



Strategic Plan 2012



Table of Contents

Introduction	1
Vision, Mission, Values	1
About Pioneer Housing Foundation	2
Strategic Priorities	3
Clarify the Corporate Identity	
Business Focus	
Expand Capacity	
Enhance Resident Quality of Life	
Effective Financial Management	
Implementation	10
Appendices	10
Pioneer Housing Foundation Facilities	
Other Seniors Housing Providers in Strathcona County	

Introduction

Pioneer Housing Foundation has begun a process of annually reviewing and publishing a Strategic Plan. This plan summarizes the results of a planning process that includes input from the Board, management, staff, residents and other stakeholders. The Plan defines the strategic direction of the organization for the next two to three years and provides a reference point for allocation of the company's resources.

Vision, Mission, Values

VISION

Residents will have safe, affordable, supportive housing in Strathcona County.

MISSION

Support seniors and families in Strathcona County.

VALUES

Respect – We show consideration, compassion and regard for the dignity and worth of others.

Integrity – We achieve the highest standard of ethical and professional conduct.

Empathy – We recognize and acknowledge the uniqueness of all individuals.

Life Enrichment – We actively engage the mind, body and spirit to promote well being.

Stewardship – We use resources wisely.

About Pioneer Housing Foundation

The County of Strathcona has supported the provision of affordable seniors housing to its residents since 1960.

A master agreement was signed between the Province of Alberta and Strathcona County in February 1961 that set out the terms of operations under the Homes for the Aged Act to provide low income rental housing to elderly persons. On July 17, 1961, Clover Bar Foundation was created to operate Clover Bar Lodge located in Sherwood Park.

With the creation of the Alberta Housing Act in 1994, management bodies were created throughout the Province through ministerial orders to operate and maintain social housing accommodation. Seniors Management Services (SMS) was created as a Management Body to replace Clover Bar Foundation under the Alberta Housing Act.

Pioneer Housing Foundation (PHF) was created by Strathcona County and incorporated August 1993 to provide management services to publicly and privately funded housing projects and other facilities created for seniors' use within Strathcona County. In collaboration with Strathcona County, Pioneer Housing Foundation provides management services to Seniors Management Services. In 2011, SMS was renamed Pioneer Housing Foundation.

Pioneer Housing Foundation owns and operates two seniors lodge facilities and on seniors apartment complex within Sherwood Park. PHF operates the lodge facilities under the provincial lodge program.

Pioneer Housing Foundation also manages three rent geared to income self-contained seniors apartment facilities within Strathcona County on behalf of the Province of Alberta.

Strathcona County appoints board members annually to the Board of Pioneer Housing Foundation in keeping with the criteria contained in the Ministerial Order and Pioneer Housing Foundation articles of incorporation.

PHF is challenged with many changes ahead. With the expansion of Silver Birch Lodge, the addition of Affordable Housing, the move into Community Family Housing and the need to accommodate increasing housing needs.

Strategic Priorities

The PHF Board has identified 5 strategic priorities for the organization to focus on.

Strategic Priority # 1 Clarify the Corporate Identity

PHF was successful in 2010 in meeting the key outcomes for all the goals in this priority. The following goals will continue to move this priority forward.

Goal 1.1

Redesign the corporate image.

Key outcome:

The logo and all brochures, letterhead, web site and other reflections of the PHF corporate image will be redesigned to reflect the expanded mandate and be updated with current technology.

Goal 1.2

Continue to coordinate PHF strategic direction with Strathcona County strategic direction.

Key outcome:

Pioneer Housing strategic direction will be compatible with the strategic direction of the County resulting in Council support of PHF initiatives.

Strategic Priority # 2 Business Focus

The business focus goals of 2010 were met by continuing to provide supportive housing to seniors as our primary business, and by receiving the required permissions to expand the mandate to also provide affordable housing to families.

