



2016-2020
Strategic Business Plan

TPFA's Strategic Business Plan has been prepared according to guidelines provided to Housing Management Bodies by Alberta Seniors. Note that Appendices A-E as identified in the table of contents adhere to the consecutive order prescribed in the Alberta Seniors business plan guidelines. TPFA has also included research-based "fact sheets" (Appendices F-H) to support its environmental scan and provide context for goals and initiatives.

Trinity Place Foundation of Alberta

Address: 602 1 Street SE • Calgary, AB • T2G 4W4

Phone: 403.269.3183

Email: Info@tpfa.ca

Web: TPFA.ca



@TPFAseniors



TRINITY PLACE FOUNDATION OF ALBERTA

Lawrence Brault, Chief Executive Officer

lawrenceb@tpfa.ca

403-215-6650

Plan prepared by:

Eileen Kwan, Principal Consultant

One Bold Raven Inc.

eileen@oneboldraven.com

403.968.0532



Table of Contents

<i>Message from Chairman of the Board</i>	3
<i>Executive Summary, Chief Executive Officer</i>	4
1 HMB ACCOUNTABILITY STATEMENT	5
2 TPFA - WHO WE ARE	5
2.1 CORPORATE PROFILE (APPENDIX A)	5
2.1.1 A PROUD HISTORY	5
2.1.2 VISION	6
2.1.3 MISSION	6
2.1.4 VALUES	6
2.1.5 PHILOSOPHY OF SENIORS HOUSING	6
2.2 PORTFOLIO PROFILE (SEE APPENDIX B)	7
2.2.1 HOUSING FRAMEWORK	7
2.2.2 PORTFOLIO OVERVIEW	8
2.3 KEY STAKEHOLDERS	8
3 PLAN DEVELOPMENT	9
4 ENVIRONMENTAL SCAN	10
4.1 REGIONAL CONTEXT	10
4.2 TRENDS	12
4.2.1 DEMOGRAPHIC SHIFTS (FACT SHEET - APPENDIX F)	12
4.2.2 SOCIOECONOMIC (FACT SHEET - APPENDIX G)	13
4.2.3 HOUSING PREFERENCES AND INNOVATIONS (FACT SHEET - APPENDIX H)	14
4.2.4 NONPROFIT ORGANIZATIONS	14
4.3 OPPORTUNITIES AND CHALLENGES	15
4.3.1 FINANCIAL CAPITAL	15
4.3.2 KNOWLEDGE CAPITAL	16
4.3.3 SOCIAL CAPITAL	17
4.3.4 HUMAN CAPITAL	18
5 GOALS, PRIORITY INITIATIVES, EXPECTED OUTCOMES & PERFORMANCE MEASURES	19
6 FINANCIAL BUDGET AND FORECASTS (APPENDIX C)	26
7 CAPITAL DEVELOPMENT PLAN (APPENDIX D)	26
8 CAPITAL IMPROVEMENTS PLAN (APPENDIX E)	26



Page intentionally blank



Message from Chairman of the Board

Not long after our 2015 election marathon, Todd Hirsch, (Chief Economist of ATB Financial) wrote an article for the Globe and Mail entitled *The Economic Case for Tackling Poverty*. TPFA along with its RESOLVE partners is part of a collaborative campaign to end homelessness for over 3,000 individuals and families in Calgary. Sadly, the recent federal election campaign did not say much about homelessness and the issue of poverty. Poverty may have been seen as too complex to yield to any quick fixes and pay off in votes.

TPFA, as a dedicated servant of the most poverty stricken citizens of our city, is motivated neither by the desire for short-term gain nor for status. We seek to be partners with government in our common responsibility to faithfully pursue the Province's three main strategies for seniors. Our CEO outlines this commitment in his message and shows how these priorities directly align with our Mission Statement.

