



BUSINESS PLAN 2020 – 2022

1. EXECUTIVE SUMMARY

Mission Statement: The Cypress View Foundation is a regional, non-profit organization that provides low to moderate income senior citizens with quality, affordable housing in an efficient, effective and caring environment.

Cypress View Foundation (CVF) exists primarily to provide supportive social housing for low to moderate income seniors who require assistance to obtain housing because of financial, social or other circumstances. CVF aims to serve its residents with dignity, understanding, kindness and to continually improve the quality of life for residents.

An extensive organizational assessment was completed in 2017. Based on the information gathered through the assessment process, the Board of Directors approved a plan to restructure the organization with a broad view to improving the effectiveness and efficiency of its' operations, improving the quality of services provided to current residents of CVF, and improving accessibility to services for seniors in need living in the community.

The goals of CVF for the next three years are as follows:

- To improve the quality and range of services provided to residents (client)
- To provide a clean, safe and secure environment for residents (facility and client)
- To maintain a vacancy rate of eight percent or below (financial and community)
- To explore the future role of CVF in providing accommodation and health services to citizens of Medicine Hat, Redcliff and Cypress County (Board and community)

2. 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. The business plan was approved by the Board on June 20, 2019.

3. PORTFOLIO PROFILE

The Foundation currently offers a number of supportive housing options for seniors within one complex, including:

- 51 Self-Contained Apartments for seniors who are still able to maintain an independent lifestyle. CVF provides optional meal services for seniors living in the apartments. The Self-Contained Apartments are located on the 3rd through 6th floors of the Teeoda Wing.
- 109 Lodge Accommodations for seniors who require meals, housekeeping, laundry and social/recreational services. Home Care services are also provided to lodge residents who require assistance with their daily medical and personal care in accordance with the Care Plans authorized by Alberta Health Services (AHS). These services are currently provided by CVF staff. This responsibility will be transferred to a third-party provider contracted by AHS at the end of July 2019. Lodge Accommodations are located in the Cypress View Wing, Wild Rose Wing, and on the 1st and 2nd floors of the Teeoda Wing.
- 45 Supportive Living Level 3 Care (SL3) Lodge Accommodations for seniors who require assistance with their daily medical and personal care. Health Care Aides (HCA) employed by CVF provide medical and personal care for residents 24 hours a day, including medication administration, assistance with personal care and activities of daily living and other duties assigned to the HCA by a regulated health care provider. Meals, portering, housekeeping, laundry services and social/recreational services are also provided. SL3 Accommodations are located primarily in the Sunrise Vista Wing with 5 units located in the other parts of the facility.

4. INSTITUTIONAL CONTEXT

CVF plays a unique role in providing housing to low and moderate income seniors within its geographic catchment area. CVF is one of two organizations in Medicine Hat that provides low income seniors with the opportunity to live in an affordable self-contained apartment. The other organization is Medicine Hat Community Housing Society. CVF is also one of very few facilities offering rent-geared-to-income Lodge and SL3 Accommodations to seniors who live in Medicine Hat, Redcliff or Cypress County.

The relationships of CVF with its key stakeholders is outlined below:

Municipalities

Requisitions from the three supporting municipalities constitute 23.46 % (\$1,516,127 in 2019) of the combined operating budget for CVF. The City of Medicine Hat is the most significant contributor, followed by Cypress County and the Town of Redcliff. Two elected officials are appointed from each of the three municipalities to serve on the Board of Directors.

Alberta Seniors and Housing (AS&H)

The Teeoda Wing of CVF is owned by AS&H and is comprised of self-contained apartments located on the 3rd through 6th floors of the building. AS&H provides \$48,339 toward the operating costs of this program.

Operating funds for the lodge are provided through the Lodge Assistance Program (LAP) (\$612,082 in 2019). The amount of funding received from LAP increased by \$64,600 from 2018 to 2019 as a result of increased occupancy in 2019. AS&H provides funding for capital costs such as elevators, electrical panel and sprinkler system. AS&H also provides oversight and monitors compliance with the Alberta Housing Act and Regulations.

