



Vermilion & District Housing Foundation

HOUSING MANAGEMENT BODY BUSINESS PLAN

2024-2025



June 2023

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EXECUTIVE SUMMARY

Two Year Business Plan 2024-2025

Vermilion & District Housing Foundation (previously know as the Vermilion River Foundation) has been in existence since April,1960, when the Vermilion Valley Lodge building was constructed. This building was publicly funded by the people of Alberta.

Vermilion & District Housing Foundation (VDHF) is a Management Body established by Ministerial Order No. H:165/94 by the Government of Alberta, effective January 1, 1995. The Foundation provides affordable housing for seniors and low-income families in the Town of Vermilion, County of Vermilion River, Hamlets of Dewberry, and Islay, Villages of Irma, Edgerton and Chauvin as well as the Town of Wainwright and M.D. of Wainwright.

In 1999, Wings D and E of the Vermilion Valley Lodge were renovated. In 2017, a modernization project for the Vermilion Valley Lodge was commenced to bring the facility up to present day building code standards. Construction was completed in 2019 and residents moved into what is now the present Vermilion Valley Lodge.

In 2004, the Foundation officially opened a 40 unit Designated Supporting Living Level (SL3) facility, which provides 24-hour care to its residents. The SL3 facility is operated under a funding contract service agreement with AHS.

The Foundation owns and operates the Vermilion Valley Lodge (86 units) which is for residents who are functionally independent and who can arrange for Home Care with Alberta Health Care (AHS) if required. Meals, housekeeping, social enrichment, and daily recreational activity are provided. VDHF also owns and operates 8 Cottage Units for independent seniors located on the site of the Vermilion Valley Lodge.

In addition, on behalf of the Provincial Government of Alberta, the Foundation operates several Manors and Villas throughout the region as well as Community Housing Units for low-income families and/or for persons with disabilities who need affordable housing.

In January 2021, a Ministerial Order assigned the responsibility of management of properties from the Lions Management Group from Wainwright, Village of Chauvin, Village of Irma and Dewberry Heritage Villas in Dewberry to VDHF. This resulted in the management of an additional 87 units.

The Board and Management are committed to providing long term housing to persons in need. They seek to do this in a sustainable manner and diligently work to keep housing affordable for those that need it.

This business plan will reflect our ongoing commitment to the communities we serve and lays a future for dealing with our responsibility to manage aging facilities and make the best use of the assets we operate.

Although the past two and a half years dealing with the Covid-19 Pandemic and all of the many impacts from the pandemic have proven to be quite challenging, the Board continues to maintain a positive and forward moving attitude, which will ultimately benefit our residents, tenants and the communities we serve.

MISSION STATEMENT

VDHF provides affordable and comfortable housing for those in greatest need. Improving the quality of life and quality of care for all residents by promoting an atmosphere of respect, collaboration, sensitivity, caring and support among residents, family members and staff.

VISION STATEMENT

A Home where seniors live their best lives.

ACCOUNTABILITY STATEMENT

This Business Plan was prepared under the Board's direction and in accordance with legislation and associated Ministerial Guidelines, and in consideration of all policy decisions and material, economic or fiscal implications of which the Board is aware.

Approved by the Board on June 29, 2023

PORTFOLIO PROFILE

The Foundation manages housing throughout the Town of Vermilion, County of Vermilion River, Hamlet of Dewberry, Hamlet of Islay, Town of Wainwright, Village of Irma, Village of Edgerton, Village of Chauvin and M.D. of Wainwright.

Senior Lodge – functionally independent and who can arrange for Home Care with Alberta Health Care (AHS) if required. Meals, housekeeping, social enrichment, and daily recreational activity are provided.

Vermilion Valley Lodge	Vermilion	86 units	VDHF Owned
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Supportive Living - Designated Supporting Living Level (SL3) facility, which provides 24-hour care to its residents. The SL3 facility is operated under a funding contract service agreement with AHS.

Valley Lodge DSL3	Vermilion	40 units	VDHF Owned
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Seniors Self-Contained – targeted to seniors that are over the age of 65 who can live independently.