Do these strategies make sense and is our mission feasible? Research by the CCVO and our own 40 years of evaluating our accomplishments supports Todd Hirsch's four points. He is careful to note the fallacy of reducing people to economic units and measuring a vibrant society by its score on the GDP table. Nevertheless he does say that fewer poor people would boost the GDP. Also, "...fewer Canadians ensnared in poverty would free up scarce public resources for more productive purposes". A third reason is that tackling poverty can liberate an untapped source of labour. Hirsch further argues that social and economic stability results from citizens' ability to support themselves. And lastly, he notes that eradicating poverty is the right thing to do.

Poverty and its handmaid, homelessness, represent an economic problem, a national problem and a serious social problem. In our deepest being where our true self resides, we know that we cannot ignore the weak, the socially disenfranchised and the economically powerless. Ignoring their challenges puts us all at risk.

Despite the currents of economic challenge sweeping through us, this is the time to invest in solutions and to be bold in their application. TPFA is a proven resource with real and practical solutions for some of the most economically and socially challenged. Our business plan lays out a path of hope for those we serve and those of us who seek to establish measures for healing, restoration and inner hope.

We seek to be partners with government in our common responsibility to faithfully pursue the Province's three main strategies for seniors.

Our building project in Calgary's NE community of Temple seeks to address the issue of freeing up hospital beds now occupied by those who are harder to accommodate as well as providing homes for those able to live independently. At our present facility there are typically seventy people on our waiting list. It costs upwards of \$1000/day to keep a senior in the hospital while at Peter Coyle we give them a home with all the services they need to thrive for less than \$80/day in operating costs. Apply that to the 70 waiting for such services and we could potentially save over tens and hundreds of thousands each person every year.

The Very Rev. Robert T. Pynn



Executive Summary - Chief Executive Officer

The strategic business planning process for Management Bodies is an opportunity to think strategically about future opportunities and to align our priorities with the Government of Alberta. Key questions that have been asked include:

- How have we progressed on the past *goals and objectives*?
- What challenges do we face today that were not known 3 years ago?
- What opportunities are present today that we can pursue to advance the mission of Trinity Place Foundation of Alberta over the next five years?

Alberta's Ministry of Seniors identifies three main strategic priorities:

- 1. Seniors are safe and able to live with dignity**
- 2. Seniors are empowered to live independently and stay in their chosen communities**
- 3. Appropriate housing and housing supports will be available to those most in need**

These priorities are wholly reflected in the TPFA Mission Statement. This plan flows out of the TPFA Mission Statement and was developed after an environmental scan of over 260 stakeholders. In addition, a comprehensive consultation occurred with all staff and the Board of Directors in the

TPFA has a vision for regeneration and redevelopment...

summer and fall of 2015. We surveyed tenants and included for the first time focus groups for Mandarin and Cantonese speakers. We also consulted with various government officials

TPFA has a vision for the regeneration and redevelopment of the 1067 units of government-owned Seniors Self-Contained apartments which are managed by TPFA. These units were constructed in the 70's and early 80's. We propose that the surplus generated by TPFA annually be applied to fund this regeneration process. We will convert studio units into a more accessible design that is more useable for tenants with mobility aids and challenges, and in doing so, prepare for an increasing number of seniors with disabilities. This will maximize the benefits of the current portfolio for those in most need.

TPFA has developed the Independent Living Skills program (ILS) to specifically support those who experience a short term disabling condition that interferes with their independence. Our evaluation of this program suggests that these supports are needed on an ongoing basis. Our plan will be to include these tenant support expenses in the budget in 2016 and going forward.

We wish to achieve a critical mass of 1500 units by 2020. Our involvement in the RESOLVE campaign and our new project in NE Calgary positions TPFA as an innovative seniors housing organization. Our expansion will not come at any cost, however. We will expand when the opportunity is tightly aligned with our Mission, Vision and Values and with the priorities articulated by the Province of Alberta.

Finally, we recognize that this work requires talented and committed staff. Our goal is to be a top employer and recognized among our peers as a leader in staff engagement. We believe an energized and empowered staff is critical for TPFA in order to fulfill our overall mission.

