



BUSINESS PLAN 2023 – 2025

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.

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 16, 2022.

3. PORTFOLIO PROFILE

The Foundation currently offers several supportive housing options for seniors within one complex, including:

- 51 Self-Contained Apartments for seniors who are still able to maintain an independent lifestyle. 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). We strive to offer Health care assistance in co-operation with other partners. Lodge Accommodations are 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-g 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 22.30 % (\$1,516,127 in 2022) 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 \$53,797 toward the operating costs of this program.

Operating funds for the lodge are provided through the Lodge Assistance Program (LAP) (\$545671.35 in 2022). 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 - Designated Assisted Living Services (SL3) (\$1,054,962 in 2021). AHS is responsible for the development of Care Plans for residents and CVF delivers health care services in accordance with the Care Plans. 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, Medi chair, Red Cross, AJ's 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 several 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 34.71% 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. Several mechanisms are in place for residents to provide feedback to management on the operations of CVF including:

- Resident Survey
- Daily feedback on food taken by Food Service Manager at mealtimes.
- Suggestion Box for suggestions.

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 2022-2025 Business Plan, Medicine Hat Housing strategy 2020 from the city.

Other internal documents considered in the development of the business plan include the 2019-2021 Business Plan, 2022 Operational Work Plan, 2021 Resident Survey Results, 2021 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 2023-2025 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 16, 2022.

6. ENVIRONMENTAL SCAN

An estimated 19.97% 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 26.21% of the population in the municipalities noted above are between the ages of 45 and 64. (2021 census of stat Canada. Medicine Hat Census, Town of Redcliff, and Cypress County)

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 (2021) reports that the overall vacancy rate for a standard space in retirement homes in Alberta has **increased** from 15.4% in 2018 to 26.8% in 2021.

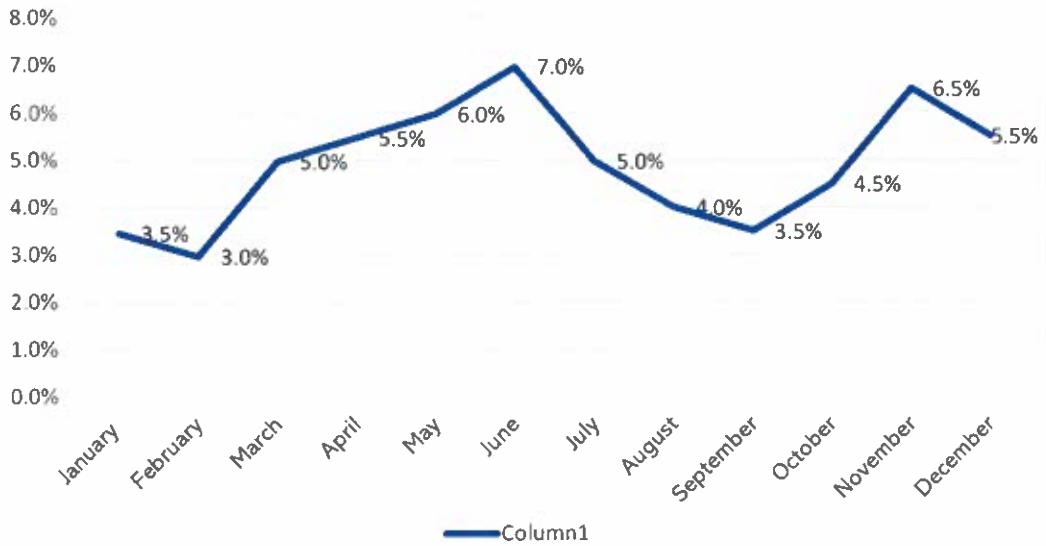
The vacancy rate at CVF has **decreased** over the past two years from 17% in January 2017 to 5.9% in December 2018. Due to covid vacancy rates were affected but we ended 2021 December with a vacancy rate of 9%.
See vacancy rates Tables below.

