

# NORTH PEACE HOUSING FOUNDATION



## Business Plan

2020-2022

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## EXECUTIVE SUMMARY

The North Peace Housing Foundation (NPHF) is a management body established by Ministerial Order under the Alberta Housing Act to provide adequate and suitable housing in a variety of housing types that are accessible to low-income households in need.

Our organizational culture drives how we conduct ourselves in carrying out our Business Plan and in the delivery of our programs to the seniors, individuals, and families of the region. Our Vision, Mission, and Values guide us as we strive to achieve the organizational goals and fulfill our mandate.

### **Our Vision:**

*Everyone has a place to call home*

### **Our Mission:**

*To deliver quality, affordable, and supportive housing in healthy, safe, and inclusive communities*

### **Our Values:**

#### Honesty & Integrity

*Always demonstrate strong ethical & moral principles with clients, co-workers, colleagues, and the public.*

#### Compassion & Respect

*Consider and support the unique circumstances of our co-workers and our clients.*

#### Accountability & Excellence

*Achieve and maintain high standards of stewardship and fiscal responsibility.*

#### Collaboration & Teamwork

*Develop partnerships and relationships to achieve operational excellence.*

#### Innovation & Empowerment

*Encourage and reward creativity, welcoming ideas and acknowledging participants in this process.*

The North Peace Housing Foundation will carry out its mission through its five core business portfolios:

### **Senior Citizens' Lodge Program**

Basic room and board accommodation, supplemented with housekeeping, laundry, and recreation services. Both single and double occupancy rooms available. Single rooms vary in size from 205 sq. ft. to 510 sq. ft. Rates vary in accordance with room sizes and income.

### **Seniors Self-Contained Apartment Program**

One-bedroom apartments specifically designed for seniors. Rental rates based on 30% of household income, reviewed annually.

### **Family Housing**

Detached or semi-detached residential dwellings ranging from 2 to 5 bedrooms, with rental rates based on 30% of household income, reviewed annually.

### **Affordable Housing Programs**

Rental rates are set by the Housing Management Body in accordance with program guidelines but will be at minimum 10% below the market rate for the area in which the housing units are held, reviewed annually.

### **Rent Supplement Housing Programs**

Rent subsidies provided to low-income households renting in the private market. Rental subsidies are based on 30% of household income, reviewed annually. Maximum subsidies may apply.

On April 11, 1960, through the signature of the lieutenant governor in council, the North Peace Foundation was born. A provincial government initiative to construct fifty retirement homes for seniors brought the first lodge to this area in Berwyn. Through an agreement of 12 municipalities, the Foundation was established to oversee the operation of the Autumn Lodge. This inter-municipal co-operation, key to the success of the Foundation, is something that still exists today.

Over the last 60 years, the Foundation has taken on many challenges including entering new service areas, overseeing the construction and management of new apartment buildings for seniors, consolidating 7 housing agencies in the

North Peace, as well as taking on the management of homes for low to moderate income families and additional seniors' apartment units.

Through an expansion of the Del-Air Lodge in 1999 and the construction of the Harvest Lodge in Fairview in 2001, the Foundation increased the supply of senior supportive living units in the Peace by about 80 units, and now provides supportive housing options to over 225 seniors in the region; in 2007, the Foundation developed a subdivision in the hamlet of Cadotte Lake, delivering 8 manufactured homes to house families within that community; and, in 2013, the Foundation opened the doors to Garden Court, a new seniors affordable housing project on the west hill in Peace River.

The Foundation now manages a portfolio of senior and family housing units throughout the region totaling 632 units.

As a non-profit housing provider, North Peace Housing Foundation's goal is to maintain affordable rental rates for senior clients and ensure that those of modest income have access to safe, affordable, and well-maintained housing.

Much of the Foundations housing portfolio was built prior to, or in the 1980's, and requires significant ongoing maintenance and upgrades. Over the last several years, operational funding from the provincial government has been in a holding pattern, creating challenges in meeting that responsibility.

Substantial capital maintenance and renewal funding is being requested to allow the Foundation to improve the condition and curb appeal of its portfolio, significantly improving the marketability of available housing in the communities served.

In the following Business Plan, three overarching themes will emerge:

***Embrace Health Care in Property Development/Redevelopment***

The North Peace Housing Foundation will continue work on the redevelopment of their senior supportive housing portfolio to accommodate seniors with higher care needs, allowing the Foundation to serve a larger segment of the senior population. As part of this redevelopment, the Foundation will continue to optimize the use of assets to serve the changing needs of the seniors and design and redesign facilities to match expectations.

### ***Create a Mixed-Income Housing Model***

Secondly, the North Peace Housing Foundation will continue to adjust their Family Housing portfolio to create a mixed income model resulting in a sustainable housing program. This will be accomplished through a series of dispositions and redevelopments, and re-profiling a number of properties from social housing to market rate or near market rate units, improving revenue and increasing cash flow to reinvest in the social housing portfolio. Housing units will be better maintained, will have improved curb appeal to attract tenancies, and will result in an improved public image for the Foundation and for the programs we support.

### ***Focus on Stakeholder Communication and Engagement***

Lastly, the North Peace Housing Foundation will continue to consistently engage stakeholders and disseminate information to the public, improving communication of strategies, research, and data to support positions, vision, and the roadmap in which to reach goals. The Foundation will consistently circulate documents that will provide status updates on the main initiatives within their Business Plan and provide a forward-looking strategy to ensure the plans are realized.

## 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 July 8, 2020, Motion #

## PORTFOLIO PROFILE

The North Peace Housing Foundation is a management body created by Ministerial Order H: 062/95 (Exhibit 1) under Section 5 of the Alberta Housing Act, effective April 1, 1995. The North Peace Housing Foundation is considered a corporation as outlined under Section 6 of the Alberta Housing Act.

### **Basic Description of Business**

The function of the North Peace Housing Foundation is to provide sufficient and adequate accommodation in a variety of housing types, targeted to low and moderate-income seniors and families in need.

### **Products and Services**

North Peace Housing Foundation provides the following housing services:

#### **Supportive Living Accommodation**

Basic room and board accommodation, supplemented with housekeeping, laundry, and recreation services. Both single and double occupancy rooms available. Single rooms vary in size from 205 sq. ft. to 510 sq. ft. Rates vary in accordance with room sizes.

- **Del-Air Lodge** 49 units located in the Town of Manning
- **Harvest Lodge** 66 units located in the Town of Fairview
- **Heritage Tower** 82 units located in the Town of Peace River
- **Homesteader Lodge** 27 units located in the Village of Hines Creek

#### **Senior Citizen Apartment Accommodation**

One-bedroom apartments specifically designed for seniors. Rental rates based on 30% of household income, reviewed annually.

- **Autumn Villa** 8 Self-contained apartments in the Village of Berwyn
- **Garrison Manor** 46 Self-contained apartments in the Town of Fairview
- **Greene Valley Apartments** 20 Self-contained apartments in the Town of Peace River
- **Legion Court** 16 Self-contained apartments in the Town of Grimshaw
- **Legion Place** 8 Self-contained apartments in the Town of Grimshaw
- **Manning Seniors Apartments** 16 Self-contained apartments in the Town of Manning
- **Nampa Legion Manor** 12 Self-contained apartments in the Village of Nampa
- **Pioneer Village** 4 Self-contained apartments in the Hamlet of Worsley

## **Seniors Affordable Housing Program**

- **Garden Court Apartments**

63 Self-contained apartments in the Town of Peace River

44 Affordable/19 Market

## **Community Housing Program**

Duplex and townhouse style residential dwellings ranging from 2 to 4 bedrooms. Rental rates are based on 30% of household income, reviewed annually.

- 21 Community housing units in the Town of Grimshaw
- 81 Community housing units in the Town of Peace River
- 20 Community housing units in the Town of Manning

## **Rural and Native Housing Program**

Single family residential dwellings ranging from 2 to 5 bedrooms. Rental rates are based on 30% of household income, reviewed annually.

