



Grande Spirit Foundation BUSINESS PLAN

2023-2025

Alberta  Seniors and Housing

March 2022

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EXECUTIVE SUMMARY

Grande Spirit Foundation is respected locally and provincially for providing safe affordable housing to area residents for over 55 years. Originally established as a non-profit organization in 1960, Grande Spirit Foundation (GSF) has been recognized as a Regional Public Housing Management Body under the Alberta Housing Act since 1994.

Representing 11 municipalities with a Board of Directors made up of mayors, reeves and councilors, Grande Spirit Foundation owns and manages five seniors' lodges along with various seniors' apartments and family housing units throughout communities in our region for over 1700 residents. GSF also provides rent subsidy programs targeted to families and individuals of modest income on behalf of the province of Alberta. GSF is proud to provide affordable housing options as well as supported housing for senior citizens unable to live independently.

GSF is guided by our values:

- we believe everyone should be treated with dignity, compassion and respect.
- we aspire to the highest standard of integrity, honesty and professionalism.
- our common-sense approach encourages a positive, safe environment for all residents, staff, volunteers, and visitors.

The Grande Prairie area is made up of vibrant, growing communities, with diverse industries including Forestry, Agriculture and Oil & Gas.

Over the year as a non-profit housing provider, GSF has built a reputation for providing quality, affordable housing, and services. Additionally, the Foundation is very proud of its knowledgeable, experienced staff. Their dedication and commitment to the residents and their families is evident by the positive and home feeling atmosphere in our facilities.

GSF holds a Certificate of Recognition (COR) through our staff dedication into our Health and Safety program that allows GSF to continually ensure high levels of safety for all staff and residents in our facilities.

GSF also holds Alberta Health Compliance and Monitoring licensing in all our Seniors Lodge facilities. Staff work closely with provincial inspectors to ensure we are above the grade required.

Our Board of Directors ensures operations are guided by comprehensive policies and procedures. Our staff are proficient with our locally supported administrative systems. Seniors in our lodge facilities have access to 24-hour supports from Alberta Health Services through Home Care. Partnerships are established to develop long term relationships with community agencies, vendors, contractors, professionals, and stakeholders and we hold strong support from both municipal and provincial levels of government.

For 2019, a Need and Demand Analysis was completed for our entire regional area. The report indicates the need for affordable accommodations for families and seniors as high need to assist with over 2500 people currently in or under core income threshold. Our waitlist continues to reflect this need with over 300 continually awaiting affordable and social accommodations.

GSF continues to support the Spirit River continuing care project and is pursuing a 26-unit self-contained apartment to provide needed accommodation to the area. The project is estimated at \$7.5 million and expected to be part of a “community of care” for this area. We are excited about both projects and looking forward to the opening for both.

In the Beaverlodge, Amisk Court is a provincially owned, 60-unit senior's self-contained apartment that offers an optional mid-day meal to residents Monday through Friday. GSF has Amisk listed as a high priority project with a request to remove old sections and renew with new lodge units. Looking into future, the Town of Beaverlodge is engaging into a private/public partnership to build a new health complex. This new facility will be located on 20 acres at the east side of the town with highway access and exposure. The project is expected to open opportunities to other accommodation and/or facilities that act to support these centers in a Campus of Care setting, offering different levels of care. Grande Spirit has participated within the initiation and early planning stages of the project and

is looking forward to supporting future facility opportunities that are presented that may require assets transferred to assist project equity.

Smith Lands were earmarked by the City of Grande Prairie for future affordable housing units (new construction). This parcel of lands is capable of housing over 160 units. GSF will be collaborating with the City of Grande Prairie to identify partners such as Alberta Seniors and Housing, CMHC, and private investment for this new build. The city has provided GSF with capital funds and housing units to assist creating needed equity to start into this project with the overall project cost over \$47 million to construct.

Supporting DeBolt, we have purchased two duplex modulars to provide four (4) units for DeBolt. We hold expectations to purchase two more new duplex buildings to replace the eight (8) provincially owned units that were condemned. The project requires an additional \$1.28 million for completion with local fundraisers working on raising \$350,000 of this amount.