Valley Lodge Cottage Units	Vermilion	8 units	VDHF Owned
Parkway Manor	Vermilion	31 units	ASHC Owned
Westend Manor	Vermilion	16 units	ASHC Owned
Valleyview Manor	Vermilion	15 units	ASHC Owned
Pioneer Haven	Islay	4 units	ASHC Owned
Dewberry Heritage Villa I	Dewberry	4 units	ASHC Owned
Dewberry Heritage Villa II	Dewberry	4 units	ASHC Owned
Lions Frontier Manor	Wainwright	24 units	ASHC Owned
Lions Heritage Manor	Wainwright	18 units	ASHC Owned
Lions Pioneer Manor	Wainwright	18 units	ASHC Owned
Chacutenah Manor	Irma	12 units	ASHC Owned
Wildrose Manor	Chauvin	4 units	ASHC Owned

Community Housing & Low-Income Housing – provide housing for low-income families.

Community Housing	Vermilion	10 units	ASHC Owned
Edgerton R & N	Edgerton	2 units*	ASHC Owned
Irma R & N	Irma	1 unit	ASHC Owned

*Destroyed in fire – manage the lot

Rent Supplement Program

In addition to the direct provision as property owner and landlord, VDHF also administers rent supplement programs on behalf of the Alberta Social Housing Corporation (ASHC) in the MD of Wainwright. These programs support taking advantage of available market units through various supplements to make them affordable. This includes support to private landlords, direct support to tenants, first months' rent and security deposit, and rent shortfall.

INSTITUTIONAL CONTEXT

Vermilion & District Housing Foundation has the support of the municipalities of the Town of Vermilion and the County of Vermilion River through the dedication of their appointed members on our board. In addition to this we have three public members appointed from the areas of the Town of Vermilion, County of Vermilion River and the communities within the Municipal District of Wainwright. Our Board members bring to the Board skills and experience in leadership, networking, business, governance, decision making, strategic planning and collaborative decision making. Our Board members have a very good understanding of the communities we serve and work together as a team to provide stability and direction for the future. The Board members are crucial in setting policies, making recommendations to management, and communicating our public voice to their council and the residents of the municipalities in our service areas.

We work collaboratively with the Alberta Seniors and Housing Ministry. VDHF has a dedicated Housing Portfolio Advisor who provides guidance and support for ministry, legislative and other governance items that arise.

Alberta Social Housing Corporation provides us with a Technical Advisor who gives guidance and support for all our infrastructure, capital and technical aspects of operating the properties. This helps ensure the integrity of the existing housing portfolio that is regulated.

VDHF has a partnership with AHS (Home Care) in our independent living as well as our DSL3. Residents are assessed by AHS Home Care nurses and referred to our DSL 3 site. In addition, AHS provides onsite Home Care services to our Vermilion Valley Lodge which has allowed many of our resident to age in place, I their home community. Open lines of communication between AHS and Lodge staff have been key in meeting the health care needs of many of our residents.

The Town of Vermilion and the County of Vermilion River are rural communities with very limited public transportation services, especially for the more specific needs of our seniors including medical and non-medical appointments. We are fortunate to be able to partner with and have the services of several local not for profit organizations, including the Vermilion & Area Handi-Van Society, Wainwright & District Handi-Van Society and FOCUS Transportation Services.

VDHF holds memberships in several provincial wide advocacy and support groups: Alberta Seniors Communities Housing Association (ASCHA), Alberta Public Housing Administrators Association (APHAA) and Lodge Activity Coordinators Association of Alberta (LACAA). These associations provide educational sessions, networking sessions and conventions for their members to participate in. These are great resources for the Board and staff.

PLAN DEVELOPMENT

The Board of Directors and Management work together to set the direction of the Foundation and understand that our strategic plan will impact many stakeholders in the communities we serve. Considering this, the development of the business plan included input from a variety of sources both inside the Foundation as well as external.

Input from all levels of management in all departments was obtained throughout the creation of the business plan to ensure that the business plan addressed all the major functions of the foundation. The management team meets monthly to address operation issues and discuss observed trends they are seeing in their departments which are then conveyed to the Board by the Chief Administrative Officer (CAO).

Weekly and monthly meetings are held with AHS Homecare, Resident Care Manager and CAO, to address changes in the healthcare needs of our residents. This provides us with valuable information on the strategic direction of VDHF.

Business plan development and adjustments will be an ongoing process as future strategic planning is developed and discussed.

