



NEWELL HOUSING FOUNDATION

BUSINESS PLAN

2023-2025



Alberta  Seniors and Housing

March 2022

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EXECUTIVE SUMMARY

The Newell Housing Foundation was renamed in 2021 following the amalgamation of the Newell Housing Association and the Newell Foundation.

The Newell Housing Foundation provides a quality, affordable, and safe home in a supportive environment.

The Newell Housing Foundation's goals and strategic priorities will ensure resident's needs are being met. The Foundation works hard to ensure residents feel welcomed and have a sense of belonging living in our facilities.

The Foundation's values are:

Respect- The people who live and work here are respected. All views, values, opinions, beliefs, and feelings are valued.

Dignity- The people who live and work here are treated with dignity.

Safety- The people who live and work here know they are safe at all times.

Honesty, Trust, Integrity- The people who live and work here are valued for their honesty and feel comfortable their needs will be met.

Caring- We care about each other, our communities that we live in and care about everyone who lives and works here.

Inclusivity- The people who live and work here are part of a welcoming and inclusive community where individuality is accepted.

Compassion- We respect the feelings of others and treat each other with compassion.

The Vision of Newell Housing Foundation is *'Hope and Homes for All.'*



ACCOUNTABILITY STATEMENT

The Newell Housing Foundation Business Plan was prepared under the Board's direction in accordance with legislation and 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: June 7, 2022



PORTFOLIO PROFILE

The Newell Housing Foundation manages and maintains:

- **The Pioneer Villas** Courts 1-4- Four villas within the City of Brooks comprising of 110 seniors self-contained apartments. One of these apartments has been refurbished and is the public office.
- **Heritage Villa-** One villa in the Village of Duchess comprising of 4 seniors self-contained apartments.
- **Wild Rose Villa-** One villa in the Village of Rosemary comprising of 6 seniors self-contained apartments.
- **Heritage Villa-** One villa in the Hamlet of Tilley comprising of 6 seniors self-contained apartments.
- **Playfair Lodge-** One Lodge in the Town of Bassano comprising of 32 units of supportive living.
- **Dr. Scott Apartments-**located in Bassano comprising of 8 seniors self-contained apartments.
- Forty-one community houses in the City of Brooks ranging in size from two to four bedrooms.
- The **Newbrook Lodge** located in the City of Brooks is comprised of 148 units of supportive living and is owned by the Foundation.
- The **Life Lease** duplex in Bassano is 2 units and is owned by the Foundation.

In total:

356 units

180 units of supportive housing

133 units of seniors self-contained housing

41 units of community housing

2 units of Life Lease

Services

The Newell Housing Foundation provides subsidized seniors' and family housing, supportive housing for seniors as well as administers the Rental Assistance Benefit.



INSTITUTIONAL CONTEXT

The majority of the Newell Housing Foundation properties are owned by the Government of Alberta with the exception of the Newbrook Lodge and Life Lease duplex.

In the City of Brooks and County of Newell, the Foundation offers the only seniors' subsidized apartments and rental subsidy programs. The Newell Housing Foundation is considered to be the local expert on low-income housing needs in the County of Newell and City of Brooks.

The following municipalities are members of the Newell Housing Foundation:

County of Newell
 City of Brooks
 Town of Bassano
 Village of Rosemary
 Village of Duchess

The Board consists of elected representatives from the municipalities as well as 2 members at large.

The Foundation operates a total of 356 units. These consist of 180 units of supportive seniors living, 133 units of seniors self-contained housing, 2 Life Lease Homes, and 41 low-income family houses. Meals are provided to Lodge residents as well as housekeeping and laundry services. Lodge residents are also provided with the opportunity to participate in organized recreation activities and have 24-hour monitoring for safety and security.

Alberta Health Services provides Home Care to assist with personal needs and bathing of residents. Home Care also provides assistance with medication and other medical needs. A Home Care Office is provided in both the Playfair and Newbrook Lodges.

The Newell Housing Foundation is a member of ASCHA (Alberta Seniors and Community Housing Association) and the Chief Administrative Officer is a member of APHAA (Alberta Public Housing Administrators Association) and accredited through the REIC (Real Estate Institute of Canada). The Foundation works closely with Alberta Seniors and Housing. The Foundation is also a member of LACAA (Lodge Activity Coordinators Association of Alberta.)

The Newell Housing Foundation also partners with Brooks and District Seniors Outreach, Grasslands Regional FCSS and the Bassano FCSS to provide the meals for the Meals on Wheels Program to Brooks and Bassano.



Residents of both the Newbrook Lodge and Playfair Lodge have formed Resident and Family Councils. These councils meet every other month.

The Connect First Credit Union provides weekly banking on-site for lodge residents. The Brooks Public Library also makes weekly visits to the Lodge.