In 2022, Grande Spirit Foundation's board of directors added Grovedale to our listing of major capital projects. The current vision is some type of accommodations for seniors. GSF administration will be investigating project options with the MD of Greenview as well as gathering input from the community to shape the project while pursuing options for capital funding, land(s), any operating agreements, and an operations budget model required to move the project forward.

Grande Spirit Foundation will change substantially over the next five years as demand for more facilities continues and internal demands for capacity increase the need to support our portfolio(s) from an analytical perspective. As per our boards strategic plan to create "sustainability" through strong analytical data/information that provides future strategic reporting, staff are working to source management software that can provide this level of information. GSF expects to have management software in place in 2023 and payroll systems in 2023/24. Under future sustainability, GSF, through our works within the Smith Lands project, will investigate renewable energy options and capital programs

intended to fund these projects. The findings from review of renewable energy will also be considered for other GSF owned facilities to bring GSF into long term sustainable energy usage and reduce our future footprint on the environment.

Our board's strategic plan highlights moving through review of our governance (bylaws/policies), support to continuing care projects for the regional area, and sustainable growth that is focused on the long term for our organization. All of which designed to move Grande Spirit Foundation forward with key partnerships within projects, security of the projects we consider and a transition of our organization to leverage capacity through re-organization to strengthen sustainability.

Grande Spirit Foundation is looking forward to the provincial government moving forward with the Affordable Housing strategy to provide properties that no longer meet the needs of our communities or clients and allow these properties to be considered for leveraging of project partnership(s) within agreements that provide construction of more new affordable housing units for our region.

Grande Spirit Foundation will also be called on to address the needs of the senior population in the Beaverlodge and Spirit River areas to ensure they are able to enjoy their senior years in their community while the City of Grande Prairie will draw on our expertise as they move forward to address the affordable housing needs of the City.

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 motion #1379 on June 24, 2022; **RESOLUTION # 1379 – Moved by E. Garrow to approve the 2023 – 2025 Business Plan as presented.**

CARRIED

PORTFOLIO PROFILE

The Grande Spirit Foundation “GSF” is a Housing Management Body of the Alberta Government under Ministerial Order #H:091/94. The Grande Spirit Foundation is led by an 11-member Board comprised of one representative from each of its contributing member municipalities. GSF operates in Grande Prairie, Spirit River, Beaverlodge, Sexsmith, Rycroft, Wanham, Eaglesham, LaGlace, Wembley, DeBolt, Clairmont, and Bezanson.

GSF’s mandate is to provide safe, affordable housing and support services to low to moderate income seniors, families and individuals.

Our mission statement:

“We provide quality housing that serves the needs of our seniors, families and individuals.”

- GSF owns and operates 5 lodges with 427 rooms.
- GSF manages Alberta Social Housing Corporation (ASHC) owned facilities;
- 15 senior apartment buildings with 278 suites,
- 55 direct rental family housing units.
- We currently administer \$2.5 million annually through provincially funded Rent Supplement Programs.
- GSF manages a 70-unit affordable building and 17 wheelchair accessible rent geared to income (RGI) units for local non-profit group, Grande Prairie Residential Society.
- Grande Spirit Foundation also manages a 40-unit affordable housing building for the City of Grande Prairie. This facility was constructed through an affordable housing grant as well as revenue from the sale of properties that had been transferred from the Province to the City. The City of Grande Prairie serves as the community-based organization (CBO); Grande Spirit Foundation plays an active role as member of the Community Advisory Board on Homelessness.

- Major Capital accomplishments include
 - two additions to Wild Rose Manor; 25 units in 2003, and 16 units in 2010
 - 24-unit expansion to Amisk Court, an ASHC owned senior’s apartment in Beaverlodge, completed in 2011.
 - “Lakeview” in Clairmont with 150 units opened in 2017, increasing capacity by 72 lodge units and 78 senior apartment units.
 - High speed fibre installation at four of our seniors’ lodges 2021

INSTITUTIONAL CONTEXT

The board of directors of the Grande Spirit Foundation is made up of 11 member municipalities and appointed by their perspective councils to our board.