- 4 Rural and Native housing units in the Village of Berwyn
- 2 Rural and Native housing units in the Hamlet of Bluesky
- 1 Rural and Native housing unit in the Hamlet of Dixonville
- 9 Rural and Native housing units in the Town of Fairview
- 15 Rural and Native housing units in the Town of Grimshaw
- 1 Rural and Native housing unit in the Village of Hines Creek
- 3 Rural and Native housing units in the Town of Manning
- 3 Rural and Native housing units in the Village of Nampa
- 2 Rural and Native housing units in the Hamlet of St Isidore

## **Private Landlord Rent Supplement Housing Program**

Privately owned residential dwellings committed under contract to house modest income households. Rental rates based on 30% of household income, reviewed annually. The number of individuals that are served under this program is budget based and, therefore, dependent on the rent amounts and income levels of the approved applicants.

## **Direct to Tenant Rent Supplement Housing Program**

Rental subsidies available to tenants in private rental properties where rental rates exceed 30% of household income, reviewed annually. Subsidy is based on the difference between the rate paid and 30% of household income to a maximum established by the management body. The number of individuals

that are serviced under this program is budget based and, therefore, dependent on the rent amounts and income levels of the approved applicants.

### **Sustainable Remote Housing Initiative**

Single family residential 3-bedroom dwellings. Rental rates are based on 20% of household income, reviewed annually with all associated costs (heating fuel, water and sewer, electricity, insurance, and taxes) being paid by the tenant. Units are intended for sale to the tenants.

- 7 Sustainable Remote Housing Initiative units in the Hamlet of Cadotte Lake
- 1 Sustainable Remote Housing unit has been successfully paid in full by the Tenant; North Peace Housing is currently in the process of transferring title.

## INSTITUTIONAL CONTEXT

Subsequent to the Foundation's original charter dated 1960 and Ministerial Order H: 062/95 and pursuant to the current Ministerial Order No. H: 003/19 dated April 12, 2019, North Peace Housing Foundation is established as a Housing Management Body responsible for the provision of supportive and social housing programs within the geographical boundaries of the twelve member municipalities of North Peace Housing Foundation.

According to the Alberta Housing Act, and the regulations that accompany the Act, North Peace Housing Foundation operates 4 Senior Citizens' Lodges, Garden Court Affordable Seniors Apartments and by Agreement with the Province of Alberta (Alberta Seniors & Housing), manages 11 Seniors' Self Contained Apartment projects, plus, the region's Community Housing, Rural and Native Housing, Sustainable Remote Housing, Private Landlord Rent Supplement and Direct to Tenant Rent Supplement programs.

### THE BOARD OF DIRECTORS

The North Peace Housing Foundation Board of Directors is the governing body of the Foundation. It is comprised of 12 Directors each appointed by their respective council of a participating municipality. Council appointments to the Board are made for a term of not less than 12 calendar months.

The North Peace Housing Foundation's Board of Directors is not a Committee of Council, unlike other Committees of Council, which are created and/or authorized under the Municipal Government Act. The Board of Directors of North Peace Housing Foundation is created and authorized under the Alberta Housing Act. In fulfilling their obligation, it is expected that Directors support the mission, purpose, philosophy and vision of the Foundation and remain committed to the provision of supportive and social housing programs within the region and promote the same within the region served. Regular attendance and participation at meetings of the Board and Committees of the Board to which they are appointed, is a requirement placed upon each director.

### PARTICIPATING MUNICIPALITIES

- 
- Clears Hills County
- County of Northern Lights
- Northern Sunrise County
- Municipal District of Fairview #136
- Municipal District of Peace #135
- Town of Fairview
- Town of Grimshaw
- Town of Manning
- Town of Peace River
- Village of Berwyn
- Village of Hines Creek
- Village of Nampa

## PLAN DEVELOPMENT

In previous years, Management and the Board of Directors would typically hold their annual planning retreat in April where they would review the existing Business Plan, make necessary revisions, and ensure that the elements presented in the plan were still relevant. Unfortunately, the business planning process in 2020 has presented a unique challenge due to the COVID-19 pandemic and the Provincial State of Emergency.

Due to COVID-19 restrictions, rather than meet in person, the Board of Directors completed a Strategic Planning Survey that reviewed the current Vision and Mission Statements, Values and Beliefs, community vision (portfolio expansion, major maintenance, capital projects, etc.), organizational strengths and weaknesses, top 3 priorities, future vision including developments, obstacles to overcome, and core competencies/knowledge/skills required. The results of the Strategic Planning Survey are incorporated in this update to the 2020-2022 Business Plan.

Consultations have been ongoing between AHS and NPHF regarding any healthcare-related deficiencies in our area. Conversations are encouraged between AHS and NPHF team members, at all levels. Our mutual goal is the health and safety of our residents, including the most appropriate levels of care and supports.

NPHF's 2017 Seniors Affordable Housing Needs Assessment was used as a basis for many of the projections and forward-looking statements contained within this document.

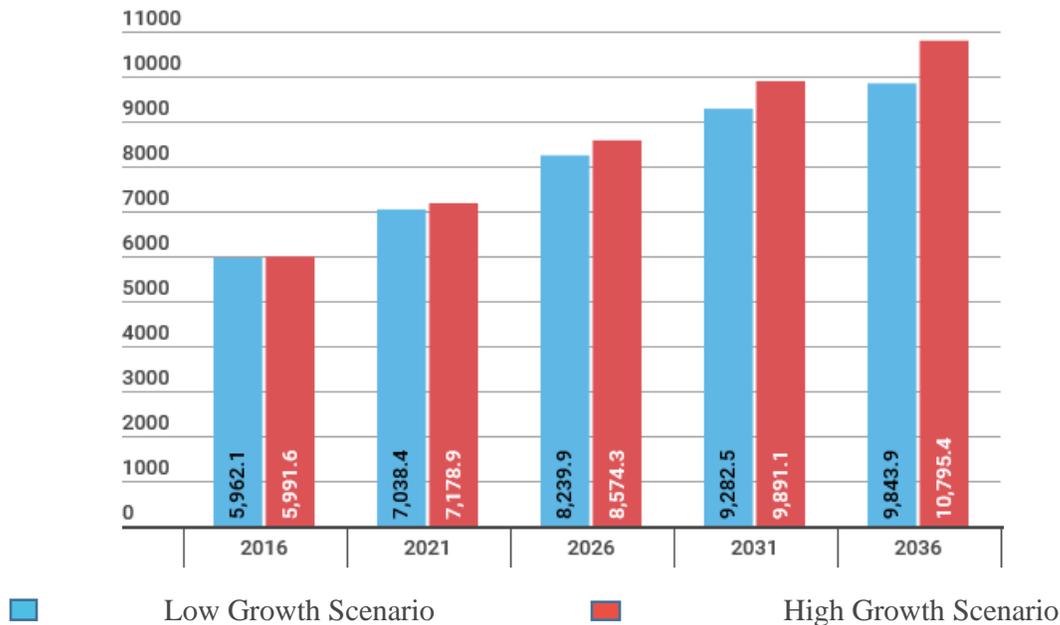
Communication and stakeholder engagement will continue to be a key activity of the North Peace Housing Foundation, incorporating ongoing project information, informing and engaging seniors in the communities throughout the region about the programs and services offered, and keeping member municipalities and the province regularly updated and informed.

## ENVIRONMENTAL SCAN

One of the most significant factors which will continue to drive North Peace Housing Foundation's decision making is the aging of the region's population, which is projected to more than double in the next twenty years from 3,450 in 2011 to 7,131 in 2031, an increase of 106.7%. Also, of note is that the oldest of the over 65+ group will be the fastest growing population segment. The group of seniors over 85, which is the base of the seniors in North Peace Housing Foundation facilities, will increase in size by 231% to over 1,350 people by 2031.

### CANADA'S SENIOR POPULATION 2016-2036

Population projections, in thousands, for persons aged 65 and over.



Source: Statistics Canada

Chart: HuffPost Canada

Demographics drive the occupancy rates in the Foundation's seniors housing units, and occupancy within the senior housing facilities range from very high occupancy areas to troublesome areas where vacancies persist. The aging of the region's population itself creates growth in demand and the migration patterns are trending towards more urban areas of the region, as seniors search for more choice in both services and housing options. Peace River has become a destination of choice for the communities to the south of the Peace region, as evidenced by a number of the tenancies at the Garden Court Seniors Apartments.

