been most appreciated by the CDHA Board and their respective municipalities.

We are grateful for the RASL Grant we received from the Government of Alberta in 2008, an amount of \$2,018,539, for the purpose of adding 25 units to the Paintearth Lodge, the renovation of 18 suites and a closed in courtyard. Paintearth Lodge matched that grant with a 15-year loan of \$2,194,650.00. In 2016 the loan was renegotiated with ATB Financial with an exceptional interest rate. With all intent purposes, the loan will be paid off by 2021.

We meet and surpass the annual requirements of the provincial Supportive Living Accommodation Standards Licensing Act, as well as the Annual Financial Audit of the Management Body, and the Operational Review. We complete and surpass the Internal and External Safety Audits, and have met all the requirements of a Registered Charity.

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 **JUNE 13th, 2019.***

HMB Overview:

Castor and District Housing Authority depends on the support of the Government of Alberta not only financially, but with the support systems such as the Housing Advisors.

We are active members of the following associations: Alberta Seniors Communities & Housing Association (ASCHA); our Chief Administrative Officer is a Member of Alberta Public Housing Administrators Association (APHAA); our Manager is a member of the Alberta Manager's Society(AMS); and our Activity Coordinator is a member of Lodge Activity Coordinators Association of Alberta (LACAA). Management is active in a local group East Central Manger's as well.

Castor and District Housing Authority has the following member municipalities: County of Paintearth #18, Town of Castor, Town of Coronation, and the Village of Halkirk. The Town of Castor, through a contractual partnership, has taken over our Accounting Administration. The Administration work closely with many Community Based Organizations such as the following:

Our Lady of the Rosary Hospital

Gus Wetter School & Theresetta School

Castor & District FCSS

Castor Child Care Society

Paintearth Further Education

Castor Library

Castor/Halkirk Community Handivan

Paintearth Lodge Friendship Society

Castor Golden Circle

Paintearth 4H Clubs

Castor Home Care

Castor Group Home

HMB Corporate Profile:

Vision:

To provide sustainable housing through an exceptional level of service unique to Alberta.

Mission:

Castor and District Housing offers improved quality of life through safe and affordable housing options for eligible Canadians.

Values:

Respectful to our Stakeholders
Community Well Being
Connected
Quality

Portfolio Profile:

- Low income Senior Citizens, and
- Seniors with a higher income. We are the only Level 2 + supportive housing in our County, and most of our seniors wish to remain in their own community as they age, and,
- Functionally Independent Seniors,
- Medically stable individuals,
- Canadian Citizens,
- Low income families, and,
- Seniors within the community not living in CDHA housing, but seeking interaction for our expertise.

CDHA provides and manages the following facilities, in the Town of Castor, to do business in the manner prescribed in:

- **SUPPORTIVE LIVING:** 55 units in Paintearth Lodge and a respite suite
- **INDEPENDENT LIVING:** 26 units in the Castor Manors
- **LOW INCOME HOUSING:** 4 units (2 duplexes) of Rural and Native Housing

Plan Development

In developing the CDHA Business Plan, the Board reviewed its current business plan and completed a Strategic Planning session.

The CAO and management team compile annual surveys completed by Residents, Tenants, Family/Community Members, and Employees as another tool in striving for success in the housing industry.

Currently CDHA uses Interaction policy manuals to guide the organization following an accountability based framework for all departments, including the Board of Directors.

A strategic plan is to be developed by the Board, for a period of three years, describing the desired future direction for the organization. The Strategic plan includes a mission, vision, and core values.

The Chief Administrative Officer must oversee the development of site specific strategic and annual operating plans following standardized templates. The Board must review and approve strategic and annual operating plans proposed by the Chief Administrative Officer prior to their implementation.

Long-range business plans for the organization are to be prepared, every three years, by the Board and submitted to the government designate assigned to the organization. Long-range business plans are to be based on the strategic plan(s) of the organization. (Section 16(1) and (2) of the Management Body Operation and Administration Regulation)

Annual evaluations pertaining to the outcomes of business, strategic and operating plans are to be conducted by the Board and Chief Administrative Officer.

Revisions to the business plan resulting from annual reviews must be submitted to the government designate once approved by the Board within 90 days.

Environmental Scan

1. IDENTIFIED STRENGTHS OF THE CDHA:

LOCATION:

- ✓ The Management Body is set in a welcoming community that values Senior's.
- ✓ Board represents individual communities that work together for the greater good.
- ✓ We have strong commitment from our municipalities supporting our goals and objectives
- ✓ We have strong support for our endeavors including fund raising events.
- ✓ Buy locally as much as possible due to the tax payer's contributions to the Lodge

PROVISIONS OF THE MANAGEMENT BODY AND BOARD MEMBERS:

- ✓ Our Board Members believe in the goals, objectives and values as set out in the policies and the Bylaws and treat the Resident, Tenants, and Staff with the utmost respect.
- ✓ Experienced Leadership: Board, Management, and Staff
- ✓ Volunteer work force, with programs inclusive with the community makes good morale and a solid reputation for the organization, Residents, Tenants, Board, and Staff
- ✓ Provides high quality programs, Services, and Facilities.
- ✓ Involve the key stakeholders in the setting of key priorities and policies which includes the Residents, Tenants, Board, Municipalities, Staff and Community, and as lead by government and our Provincial Associations.
- ✓ Ensure that personnel resources can meet the needs of the Residents and Tenants as set out in the overall plan.
- ✓ Ensure that the Management Body remains financially viable.
- ✓ The CDHA has developed good working relationships with other Management Bodies.

