

# Business Plan

# 2023-2025

Social Housing & Rent Supplement Operations



THE  
**BETHANY**  
GROUP

## **EXECUTIVE SUMMARY**

The top three priorities of The Bethany Group for their Seniors Lodge, Social Housing and Rent Supplement Operations are:

1. To support the concurrent application with the Lacombe Foundation, to receive Capital funding to replace Parkview Manor as Phase One of the Lacombe Lodge site redevelopment project.
2. To secure capital maintenance funding for the provincially owned social housing portfolio to ensure the properties are safe, secure and comfortable for their remaining useful lives. The updated request for maintenance is at \$10,747,000.
3. To develop a marketing plan for lower occupancy buildings, including units in The City of Wetaskiwin and the Town of Hardisty.

## **ACCOUNTABILITY STATEMENT**

This business plan was prepared under the direction of the Board of Governors of The Bethany Group in accordance with legislation and associated ministerial guideline, and in consideration of all policy decision and material, economic or fiscal implications of which the Board is aware. This business plan is for the Social Housing and Rent Supplements directly operated under Ministerial Order pursuant to the Alberta Housing Act and was approved by the Board of Directors on June 23, 2022.

## **THE BETHANY GROUP PROFILE**

The Bethany Group operates Social Housing and Seniors Lodges pursuant to the Alberta Housing Act under the purpose to enable the efficient provision of a basic level of housing accommodations for persons, who because of financial, social or other circumstances require assistance to obtain or maintain housing accommodation.

The Bethany Nursing Home of Camrose, operating as The Bethany Group, was originally established as a not for profit society in 1922, then was established as a public body in 1966 through the Bethany Nursing Home of Camrose Act under Provincial Legislation. In 1994, The Bethany Group was established through Ministerial Order as a Public Housing Management Body under the Alberta Housing Act for the purposes of operating social and affordable housing in Central Alberta. The Bethany Group is also named Administrator under Ministerial Order for Camrose & Area Lodge Authority, Wetaskiwin & Area Lodge Authority, Lacombe Foundation, Parkland Foundation and the Flagstaff Regional Housing Group.

The Bethany Group provides Specialized Long-Term Care, Traditional Long-Term Care, Designated Supportive Living, Home Care, Day Programs, Life Lease, Affordable Housing, Seniors Lodge, Seniors Self

Contained Apartments, Community Housing, and Rent Assistance Benefits to over 2,000 households in 30 communities across Central Alberta.

**Resident Profile and Waiting Lists** - The Bethany Group is currently serving over 3700 Albertans in the social housing, affordable housing, Rental Assistance Benefit and Seniors Lodge programs. Waiting lists vary by community. Seniors Lodges are experiencing higher than average vacancy rates, with some move-in hesitancy related to pandemic concerns.

**Staffing Profile and Organizational Structure** - The Bethany Group directly employs 660 staff with a total full-time equivalent count of 439.77. These employees support all Health Care and Housing operations, and include Camrose and Area Lodge Authority and the Wetaskiwin and Area Lodge Authority. Staff of our other housing management body partners are employees of their specific HMB.

**Financial Profile and Budgets** - The Bethany Group provides full financial services and reporting for the organization, as well as our Housing Management Body Partners. Schedule C of this business plan is provided for the operations of the units administered under the Ministerial Order of The Bethany Group. Business plans have been submitted separately to the Ministry as approved by the Board of Directors for Lacombe Foundation, Camrose and Area Lodge Authority, Wetaskiwin and Area Lodge Authority, Flagstaff Regional Housing Group, and Parkland Foundation. In 2022, The Bethany Group received \$262,423 of funding to support social housing operations, \$1,147,000 for the Rental Assistance Benefit and \$135,212 from the Lodge Assistance Program for Bashaw Meadows Lodge.

## INSTITUTIONAL CONTEXT

The Bethany Group continues to develop strong relationships with communities and the partner Housing Management Bodies. Additionally, the Bethany Group is a member of two industry associations; the Christian Health Association of Alberta and Alberta Seniors Communities and Housing Association. Senior leaders in the organization are members of the Alberta Public Housing Administrators Association.