Manning, on the other hand, witnessed a sharp decline in their population between 2006 and 2011, which significantly increased the vacancies at Del-Air Lodge, our senior supportive living facility. However, the population stabilized in the most recent census period (2016), with the over-75 population beginning to grow again, but vacancies continue to persist. In Manning, the lack of higher care supportive living options has contributed to the vacancies in the lodge, as the suites do not conform to the standards to provide higher care services. Seniors requiring higher care are forced to find that care option in another community or wait placement from an acute care bed. Once the long term and acute care beds are full, the higher-level care residents are often kept at the lodge, with additional supports from Home Care in place. This adds to the difficulty in marketing the building to the younger, more independent senior, as they feel that the lodge is a nursing home and they are not at that stage in their life.

Seniors housing supply in Fairview is tight as the Harvest Lodge and Garrison Manor continue to consistently maintain a high occupancy level. Hines Creek Lodge occupancy continues to fluctuate from periods of high occupancy to periods where vacancies accumulate, often acting as the overflow of the Harvest Lodge, while seniors wait to transfer to their facility of choice.

Within the Family Housing portfolio, employment opportunity is a driver influencing occupancy levels within the different sub-regions of our larger geographic area. When the region's economy is churning out jobs, particularly in the oil and gas sector, the hype attracts a wide range of people in search of these higher paying jobs, but often times it is the lower paying service sector jobs that are vacant. With the economy hot, vacant rental properties become hard to find and rental rates jump, making housing unaffordable, particularly for those employed in the service sector of the economy. When the economy is weak, demand for housing that can improve affordability becomes more appealing, as families work to survive the downturn. The Foundation should experience an increase in demand when the economy is in decline. Vacancy rates in rental properties rise and landlords begin to offer incentives to attract and retain their tenancies. The Foundation will anticipate these responses and focus its efforts on improving curb appeal, marketing their product effectively and communicating to the public about the benefits of affordable housing

Historically, population growth and strong economic opportunities have translated into strong demand for the family housing properties in Peace River, but recently demand in Peace River has begun to decline and vacancies are building. This may be a result of the slowdown in activity in the area and resulting layoffs that are forcing people to relocate. Demand for homes in Grimshaw and

Peace River has continued to lag, with high vacancies in both of those communities. In the Fairview area, occupancy has remained consistent, as the supply of affordable housing units is relatively small, with the Bluesky units being more difficult to rent; the community has very few employment opportunities and often eligible applicants are limited by their lack of transportation to Fairview, the largest centre in close proximity.

Occupancy in Manning Family Housing portfolio has fluctuated somewhat over the last several years; the Foundation saw 12 of the 23 units rented in June of 2016, to 21 of the 23 units rented in June of 2018, to the current 16 of the 23 units rented. In recent years, through discussion with applicants, it was determined that there was a misconception that community housing units were only available to those individuals in receipt of income support benefits. In addition, there was a negative stigma attached to vacant units; they were presumed to be run down, both inside and out. Management in the Manning area has focused efforts on marketing the units and establishing strong relationships in the community; the dissemination of accurate information has had a positive impact. The result has been an increase in applications and the beginnings of a mixed income community. Many of the renters were, and continue to be, close to, or at, maximum rent. Typically, these successful tenancies are shorter term, with subsidized or near market housing being that in-between step, while in life-transition. The economy's decline has had an impact both with moving new tenants in and at the same time, losing tenants due to lack of job security. Manning is not in a growth pattern at this time, or in the foreseeable future, so the decision to renovate 4 Family Housing units into Senior's Affordable units, moving the laundry access to the main floor, has been timely and very successful.

Some of the more rural areas of the region have continued to express the need for senior housing options, with unique cultural or ethnic dynamics keeping these seniors close to family, with few migrating to other communities. As the community members age in place, the need to provide supports like housing increase as mobility and health decline in the senior population.

The Foundation will continue to monitor these trends and attempt to find ways to assist seniors of these more remote areas to maintain their connections to their family and other support networks in their community.

We hope to see investment in new affordable housing developments by the province, but with the backlog of maintenance and the very high need in the cities, support for capital initiatives in our region may be limited. The Foundation will need to fine tune their strategy, prepare development proposals so they are

“shovel ready”, and build reserves in preparation for an opportunity that may come over the course of time. Communicating effectively with local politicians, members of the legislative assembly from our region, as well as department staff can assist in keeping our projects top of mind when capital investment decisions are being made.

### **Client Groups**

The North Peace Housing Foundation serves the following client groups:

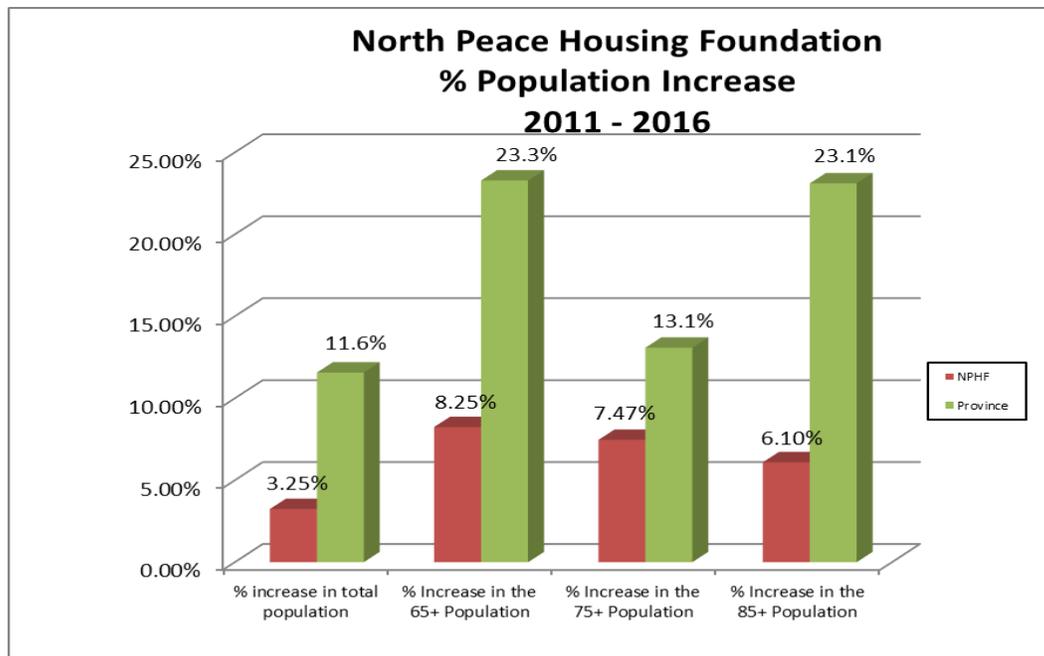
- senior citizens
- modest income households
- physically/mentally handicapped

### **Senior Citizens**

The North Peace Housing Foundation has been tasked with the operation and development of housing, which provides quality affordable accommodation for both independent seniors and those requiring housing with supports, such as housekeeping, recreation and food services.

The North Peace Housing Foundation operates in northwestern Alberta, where the 2016 population was recorded as 27,460, an increase of 3.25% from the 2011 census of 26,595. The rate of population increase for this region is well behind that of the province, which saw an 11.6% increase, and behind the country as a whole, which saw a 5.0% increase.

The percentage of seniors in the North Peace Housing Foundation area is slightly higher than the provincial average. In the Foundation's geographic area, 13.6% of the population is over the age of 65, compared to 12.3% of the larger Alberta population. The increase in senior population however lagged the province between 2011 and 2016, increasing only 8.25% compared to the provincial increase in senior population of 23.29%. The 75+ population in the NPHF region increased by 7.47%, comparable to the provincial increase of 13.09%. The region saw only a 6.10% increase in the 85+ age group, which significantly lagged the provincial increase of 23.11%.