- City of Grande Prairie
- County of Grande Prairie
- MD of Greenview
- Saddle Hills County
- Birch Hills County
- Town of Spirit River
- MD of Spirit River
- Town of Sexsmith
- Town of Beaverlodge
- Town of Wembley
- Village of Rycroft

Additional key partners for Grande Spirit Foundation

- Friends of the Grande Spirit Foundation
- Alberta Seniors and Housing
- Rotary Club of Grande Prairie
- Alberta Health Services – Home Care
- Grande Prairie Volunteer Services Bureau
- Chamber of Commerce
- Assured Income for the Severely Handicapped (AISH)
- Grande Prairie Residential Society
- Grande Prairie Seniors Outreach
- Worker's Compensation Board (WCB)
- Canadian Union of Public Employees (CUPE)
- Continuing Care Safety Association (CCSA)
- Municipal Affairs
- Hythe & District Pioneer Homes Advisory Committee
- Mountain Plains Community Services Society
- Center Point Facilitation
- Heart River Housing
- North Peace Housing Foundation
- The Evergreens Foundation
- Alberta Public Housing Administrators' Association (APHAA)
- Alberta Municipalities
- Alberta Seniors & Community Housing Association (ASCHA)

PLAN DEVELOPMENT

- This plan is developed in requirement for GSF policy and Alberta Seniors and Housing requirements for HMB's.
- GSF's Chief Administrative Officer received business plan templates from Alberta Seniors and Housing in 2022.
- In December 2020, GSF completed the SWOT analysis attached with this plan.
- GSF staff completed this 3-year Business Plan from May to June, as per Alberta Seniors direction and with the input of various staff and board of directors.
- In December of 2020 staff and board members completed a 5-year strategic plan.
- A review of this business plan was further completed by GSF board in May and June of 2022 and approved for submission to ASH.
- Further items supporting development of this plan include:
 - A Regional Needs and Demand Analysis completed in 2019.
 - Alberta Seniors and Housing and Alberta Health Services presentations to Grande Spirit Foundation to assist development of the 2021-26 strategic plan.
 - In 2017/18, Bennett completed architectural drawings for upgrades to Amisk Court. This would be a two-story addition that would add 29 lodge units to the already existing structure to support the Beaverlodge/Wembley Needs Analysis.
 - In 2017 the Board declared six (6) family houses in Sexsmith surplus to be replaced with multifamily. A business case completed in 2018 and submitted.
 - In 2017 Gordon and Associates were contracted to complete the 2018 Spirit River Seniors and Supportive Living Facility Business Case.

BOARD MOTION(S)

RESOLUTION #2433 – Moved by J. Kokotilo-Bekkerus to approve the amendment to the Grande Spirit Foundation 2017 Business Plan for the inclusion of a new senior's facility in Spirit River and to resubmit to the Province. CARRIED

RESOLUTION # 2434 – Moved by E. Garrow to accept the Grande Spirit Foundation acting as lead for the Seniors Assisted Living Facility in the Central Peace Region. CARRIED