## PLAN DEVELOPMENT

Membership on The Bethany Group Governing Board is guided by the Bethany Nursing Home of Camrose, Alberta bylaws and charter which states the members may be recruited from the communities served by the Corporation.

Activities undertaken by the Board in development of this plan:

- > Governing Board Strategic planning session January 2022
- > Consultation with all partner Housing Management bodies on the building and programs in their communities and review of local support documentation.
- > Business Planning Session with Governing Board May 26, 2022

The Bethany Group has been actively participating in the following initiatives:

- > Facility Based Continuing Care review with the Continuing Care Alliance
- > ASCHA Affordable Housing Task Force

## **ENVIRONMENTAL SCAN AND STRATEGIC CONTEXT**

The primary impacts on the strategic environment are:

- > Recovery from the Covid 19 pandemic (Organizationally and the community at large)
- > 2021 Stronger Foundations Affordable Housing Strategy
- > Participation in the ASCHA Affordable Housing Strategy Task Force
- > 2021 Facility Based Continuing Care review
- > Participation in the FBCC review/Continuing Care Alliance
- > Bill 11 Continuing Care Act 2022 and participation in associated regulation development
- > Availability of Affordable Housing
- > Inflationary Pressures on organizations and individuals
- > Household Income and Housing Affordability
- > Market Housing Conditions
- > Recovering Provincial Economy
- > 2017 Federal Housing Strategy
- > Aging population and home care shift
- > Local Demographic Information
- > Provincial Election 2023

## **STRATEGIC RISKS AND OPPORTUNITIES**

The primary impacts on the strategic environment for The Bethany Group are:

- > The Bethany Group is an experienced provider of supportive services in health and housing.
- > Strong relationships with partner HMBs have been developed with a strong understanding of the unique needs of rural Alberta. Collaborative approaches been able to leverage economies of scale and efficiencies.
- > Aging population and above average Senior's population in The Bethany Group service area, putting pressure on existing facilities.
- > The age, condition and functionality of the Social Housing operated by The Bethany Group and the impact to meet the needs of current and future clients.
- > High demand and wait lists for community housing for low income families. Area market housing rates increasing.

- > Projected Capital Maintenance funding for 2023/2024 and 2024/2025 is \$420,000.
- > Vacancies in smaller rural areas and high demand in the urban communities of Camrose, Lacombe and Wetaskiwin.
- > No anticipated increases in operating budgets over the next three years, portfolio needs to managed under current funding .
- > Ability to utilize The Bethany Groups strength and experience in the continuing care system to enhance the sustainability of the social housing and lodge programs though a transformative approach to care and service.
- > Increased lodge vacancies in the past two years, driven by pandemic mitigation measures.

## STRATEGIC PRIORITIES

The Bethany Group has identified the following strategic priority areas:

1. Investing Now and For the Future
2. Integrated Housing and Supports
3. Successful Transitions and Aging in Community
4. Fair and Flexible
5. A Sustainable System

This business plan is developed in keeping within the Purpose of the Alberta Housing Act and the obligations of the Board of Directors of The Bethany Group pursuant to the Management Body Operation and Administration Regulation.

## OUTCOMES, KEY STRATEGIES AND PERFORMANCE MEASURES

### Outcome One: INVESTING NOW AND IN THE FUTURE

Housing Accommodations operated by The Bethany Group will meet or exceed minimum housing standards and options to meet demands for new housing supply will be explored

### Key Strategies:

- 1.1 Increase the Supply of Affordable Housing
- 1.2 Improve and Maintain the condition of existing affordable housing

## Performance Measures and Indicators

- The Provincial Government, through the Housing Capital Plan, will invest up to \$ 2.14 million per year in each of the next 5 years to support the items requested under the 5 Year Capital Maintenance and Renewal List as submitted to the Ministry of Seniors and Housing, including items to increase energy efficiency. The 2022 total request is \$ 10,746,916.
- As part of the overall Lacombe Lodge redevelopment proposal, that Capital Funding will be received from the Provincial Government for the replacement of 49-year old Parkview Manor.
- The Bethany Group will collaborate with and support any municipalities or organizations that are leading a community needs assessment process to develop a business case for new local affordable housing or supportive living projects.
- All capital projects completed in accordance with approved standards, scope and specifications; on time; and on budget.