No progress was made on the goal to support the development of affordable assisted living in Strathcona County. That goal will continue for 2011 along with the following goals:

Goal 2.1

Support for Assisted Living

Key Outcome:

Affordable assisted living units will be provided by provincial funding without impacting municipal taxes.

Goal 2.2

Review feasibility of level 3 supportive living for cognitively impaired lodge residents.

Key Outcome:

PHF will develop a model with Alberta Health Services, Home Care and Strathcona County FCS to provide a secure wing at each lodge for cognitively impaired residents at an affordable cost to the PHF budget.

**Strategic Priority # 3
Expand Capacity**

The goals under Priority #3 continue in 2011. Progress has been made in acquiring funding to move these priorities forward, however more work is needed. A new priority has been added as discussions continue with Fort Saskatchewan.

Goal 3.1

Research demographics, trends and needs for seniors housing in Strathcona County for the next 15 years.

PHF does not have accurate information on which to base plans for future development. There is considerable information available for the Edmonton region but limited data for Strathcona County. There is also extensive research on the future needs of seniors but limited data to tell if the needs of Strathcona match Canadian averages. PHF will require Strathcona specific senior information to accurately plan for future facilities and services.

Key Outcome

PHF will have the information needed to upgrade and expand seniors housing units.

Goal 3.2

Complete the development of the Silver Birch site.

The site could provide a mix of types of supportive housing by adding community housing to the site along with the two types of seniors housing and the PDD housing by Robin Hood. A supportive community with interactive programs could enhance the quality of life for all.

Key Outcome

The Silver Birch site will be developed over the next few years to provide a supportive community to residents of Strathcona County.

Goal 3.3

Conceptual redevelopment plan for Clover Bar Lodge.

The oldest portions of Clover Bar Lodge have reached their useful life span. PHF is beginning to experience difficulty, which is likely to increase, in renting the smallest rooms. Parking is an ongoing problem. At 79 units it is on the low side of an optimal sized lodge.

A redevelopment plan would require staged development to allow PHF to continue to house existing residents.

The new building would have approximately 120 units which would make it more efficient to operate and increase capacity to accommodate the increasing demand.

Key Outcome

By fall of 2011 PHF will have a conceptual plan for redevelopment of Clover Bar Lodge.

Goal 3.4

Identify future Seniors Supportive Housing sites.

Additional sites will be needed in the Sherwood Park area within the next 15 years. PHF must work with the County to identify both potential sites and the process for development.

Key Outcome

Sites for supportive housing will be available as they are needed to provide housing to low income seniors.

Goal 3.5

Assist the City of Fort Saskatchewan to find a public housing management system that works for them.

Key Outcome:

Strathcona County and the City of Fort Saskatchewan will work together to develop a plan for the provision of seniors supportive housing and affordable family housing in Fort Saskatchewan that benefits both municipalities.

Strategic Priority # 4 Enhance Resident Quality of Life

Resident quality of life was maintained in 2010 but not enhanced. The goals from 2010 will continue in 2011 with additional resources to enhance resident quality of life.

Goal 4.1

Complete biannual resident satisfaction surveys.

Every two years PHF surveys the residents to determine their satisfaction with the services provided. The most recent survey was done in February of 2010. The information provided in these surveys allows the Foundation to assess the effectiveness of our services and to improve those areas that are less effective.

There was minimal change in the satisfaction of residents from 2008 to 2010. The average ratings continue to be very satisfied.

Key Outcome

Residents will have an opportunity to provide feedback that result in improvement of their services.

Goal 4.2

Meet or exceed Lodge Accommodation Licensing Standards

Lodges are inspected annually to ensure they are compliant with the Provincial Lodge Licensing Standards. PHF lodges have consistently met or exceeded those standards and those of other reviewers such as Health Inspectors, Alberta Housing reviews, safety audits and several more.

Key Outcome

PHF lodges will meet or exceed all legislated standards.

Goal 4.3

Ensure that Human Resources Policies support staff in providing a high quality of life to the residents.