It is not a new revelation that the need for seniors housing in Canada, Alberta and this region is becoming more and more of an issue. Many of the “baby boomers” are now moving into retirement age, and as this demographic moves through the upper age cohorts, the pressure to serve the needs of this population will be overwhelming.

The North Peace Housing Foundation projections would suggest that by 2031, in just 11 years, the region’s 65+ age group will increase by 75% to over 6,500 people, and the 75+ group will increase by 103% to 3,363 people. The largest increase will, however, be seen in the oldest age cohort, with the 85+ age group increasing by 132% in the next fifteen years from 433 people in 2016 to 1,005 people in 2031. By 2031, 1 out of every 5 people in the North Peace region will be over the age of 65.

Although these numbers appear staggering, the good news is the vast majority of seniors prefer to continue to live in their own homes as long as they can, either through the private rental market or in their own home in retirement. Only a small portion of the senior population will require and seek out more affordable housing options. As the costs of owning and maintaining their home exceeds their income, more affordable housing options will provide some relief to allow them to afford the other necessities of life.

In determining the demand for seniors’ affordable housing, the North Peace Housing Foundation uses current rental information figures from their property management database and is then able to determine market share within

each age cohort in each business area within the region. The total demand can be calculated for each area by adding the market share values from the cohorts together.

Each area has somewhat unique dynamics that drive the North Peace Housing Foundation's ability to capture market share. These include the age of the properties being marketed, the amenities within the facilities, visibility in the community, satisfaction level of the current clients, as well as competition within each market area. The presence of other service providers in some parts of the region has had a dramatic impact on facility occupancy levels. Market share of the oldest population cohorts is significantly lower in those areas where private designated supportive living providers have entered the marketplace. For example, 31% of the 85+ population from the Fairview area resides in the Foundation's supportive living facility, whereas only 20% of the 85+ Peace River area population, and 18% of the Grimshaw area's 85+ population reside in our supportive living option.

Decisions respecting the move to supportive living typically revolve around health concerns and the need to have supports that supplement the housing accommodation. However, these services must be available at an affordable rate or many seniors will be unable to access additional supports within their fixed income constraints. North Peace Housing Foundation is able to provide access to affordable rates regardless of income.

In the past, the Foundation has focused on the age group over 65, but with care shifting to the community, the younger senior (65–74) will make up only a small portion of the clientele (~7%) we serve. It is the two oldest age cohorts (75-84) and (85+) that will see the largest increase, and it is from these age cohorts where most Foundation clients are drawn. The 75-84 age group will grow by 140% from 2016 to 2041, and the (85+) age group will grow by 270%. By 2041, the region will have 1,602 people over the age of 85. The Foundation in conjunction with other health care and housing providers must work together to ensure the needs of this client group are met.

### **Modest Income Households**

Vacancy rates drive affordability and with ample supply, the Foundation must improve its curb appeal and increase its marketing to become more attractive to this client group. Landlords are introducing incentive programs to attract new tenancies and the Foundation must follow suit where they can. Unique ideas need to be developed to differentiate the Foundation from other providers and to carve out a solid market share. However, continuing to build a strong rapport with private landlords will be beneficial, not only in an information

sharing capacity, but also to discuss the benefits of our programs and the support that they can provide to eligible candidates.

Even when the economy is booming, a strong public housing presence provides our tenants employed in lower-paying retail or hospitality sector jobs with a quality, affordable alternative. These households can often pay more than 50% of their income for decent, well-maintained housing, and without an affordable housing presence in a community, households may be forced into poorly maintained properties that cost more to heat, thus compounding their financial dilemma.

The Foundation does not have any strong data to determine the future need within the North Peace area for family housing. The Foundation relies on application and wait list information, and data on the number of market rate renters in our properties. Application and wait list information is valuable in that it gives a good indication of what the current demand is but does little to project future need. Market renter data gives an indication of the excess capacity that is being carried. The Apartment Rental Vacancy Survey can provide the Foundation with emerging trends in the housing rental market. The province has undertaken a comprehensive housing needs assessment, which should provide added data to support the decisions of the Board of Directors and provide some insight into where the pressures are and why those pressure points have developed.

### **Physically/Mentally Disabled**

The physically/mentally handicapped face the same issues as other modest income households; however, their situation can often be compounded by a disability that makes their situation even more tenuous.

The physically or mentally handicapped individual has been served primarily through the Private Landlord Rent Supplement (PLRS) Program or the Direct to Tenant Rent Supplement Program, typically in one-bedroom apartments. The Foundation believes the Direct to Tenant Rent Supplement is an excellent housing program. Through proper controls, this program provides an extremely responsive tool to deal with changes within the economy that impact the availability of affordable housing.

Through the optimization of the assets under its management, the Foundation believes it can provide some further flexibility in the housing mix currently being managed. By converting the Greene Valley Apartments to 20 affordable housing units, it has the option of providing housing for those that do not meet the stringent criteria of the rent supplement programs. The Foundation also has

six accessible, 1-bedroom suites at Garden Court, which are available to handicapped individuals aged 55+.

## SWOT ANALYSIS

To assess and address high level risks to the North Peace Housing Foundation, the following SWOT (strengths, weaknesses, opportunities, and threats) has been developed.

STRENGTHS	WEAKNESSES
NPHF offers a wide range of facilities over a large geographic area	Lack of reserves for new builds or updating existing facilities.
Increased and improved communications and social presence.	Inadequate information to confidently quantify new builds.
Amazing, long-term, and dedicated staff.	Invisible Board: Board needs to be more involved in lobbying and marketing our product.
Wonderful staff who exhibit leadership, knowledge, and compassion.	Vacant key management positions adding to pressure on existing staff.
The right people are hired to staff our facilities; strong focus on client service and satisfaction.	Aging staff: There is a need to work on succession planning and cross training in many areas of the operation.
Creative solutions.	Lack of financial support from government including maintenance dollars.
Maintain a healthy and safe environment for our seniors and employees.	Lobbying for future projects as they are recognized.
A cohesive Board of Directors with an always improving relationship.	Lack of partnerships with privates.
Looking toward future expansion as the seniors' needs are recognized.	Lack of promotion: We need to showcase our very nice, comfortable accommodations!
Staff are provided necessary resources and supports so they can maintain safe/comfortable accommodations for our seniors.	Lobby MLA's at every opportunity; repeat key messages to cabinet ministers that the North cannot be left behind for funding and essential facilities.
Strong Leadership with a creative team approach.	Look for creative incentive for staff so they feel supported and confident that NPHF is a great place to work.
Management and staff are offered training and personal development opportunities.	Lack of parking space for seniors.
NPHF is not mandated to operate at a profit.	New Board members and lack of development and training.
Excellent working relationship between	

the Board and Senior Management.	
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<b>OPPORTUNITIES</b>	<b>THREATS</b>
Operational efficiencies – economies of scale and increased capacity.	COVID-19 and other possible outbreaks/pandemics and associated costs.
Capitalize on the region – a great place to work, live, play, and raise a family.	Lack of Government Funding spanning over years.
National Housing Strategy loan and Grant programs may provide ability to meet short term capital targets.	Working within AHS criteria/policies/procedures.
Training and education programs for administration and staff.	Depressed Economy.
Social Media and impact on reputation.	Local taxpayers are tapped out.
	Red tape and the added pressures on staff that follow.
	Social Media and impact on reputation.
	Loss of residents in the area due to job losses.
	Attracting and retaining staff.
	Changes in government and staffing creates uncertainty.
	Stagnant funding in the Rent Supplement Program fails to meet the required needs of our expanding waitlist.
	Deteriorating facilities in need of capital repair.

## GOALS, STRATEGIC PRIORITY INITIATIVES, EXPECTED OUTCOMES AND PERFORMANCE MEASURES

### Property Management

The North Peace Housing Foundation will continue to focus on its primary business, which is residential property and program management for the provincial government and Foundation owned assets in the North Peace region.

### General

To assist in the management of its facilities and to provide valuable information to the province, the North Peace Housing Foundation has incorporated property management software into its operations. This offers real time access to data from both a desktop and through mobile devices; the web-based operating system provides the ability to greatly enhance building operations, maintenance, and tenant management.