## Outcome Two: INTEGRATED HOUSING AND SUPPORTS

Residents of Housing Accommodations and services offered by The Bethany Group have the tools they need to enable successful occupancies and to live independently with or without community-based services.

### Key Strategies:

2.1 Enhance Integration with Community Support Services

## Performance Measures and Indicators

- The Bethany Group participates in FCSS/social services based interagency activities in each of the key community hubs within the service area.
- TBG will engage with and survey residents to identify improvement opportunities and to identify successes.
- TBG will participate in Quality Improvement Initiatives, such as Meal Time Experience.
- The Bethany Group will monitor applications to the RAB program to track need that may be better suited for the TRAB program.
- The Bethany Group will participate in the Home Care Path Forward program and identify opportunities to provide additional health and community services to housing clients.

## Outcome Three: SUCCESSFUL TRANSITIONS AND AGING IN COMMUNITY

The operations of the housing accommodations and support programs offered by The Bethany Group allow residents to easily access services that enable them to be affordably and safely housed, as well as successfully transition out of the system when necessary or able.

### Key Strategies:

- 3.1 Enable transitions through the continuum of housing and supports.
- 3.2 Support the desire of Albertans to age in their community

### Performance Measures and Indicators

- Working with Member communities, The Bethany Group will identify building projects for alternative and innovative approaches that improve occupancy and meet local community needs, such as Parkland Manor in Hardisty.

## Outcome Four: FAIR AND FLEXIBLE

The operations of the housing accommodations and support service programs offered by The Bethany Group are flexible and responsive to meet resident needs.

### Key Strategies:

- 4.1 Modernize the regulatory framework to support equitable treatment and housing stability.
- 4.2 Improve System access and navigation.
- 4.3 Promote enhanced understanding of and coordinated response to rural and urban needs.

### Performance Measures and Indicators

- Implement the changes to the Alberta Housing Regulations updated April 1, 2022.
- The Bethany Group will evaluate costs related to inflationary pressures and will maximize revenues and stabilize expenses where possible.
- The Bethany Group, alongside their Housing Management Body partners, will actively participate in the Lodge Program review, currently forecast to occur in 2023.

## Outcome Five: A Sustainable System

The financial operations of The Bethany Group are sustainable based on predictable funding, stewardship and innovative funding models, including mixed market rental options within the portfolio.

The Governance Model of The Bethany Group is sustainable based on competency and collaboration.

## Key Strategies:

- 5.1 Support operational and environmental sustainability of affordable housing projects.
- 5.2 Partner with other governments to support a sustainable system and meet the housing and support needs of Albertans.
- 5.3 Improve the knowledge of the housing and support needs of Albertans.

## Performance Measures and Indicators

- The Bethany Group will develop a plan to meet the Competency Based Boards requirement, including educational supports for board members.
- Administrative costs for TBG Social Housing portfolio will be at, or below, provincial benchmarks as provided annually by the Minister of Seniors and Housing per the Audited Financial statements
- Achieve 95%, or better, occupancy, for all social housing and affordable housing units operated under this plan.
- Address overall lodge vacancies by developing a marketing plan for seniors' lodges in the portfolio.
- Develop a marketing plan for SSC and social housing units focusing on communities experiencing vacancy rates of 15% or greater.
- The Bethany Group will advocate for changes to the Lodge Assistance Grant program to be more consistent and predictable and to better reflect the needs of rural lodges.
- The Bethany Group will advocate for local projects based on identified community need, innovation in the delivery model, reflection of the unique needs of rural communities and collaboration with other organizations and levels of government.



## **APPENDICES**

- **Appendix A - Housing Management Body Corporate Profile**
- **Appendix B - Property Profile**
- **Appendix C - Financial Budget and Forecasts**
- **Appendix D - Capital Maintenance and Renewal**
- **Appendix E - Capital Priorities (See Lacombe Foundation submission)**
- **Appendix F - Asset Management (no submission)**
- **Appendix G - Capital Assets Questionnaire**