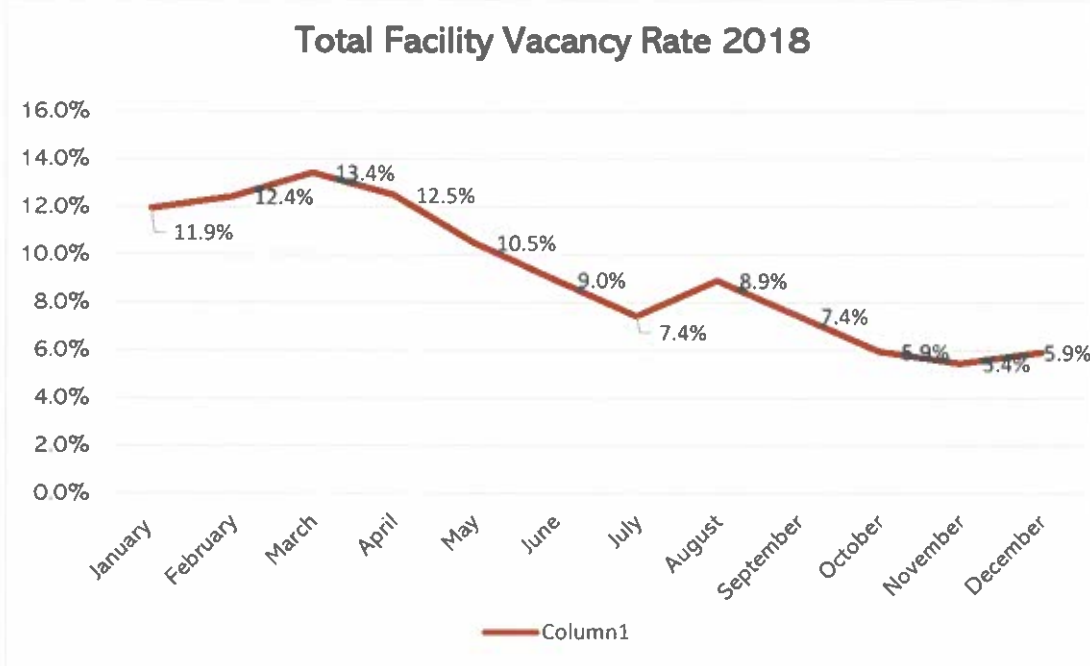
**Table 1: Combined Vacancy Rates for Apartments, Lodge and SL3
(January 2018 to December 2021)**

Total Facility Vacancy Rate 2021



Total Facility Vacancy Rate 2020





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 several 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. for seniors to continue to move during these months. Although some regression to the mean is expected from the current vacancy rate of 11% in May 2022,

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

- Caring, friendly and competent staff, many cross-trained in other departments
- Good quality, locally sourced, home cooked food
- Vibrant and New management team
- Clean, well-maintained facility
- Many and varied activities for residents
- Cat room for residents
- Resident volunteer program
- Stable funding base
- Lowest cost provider in Alberta
- Environmental stewardship – CHP unit and other initiatives.
- 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
- Wage pressures
- New Collective Agreement to be negotiated in 2023

EXTERNAL

Threats

- Changing needs and expectations of seniors in the future
- Inflation on a historic high.
- 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
- 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:

1.1 a) Develop and support a stable, cohesive, and competent management team. b) Build overall strength in the organization to ensure succession opportunities exist within the organization.

1.2 Foster an environment that encourages staff development, safety training, professional conduct, workplace wellness and celebrate successes. Build an organizational culture that makes employees happy to come to work, engaged and wanting to continue working for CVF; to motivate employees to do great work for residents.

1.3 Achieve compliance with Occupational Health and Safety Standards, Food Safe Standards, Accommodation Standards, Alberta Seniors and Housing Regulations and Continuing Care Health Service Standards.

1.4 Engage residents as contributing members of the community of Cypress View Foundation

1.5 Foster a positive, caring home environment that honors the residents who live at Cypress View Foundation; ensure residents receive the highest quality service possible within resources to maintain CVF competitiveness in market.

GOAL TWO (facility and client focused): To provide a clean, safe, and secure environment for residents.

Strategic Priority Initiatives:

- 2.1 Develop and implement an improved system for monitoring visitors to Cypress View Foundation
 - 2.2 Ensure Compliancy with Resident sign up Agreements
 - 2.3 Capital maintenance and renewal to improve resident health and safety, increase efficient energy consumption and maintain the building and property in its current condition.
- 3 **GOAL THREE (financial and community focused):** To maintain a vacancy rate of eight percent or below.

Strategic Priority Initiatives:

- 3.1 Update web page, social media presence and printed communication documents to increase awareness about the role and benefits of Cypress View Foundation
- 3.2 Increase number of tours, open houses, and public events.
- 3.3 Improve communications and relationships with internal and external partners, including residents, families, community service providers and the general public.
- 3.4 Explore innovative opportunities to increase the occupancy rate

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:

- 4.1 Initiate and support a community collaborative approach toward senior's housing and care facilities that share similar mandates. Ensure there is clarity of the overall direction the organization is going, sustaining ongoing viability of CVF and provide direction for the operations.
- 4.2 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 Cypress View Foundation could play in meeting those needs and expectations by expansion of services in facilities in the local area.
- 4.3 New goal added after 2022 resident survey is to encourage residents to contribute thoughts and ideas to improve the operation of Cypress View Foundation.

ADDITIONAL GOAL not previously identified in 2020 – 2022 Business Plan: To continue to improve organizational capacity, efficiency, and accountability; to utilize up to date technology for the benefit of staff, residents, and family members.