The Foundation is currently using the Yardi Voyager property management software to provide the province with all the information it requires, as well as provide the Foundation with a wealth of information to analyze, uncover trends, and assist in the effective management of assets. It allows management remote access to the system when doing tenant inspections, move-ins, and lease agreements on-site, as well as the ability to upload pictures to the database for each unit.

**In the next year, the North Peace Housing Foundation will upgrade the Yardi Voyager property management software from Version 6 to Version 7S.**

This will ensure the Foundation moves with the industry in terms of property management features, collection, and dissemination of data, and has support from the software provider and other Housing Management Bodies as part of the Yardi Alberta Housing User Group.



Once the implementation of the web-based payroll/Human Resources system and Yardi Voyager 7S property management software are complete, the Foundation will be in a position to offer shared administrative services to other management bodies in the area. These partnerships can evolve into additional support arrangements that build the capacity of the North Peace Housing Foundation, while providing needed administrative services to smaller management bodies in the region.

The Foundation will develop a comprehensive risk management plan using tools provided by the Alberta Public Housing Administrators Association and its contract with Non-Profit Risk Management Centre. This will include a comprehensive evaluation of assets under management to determine the appropriate level of insurance.

The Foundation has migrated the payroll processing and the property management functions to web-based systems, providing improved data protection and redundancy by having this critical data stored in cloud based off-site servers. In the last year, the Foundation has migrated to Office 365 for all critical positions, which ensures that all work documents are stored in the cloud, on Canada based servers.

Additionally, the Foundation has replaced older computers with current Windows 10 Professional units. The replaced notebooks have been reconfigured with Windows 10 and used in other positions throughout the Foundation.

To ensure operational continuity and data retention, the Foundation is instituting a system of additional on and off-site physical and cloud-based backups of all Office 365 documents and email.

To manage the programs and properties under its control, the Foundation must ensure that staffing levels are acceptable, and the workforce is adequately trained to deal with the changes to clientele. As the portfolio ages, more human resources need to be committed to the properties in order to have them kept up to expected community and provincial standards, and to prepare them for occupancy. Human resource management, therefore, is becoming more and more critical, particularly when the Foundation is faced with an aging workforce.

Over the next three years, the Foundation will continue to evaluate its current workforce, determine workforce requirements over the short, medium, and long term, and develop plans to fulfill the workforce requirements. This will include initiatives to encourage extension of the work-life of the current staff and the recruitment and retention of new workers. The Foundation must position itself as

an employer of choice, marketing itself as a great place to work, with opportunities for advancement and career growth. This must be done within the confines of scarce resource budgets from the province and increasing tax burden on municipal taxpayers. The Foundation will continue to review its labor allocations to ensure that the organization continues to effectively manage the programs it has been entrusted to manage, as effectively and efficiently as possible. The Foundation is aware that it operates in a high stress environment and must ensure that a healthy work life balance is fostered amongst its staff to create the most productivity when at work.

### **Seniors Housing**

The community of Cleardale has demonstrated that through community spirit, involvement and support impressive results can be achieved. Through the Cleardale Community Enhancement Society, the people of Cleardale have built a community owned and driven housing development for the seniors of the Cleardale area.

In October of 2015, Cleardale celebrated the completion of the construction of the first phase of the Cleardale Seniors Residence, which included 4, 1-bedroom units. Since that time, they have constructed the second phase of the project, an additional 6, 1-bedroom units for a total of 10 units, which opened in June 2017. The residents who currently reside in the complex are seniors who are of low income, receiving only their pension benefits. The North Peace Housing Foundation will continue to lobby the provincial government to assist these senior households by subsidizing their rent with the hopes of making their housing more affordable.



The North Peace Housing Foundation can assist seniors residing in this facility to improve their housing affordability by providing rent supplement through one of the provincial programs. Funding commitments are made by the province as part of the budget process, and if approved by the province, the supplement would reduce the monthly cost for lower income seniors. This would improve the quality of life for these area seniors, as it may remove the barrier to allow them to gain access to the Cleardale Seniors Home, which may otherwise not be affordable for them.

**The North Peace Housing Foundation will continue to advocate for an increase to the rent supplement budget available from the province to assist seniors in Cleardale, Alberta to maintain their accommodation at an affordable rate and allow them to remain in their community.**

Priority Initiative	Performance Measure	2020	2021	2022
Rent Supplement - Cleardale	% of Cleardale low income seniors who have access to rent supplement	15%	20%	25%

The Foundation's portfolio of seniors apartments continue to age, with most of these developments built between 1975 and 1991, with the majority built in the 1980s. The buildings have been very well maintained over the years, but the age

of some of the components, like cabinets, within the buildings require replacement. The pace at which these components are being replaced needs to be accelerated as the age and appearance of the suite, now over 40 years old, becomes a detriment in marketing our housing units to our senior population. Building exteriors require upgrades or repairs to keep the properties appealing to the public and to protect the building envelope from damage.

**Over the next three years, the Foundation will continue to do complete suite renovations within the senior apartments it operates so that all cabinets and plumbing fixtures are less than twenty years old in ten years.**

Priority Initiative	Performance Measure	2020	2021	2022
Suite Renovations – Seniors Apartments	% of cabinets less than 20 years old	40%	50%	60%

The North Peace Housing Foundation will continue to replace plumbing and electrical fixtures to be more energy efficient.

### **Family Housing**

Family housing units will require significant upgrades over the next three to five years, with most of the properties being in excess of thirty years of age. Exterior upgrades will include the replacement of siding and windows. Interior upgrades will include mechanical systems, cabinets, and plumbing and electrical fixtures.

**Over the next three years, the Foundation will continue to complete suite renovations within the family housing portfolio it operates, to meet our target of having all cabinets and plumbing fixtures be less than twenty years old in seven years.**

Priority Initiative	Performance Measure	2020	2021	2022
Suite Renovations – Family Housing	% of cabinets less than 20 years old	50%	60%	70%

## FINANCIAL PLAN AND FORECASTS

### Financial Plan

On a regular and ongoing basis, the North Peace Housing Foundation will review its capital reserve allocations in anticipation of the local capital contributions that will be necessary to move forward with the staged developments. Provincial and possibly federal capital funding opportunities will continue to play an integral part in any developments and much of the plan hinges on the Foundation gaining access to grant funding sources.

The North Peace Housing Foundation will continue to focus on strengthening their balance sheet by establishing restricted reserve allocations. These restricted reserve funds will be dedicated through Board of Director resolution to specific areas of the operation. These include a supportive housing maintenance reserve, a supportive housing capital replacement reserve, a reserve for replacement of capital components of the central office, and a reserve for replacement of major equipment.

Reserves that were built up over the years have now been used to either directly fund new land and building development, or in the case of the Garden Court Apartments, to be loaned to the project and returned back to reserves over the course of a 20 year term, with 14 years remaining. The sale of a portion of the land to Northern Sunrise County for the construction of the Peace River medical clinic allowed the North Peace Housing Foundation to recover some of the infrastructure costs that were invested as part of the Westview development area. Several other parcels will be divested of, either as part of a Foundation led development, or through the sale of property to others to develop. A total of \$552,203.13 was received for the land sold to Northern Sunrise County, with \$500,000.00 of that total used to reduce the Foundation's debt. We have estimated that approximately \$1.35 million will be recovered as part of the development of the lands within the Westview area over the course of the next few years. These additional funds will go a long way towards repairing the balance sheet of the Foundation.

Over the course of the next 12 months the Foundation will look at establishing reserves to ensure that the integrity of the balance sheet is maintained and that depletion of these resources cannot be done unless there are extraordinary circumstances that would warrant the use of the funds. Funds allocated to and from reserves would be an annual process carried out through resolution by the Board of Directors.

# CAPITAL PLANNING STRATEGY

## **Embracing Provisions of Health Care in our Supportive Living Facilities**

The Foundation completed an update of the Seniors Housing Need Assessment for the region and will use this document moving forward to plan its capacity building strategy. The assessment uses the 2016 census information, and followed the statistical models used in previous reports, to disseminate the emerging trends in the regional population. By projecting the scale of senior population growth, the report highlights the senior independent affordable housing and supportive housing needs into the future. From there, the Foundation can determine the needs of the various communities and develop their capital plan accordingly.