ENVIRONMENTAL SCAN

The Board of Directors is committed to the principles of the “Stronger foundations Affordable Housing Strategy” announced by the Government of Alberta, in November, 2021. The strategy will look to increase the number of affordable housing units and improve access to housing for all Albertans in need. This will be accomplished through governments, organizations and communities working together.

There is a high demand for varying care levels to support the current and future aging senior population in the surrounding area and as such the Government committed to working with Housing Management Bodies to increase capacity to serve the aging population.

Population, age of the population and the needs associated with that population will be significant factors that will drive the decision making of the Vermilion & District Housing Foundation in the next 20 years. The VDHF service area has a total population of 27,020. It is interesting to note that according to the 2016 Federal Census, the highest demographic numbers in our service area is the 55 – 59 year-old age group at 9,912 while the 60 – 69 year-old age group is at 2,829. These numbers represent individuals that will be making their retirement and senior years life choices within the next 20 years. These numbers represent individuals with a wealth of experience and skill that will continue to contribute to their families and communities in meaningful ways. They represent individuals that VDHF will be working to provide services for, enabling them to age in place, in the community.

The VDHF provides the only Lodge Retirement Living Community and 40 bed DSL3 facility within the significant trading area. Currently, with Long Term Care facilities at capacity, some families and seniors are faced with the extremely difficult experience of having a loved one placed in a community several hours away. This can often mean their spouse and family has limited ability to visit and stay in close contact with them. It has become very apparent that the local area requires an DSL4/4D facility. The Board has envisioned a 40 bed DSL4/4D facility and work has begun making the various levels of government aware of this and efforts to secure capital and operating assistance to accomplish this worthwhile objective.

With Covid-19 pandemic measures lifting in the Province of Alberta and Canada wide, we are experiencing movement into the Vermilion Valley Lodge at a rate we have not seen in close to three years. With the provincial focus on providing increased support to allow seniors to remain in their own homes, we can expect to see an increase in seniors remaining in their own homes longer by choosing additional support from Home Care services. By the time the seniors are ready to move in Lodge Retirement Living we find that they are too late for independent retirement living. That’s why it is essential to have facilities in our community that will ensure vulnerable seniors are able to “age in place” in their home community and not experience separation from family.

Although the recent Covid-19 pandemic has disrupted efforts to advance the development of a DSL4/4D facility, it is felt that a shift back to this priority is important and timely and the Foundations has set this as a priority goal within our plan.

The VDHF strongly supports aging in place within the community. It is essential that within the next three to five years that a Designated Supportive Living Level 4/4D facility be actively serving the care for our area.

There is a proven gap in the provision of Senior Housing in the surrounding area and within reasonable distance. Most DSL4/4D facilities in larger centres, such as Edmonton and surrounding areas have a long wait list and prospective residents often pass away while waiting to get in.¹ Filling this gap will meet current and future community needs and demands.

It is proposed that the foundation actively pursue funding and partnerships to demolish the old D-wing and construct a new DSL4/4D facility. It is proposed that this outdated wing be removed and replaced with a two or three-storey structure. This means that up to 40 DSL4/4D beds would become available for use and would serve the needs of the region quite well. This model would also provide space for potential life-lease apartments or location of services for seniors and other vulnerable populations, on the top level of a three-story facility. This model would also open an additional revenue stream for the Foundation.

With a DSL4/4D facility in place in the Town of Vermilion, VDHF would be able to accommodate a mixed market of senior care within the area.

Census Information for the Town of Vermilion (2017)

Age	Total	Male	Female
50 - 54	222	112	108
55 - 59	224	101	123
60 - 64	224	109	114
65 - 69	165	83	82
70 - 74	135	59	76
75 +	392	143	249

1. AHS Community Document: Schedule C Priority Communities

Census Information for the County of Vermilion River (2016)

Age	Total	Male	Female
50 - 54	640	325	315
55 - 59	715	370	340
60 - 64	565	300	270
65 - 69	425	230	195
70 - 74	300	155	145
75 - 79	165	95	65
80 - 84	100	55	40
85+	75	35	35

Census Information for the Village of Dewberry (2016)

Age	Total	Male	Female
50 - 54	15	10	10
55 - 59	20	10	5
60 - 64	10	10	5
65 - 69	10	5	10
70 - 74	5	5	5
75 - 79	15	5	5
80 - 84	5	0	0
85+	0	0	0