Lawrence Braul CEO



1 HMB ACCOUNTABILITY STATEMENT

Each Housing Management Body (HMB) includes the following accountability statement in their business plan:

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.

As one of over 108 management bodies as defined by the Alberta Housing Act, TPFA has a stable, long-term relationship (since 1975) with the Province. The organization’s Ministerial Order could be changed to ensure alignment with the society’s bylaws, as these have been significantly revised in the past five years.

2 TPFA - WHO WE ARE

Trinity Place Foundation of Alberta (TPFA) plays a key role in the provision of seniors’ housing in Calgary. While TPFA primarily delivers independent living units, it also operates Peter Coyle Place (PCP) a permanent supportive living facility for older adults.

2.1 CORPORATE PROFILE (Appendix A)

2.1.1 A Proud History

TPFA arose from the vision and the conviction of the Very Reverend David Carter, Dean of the Anglican Cathedral Church of the Redeemer and through a collaboration that developed with the Roman Catholic Diocese in Calgary. In 1969, downtown Calgary was in the midst of a major transition from a “small city” to a “big city”. Rapid redevelopment resulted in the demolition of many residences in the East Village and “Chinatown” but little if any concern was expressed for those who were displaced. The need for appropriate and affordable housing was very evident.

TPFA was incorporated under the Alberta Societies Act in 1974 and managed Carter Place after construction of this 180-suite apartment was completed in 1976. TPFA was then designated as a HMB under a Ministerial Order effective January 1, 1995. This order identified the original four properties under TPFA management and the regulations under which these properties were to be administered.

TPFA is therefore one legal entity with two branches: TPFA itself and the TPFA HMB. The organization operates under the guiding philosophy, Vision, Mission and Values of the Trinity Place Foundation of Alberta as set out below. Appendix A identifies current Board Members, Senior Management, and governance and organizational structures.



2.1.2 Vision

We envision a society where people of limited means in their later years are invigorated and inspired by the community in which they live.

2.1.3 Mission

To enrich the lives of low-income seniors in Calgary with innovative programs and services, and with the effective stewardship of the homes we create and manage.

2.1.4 Values

We Value Compassion ... We believe that all individuals have the right to be treated in a caring manner.

We Value Fairness and Equity ... We believe that all individuals should be treated on the basis of their situation without discrimination or prejudice.

We Value People ... We believe in the intrinsic value, dignity, and uniqueness of each individual.

We Value Individual Contributions to the Well-Being of Society ... We believe that each individual has something to contribute to society and that our goal is to create opportunities for all persons to make such a contribution for the common good of society.

We Value Community ... We believe that we are inter-dependent with each other and our environment, and that together we can achieve a greater impact in the context of the common good and safety of the community.

We Value Well-Being ... We believe that well-being encompasses all aspects of physical, mental, spiritual, and social life and includes the safety and security needs of our tenants and our staff.

We Value Self-Determination ... We believe that people have the right to make decisions and take action in their own interest in order to best adapt to their environment.

We Value Integrity ... We believe that an open and honest approach to accountability strengthens relationships between clients, stakeholders, and ourselves.

2.1.5 Philosophy of Seniors Housing

TPFA adopts a 'More than Housing' model, embracing a holistic approach that nurtures and enriches the body, mind and spirit of the individual. Further, this view focuses on reducing the isolation and vulnerability of its clients. Our philosophy of seniors' housing is founded on four main principles that are rooted in a deep respect for the individual:

- Nurture the whole person,
- Give persons 45 years of age and older a place to thrive and feel hopeful,
- Provide dignity and a sense of belonging, and



- “Save the best for last” and ensure enjoyment of safe and comfortable housing in the latter stages of life.

This philosophy is based on hope for a future where optimal housing is available to all seniors in Calgary, where indeed seniors are enriched by virtue of living in a TPFA housing community. Bearing this ‘More than Housing’ philosophy in mind encourages ongoing innovation and diverse responses to the changing needs and landscape of senior housing.