Support services will be taxed as the growth of the senior population will overwhelm government's ability to pay for these services. Support service charges will be transferred to the senior and the costs to remain in their own homes may become prohibitive. The North Peace Housing Foundation needs to position itself to provide an affordable option that provides the product seniors are looking for, and embraces supportive health provisions to allow them to age in a manner close to how they envisioned it would be. The vision and the mission of the Foundation will be fulfilled, bringing with it an enhanced sustainable supportive living program for our area seniors.

The needs of seniors in rural areas of the province continue to change as the population ages, but in many cases the dynamics of the rural areas create unique barriers for development of new housing options for area seniors. With the changes occurring in agriculture and the evolution away from small family farms and into large corporate farms, small rural communities struggle to remain viable. Population declines in some areas have had a devastating effect on small towns and villages. In Manning, the Foundation has witnessed this decline as vacancies in our facilities there continue to persist, causing facility deficits to mount. The cost to provide supportive housing options to a small client base in multiple locations can result in unmanageable operational deficits, particularly as the buildings age and cost for renovations mount.

Increasing the care component for clients to extend the length of stay is a key overarching strategy in re-modelling our supportive living program. This not only reduces the need for seniors to move multiple times as they move along the continuum of supportive living care, but it also reduces vacancies as the lodge

program can now provide the supportive living services to a wider segment of seniors.

Over the next 3 years, the existing Del Air Lodge will be redeveloped and redesigned to meet the standards required for higher care seniors thus expanding our potential client base. The plan, with the support of Alberta Health Services, will create a Rural Designated Assisted Living Program, in conjunction with the North Peace Housing Foundation, to provide the care the seniors require without dislocating them from their families and their support network. This will bring multiple benefits, from better utilization of provincial supportive living assets, to improved building economics and reduced deficits, as well as freeing up acute care spaces by providing a home for those seniors awaiting placement. Finally, it solidifies the client base for Home Care and North Peace Housing Foundation staff and maintains the employment of these much-needed care service providers.

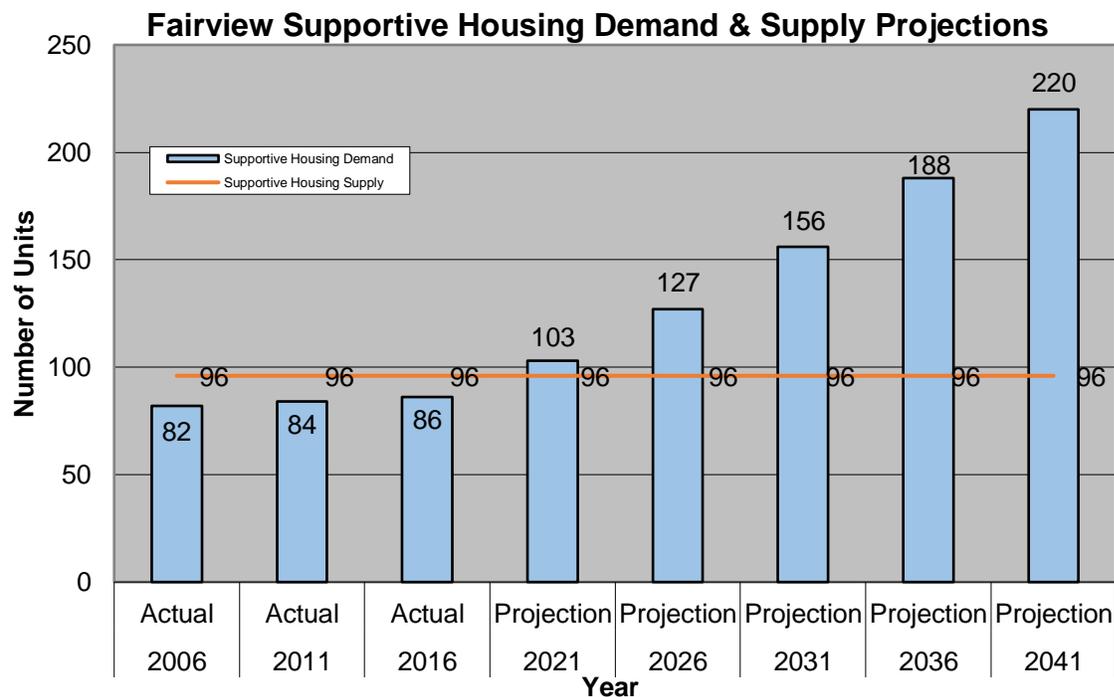
The new building will support higher care seniors to comfortably and safely live at Del-Air Lodge, while at the same time, through design, allow those more active and independent seniors to continue to enjoy their experience at the Del-Air Lodge.

**The North Peace Housing Foundation will continue to work with Alberta Seniors and Housing, Alberta Health and Alberta Health Services on the redevelopment of the Del-Air Lodge property to create a rural designated assisted living facility in Manning to bring higher care services to the seniors that live at the Del-Air Lodge.**

Creating scale within the portfolio allows us to build in the suite features and amenities that the seniors of today and tomorrow are looking for, including expanded suite sizes with a separation of living area and bedroom. It also includes designs that accommodate higher care seniors, providing an affordable housing option for those clients with more complex needs. This will delay, or even avoid, the need for a transfer to another site, or worse, a transfer to another community. A win-win situation is created by improving access to the housing options needed and at the same time, reducing vacancies by expanding the client base.

Our top capital development priority for the upcoming 3year period is to expand the supply of supportive living units in Fairview at the Harvest Lodge. The Harvest Lodge, over the course of the last 16 years has maintained an exceptionally high occupancy rate and has provided the residents of the Fairview area with high quality supportive living. Over the course of the last

several years, there have been times where a waiting list has begun to develop for supportive housing services in the Fairview area.



The Harvest Lodge clientele is, on average, a significantly older group than the other Foundation lodges, with the average age being 88 years of age. In addition, 30 of the 66 residents are 89 or older; that equates to 45% of the residents being 89+.

Waiting lists do not capture the many Fairview area seniors who require somewhat higher care and have fallen into the gap between the services provided in the North Peace Housing Foundation supportive living facilities and the Fairview Long Term Care Centre. An addition would include provisions to allow for higher care seniors to remain in the Harvest Lodge facility for longer, part of the Foundation's overall strategy to improve capacity and allow our seniors to age in community. Please see Exhibit 2 for the Harvest Lodge addition design.

**The North Peace Housing Foundation will construct a 35-suite addition onto the Harvest Lodge in Fairview in 2021 and will work with Alberta Health Services to bring higher care services to the seniors that live at the Harvest Lodge.**

By increasing the care level in its facilities, North Peace Housing believes it can recapture lost market share, reduce deficits in its facilities and redirect those

savings to new construction to improve capacity to meet the seniors housing needs in this region.

### **Creating a Mixed-Income Model for Family Housing Portfolio**

The North Peace Housing Foundation must also address the growing sustainability of the family housing portfolio. A combination of stagnant, or in many cases declining revenue, along with frozen levels of government funding for many years, has created deep maintenance deficits in many of the properties. Rather than repair units as they become vacant, the lack of funding has forced the North Peace Housing Foundation to choose housing units that require fewer resources to repair and leave those that are more heavily damaged. The process has been repeated many times over the course of the last 6 years and now these properties have become chronically vacant. As the list of un-rentable properties grows, so do the deficits of the portfolio, as the organization continues to pay for expenses related to these properties with no offsetting revenue. Money required for repairs to other properties is being spent on keeping the heat on in the vacant properties. It becomes a vicious cycle.

The Foundation has redesigned the family housing portfolio to introduce a mixed income model to create a more sustainable approach to housing low-income families. It has involved designating a portion of the properties to be rented at market or near market rates to fill vacancies in the region and boost revenues to provide additional resources to more effectively maintain the portfolio as a whole.