The employees are the key to providing a high quality of life for the residents. PHF will continue to hire dedicated caring staff and support them with ongoing training. The compensation program will be competitive with other industry employers. The organizational structure will empower employees to be creative and to reduce decision making time.

Key Outcome

PHF employees will contribute to the high quality of life of the residents. PHF will update all PHF policies in 2011.

Goal 4.4

Continue the high level of Building Maintenance

Resident quality of life is affected by the building's cleanliness and maintenance. Seniors are less resistant to infection and are more affected by air quality and building temperature.

PHF will continue to upgrade and replace as necessary to maintain the existing quality of building maintenance.

Key Outcome

Residents and visitors will continue to remark on how clean and well maintained the building are.

Goal 4.5

Expand Recreation and Volunteer programs.

The completion of the expansion at Silver Birch Lodge will allow for a considerable improvement to the volunteer and recreation programs. PHF will create programs that involve the apartment residents and explore opportunities to include the residents of the Robin Hood building next door. The use of the auditorium and other rooms by compatible outside groups will also be investigated.

Expansion of recreational opportunities will be a focus of the Clover Bar conceptual redevelopment plan.

Key Outcome

The Lodge Expansion will provide additional recreation services to seniors in Strathcona.

Strategic Priority # 5 Effective Financial Management

The four goals under this priority were met last year but continue to be valid for the next year. PHF will continue to enhance the effectiveness of our financial management through the following goals:

Goal 5.1

Maintain full occupancy of all units.

The major source of revenue for PHF is the rent collected from the residents. The rental rates are controlled by various provincial policies and can not be increased to increase revenue. Revenue can only be maximized by full occupancy. PHF must continue to market the facilities and improve the desirability of units to attract applicants.

Key Outcome

All facilities continue to be at full occupancy.

Goal 5.2

Affordable Housing units will be financially self sustaining.

The financial model for new Affordable Housing units will ensure that the revenue from rents covers the operating costs including debt retirement and a reserve for future repairs, so that the facility is self sustaining without adding any additional cost to be covered by Pioneer Housing.

Key Outcome

The operating costs of Affordable Housing units, including debt retirement and maintenance reserves will be covered by the building's revenues.

Goal 5.3

Continue to lobby the Province for improved funding models.

Seniors income, seniors' housing rental rates, the Lodge Assistance Program and modernization and capital funding grants are all set by the Province. PHF will continue to work with the Alberta Senior Citizens Housing Association and others to improve funding in critical areas.

Key Outcome

Seniors programs will be adequately funded and receive inflationary increases.

Goal 5.4

Reduce utility costs through energy efficiency.

During upgrades PHF will install more energy efficient electrical and water saving devices and increase building insulation. PHF will use any available funding programs to retrofit buildings.

Key Outcome

Reduced utility costs and better use of the environment.

Implementation

This plan will assist PHF to achieve its vision. The plan will come to life through the Business Plan which will be developed by the end of August for presentation to the County as part of the annual budget presentation.

This document will become a primary communication tool for PHF. The document will be shared with Strathcona County, Alberta Government departments, residents and their families and with staff.

The Strategic Plan will be reviewed annually and updated as needed to keep it relevant.

The Strategic Plan also provides the overall framework for an annual evaluation to the corporation's performance.

Appendices

1. Pioneer Housing Foundation Facilities
2. Other Seniors Housing Providers in Strathcona

Pioneer Housing Foundation Facilities

Clover Bar Lodge (79 suites)



Originally built in 1960, Clover Bar Lodge has provided affordable seniors' accommodation for over 45 years. The building was expanded in 1975 with the addition of the North wing. In 1992, the lodge underwent extensive renovation and expansion with the addition of the two-story West wing, a new kitchen, expansion of the dining room and upgrading of mechanical systems. In 1998, a central air conditioning system servicing common areas of the lodge was installed. In 2001, the North wing underwent upgrading of the rooms and exterior to bring this area to current standards. In 2005 a permanent craft room was created, the Clover Bar room was updated and in 2006 the kitchen and dining room floors were replaced, washrooms installed in the basement. In 2007 air conditioning was installed in the dining room.