ENVIRONMENTAL SCAN

- Grande Spirit Foundation has a history of more than 50 years in the area, and has an excellent reputation locally and provincially and is at the center of the Peace Region in Alberta, an area that provides service to over 250,000 residents
- Altogether, Grande Spirit Foundation manages over 1100 units, comprised of senior's lodge, seniors self-contained, social housing, affordable housing and rent supplement
- The 2021 Grande Prairie census shows a population of 64,141, which is 1.5% greater than the 2016 census of 63,166.
- The 2021 census for the City of GP and the County of GP shows 8930 people over the age of 65 and 9930 people between the ages of 55 and 65.
- The average house price in Grande Prairie in May of 2022 was \$361,113
- The one-bedroom Household Income Limit (HIL) for the Grande Prairie area is \$43,000 a decrease of \$500 from 2021.
- According to the 2021 Canada Mortgage and Housing (CMHC) Rental Market report, the 1-bedroom vacancy rate for Grande Prairie is 6.9% and the average 1-bedroom market rent is \$968
- The City of Grande Prairie completed a 10-year Affordable Housing Master Plan in 2011 and is currently working on updating this report along with an affordable housing strategy.
- GSF has established working relationships with private landlords, the Chamber of Commerce, Rotary and other special needs housing providers and provides management services for special needs buildings
- GSF has developed a long-term real estate strategy attached for our region, recommending the surplus of rural units, have chronic vacancies and high operational costs
- The Town of Beaverlodge has expressed a desire to proceed with a health complex that will provide opportunity for partnership that leverages existing assets to create more accommodations
- As required by ASH a SWOT analysis was completed in 2020 while completing the strategic plan.
- In 2018 the G5 group, made up of Saddle Hills County, Birch Hills County, MD of Spirit River, Town of Spirit River and Village of Hythe, approached the Grande Spirit Foundation about a senior's facility for Spirit River. GSF board has approved to take lead on this project and have completed a business case and architectural drawings within this business plan as submission to the province (see attachments). The facility received provincial approval for \$24 million and will have 92 units that will be able

to accommodate SL2, DSL3, DSL4 and DSL4D. This facility is intended assist with the housing shortage for the higher levels of care in this area.

- GSF board approved surplus of six (6) Sexsmith family housings houses and ASH has declared the properties surplus. GSF will be moving towards sale of the six houses and construction of a new family housing unit, requesting capital shortfall in this business plan to assist with the new build.
- 2021 Organizational Chart - Attachment #1
- Household Income Limit – Attachment #2
- May 2022 Portfolio Report – Attachment #2
- Long Term Real Estate Strategy – Attachment #4
- Grande Prairie Affordable Housing Master Plan www.cityofgp.com
- Letter from Minister of Seniors and Housing regarding new facility in Spirit River – Attachment #5
- Bennett Architect Concept Study for Amisk Court – Attachment #6
- DeBolt Manufactured Home Estimate - Attachment #7
- 2020-2023 Strategic Plan & SWOT Analysis – Attachment #8
- 2021 Advocacy Plan – Attachment #9
- Smith Lands – Attachment #10

GOALS, STRATEGIC PRIORITY INITIATIVES, EXPECTED OUTCOMES AND PERFORMANCE MEASURES

The Ministry of Seniors and Housing provides two outcomes from their 2022-2025 Business Plan:

- 1) Seniors have access to programs, services and supports that help them live safely and independently in their chose communities.
- 2) Albertans have access to appropriate housing and integrated housing supports.

Goal	Strategy	Outcome
Clients:		
1. Enhance the range, quality, and availability of services for seniors	<ol style="list-style-type: none"> a. Increase accommodations capacity b. Improve wellness and life enrichment c. Move organization towards continuing care (spirit river) d. Resident surveys for feedback 	<ul style="list-style-type: none"> • Work with the new senior's continuing care facility in Spirit River • Continue DeBolt to completion (seniors) • Continue Sexsmith to completion (family housing) • Review of resident surveys for improvements
2. Ensure the level of care that we provide matches the residents' needs	<ol style="list-style-type: none"> a. Ensure the criteria is well defined b. Enhance application, screening and assessment process including mental health of current and future residents c. Analyze service delivery methods d. Survey residents and families to determine expectations 	<ul style="list-style-type: none"> • Residents appropriately housed with their needs met • Training and abilities of employees appropriate for level of care provided • Higher resident and family satisfaction
3. Strengthen relationships with agency partners	<ol style="list-style-type: none"> a. Strengthen relationship with Home Care b. Strengthen partnerships with local agency supports 	<ul style="list-style-type: none"> • Residents access appropriate supports to enhance quality of life • A more integrated process to meet resident needs