Within the Manning family housing portfolio, the Foundation has addressed the over-supply dilemma through a redesign of some of the existing family housing units to accommodate seniors in an affordable independent living option. The Foundation has, over the past four years, converted four vacant family housing units into an affordable option for seniors who wish to remain independent, but would like more space than an apartment can provide. The seniors are willing to pay near market rates, which bring the deficits from that area down. The Foundation provides the seniors with maintenance services, snow removal and lawn care, so their accommodation requires minimal ongoing maintenance on their part. The change in the area has been dramatic, as the mixed demographic and mixed income model has removed the stigma that the area once held. Families are finding the area more appealing and overall vacancy in the entire project now has approached zero. Three years ago, five of the fourteen units were occupied, now ten of the fourteen units are occupied.

The Foundation plans to convert two more of the units to accommodate seniors, bringing the total within the project to six. In addition, the Foundation has

designated the three single family detached dwellings for market based rental rates to create the balanced mix income model for the portfolio in Manning, with nine of the twenty three rental properties based on market or near-market rates. This will assist the Foundation in meeting the needs of the lower income independent senior, it will improve occupancy within the Manning portfolio, and it will improve the sustainability of the family housing programs in Manning.

A similar opportunity to build on this portfolio redesign exists in Grimshaw, where a number of homes that have been left vacant for years, are easily adapted to provide housing for independent seniors in Grimshaw to match the model in Manning. The Foundation has several chronically vacant properties, with small overall square footage, that are an excellent fit to create a mixed income, mixed demographic project for Grimshaw. Two units have been successfully converted into seniors' affordable properties and the third unit is in progress.

The Foundation proposes to convert one more of the small single-family detached dwellings and make it available to seniors still wishing to remain independent but would like a larger living space and can afford to pay near market rates.

The Foundation also proposes to designate seven other properties, five in Grimshaw and two in Berwyn as market-based properties. The combination would bring the total of market or near market rental properties for the Grimshaw area to a total of eleven.

Finally, the Foundation has been approved to sell a total of six of the area single family homes that have been chronically vacant and require significant investment to repair. This would bring the portfolio in Grimshaw down to a more appropriate size, totaling thirty-five units.

## Spruce Court Redevelopment



To maintain the proceeds from the sale of the properties it will divest, the Foundation must submit a proposal for a project that would replace those units sold. This could be part of the redevelopment of another property within their portfolio, or through new construction.

As the operating authority for the social housing portfolio in Peace River, the Foundation will work with government to plan the redevelopment of the Spruce Court neighborhood to create a renewed project which may include a mix of rental and ownership properties.

Built in the mid 1960's, Spruce Court consists of 15 duplexes, configured in a cul-de-sac in the north end of Peace River, conveniently located close to schools, recreation facilities and outdoor playground areas. The floor plans of the existing duplexes are no longer appropriate for the families seeking affordable housing in Peace River, and although these units have been adequately maintained through the support of the social housing maintenance budgets, they need more significant renewal and redevelopment to provide for clients of today. It would also see the construction of new row housing within the cul-de-sac that could possibly expand the capacity in that area, to replace capacity lost through the disposition of other assets in the region. Duplexes located within the cul-de-sac would need to be demolished and replaced with newly designed townhomes or stacked housing units with appropriate amenities to create a safe, comfortable, and inclusive community.

The Foundation would lead the redevelopment initiative, providing input on the overall project and unit design, looking to create functional housing options that tenants can take pride in. The North Peace Housing Foundation is seeking

planning funding in 2020 from the province to undertake a condition analysis of the entire development and assess the buildings for hazardous materials. The Foundation would then work to prepare a capital funding submission to the province for the spring of 2021. A formal request for proposal would be submitted for the entire redevelopment but could include partnership opportunities for a portion of the units and could lessen the cost of redevelopment.

Funding for this redevelopment proposal would come from a combination of the proceeds from the sale of chronically vacant properties and an investment from the provincial, or potentially the federal government. The North Peace Housing Foundation has been approved for the divesting of a total of fifteen properties that could support the redevelopment of this project.

### **Westview Condo Development**

It is well documented that the North Peace area will face the daunting task of developing appropriate housing for both seniors and those individuals with moderate income. In 2010, the Foundation acquired a piece of land on the west side of the Town of Peace River to develop a project that incorporated all levels of seniors housing with health services on the same land. The objective of this plan was to create a senior living campus where all inhabitants of the area have close access to support and health services (Exhibit 3).

In 2014, North Peace Housing completed the development of the first phase of the project, Garden Court Seniors Affordable Apartments. The 63-unit apartment building, with one and two bedroom units for low to moderate income seniors aged 55+, is made up of 53 affordable units and 10 market units, based on the Foundation's goal of introducing a mixed income model to create sustainability within the portfolio.

Phase two of the project includes a 12-unit condominium development for seniors on the site. Community input and support will see these projects through to completion as well. This phase of the development will commence in the fall of 2020 and will see the condominium project move to the planning phase, beginning with the selection of a focus group to be involved with the Foundation to ensure the product we develop meets the expectations of the seniors.

## STRATEGIC PLANNING

### Del-Air Lodge Reconfiguration

**The North Peace Housing Foundation will prepare for the reconfiguration of the Del-Air Lodge in Manning to a facility that provides Level 3 and Level 4 Supportive Living options. Construction planned for 2020.**

#### **Objective**

1. To provide adequate and suitable housing to senior citizens in need.

#### **Strategies/Actions**

- 1.1 Review demographic characteristics of the Manning sub-regions. **Completed.**
- 1.2 Determine and set seniors housing requirements for the Manning area and attempt to determine the required Level 4 supportive living demand for Manning by November 30, 2017. **Completed by Alberta Health Services.**
- 1.3 Begin discussions with Alberta Health Services to consider Del-Air Lodge as an alternative option for the placement of higher care seniors within the Manning area. **Completed.**
- 1.4 Prepare a funding request through the Business Planning process. **Completed.**
- 1.5 Architectural firm is secured by Alberta Seniors & Housing to prepare an Options Analysis Report by June 30, 2018. **Completed.**
- 1.6 Upon funding approval for the project, the architect and engineering consultants would prepare the construction documents for the project by fall 2020. **In Progress.**
- 1.7 Develop a communication strategy for the project to promote it locally and within the region.
- 1.8 Architect and the Board of Directors review and fine tune the drawings and have architect begin the preparation of tender documents. Board

of Directors review and approve tender documents by December 31, 2020.

- 1.9 Architects prepare the project for tender. Submit project for tender close date of March 31, 2021.
- 1.10 Commence construction by May 1, 2021.
- 1.11 Prepare a furniture and equipment budget for each stage of the project. Tender the furniture and equipment purchase to coincide with the completion of each phase of the construction.
- 1.12 Prepare a building start-up plan prior to the completion of each phase of construction.
- 1.13 Building phase start-up including assigning of resident suites.
- 1.14 Grand Re-opening.

### **Seniors Supportive Living Addition – Harvest Lodge**

**The North Peace Housing Foundation will prepare for the construction of a 35-suite addition onto the Harvest Lodge, the seniors supportive living facility in the Town of Fairview. Construction tentatively planned for the summer of 2021, pending approvals.**

#### **Objective**

- 2. To provide adequate and suitable housing to senior citizens in need.

#### **Strategies/Action**

- 2.1 Review demographic characteristics of the Fairview sub-region. **Completed.**
- 2.2 Begin preparations for a proposal through funding opportunities from the province of Alberta and make the submission in accordance to the grant proposal guidelines prior to application deadlines. **Completed.**
- 2.3 Select and secure an architectural firm and prepare a Design Development Report by October 31, 2017. **Completed.**

- 2.4 Architectural firm prepare the complete building design by December 31, 2020.
- 2.5 Submit an updated proposal to Alberta Seniors & Housing for inclusion in the Capital Plan by the May 31, 2021 Major Capital Project submission deadline.
- 2.6 Proceed with the selection of the engineering consultants for the proposed development by September 30, 2021.
- 2.7 Consultant will prepare an updated cost estimate for the building and the Foundation will begin the process of securing appropriate financing through the Alberta Social Housing Corporation, as well as the ATB Financial and our municipalities in the event other financing are unavailable.
- 2.8 Develop a communication strategy for the project to promote it locally and within the region.
- 2.9 Architect and the Board of Directors review and fine tune the drawings and have architect begin the preparation of tender documents. Board of Directors review and approve final construction drawings by December 31, 2021.
- 2.10 Architects have tender documents completed by January 31, 2022. Committee to review all tender documents prior to tender.
- 2.11 Prepare the project for tender. Submit project for tender close date of April 30, 2022.
- 2.12 Commence construction in June 2022.
- 2.13 Prepare a furniture and equipment budget. Tender the furniture and equipment purchase to coincide with the building opening.
- 2.14 Prepare a start-up plan and commission the new building.
- 2.15 Building start-up and grand opening.