Title to Clover Bar Lodge, buildings and land, was transferred from the Province to Pioneer Housing Foundation January 1, 2003.

The lodge is well situated for today's seniors who require access to public transport and services that are nearby.

Silver Birch Lodge (100 suites)



With Strathcona County's expanding population, the Board saw the need for additional lodge accommodation to service current and future seniors within the community and to attract seniors back to Strathcona County. Following extensive discussions with the community, Silver Birch Lodge opened April 1, 2000. The lodge has been fully occupied since November 2000.

Silver Birch Lodge is the first facility to be constructed on the twelve-acre site known as Aspen Village. Pioneer Housing supported Strathcona County assigning approximately one acre to Robin Hood Association in 2008 for the development of special purpose housing.

With Strathcona County approval, Pioneer Housing Foundation plans are proceeding to expand the current Silver Birch Lodge and construct a 60 unit apartment facility linked to the lodge. Long range plans to develop the remaining land include additional seniors rental accommodation and community housing g.

Pioneer Housing Foundation entered into a 50-year lease (to August 31, 2048) with Strathcona County for the land on which Silver Birch Lodge is situated. An amending land lease agreement for 50 years (to December 14, 2058) was signed December 2008 for the remaining vacant land.

While public transport and services are close to the lodge, we expect more improvements as this area develops with additional housing projects, widening of Sherwood Drive and development of Strathcona County owned land adjacent to the Aspen Village site.

Lakeside Legion Manor (83 suites)



Opened in 1982, this facility was constructed by the Legion with financing through the Federal and Provincial governments. The Province owns the building and Seniors Management Services manages the facility on the Province's behalf through an agreement with Pioneer Housing Foundation. Ongoing renovations and improvements ensure this facility provides modern affordable accommodation.

Located in an established residential area, this building is well situated for seniors with public transportation and services nearby.

Apple Blossom Manor (20 suites)



Built in 1992 by the Sherwood Park Kiwanis Club, this project is owned by the Province and Seniors Management Services manages the facility on the Province's behalf through an agreement with Pioneer Housing Foundation.

Located adjacent to Clover Bar Lodge, this building is situated in an established residential community with excellent access to public transport and services.

Homestead Place (8 suites)



Located in Josephburg, a hamlet with a population of 208, Homestead Place opened in 1982. This apartment services the needs of rural seniors from Strathcona County and Fort Saskatchewan. The Province owns this project and Seniors Management Services manages the facility on the Province's behalf through an agreement with Pioneer Housing Foundation. Residents require an automobile to get to required services, as no public transportation or local services are available.

Due to increasing petrochemical industry expansion, Strathcona County is developing plans for future population growth in and around the community of Josephburg. We expect the affordable accommodation offered by Homestead Place will be in greater demand over the coming years.

Silver Birch Manor (60 suites)



The newest addition to Strathcona County's seniors' housing opened in late 2010. It sits on the west side of Silver Birch Lodge, and residents have access to the lodge's large public areas. For a fee, residents can also take advantage of the attached dining room facility. The Manor is located among Sherwood Park's newest developments, and features bus access to nearby shopping centers and grocery stores.

Strathcona County currently has the following Supportive Living, Continuing Care and Affordable Seniors Independent housing facilities:

Other Seniors Housing Providers in Strathcona County

Supportive Living Housing

Chartwell House	45 units (35 DAL)
Summerwood Village	170 units (35 DAL)
Centre in the Park	Partially complete

Special Needs Housing

1 Special Care Seniors Home	8 units
1 Mental Health Home	6 spaces
1 Family Care Home	3 spaces

Continuing Care beds:

Strathcona Care Centre	75 beds + 30 units approved 2007
Sherwood Park Care Centre	100 beds
Care Housing – Alzheimer's	36 beds
Care Housing – Laurier House life lease	42 units

Affordable Seniors Housing

Clover Bar Pioneer Court