Facilities:		
1. Assess current assets and future needs	<p>a. Collaborate with the Province to determine viability of developing units</p> <p>b. Continue to work with the province on long-term real estate strategy to address vacancies and cost to operate in rural areas</p> <p>c. Continue to impress upon Province the need for increased subsidy to address the unique challenges in our community</p> <p>d. Encourage partnerships to increase affordable housing unit's capacity</p> <p>e. Investigate alternate use and/or repurposing of outdated facilities as well as mixed use for new and existing facilities</p>	<ul style="list-style-type: none"> • Reduced costs to the Province and re-profiling dollars into more appropriate housing • Provincial budget for subsidy programs meets community needs • City of Grande Prairie collaboration with GSF for new affordable development • Increase our capacity and our revenue stream
2. Upgrade, update, maintain housing facilities	<p>a. Explore options on sprinkler installations and other needed upgrades in seniors self-contained units</p> <p>b. Look at mechanical upgrades to newer advanced technology systems</p> <p>c. Address wiring, asbestos, mold in some facilities</p> <p>d. Make units more "senior friendly" during upgrades</p> <p>Updated pandemic policy that supports outbreaks</p>	<ul style="list-style-type: none"> • Facilities are safe, compliant and suitable for all residents • Review Air Conditioning in facilities
3. Review pandemic policies		<ul style="list-style-type: none"> • Increased confidence that we can successfully meet the challenge of crisis

	d) Develop succession planning strategy	<ul style="list-style-type: none"> • Attract and retain quality employees for new facility • Work with other agencies for opportunities such as inclusion Alberta and summer student programs to increase capacity • Leverage volunteer opportunities to create capacity • Review and selection of Management and payroll Software to increase analytical capabilities with strategic data
2. Partnerships	<p>a. Explore partnerships to assist growth</p> <p>b. Opportunities in the private and health sectors</p>	Increase housing inventory through partnership (opportunities)
3. Staff	<p>a) Develop Succession Plan</p> <p>b) Identify growth opportunities for staff</p> <p>c) Staff new continuing care facility</p> <p>d) Increased future analytical capabilities</p>	<ul style="list-style-type: none"> • Retain quality employees • Educational opportunities that provide staff growth into future positions • Reduced recruiting costs • Attend job fairs • Leverage succession plan for retention • IT education to increase capacity

FINANCIAL PLAN AND FORECASTS

See Appendix C

- Strong Balance Sheet
- Good cash flow position
- Proven ability to meet budget targets
- Continued funding and support from Province and Municipalities
- Substantial waitlist, low vacancy rates suggest consistent rental revenue
- Provincial move to bottom line accountability provides flexibility
- Provincial move towards allowing unspent funding to carry forward
- Our challenge(s)
 - The Provincial process restricts responsible management of funding and capital budget approvals are often outdated or obsolete
 - Global economic conditions pressuring costs of supplies and construction
 - Covid – covid outbreaks overall have a number of challenges into costs, HR, supplies, and workloads through different organizational levels.
 - Covid - costs will be challenging to cover should the province discontinue funding and continue with restrictions

CAPITAL PLANNING STRATEGY

Capital Projects listed in order of request

1) Spirit River Seniors Continuing Care Facility – new build, replacement of the 50-year-old Spirit River “Pleasantview Lodge”. This old lodge currently has 42 SL2 beds that supports seniors in the community area for GSF. Alberta Health Services had identified Spirit River as a “high need” for assisted living level 4 and 4D (dementia) beds. The project received funding and construction started in spring of 2022.

2) DeBolt – new replacement, reduced maintenance, and site issues
Request for two new duplex buildings. The community is fundraising for the purchase of a building and is requesting the site construction and one more building be added to the site to return the community to the eight (8) units it held in past. A cost estimate is provided by Velocity Consultants with the cost of \$1.28 million. The community is committed to raising \$350,000 of this amount, therefore requiring \$930,000 remaining and requested. The projects progress can be viewed at this website - <https://www.grandespirit.org/debolt-project>

3) Smith Lands – the City of Grande Prairie has provided GSF with a commitment to lands intended for future accommodations development. These lands are zoned high density residential, and services are ready at property line. The city has provided GSF with funds and transferred their family housing units to assist leveraging equity needed. A partnership of 1/3rd is requested at \$2.5 million for GSF to proceed with this project. GSF will pursue either public and/or private partnership along with the CMHC co-investment program to assist accessing remaining capital needed. This project will also include investigation into renewable energy options for a project of this size and possible application, based on the findings, through other GSF owned facilities.