## **Spruce Court Redevelopment**

**The North Peace Housing Foundation will prepare for the redevelopment of the Spruce Court family housing area through the demolition of all, or most of the 15 duplexes to prepare the site for the new housing development within the 78 Avenue cul-de-sac. Construction tentatively planned for the spring of 2022, pending approvals, and will be carried out in three stages over a three-year period.**

### **Objective**

3. To provide adequate and suitable housing to families in need.

### **Strategies/Action**

- 3.1 Review demographic characteristics of the Peace River and Grimshaw sub-regions.
- 3.2 Determine and set family housing requirements for the Peace River and Grimshaw areas by March 31, 2021.
- 3.3 Prepare a proposal to the Government of Alberta by June 30, 2021.
- 3.4 Retain architectural services to prepare an area development plan in consultation with North Peace Housing Foundation Board of Directors, the Government of Alberta and the Town of Peace River.
- 3.5 The North Peace Housing Foundation in conjunction with the Government of Alberta review the condition of existing housing stock at Spruce Court to test for asbestos and other hazardous materials at the site.
- 3.6 Review financing requirements. Consultant will prepare a cost estimate for the building and the Foundation will begin the process of securing appropriate funding from existing grant funding through the Alberta Social Housing Corporation under new affordable housing initiatives.
- 3.7 Architectural firm prepare the complete construction drawings by December 31, 2021.

- 3.8 Architect and the Board of Directors review and fine tune the site layout and have architect prepare tender documents for the first stage of the three stage development. Board of Directors review and approve final drawings and tender documents by January 31, 2022.
- 3.9 Prepare the project for tender. Submit project for tender close of March 31, 2022.
- 3.10 Develop a communication strategy for the project to promote it locally and within the region.
- 3.11 Prepare the site for demolition of the duplexes on the western boundary of the property, including the need to relocate any tenants in accordance to the Residential Tenancies Act.
- 3.12 Commence stage one construction in May 2022.
- 3.13 Prepare a start-up plan.
- 3.14 Building start-up and grand opening.
- 3.15 Relocate tenants from the existing duplexes to new townhouse units.
- 3.16 Repeat this process on the south section of the cul-de-sac in 2023, and the north section in 2024.

### **Westview Condo Development – Town of Peace River**

**The North Peace Housing Foundation will prepare for the construction of a 12-unit condominium development in the Town of Peace River. Construction tentatively planned for the spring of 2022, pending approvals.**

#### **Objective**

- 4 To provide adequate and suitable housing to senior citizens of the North Peace region.

## Strategies/Actions

- 4.1 Select a focus group to be involved with the Foundation to ensure the product we develop meets the expectations of the seniors.
- 4.2 Select and secure an architectural firm and prepare a Design Development Report by December 31, 2020.
- 4.3 Proceed with the selection of the engineering consultants for the proposed development by May 31, 2021.
- 4.4 Architectural firm prepare the complete building design by August 31, 2021.
- 4.5 Consultant will prepare a cost estimate for the building and the Foundation will begin the process of securing appropriate financing or investment through ATB Financial and our municipalities to act as lenders in the event other financing are unavailable.
- 4.6 Develop a communication strategy for the project to promote it locally and within the region.
- 4.7 Architects and the Board of Directors review and fine tune the drawings and have architect begin the preparation of tender documents. Board of Directors review and approve final drawings by November 30, 2021.
- 4.8 Architects have tender documents completed by January 31, 2022. Board of Directors to review all tender documents prior to tender.
- 4.9 Prepare the project for tender. Submit project for tender close date of March 31, 2022.
- 4.10 Commence construction in May 2022.
- 4.11 Prepare a start-up plan and commission the new building.
- 4.12 Building start-up and grand opening.

## **Communication Plan**

The North Peace Housing Foundation's communication and engagement strategy is of paramount importance in the region and in the communities in which it operates. The Foundation will continue to focus on stakeholder engagement exercises, the regular sharing of information to member municipalities, residents, tenants and the public, and engaging municipal and provincial politicians to support proposed projects.

The Foundation will also embark on a public relations campaign to enhance the image of the organization and highlight the accomplishments of the Foundation to the community. This will be carried out with a consistent, positive social media presence and participation in public events like trade shows, holiday celebrations and other events. It will involve financial and in-kind support and sponsorship of related community activities, with the hope that it will raise awareness of the Foundation and the programs it offers. Examples of such activities include public swims, ski passes and free skating sessions.

The Foundation will actively seek audiences with the region's MLAs and the Minister of Seniors and Housing to promote and advance the proposals in its Business Plan. The Board will arrange to meet with the local MLAs on a regular basis to present ideas and provide them insight into the housing issues that exist within the North Peace region. This, we believe, will generate their support, which will undoubtedly be required when applications under capital funding programs are reviewed.

The Foundation will create presentation materials to present to municipal councils and community based organizations to receive feedback and support for the initiatives outlined in this Business Plan. It will post its approved Business Plan on its website and prepare audience specific material to present to service clubs, seniors groups and other stakeholders to entice local interest in upcoming projects.

The Foundation is strengthening our internal communication and engagement with our residents and employees by instituting regular newsletters, meetings and additional methods of communication.

## CONCLUSION

Over the next 5-year period, the North Peace Housing Foundation will focus its efforts on a combination of improved property management and a property development program that increases supportive living capacity in the Town of Fairview, Grimshaw, and Peace River, and optimizes the use of assets in the Manning area. The Foundation will create additional supply for both affordable seniors supportive housing and affordable independent housing for individual adults, couples and families in need, and will enhance the much needed health supports in its facilities that will allow seniors to age in their community longer.

Property management is the primary business of the Foundation and over the next 3 years North Peace Housing will work to improve key areas of the property management function. The Foundation has set targets to replace key components of the housing units under its management to improve marketability and overall occupancy, and reduce deficits. The Foundation will work with the provincial government to ensure that assets under its management are properly maintained, and will continue to advocate for the resources that are necessary to accomplish these objectives. The North Peace Housing Foundation will work towards a mixed-income approach to create a more sustainable and publicly supported housing program for the region.

The Foundation will focus more of its efforts on communication and public relations activities to better inform stakeholders and clients of its plans to build capacity in seniors housing and in building a sustainable and supported family housing program for citizens in need.

With the support of member municipalities, the provincial government and the Foundation's Board of Directors, the North Peace Housing Foundation will strive to fulfill its mission:

*To deliver quality, affordable and supportive housing in healthy, safe and inclusive communities*

For additional information, or for inquiries regarding the North Peace Housing Foundation's 2020 – 2022 Business Plan, please contact:

Tammy Menssa, Executive Director  
North Peace Housing Foundation  
6780 – 103rd Avenue  
Peace River, Alberta T8S 0B6  
780-624-2055

# EXHIBITS

**EXHIBIT 1 - MINISTERIAL ORDER H: 062/95**

**EXHIBIT 2 - HARVEST LODGE ADDITION DESIGN**

**EXHIBIT 3 – WEST VIEW DEVELOPMENT DESIGN**

# APPENDICES

**APPENDIX A - HMB CORPORATE PROFILE**

**APPENDIX B - PROPERTY PROFILE**

**APPENDIX C - FINANCIAL BUDGET AND FORECASTS**

**APPENDIX D - CAPITAL MAINTENANCE AND RENEWAL**

**APPENDIX E - CAPITAL PRIORITIES**

**APPENDIX F - SURPLUS PROPERTIES**