Alberta Health Services (AHS)

AHS contracts with CVF for the provision of Home Care Services (estimated \$119,000 in 2019) and Designated Assisted Living Services (SL3) (\$1,050,438 in 2019). AHS is responsible for the development of Care Plans for residents and CVF delivers health care services in accordance with the Care Plans. Notice has been provided to AHS that CVF will no longer provide Home Care services to Lodge residents, effective July 20, 2019. This responsibility will be transferred to a third-party provider contracted by AHS. AHS also provides oversight and monitors compliance with the provincial Accommodation Standards and Continuing Care Health Service Standards.

Community Based Organizations

Staff at CVF work with, and actively support, numerous organizations in the community on an ongoing basis. These organizations include, but are not limited to, Medicine Hat Community Housing Society, Canadian Mental Health Association, Medichair, Red Cross Loan Cupboard, City of Medicine Hat Senior Services, Special Transit and Police Services, Office of the Public Guardian, Medicine Hat College (Practicum Program), Canadian Institute for the Blind, Medicine Hat Food Bank, Alzheimer Society, Salvation Army, SPCA, Gas City Dog Club, Sandstone Pharmacy, and AHS Home Care, Assessment and Placement, Mental Health, Mobile Lab Services, Public Health and Emergency Services.

In addition, over 60 community members volunteer to provide music to residents at CVF several times a week. Students from Vincent Massey, Webster Niblock and St. Michael's school sing for, and visit with, residents at CVF. CVF also contracts with a number of independent providers to provide activities for residents such as Drum Therapy, Qi Gong and Laughter Yoga.

Residents

The people who live at Cypress View Foundation are a key partner with a significant investment in the organization. Residents provided 42.48 % of the operating revenue for CVF in 2018 through their contributions to rent, cable, parking, telephone, meals, housekeeping and medical services not covered by AHS. A number of mechanisms are in place for residents to provide feedback to management on the operations of CVF including:

- Resident Club – The activities of the Resident Club are coordinated by residents. The Club meets on a monthly basis and is regularly attended by 35 to 45 residents each month. The Resident Club focuses primarily on activities for residents and has been in existence since 1980.
- Resident and Family Council – The activities of the Resident and Family Council are coordinated by residents and family members with support from management. The Council was established in the Fall of 2018 in accordance with the Alberta Resident and Family Councils Act. It meets on a monthly basis.
- Food Services Advisory Committee – The activities of the Food Service Advisory Committee are coordinated by management staff. The purpose of the Committee is to provide input on options for menu planning and to be a conduit for communication with residents on food related concerns.

5. PLAN DEVELOPMENT

An extensive organizational assessment was completed in 2017. Board, staff and community partners and friends were surveyed and/or interviewed for their perspectives on the challenges as well as the strengths of the organization. The assessment report identified internal strengths and weaknesses, as well as the challenges and opportunities facing CVF in the future. The information in this report was relied on in the development of the 2020-2022 Business Plan.

Other internal documents considered in the development of the business plan include the 2019-2021 Business Plan, 2019 Operational Work Plan, 2018 Resident Survey Results, 2018 Annual Financial Statements, Mission Statement, Ministerial Order and the Collective Bargaining Agreement between CVF and CUPE Local 46.

The CMHC Seniors' Housing Report for Alberta (2018) and Medicine Hat Census data (2016) were also referenced in the development of the 2020-2022 Business Plan.

The business plan was developed by the CAO with input from members of the Board and management team. The business plan was approved by the Board of Directors at its regular meeting of June 20, 2019.