PLAN DEVELOPMENT

The Newell Housing Foundation in the making of this Business Plan used previous Business Plans of the former Newell Housing Association and Newell Foundation, knowledge of the community and housing trends, the Management Body Handbook, Newell Housing Foundation Policy Manual, waitlist, and program information as well as feedback received from the Portfolio and Technical Advisors.

Newell Housing Foundation works closely with other housing providers, is involved in committees throughout the county pertaining to housing and is aware of the struggles and successes in the region.

In 2015, the Newell Housing Foundation received approval of 3.4 million through the ASLI Grant Program, as well as 9.6 million split equally between the Federal and Provincial Government through the Investment in Affordable Housing Agreement (2014-2019) for the Bassano Continuing Care Center. An architect was hired for the planning, design and program development and community input was received. Unfortunately, the 9.6-million-dollar grant was rescinded, and the Foundation has been unable to move forward with this decade old project. In February 2022 the Board of Directors decided the hospital in Bassano needs to move forward with Alberta Health Services before the project can begin to look forward. The Board does not feel it is the Foundation's place to push for the hospital and will await a decision from Alberta Health Services. No further work is being done by the Foundation at this time.

This Business Plan was reviewed by a Board of Directors whose experience and knowledge help direct the plan, through conversation with management. This Business Plan was reviewed and approved by the Board of Directors June 7, 2022.

ENVIRONMENTAL SCAN

The Newell Housing Foundation operates within the County of Newell. The County of Newell is located in the heart of the Palliser Triangle in south-eastern Alberta. With 1.5 million acres of land and 7,502 people it is a thriving municipality. The County of Newell is mainly a rural community. However, there are 8 hamlets within the County as well as the municipalities of The City of Brooks, The Town of Bassano, the Village of Duchess and the Village of Rosemary.

The majority of the Newell Housing Foundation properties and subsidy clients are located in the City of Brooks. The City of Brooks is a community with a multi-cultural flavour unique to other municipalities in Alberta, boasting a population of 14,671. The city is steadily growing and has a youthful and energetic population with the median age of 33.8 compared to Canada's 39.8. 47.9 percent of the population in the City of Brooks is ages twenty-five (25) to sixty-four (64). 56.5 percent of residents have lived in the City of Brooks five years or more, demonstrating that residents are not transient, and people are proud to call the City of Brooks home. The city has a multitude of cultures and over 100 languages spoken, Brooks is home to one of the most culturally diverse populations per capita of Canada. Because of Brooks' unique diversity housing can be a challenge.

In February of 2018 the City Council of Brooks resolved to engage the services of a consultant to prepare an Affordable Housing Strategy, in consultation with the City of Brooks' stakeholders that would provide a needs analysis (demand and supply) and purpose an implementation strategy. The Newell Housing Foundation worked closely with the municipality on this, sitting on both the steering and implementation committee.

The Town of Bassano is on the western edge of the County 50km West of Brooks along the Highway One. The town has a population of about 1200 people. In the Town of Bassano, a shortage of rental properties is affecting the community and the workforce. The Newell Housing Foundation offers the RAB program, lodge accommodations and a small number of seniors self-contained units in Bassano but offers no family rental accommodations at this time.

The Village of Duchess has a growing population with around 1050 residents. The Village is vibrant and family friendly with many families living in Duchess for generations.

The Village of Rosemary is a small village with a population of 370 that prides itself on being a family-oriented community.

The Newell Housing Foundation meets quarterly with housing stakeholders and service providers to discuss the needs and resources available in the City and County.



The Foundation's Board is passionate, cohesive, and engaged in Foundation business and support the Values and Mission of the Foundation. The Foundation's properties are well maintained, and staff are conscientious and caring.

In 2021 the Board enlisted the services of a facilitator to complete a 2021-2026 Strategic Plan. A new Vision Statement, Mission Statement and Values were established at this time. This was a necessary step with the amalgamation of the Newell Housing Association and Newell Foundation in April 2021. This plan is scheduled for a formal review in 2023. As part of this plan the Strengths and Weaknesses and Opportunities and Threats for the Foundation were identified:

Strengths

- Board, management, and staff skills
- Board leadership
- Positive and committed attitude
- Financially solid
- Lobbying capacity
- Properties located in numerous communities
- Provision of a wide range of housing options
- Well-maintained properties
- Well managed merger transition

Weaknesses:

- Inadequate amount of community housing
- Vacancies in Lodges
- Older buildings
- Public awareness and communication
- Funding for growth

Opportunities:

- Lobbying/Advocacy
- Leverage assets to further growth
- Bassano Continuing Care Centre
- Integration of increasing community needs
- Unique community and population demographics
- New board member awareness
- Community building
- Community partnerships for growth and fundraising
- Working with Alberta Health Services

Threats:

- Pandemic issues and/or a different pandemic
- Reliance on funding from other orders of government
- Changing regulations
- Staff attrition

Over the years the demand and need for community housing has always exceeded the available units resulting in a continuous waitlist for the units.