Census Information for the Village of Kitscoty (2016)

Age	Total	Male	Female
50 - 54	65	25	35
55 - 59	45	25	25
60 - 64	35	15	20
65 - 69	20	10	10
70 - 74	20	5	15
75 - 79	10	5	5
80 - 84	5	0	0
85+	0	0	0

Census Information for the Village of Paradise Valley (2016)

Age	Total	Male	Female
50 - 54	10	10	5
55 - 59	5	0	5
60 - 64	5	0	5
65 - 69	15	10	10
70 - 74	5	0	5
75 - 79	5	0	0
80 - 84	0	0	0
85+	0	0	0

Census Information for the Village of Marwayne (2016)

Age	Total	Male	Female
50 - 54	40	15	25
55 - 59	20	10	10
60 - 64	35	20	20
65 - 69	30	15	10
70 - 74	15	10	10
75 - 79	5	5	5
80 - 84	10	5	5
85+	15	5	5

Census Information for the Town of Wainwright (2016)

Age	Total	Male	Female
50 - 54	440	205	235
55 - 59	445	235	210
60 - 64	265	135	135
65 - 69	240	115	130
70 - 74	185	80	105
75 - 79	195	95	105
80 - 84	145	50	95
85+	180	75	115

**Census Information for the MD of Wainwright
(2016)**

Age	Total	Male	Female
50 - 54	355	180	175
55 - 59	355	185	170
60 - 64	295	160	130
65 - 69	200	105	90
70 - 74	110	65	45
75 - 79	60	25	30
80 - 84	55	30	20
85+	20	10	10

**Census Information for the Village of Chauvin
(2016)**

Age	Total	Male	Female
50 - 54	30	15	10
55 - 59	25	15	15
60 - 64	25	15	10
65 - 69	20	10	10
70 - 74	20	10	15
75 - 79	10	5	5
80 - 84	0	0	0
85+	5	5	0

Census Information for the Village of Edgerton (2016)

Age	Total	Male	Female
50 - 54	30	15	20
55 - 59	30	15	15
60 - 64	35	15	20
65 - 69	20	15	5
70 - 74	15	10	10
75 - 79	15	5	10
80 - 84	0	5	0
85+	10	5	5

Census Information for the Village of Irma (2016)

Age	Total	Male	Female
50 - 54	35	15	15
55 - 59	40	20	15
60 - 64	35	20	15
65 - 69	45	20	25
70 - 74	20	10	5
75 - 79	20	15	10
80 - 84	5	5	5
85+	10	0	5

Occupancy in the Seniors Manors and the Social Housing within the Town of Wainwright and the MD of Wainwright, are at capacity in the government owned properties. Most seniors' self contained units have waiting lists. When someone exits, there is time enough to do a quick clean, fix and repair before the next resident moves in. All other self-contained properties that are managed on behalf of the government, are also at occupancy capacity, with the exception in Parkway Manor.

Census Information for the Village of Mannville (2016)

Age	Total	Male	Female
50 - 54	50	20	30
55 - 59	40	20	20
60 - 64	50	25	30
65 - 69	60	25	30
70 - 74	40	20	20
75 - 79	25	15	10
80 - 84	15	10	5
85+	25	15	15

The Village of Mannville is just outside of the County of Vermilion River boundaries; 15 minutes from the Town of Vermilion. We included the population numbers because residents of the community of Mannville access the Town of Vermilion for medical, recreation, shopping needs and for retirement living.

GOALS, STRATEGIC PRIORITY INITIATIVES, EXPECTED OUTCOMES AND PERFORMANCE MEASURES

GOAL ONE:

Develop and implement a DSL4/DSL4D facility in Vermilion

Strategic Initiatives

1. Explore the most suitable and cost-effective location of the existing properties and pursue the plan for the potential new build.
2. Partnership commitment from AHS.
3. Create the funding model including grant applications, municipal commitments, fundraising and corporate sponsorships.
4. Develop an operations model for care staffing, food services, housekeeping, administration, and maintenance.
5. Advocacy – continue to advocate with government officials.

Outcomes

1. Meet demands for DSL4 in the community/region.
2. Proposal for new facility is completed and approved.
3. Supportive Living services increased to include DSL4/4D.
4. Keep project moving forward with continued conversations.
5. Contact Ministers and MLAs for facility tour.