6. ENVIRONMENTAL SCAN

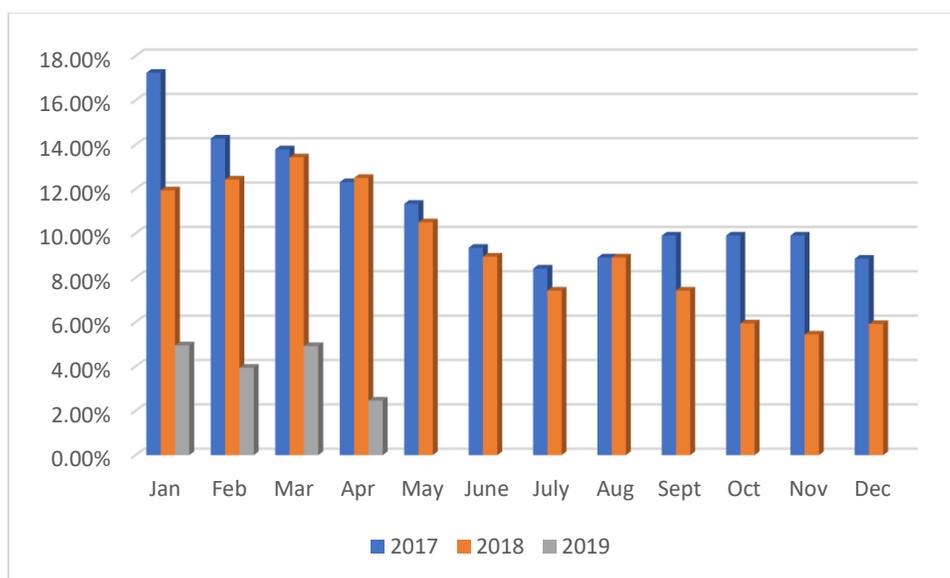
An estimated 15% of the population who live in the combined municipalities of Medicine Hat, Redcliff and Cypress County are seniors, age 65 years and older. It is expected that the current percentage of seniors in the population will continue to increase as 26% of the population in the municipalities noted above are between the ages of 45 and 64. (2015 Medicine Hat Census, Town of Redcliff and Cypress County 2011 Federal Census)

Census data for Medicine Hat (2016) indicates that 17.7% of the population is 65 years and older. The data also indicates that there are 9,920 seniors living in private households in Medicine Hat and that 940 of this group are low-income, a prevalence rate of 9.5%.

A major facility was recently opened in Medicine Hat for seniors who require AHS SL4 supports and above. Planning for a second facility offering similar services is also underway. These initiatives effectively increase housing opportunities for seniors who require a higher level of care, and the Long-Term Care Accommodation Rate provides a subsidy for low to moderate income seniors who reside in these facilities. However, CVF and Medicine Hat Community Housing are still the only providers that offer subsidized housing for low to moderate income seniors who require a lower level of care, or who require only housing and accommodation services with no health care services. In other words, less housing is available for low to moderate income seniors who are still relatively healthy and require fewer health care services than for seniors who require SL4 supports and above.

The vacancy rate at CVF has trended in the opposite direction to the vacancy rate for a standard space in a retirement home in Alberta. The CMHC Seniors' Housing Report for Alberta (2018) reports that the overall vacancy rate for a standard space in retirement homes in Alberta has **increased** from 10.5% in 2017 to 15.4% in 2018. The vacancy rate at CVF has **decreased** over the past two years from 17% in January 2017 to 5.9% in December 2018. See Table 1 below.

Table 1: Combined Vacancy Rates for Apartments, Lodge and SL3 (January 2017 to April 2019)



CVF is one of very few organizations that offers affordable housing and supportive services to seniors living within its catchment area. The decrease in the vacancy rate at CVF over the past year is attributed to a number of factors, including the regional demand for low to moderate income seniors' housing, recent improvements in the services offered by CVF, word-of-mouth referrals based on reputation, increased referrals from AHS for SL3 supports, and the unseasonably warm weather in November and December 2018 making it possible for seniors to continue to move during these months. Although some regression to the mean is expected from the current vacancy rate of 2.3% in April 2019, the overall demand for the services offered by CVF is expected to continue to grow in the future.

CVF STRENGTHS, WEAKNESSES, THREATS and OPPORTUNITIES

INTERNAL

Strengths

- Increase occupancy rate over last two years (see Table 1 above)
- Increased revenue as a result of increased occupancy
- Caring, friendly and competent staff, many cross-trained in other departments
- Good quality, locally sourced, home cooked food
- Strong management team
- Clean, well-maintained facility
- Many and varied activities for residents
- Pet friendly
- Resident volunteer program
- Stable funding base
- Lowest cost provider in Alberta
- Ranked 3 out of 26 comparable SL3 and SL4 facilities in the South Zone of Alberta by Health Quality Council of Alberta in 2016

Weaknesses

- Aging facility
- Aging work force
- Small and irregular room size in Lodge
- Large number of capital projects to be completed in 2019
- **Non-compliance with B3 building code classification**
- **Seniors self-contained units (top 4 floors of Teeoda Wing owned by AS&H) not sprinklered**
- Unionized work environment
- New Collective Agreement to be negotiated in 2019
- Management team still working on historical problems inherited from previous administrations