Survey Results COMBINED
CYPRESS VIEW, SUNRISE VISTA, TEEODA-LODGE, WILD ROSE
June 2022
Number of completed surveys: 73 (without apartments)

Questions	Yes		No		Sometimes		Total	N/A
Relationships with Staff								
1. Overall, are the people that work here friendly?	67	92%	1	1%	5	7%	73	0
2. Overall, do the staff treat you with respect?	69	95%	0	0%	4	5%	73	0
Resident Environment								
3. Do you think this is a pleasant place for people to visit?	62	89%	2	3%	6	9%	70	3
4. Do you feel you have opportunity to contribute your thoughts and ideas to the operation of the Cypress View Foundation?	35	53%	12	18%	19	29%	66	6
5. Do you feel safe here?	67	93%	1	1%	4	6%	72	1
6. Are you satisfied with your room or apartment?	64	90%	5	7%	2	3%	71	2
7. Do you have enough privacy in your room or apartment?	67	93%	1	1%	4	6%	72	1
8. Is the room temperature comfortable for you?	54	76%	5	7%	12	17%	71	2
Facility Environment								
9. Does this place look attractive to you?	68	94%	1	1%	3	4%	72	1
10. Is the building clean?	69	97%	0	0%	2	3%	71	1
11. Is the building quiet when it should be?	66	92%	0	0%	6	8%	72	1
12. Are the outside walkways and grounds well taken care of?	66	93%	3	4%	2	3%	71	2
Activities								

13. Have you joined in any activities that are offered here?	37	54%		12	17%		20	29%		69	4
14. Do you enjoy the activities you participate in?	56	93%		1	2%		3	5%		60	13
15. Are there enough activities offered here?	41	68%		10	17%		9	15%		60	12
16. Do you get enough information about the activities offered here?	46	70%		10	15%		10	15%		66	7
Meals and Dining											
17. Overall is the food here tasty?	39	57%		7	10%		23	33%		69	4
18. Does the food here meet your dietary needs?	46	68%		8	12%		14	21%		68	5
19. Do the dining room staff treat you with respect?	62	90%		1	1%		6	9%		69	4
20. Is your food served at the right temperature?	36	52%		9	13%		24	35%		69	4
21. Do you get enough to eat?	66	94%		0	0%		4	6%		70	3
22. Do you know where to go to get snacks and drinks when you want them?	62	89%		2	3%		6	9%		70	3
Care and Services - SRV ONLY											
23. Are you satisfied with the quality of the healthcare services provided here?	15	83%		0	0%		3	17%		18	1
24. Do the healthcare staff treat you with respect?	17	94%		0	0%		1	6%		18	1
25. Do they take enough time with you when providing care?	13	72%		1	6%		4	22%		18	1
26. Do you get your medications on time?	16	89%		1	6%		1	6%		18	1
27. Do staff encourage you to do things you are able to do yourself?	14	78%		1	6%		3	17%		18	1
28. Does your clothing come back from the laundry in good condition?	14	82%		2	12%		1	6%		17	2
General Satisfaction											
29. Overall, are you satisfied with the communication between the CVF and yourself?	47	72%		8	12%		10	15%		65	8

30. Overall, do you enjoy living here?	58	89%	0	0%	7	11%	65	8
31. Would you consider this a positive, caring environment?	49	78%	1	2%	13	21%	63	8
32. Would you recommend Cypress View Foundation to a family member or friend?	54	89%	4	7%	3	5%	61	11

8. FINANCIAL PLAN AND FORECASTS

In accordance with the directions provided by AS&H, the financial forecasts for 2023, 2024 and 2025 assume change to the bottom line from the 2022 approved budget. Any increase in expenses is expected due to inflation. 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 Elevator Modernization - Replacement of Teeoda double door Elevator (Priority 1) \$500,000

Capital Maintenance and Renewal (CMR)

Funding would be applied to the removal of original Elevator with a new elevator. Funding would be applied to the replacement and modernization of the elevator unit in the Teeoda Lodge. 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 other Teeoda elevator and is a barrier to safe evacuation of residents from the facility in case of emergency.

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 3) \$300,000

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 3 years as needed.

Item #7 Replace Carpeted Flooring (Priority 3) \$150,000

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 Replace Obsolete Phone Technology (Priority 1) \$100,000

Capital Maintenance and Renewal

Funding would be applied to the replacement of Obsolete Panasonic phone system.

Item #2 Replacement of Failing Fall Pendant Technology (Priority 1) \$300,000

Life Cycle Maintenance (LCM)

Item #3 Replace old non ergonomic floor scrubber (Priority 1) \$50,000

Life Cycle Maintenance (LCM)

Funding would be applied to replace old scrubber.

Item #3 Replace existing carpet flooring with Laminate (Priority 3) \$25,000

Life Cycle Maintenance (LCM)

Funding would be applied to replace old scrubber.

Item #6 Suite Renewal (Priority 1) \$300,000

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.

Total Capital Maintenance and Renewal Request

\$1,925,000

Signed on behalf of Cypress View Foundation:

Michelle McKenzie
Michelle McKenzie, Board Chair

Date: June 16 2022

S. Saha
Sourav Saha, CAO

Date: June 16, 2022

ATTACHMENTS

Appendix A: Corporate Profile

Appendix B: Property Profile

Appendix C: Financial Budget and Forecasts

Appendix D: Capital Maintenance and Renewal Program