Performance Measures

1. VDHF will research, investigate, and apply for a minimum of two grants per year.
2. VDHF will communicate quarterly with the Minister and MLA.

Challenges

1. Obtaining commitment for funding from the Government and stakeholders to build DSL4 within the community.
2. Continuing changing of regulatory standards for DSL4 (ie. Continuing Care Design Standards and Best Practices in Alberta, Architectural Design Requirements, and Accommodation Standards).

Opportunity

1. Strongly committed community members and local Government to assist facilitating this project going forward.

2. We have an existing facility that could immediately meet the current interim need for DSL4 while the new facility is in the planning and project phase.

GOAL TWO:

To ensure maximum occupancy in all housing facilities owned or managed by the Vermilion & District Housing Foundation.

Strategic Initiatives

1. Increase marketing and promote public awareness opportunities in all communities served. ie. Increase public exposure, open houses.
2. Explore opportunities that create value and increase our ability to be a HUB for our community.

Outcomes

1. Increased demand for all Foundation owned and managed accommodations.
2. Partnerships created with community members to increase diversity of services.
3. Increase awareness of VDHF in the areas we service.
4. Host an open house.

Performance Measures

1. Vacancy rates decrease across all properties.

CURRENT	2023	2024	2025
Vacant Units			
38	32	21	6
Occupied Units			
257	263	274	289
87%	89%	93%	98%

2. Accommodation Standards Inspection criteria met or exceeded.
3. Reviewing Social Media analytics

Challenges

1. Advanced age of properties requires prioritization of safety over aesthetics making them less desirable for today's tenants.

Opportunity

1. Educate more community members about the existence of VDHF and what it offers to the community.
2. To use creative and cost-effective solutions for funding

GOAL THREE:

To partner with the Government to prioritize property maintenance to ensure longevity of current properties.

Strategic Initiatives

1. Government must continue to acknowledge their ownership and responsibility in the maintenance of the provincially owned properties.
2. Asset Management - analyze the Provincially owned properties to ensure their maintenance and design are marketable, liveable, and desirable.
3. Continue to advocate for funding partners to meet the obligations for a Housing Needs Assessment for the Region.

Outcomes

1. Prioritization of maintenance of Provincially owned properties
2. Government will provide adequate funding in a timely manner.
3. Appropriate maintenance schedules put into place for all Provincially owned properties.

Performance Measures

1. Maintenance Plans created each year with annual inspection of all facilities.
2. Reduction in Emergency Funding requests for repairs on Provincially owned properties.

Challenges

1. Finding the funds to complete this goal.

Opportunities

1. To maintain healthy partnerships with the Government.
2. To have a preventative maintenance schedule that is cost effective and fiscally responsible.

FINANCIAL PLAN AND FORECASTS

See Appendix C

- Strong Balance Sheet
- Good cash flow position
- Continued funding and support from the Province and the Municipalities
- Low vacancy rates suggest consistent rental revenue
- Provincial move toward allowing unspent funding to carry forward
- Capital budget approvals are often outdated or obsolete

CAPITAL PLANNING STRATEGY

The Town of Vermilion and the County of Vermilion River require an SL4 and an SL4(D) facility in the near future. At present, Senior's who require a higher level of care have limited options. They can transfer to Viking, Camrose, Wainwright, Lloydminster, Vegreville or Edmonton which is up to 200 kms away from family support and friends. These facilities are in high demand and will likely worsen in the future, often, these facilities have long waiting lists.

It is; therefore, much needed that the development of an SL4/4D facility begin the process for development at the Vermilion Valley Lodge immediately. In order to keep costs at a reasonable level it is deemed necessary to construct the facility at the Lodge which is a viable option.

APPENDICES

APPENDIX A - HMB CORPORATE PROFILE: BOARD SKILLS MATRIX

APPENDIX B - PROPERTY PROFILE

APPENDIX C - FINANCIAL BUDGET AND FORECASTS

APPENDIX D - CAPITAL MAINTENANCE AND RENEWAL

APPENDIX E - CAPITAL PRIORITIES

APPENDIX F - ASSET MANAGEMENT

APPENDIX G - CAPITAL ASSET QUESTIONNAIRE