EXTERNAL

Threats

- Changing needs and expectations of seniors in the future
- Social norms and expectations promoting independent living for seniors above all other considerations (e.g. social isolation, loneliness, mental health)
- Increased access to Home Care services to enable seniors to live independently longer in the community
- Social stigma of social housing
- Lack of understanding and/or promotion of the positive benefits of congregate living on health and mental health outcomes for seniors

Opportunities

- Connection to the community through governance structure
- Collaboration with other senior's community groups (e.g. Senior Citizens Advisory Committee, Senior Games)
- Collaboration with other senior's facilities
- Offer day program for seniors
- Offer rental space for professional services (e.g. massage, physio, physician)
- Expand on current footprint to develop space for more self-contained units

7. GOALS, STRATEGIC PRIORITY INITIATIVES, EXPECTED OUTCOMES AND PERFORMANCE MEASURES

GOAL ONE (client focused)

To improve the quality and range of services provided to residents.

Strategic Priority Initiatives

1. Develop and support a stable, cohesive and competent management team.
2. Foster an environment that encourages staff development, safety training, professional conduct, workplace wellness and celebrate successes.
3. Achieve compliance with Occupational Health and Safety Standards, Food Safe Standards, Accommodation Standards, Alberta Seniors and Housing Regulations and Continuing Care Health Service Standards.
4. Engage residents as contributing members of the community of CVF through involvement in volunteer activities.
5. Foster a positive, caring home environment that honors the residents who live at CVF.

Expected Outcome

Seniors have access to programs, services and supports that help them live safely and independently in their chosen communities.

<u>Performance Measures</u>	2020	2021	2022
% of residents who report the food meets their dietary needs	70%	75%	80%
% of residents (SL3) who report satisfaction with the quality of health care services they receive	75%	80%	85%
% of residents who report satisfaction with programs and activities	80%	85%	85%
Number of residents who participate in volunteer activities	35	40	45

GOAL TWO (facility and client focused)

To provide a clean, safe and secure environment for residents.

Strategic Priority Initiatives

1. Install fire sprinkler system in all occupied areas of CVF.
2. Achieve compliance with B3 building code classification.
3. Develop and implement an improved system for monitoring visitors to CVF.
4. Monitor and continue to enforce compliance with smoking policy with both residents and staff.
5. Capital maintenance and renewal to improve resident health and safety, increase efficient energy consumption and maintain the building and property in its current condition.

Expected Outcome

Seniors have access to appropriate housing and related supports.

<u>Performance Measures</u>	2020	2021	2022
% completion of installation of sprinkler system, fire walls and heat resistant glass	90%	100%	n/a
Compliance with B3 building code classification	0%	100%	n/a
% of tubs replaced with seated showers and scald guards on taps	0%	20%	50%
% of residents who report that they feel safe living at CVF	95%	95%	95%

GOAL THREE (financial and community focused)

To maintain a vacancy rate of eight percent or below.

Strategic Priority Initiatives

- 1. Update web page, social media presence and printed communication documents to increase awareness about the role and benefits of CVF.
- 2. Increase number of tours, open houses and public events.
- 3. Improve communications and relationships with internal and external partners, including residents, families, community service providers and the general public.
- 4. Explore innovative opportunities to reduce the vacancy rate.

Expected Outcome

Seniors have access to appropriate housing and related supports.

<u>Performance Measures</u>	2020	2021	2022
% average monthly vacancy rate	8%	7%	6%
% of residents who report that they like living at CVF	85%	90%	90%
% of residents who report they would recommend CVF to a family member or friend	80%	85%	85%

GOAL FOUR (Board and community focused)

To explore the future role of Cypress View Foundation in providing accommodation and health services to residents of Medicine Hat, Redcliff and Cypress County.

Strategic Priority Initiatives

- 1. Initiate and support a community collaborative approach toward senior’s housing and care facilities that share similar mandates.
- 2. To undertake a community needs assessment process to develop a better understanding of the needs and expectations of seniors in the future and explore the role that CVF could play in meeting those needs and expectations.

Expected Outcome

Seniors have access to programs, services and supports that help them live safely and independently in their chosen communities.

<u>Performance Measures</u>	2020	2021	2022
Completion of a strategic planning process with Board and management staff	100%	n/a	n/a

Completion of a feasibility study to increase the number of self-contained units on the existing property	0%	100%	n/a
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Note: Additional information on the actions, timelines and resources required is provided in the Operational Work Plan. This document is available upon request.