4) Grovedale – Grande Spirit Foundation board of directors has highlighted Grovedale as a priority community for future seniors’ accommodations. In 2016 the MD of Greenview completed a survey asking the community for their future needs. The survey provided over 250 respondents with close to 30% in Grovedale that indicated future seniors accommodations are needed. GSF also completed a Needs Assessment in 2019 that indicated over 2500 households under the core income threshold, indicated the need for housing in all of our region. For this project, GSF will be working with the MD of Greenview and local community to develop a project vision. GSF administration will pursue appropriate capital funding and land(s) required to develop this project while collecting any operating agreements and developing an operations budget to confirm future rental structures for the future accommodations. Timing of completion will depend heavily upon the size and type of accommodations.

5) Wembley – the Town of Wembley provided a letter of support for sale of the six (6) family housing units within the town. The town would like to replace the units with six multifamily styled units. Next step is finalizing the towns vision of the project along with transfer of the six housing assets from the province to assist gathering the capital required to proceed.

6) Amisk Court Expansion – increased seniors accommodation capacity

Amisk Court requires demolition of older unit areas and rebuild of new units. 13 units demolished, and 33 new units added that will provide assisted living for seniors. Amisk currently does not have assisted living units, offering only Seniors Self Contained (SSC) units. The attached needs assessment indicates the need for seniors assisted living in this community. An \$11 million-dollar project that has full GSF support to start as soon as is possible. Documentation supporting this project (needs assessment and Amisk Court Addition/Renovation) and is attached in Attachment 7.

Town of Beaverlodge Health Complex – Grande Spirit Foundation is also providing support to the Town of Beaverlodge to move forward with their future Health Complex. The Town is moving forward with a Public/Private partnership agreement to underpin the project with needed construction, development, and professional supports (including health). The project is expected to provide a Campus of Care that will provide different levels of supports and offer different accommodations. The Town has secured lands, a private partner and securing health operations agreements. GSF's role continues to be participation at the table with this group providing input for future accommodations from our extensive waitlist and discussion around leveraging equity via assets within the town, including Amisk court. GSF will continue to work with this group and provide facilitation and connection to capital funding partners that we have connection to as well as future discussions needed with Alberta Seniors and Housing relating to the Alberta Social Housing Corporation assets in the community that can provide equity to assist the projects development and create partnerships for the province. As this project takes shape in the coming year, GSF will be reaching out to Alberta Seniors and Housing in request of asset transfers needed to support the project.

7) GSF, with our member municipalities, continues to support this project, providing a project manager to assist the province with construction. GSF is also pursuing a 26-unit self-contained apartment building adjacent to the continuing care facility. This project is expected to cost \$7.4 million. Therefore, GSF will apply for a loan through CMHC's Co-Investment program of the National Housing Strategy.

8) Park Avenue – this project is not listed within the capital priorities sheets, however GSF is listing under this section to provide information about this important affordable housing project that may require funding into 2024 and therefore be updated in 2023 business plan. In 2020 the City of Grande Prairie transferred family housing assets and funds to GSF to allow entry into partnership projects that provide affordable housing units. GSF has entered an MOU with private and public entities interested in building a new affordable housing building in the downtown area of Grande Prairie. GSF will leverage the assets and funds to assist entry into the project as an equity partner. Construction costs due to global economic pressures and approvals processes required create challenges for the project as we continue to move this forward. Construction is expected to take two years at a total value of \$52 million providing 160 units.

In 2019 GSF completed a Needs Assessment for the area that confirmed the need for more affordable living accommodations to assist with our +300-applicant waitlist and the 2500 people identified within the needs assessment as living below core income needs. GSF will look at leveraging assets, within partnership opportunities, to assist increasing the supply of accommodations available to the region. GSF has requested our member municipalities to work with a regional assessment to better focus efforts of all our members and develop stronger communication for the needs in our area. GSF will be updating the regional needs assessment in 2023 with 2021 census data.

APPENDICES

APPENDIX A - HMB CORPORATE PROFILE

APPENDIX B - PROPERTY PROFILE

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