EDUCATIONAL/TRAINING OPPORTUNITIES:

- ✓ Evaluation processes and Accountability: Certificate of Recognition for Safety with internal and external reviews, Health Inspections, Audits include; Annual Financial and Lodge Accommodation Standards, and Compliance Reviews.
- ✓ Ongoing training opportunities, educational and workshops for Board, and Staff
- ✓ Association Memberships and active participation in organizations with pertinent and similar information:
 - ASCHA Alberta Seniors Communities & Housing Association
 - APHAA Alberta Public Housing Administrators Association
 - LACAA Lodge Activity Coordinators Association of Alberta
 - AMS Alberta Managers Society

2. IDENTIFIED WEAKNESSES OF THE CDHA:

- ❖ Limited funding for maintenance and upgrade of older buildings. As well, lack of funding to match government grants due to debt load from last addition
- ❖ Limited resources from government, which in turn increases the obligations of the taxpayers of the municipalities.
- ❖ Limited number of Supportive Living Suites, our facilities will never have the numbers required to make a profit nor the population to support it
- ❖ The buildings are aging, the Lodge was built in 1963, and one half of the Lodge still is the original building. The Manors were built in the 80's. Low Income Housing was built in the 90's.
- ❖ Minimum wage increase and changes to the Labour Standards Rules have a large impact to our budget, along with the Carbon Levy which downloads the extra costs to the Municipalities
- ❖ Programs and services have to increase to meet the expectations of the current and next group of client applicants. Technology pressures are becoming a required expense.
- ❖ Home Care services have decreased due to stringent AHS policies and procedures along with decreasing communications.
- ❖ Current economic downturn has affected our vacancy rate as many are not able to sell their homes and move into facility.
- ❖ Lack of good information exchange between Housing and Health for the well being of the Resident

3. IDENTIFIED OPPORTUNITIES FOR THE CDHA:

- Continue to provide good affordable housing for the region
- Resources, creativity, spirit
- Strong community support
- Gathering Room of the Paintearth Lodge is an asset for the community
- Well informed public, good communication to public, good perception of the Management Body
- We are innovative in developing new programs and with the addition have been able to host more educational activities for Seniors' of the community.
- Strong partnerships with provincial, municipal government and local agencies
- We have good people in both of the government departments we deal with. They are interested in helping us even though they have limited resources
- Fund raising opportunities. An excellent volunteer core among our Staff and Board as well as the community.
- Facilitate input from Residents, Tenants, Family, Staff, public
- Revisit the strategic plan on a regular basis

4. IDENTIFIED THREATS TO THE CDHA:

- ❑ Challenge of Government operating rules - \$322, increased Standards, etc. with no money to compensate
- ❑ Residents moving into Lodge have their health improve within the first 3 months 90% of the time, however we are still experiencing vacancies at a high rate due to economic uncertainty
- ❑ Our local Extencicare provides a complete service for the heavier care Seniors, however Lodge is concerned about our lack of capacity if heavier care people are downloaded into the housing system.
- ❑ Downloading costs on to the Municipality is increasing and has become a challenge making for high requisitions. Carbon Levy has increased the budget, along with higher wages.
- ❑ CDHA still had debt for next 3 years from 2008 upgrade
- ❑ Increased demands for increased services and modern amenities, yet the Lodge still has 18 rooms from the original build in 1963 which have had no renovations.
- ❑ Meeting the challenges of aging facilities and increasing technology
- ❑ Recruiting and retaining qualified employees while paying an increased minimum wage.
- ❑ Board Members can change every few years – can weaken forward direction. Speculation of centralizing Municipalities is ever present.
- ❑ As a small Management Body that struggles to maintain financial viability, the worry of being “absorbed” by larger Management Bodies that border our county is ever present.
- ❑ Loss of medical facilities and services means transportation issues and Seniors will leave the area for better options and not return
- ❑ Closing of our Paintearth Coal mine will mean job losses, families will move away, higher taxation rates on local ratepayers – a huge hit to our small Municipalities. Requisitions monies will be in jeopardy.