8. FINANCIAL PLAN AND FORECASTS

In accordance with the directions provided by AS&H, the financial forecasts for 2020, 2021 and 2022 assume no change to the bottom line from the 2019 approved budget. Any increase in expenses is expected to be offset by a corresponding increase in revenue with no change to the bottom line. The financial forecasts for Teeoda and Cypress View Foundation Lodge included in Appendix C have been prepared in accordance with these guidelines.

9. CAPITAL PLANNING STRATEGY

There are several major capital maintenance and renewal projects underway at the current time, including the installation of sprinklers in all occupied areas, construction of fire separation walls, replacement of an elevator in the Cypress View Wing and installation of a new power and heating plant as part of the Energy Efficiency Program. Additional capital maintenance and renewal projects are proposed to improve resident and staff health and safety, increase energy efficiency, and maintain the building and property in its current condition. These projects are identified in Appendix D as follows:

TEEODA (Asset # 2619-2755-0237)

Item #1 Fire Suppression Sprinklers (Priority 1) \$750,000

Capital Maintenance and Renewal (CMR)

Funding would be applied to the installation of fire suppression sprinklers in the self-contained apartments located on the 3rd to 6th floors of the Teeoda Wing. The City of Medicine Hat has identified this as a deficiency that will prevent CVF from meeting our occupancy requirement. As well, it is a significant risk to the life safety of our residents and staff. The scope of the work will include construction of fire walls to develop fire compartments on each floor, installation of a two-stage fire alarm system, asbestos and abatement as required, construction of bulkheads, drywall and painting as required, electrical modifications as required, and a 24-7 fire watch until completion of the project.

Item #2 Replacement of Isolation Valves (Priority 1) \$35,000

Life Cycle Maintenance (LCM)

Funding would be applied to the removal and replacement of isolation valves in each suite. These valves are approx. 40 years old and original to the tower. The failure of these valves results in water loss and potential water damage to the effected unit and all

units below. Slower water losses result in an environment for mold growth. The failure of these valves also results in inefficient heating and cooling.

Item #3 Replacement of Tub/shower combo units with walk in showers (Priority 1) \$200,000

Capital Maintenance and Renewal (CMR)

Funding would be applied to the removal of original tub/shower combo units with original faucets with new walk-in showers with scald guard facets. Existing tub/shower combo units present a significant safety risk to the senior residents who occupy these units. Slip and fall hazards would be greatly diminished as well as the elimination of potential burns with modern water saving scald guard facets and shower heads.

Item #4 Suite Renewal (Priority 2) \$400,000

Life Cycle Maintenance (LCM)

Funding would be applied to the renewal and modernization of suites on an as needed/available basis. Upon move out of a resident, these funds would go towards painting, new flooring, fixtures, cabinetry and appliances. This funding would be spread over 5 years as needed.

Item #5 Install of Coil units in Hall Ducting (Priority 3) \$45,000

Capital Maintenance and Renewal (CMR)

Funding would be applied to the installation of coil units at each end of the halls on each floor. This would assist to regulate temperatures on the outer portions of the facility.

Item #6 Replacement of Roof-top Units (Priority 3) \$300,000

Life Cycle Maintenance (LCM)

Funding would be applied to the removal and replacement of existing (original 40yr old) roof top heating and cooling units. These units are past their expected useful life and should be scheduled to be replaced with new more efficient units. Although the units are well maintained, operational service costs are increasing yearly.

Item #7 Replace Carpeted Flooring (Priority 3) \$250,000

Life Cycle Maintenance (LCM)

Funding would be applied to removal of carpet and replacement with vinyl plank floor. Carpet is deteriorating and creating a tripping hazard for residents. It is also nearly impossible to sanitize. In addition, this is a cosmetic issue as the current carpet is no longer appealing.

CYPRESS VIEW (Asset # 2619-2751-6067)

Item #1 Asbestos Testing and Abatement (Priority 1) \$250,000

Capital Maintenance and Renewal

Funding would be applied to the identification and testing of Asbestos in the building. This will help identify areas of contamination prior to accidental disbursement of

asbestos through the course of routine repairs and maintenance as well as renovations and mechanical modernization.