The Newell Housing Foundation is seeing a large number of families requiring 4 or more bedrooms in their units and a lack of larger housing is an issue throughout the region. Because of Brooks' diverse culture we are seeing a lot of larger 8-12 member families having difficulty finding housing. With the increase in larger families continuing to move to Brooks and surrounding areas this is a gap in the housing market. Funding for conversion of four of the community housing units has been requested in this plan.

The Brooks Housing Society provides affordable housing in the City of Brooks in the form of 87 units ranging from 1-3 bedrooms with rent set at 10-20% below market value. The Society has recently begun the process of a new build looking at building 4+ bedroom homes. The City of Brooks has donated land for this project to move forward. The Foundation works closely with the Society and will continue throughout the build of the new units.



GOALS, STRATEGIC PRIORITY INITIATIVES, EXPECTED OUTCOMES AND PERFORMANCE MEASURES

Goal One:

Grow the inventory of Community Housing assets to provide additional affordable homes for more families in need within our communities.

Strategies:

- Examine the housing mix and review potential for adding larger homes
- Explore potential partnerships with organizations such as:
 - Eastern Irrigation District
 - JBS Canada
 - Brooks Housing Society
 - Individual municipalities
 - Opportunities for financing through CMHC
 - Individual municipalities who may have land available
- Advocate for growth with the Provincial Government
- Explore possible financial leveraging of current assets to grow

Expected Outcomes:

Quality, affordable, and safe housing available in the region for all family sizes resulting in stronger communities. Smaller waitlists for community housing units and families housed in appropriately sized housing.

Goal Two:

Strive to ensure all facilities operated by the Newell Housing Foundation are operating at full capacity such that there are few vacancies on an ongoing basis.

Strategies:

- Implement a communication and marketing plan for the general public
- Communicate with the public about the opportunities at Newbrook Lodge

Expected Outcomes:

Minimal vacancies at all Newell Housing Foundation properties and a community awareness of the Newell Housing Foundation facilities and programs.



Goal Three:

Obtain adequate funding to complete the construction and opening of a new Bassano Continuing Care Center.

Strategies:

- Define the vision of a new Bassano Continuing Care Center
 - Hospital Integration
 - Independent living options
 - Define levels of care needs together with AHS
- Establish a funding strategy, including community fundraising
- Work with all Provincial authorities to implement the vision

*** In February 2022 the*

*Board of Directors decided the hospital in Bassano needs to move forward with Alberta Health Services before the project can begin to look forward. The Board does not feel it is the Foundation's place to push for the hospital and will await a decision from Alberta Health Services. The project is currently at a standstill. ***

Goal Four:

Continue to invest in our staff and board to ensure skills and knowledge are being continuously improved.

Strategies:

- Develop a Board Orientation Policy
- Develop a member-at-large Policy
- Develop a Staff Personal Development Policy
- Ensure adequate budget available for staff development

Expected Outcomes: Increased Board knowledge of Newell Housing Foundation's portfolio and operating procedures. Increased capacity within the organization.

Goal Five:

Increase public and stakeholder awareness about the Newell Housing Foundation, its needs, opportunities, and services.

Strategies:



- Develop a lobbying and advocacy strategy to the Provincial Government
- Develop and present communication materials to all member council members
- Develop and distribute communication materials to the general public
- Develop and distribute regular communication materials to the Foundation's staff and residents
- Develop and present potential partnership information to the business community

Expected Outcomes:

Increased public awareness about the Newell Housing Foundation. A good understanding at a municipal level of the Foundations services, needs and opportunities. Stronger municipalities and communities from the team effort approach.

FINANCIAL PLAN AND FORECASTS

2023 FORECAST

REVENUE

400000	RENT	\$3,740,000
410000	RESIDENT SERVICES	\$235,600
420000	NON-RESIDENT SERVICES	\$7,150
	OTHER REVENUE	\$175,150
430050	ASHC-LAP GRANT	\$640,000
460010	MUNICIPAL REQUISITION	\$580,000
	TOTAL REVENUE	\$5,377,900

EXPENSES

500000	TAXES AND LAND LEASES	\$
510000	UTILITIES	\$862,000
520000	OPERATING	\$153,500
520000	FOOD (LODGE)	\$545,000
530000	OPERATING MAINTENANCE	\$331,500
540000	CHARITABLE COSTS	\$
550000	HUMAN RESOURCES	\$3,482,500
560000	ADMINSITRATION	\$83,250
	OTHER EXPENSES	
	TOTAL EXPENSE	\$5,457,750

NET EXCESS (DEFICIENCY) FROM OPERATIONS \$(79,850)



CAPITAL PLANNING STRATEGY



APPENDICES

APPENDIX A - HMB CORPORATE PROFILE

APPENDIX B - PROPERTY PROFILE

APPENDIX C - FINANCIAL BUDGET AND FORECASTS

APPENDIX D - CAPITAL MAINTENANCE AND RENEWAL

APPENDIX E - CAPITAL PRIORITIES

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