5. IDENTIFIED STRATEGIES FOR THE CDHA:

- Build, increase, improve and promote provincial government relationships with Management Body including but not limited to:
 - Long range funding plans by government for upgrading, modernizing and improving, our current facilities.
- Upgrade older portions of Paintearth Lodge with requests for government to consider 100% upgrade funding. Paintearth Lodge has three years left in a mortgage for our 2008 addition.
- Staff recruitment and retention strategies keeping in mind the budget constraints with minimum wage increases. We pay wages in the average range of ASCHA, offer a benefit plan, Health Spending Account and RRSP program.
- Work towards increasing client needs/expectations
- Continued strong municipal involvement along with continued support with agencies, associations, and families.
- Continual updating and a review of all policies. Handbooks are updated accordingly: Staff, Board Orientation, Residents and Tenants.
- Work towards a workplace that operates efficiently throughout all departments through a Operational/Human Resources review.

GOALS, STRATEGIC PRIORITY INITIATIVES, EXPECTED OUTCOMES AND PERFORMANCE MEASURES

2020-2022

Goal One: Lodge Program Sustainability

Strategic Priority Initiatives:

- 1.1. Financial Sustainability
- 1.2. Lodge Facility Upgrades

Expected Outcomes:

- 1.1. Lobby for Predictable Sustainable funding from Government which would lessen the impact on the Municipalities and would reflect the rural issues.
- 1.2. Lobby the Government for Capital Funding Forgivable Grants to renovate the older lodges.

Challenges and Opportunities:

The biggest challenge facing our organization is financial sustainability to meet the current debt load. The financial impact of Requisitions for our four Municipalities is becoming increasingly challenging. "Hold the line" budgeting is unachievable when we are faced with the minimum wage increase, the carbon levy, and the impending closure of the Paintearth Mine along with paying down the debt incurred from the 2008 addition until 2021.

We are unable to attain the necessary grants to do further upgrades to our 1963 Lodge as we are not able to meet the matching grant requirement. This is the number one factor of our vacancy rate. No one wants to live in the outdated, small rooms, which only have a toilet and sink. Further to that, we have virtually no technology services to offer and our dining room and kitchen area were not upgraded to accommodate the increase in Residents. Expectations are increasing and we need to be ready to offer such luxuries as a tub or shower!!

We are also seeing a back log within the Health system across Alberta in that we are keeping Residents in the Lodge system, who are needing more care, far longer than we should resulting in increased demands on Lodge staffing, building requirements, and Homecare Resources. This is a particularly hard on the rural population as we are limited in our choices for placement.

Goal One: Lodge Program Sustainability

Priority Initiative	Performance Measure	2020 Target	2021 Target	2022 Target
Financial Sustainability	Decreased Requisitions to all Municipalities	We will not see results until 2021 due to debt incurred from 2008 addition	Better Cost sharing between Government and Municipalities	Lobby for different funding models for Rural Lodges.
Lodge Facility Upgrades	Lobby Government for funding to upgrade the older 1963 Lodge rooms, kitchen, and dining room along with increased access to technology	Board and Management will be looking at funding sources and staying on top of the Government Plans and announcements	With the pending completion of the current loan, start reviewing costs/plans associated with a Renovation to the Lodge and secure funding	Start implementation of upgrades

Goal Two: Operational/ Human Resources Review

Strategic Priority Initiatives:

- 2.1 To evaluate Castor and District Housing Authorities processes and procedures to ensure optimal operations.
- 2.2 To make seamless changes to the operations in order to maximize efficiencies in all areas.

Expected Outcomes:

- 2.1 An updated Strategic Plan that not only reflects our commitment to Housing but to our operations and the communities we reside in.
- 2.2 Increased operating efficiencies, while maintaining excellent, well maintained housing.

Challenges and Opportunities:

For most organizations, change can be challenging. Castor and District Housing Authority, originally under Paintearth Lodge Foundation, has been operating for 56 years. We are one of the biggest employers within our County. We have 8 staff of 30, who have been with the organization over 25 years. Change can be scary for employees. As well, with our Senior Lodge population, (17 out of 52 Residents), are over the age of ninety. They can be very adverse to change.

Over the years we have worked with Interactions HR Solutions and have realized organizational success. Our continued working relationship has helped to ensure we are staying current with policy and legislation.

By continually improving and making change within our Operations, we shall see growth, vacancy issues decrease, and employment opportunities flourish.

Priority Initiative	Performance Measure	2020 Target	2021 Target	2022 Target
To evaluate CDHA processes and procedures to ensure optimal operations.	An updated Strategic Plan that not only reflects our commitment to Housing but to our operations and communities we reside in.	Continued implementation of the Strategic Plan	Evaluate the Plan in regards to our operations	Update and re-evaluate, and make necessary changes
To make seamless changes to the operations in order to maximize efficiencies in all areas.	Increased operating efficiencies, while maintaining excellent and well maintained housing.	Operations and HR review changes implementation	Evaluate the changes in accordance with our annual surveys	Update and review the Operations and HR systems.

APPENDIX A - HMB CORPORATE PROFILE

APPENDIX B - PROPERTY PROFILE

APPENDIX C - FINANCIAL BUDGET AND FORECASTS

APPENDIX D - CAPITAL MAINTENANCE AND RENEWAL

APPENDIX E – NOT INCLUDED – DO NOT HAVE