Item #2 Replacement of Cypress View Wing Elevator (Priority 1) \$130,000

Life Cycle Maintenance (LCM)

Funding would be applied to the replacement and modernization of the elevator unit in the Cypress View Wing. This elevator is past its useful life expectancy and has maintenance costs that are not sustainable. The elevator is currently de-commissioned and not in use. This causes residents to have to walk further to get to and from meals and activities. It also creates congestion on the Sunrise Vista elevator and is a barrier to safe evacuation of residents from the facility in case of emergency.

Item #3 Replace Carpet in Central Core (Priority 1) \$35,000

Life Cycle Maintenance (LCM)

Funding would be applied to removal of carpet and replacement with vinyl plank floor. Carpet is deteriorating and creating a tripping hazard for residents. It is also nearly impossible to sanitize. In addition, this is a cosmetic issue as the current carpet is no longer appealing.

Item #4 Replacement Existing Kitchen Flooring with Slip Resistant Epoxy (Priority 1) \$20,000

Life Cycle Maintenance (LCM)

Funding would be applied to the removal and replacement of existing Linoleum flooring with a non-slip epoxy coating. The current flooring is losing its' slip resistance. In addition, there are now open seams that create significant issues for sanitation. Epoxy would be the product of choice as it has a great resistance to chemical cleaning and scrubbers.

Item #5 Replacement of Tub/shower Combo Units with Walk-in Showers (Priority 1) \$450,000

Capital Maintenance and Renewal (CMR)

Funding would be applied to the removal of original tub/shower combo units with original faucets with new walk-in showers with scald guard facets. Existing tub/shower combo units present a significant safety risk to the senior residents who occupy these units. Slip and fall hazards would be greatly diminished as well as the elimination of potential burns with modern water saving scald guard facets and shower heads.

Item #6 Suite Renewal (Priority 1) \$500,000

Life Cycle Maintenance (LCM)

Funding would be applied to the renewal and modernization of suites on an as needed/available basis. Upon move out of a resident, these funds would go towards painting, new flooring, fixtures, cabinetry and appliances. This funding would be spread over 5 years as needed.

Item #7 Replacement of Push-behind Floor Scrubbers with Ergonomic Ride-on Models (Priority 1) \$60,000

Capital Maintenance and Renewal (CMR)

Funding would be applied to the replacement of current aging push-behind floor scrubbers with new ride-on models. The organization has identified this for two reasons. First, the age and required maintenance and upkeep on existing units and second, an increase in WCB claims centered around the use of these specific pieces of equipment.

Item #8 Landscaping Overhaul (Priority 2) \$150,000

Life Cycle Maintenance (LCM)

Funding would be applied to the development of the grounds and landscaping to increase accessibility and opportunities for recreational activities for residents. This would also have the benefit of resolving site storm water drainage issues and improving quality of life for residents.

Item #9 Full Kitchen Modernization (Priority 2) \$500,000

Life Cycle Maintenance (LCM)

Funding would be applied to the full renovation and modernization of the main dining room kitchen. This would include the redesign of the layout to provide better workflow and improve ergonomics. Additionally, new kitchen equipment would replace old outdated equipment (approximate average age 25 years) that is proving costly to maintain. Also included in this would be new walk in coolers and freezer to replace old inefficient models currently in use.

Item #10 Heated/Cooled Serving Carts/ Buffet Tables (Priority 3) \$20,000

Capital Maintenance and Renewal (CMR)

Funding would be applied to the purchase of new food delivery equipment (two heated/cooled serving carts). This would help increase efficiency in food delivery and improve the quality of the food served to residents, especially in the second-floor dining room.

Item #10 Replacement/renewal of Central Core Furniture (Priority 3) \$100,000

Life Cycle Maintenance (LCM)

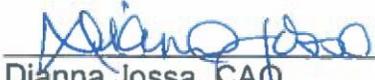
Funding would be applied to the purchase of new furniture to replace old deteriorating furniture. Current furniture is becoming uncomfortable and not appealing to residents and guests.

Total Capital Maintenance and Renewal Request \$4,195,000

Signed on behalf of Cypress View Foundation:


Michelle McKenzie, Board Chair

Date: June 20 2019.


Dianna Jossa, CAO

Date: June 20, 2019

ATTACHMENTS

Appendix A: Corporate Profile

Appendix B: Property Profile

Appendix C: Financial Budget and Forecasts

Appendix D: Capital Maintenance and Renewal Program