“This is more than a promise, it works! I moved into my apartment in 2007 with a full support team in place. Since then, I use the services of our TPFA social workers, and The Alex’s numerous preventative health programs.”

Clayton, calls King Tower home

2.2 PORTFOLIO PROFILE (see Appendix B)

2.2.1 Housing Framework

Seniors housing in Alberta supports wellness and independence and is delivered according to a framework which is represented below:

Alberta’s Continuing Care System

Level	Type	Description
1	Home living – for persons able to live independently	Includes self-contained housing and lodges. Residents are responsible for arranging home care and support services such nursing, homemaking, or bathing.
2	Supportive living – serves a wide range of people excluding those with highly complex or serious health care needs	Accommodation services are delivered with other supports and care such as meals, social or recreation programs and housekeeping. Home care or other professional services may still be provided.
3	Facility living – for those with complex health needs	Typically include Designated Assisted Living facilities and Long-Term Care facilities. Accommodation and care is provided to seniors with more complex health needs and who are therefore unable to function well in one of the other types of housing.

(Source: Alberta Health Services website, 2015)



2.2.2 Portfolio Overview

Since its inception, TPFA has taken on progressively greater responsibility for seniors housing, starting with one building in 1976. The organization subsequently assumed the management of Murdoch Manor, King Tower, and Edwards Place during the 1980's and this increased the number of suites under management to 833. These buildings are located in the East Village, which at the time was an area in decline. In recent years this situation has improved with significant East Village development progress occurring under the stewardship of the Calgary Municipal Land Corporation.

Today, TPFA manages 10 buildings with a total of 1178 housing units. This number includes units added through amalgamation with another HMB in recent years, namely Kiwanis Club of Calgary Foothills - Senior Citizens Committee, which brought 4 additional properties into the TPFA portfolio. Of the 10 seniors housing buildings now within TPFA's portfolio:

- a) The HMB operates eight buildings (1067 units) which are government-owned, subsidized independent housing units
- b) TPFA itself:
 - i. Manages Peter Coyle Place, a Permanent Supportive Housing facility under an operating agreement with Alberta Human Services and
 - ii. Independently owns and operates Glenway Gate.

Appendix B provides additional detail regarding property addresses, ownership, number of units and building type.

2.3 KEY STAKEHOLDERS

TPFA is an organization built on solid partnerships which are always mindful of our Mission. These relationships may see TPFA variously in the roles of: HMB, contractor, thought leader, funding recipient, programming partner, amalgamation partner, stakeholder, expert, knowledge developer, direction-setter, consultation partner, problem-solver, fundraiser and so forth. TPFA is a highly valued and involved part of the seniors housing sector as reflected in this role diversity.

Internal stakeholders include TPFA Board Members and Staff. External stakeholders fall into one of two categories: governmental or non-governmental. Our government-based partners include all 3 levels of government and include:

- Municipal partners: The City of Calgary - Calgary Housing Company
- Provincial partners: The Province of Alberta - Alberta Seniors, Alberta Health, Alberta Human Services, Alberta Municipal Affairs
- Federal partners: The Government of Canada - Human Resources and Skills Development Canada.



Our current and prospective tenants are important stakeholders. Other non-governmental partners include funders such as the Calgary Foundation, United Way of Calgary and Area, and Rotary Clubs of Calgary. Also in this grouping are a variety of non-profit and for-profit community organizations that provide services in the realm of seniors, housing or both (including other housing management bodies). Examples of community organizations that are involved in providing support directly to TPFA include the Alex Seniors' Health Centre, Kerby Centre, Meals on Wheels, Bow Valley College and Carya. Other nonprofit partners include the Calgary Chamber of Voluntary Organizations, Calgary Homeless Foundation and the RESOLVE Campaign Cabinet members and partners organizations.

3 PLAN DEVELOPMENT

The development of TPFA's 2016-20 Strategic Business Plan has been an effort spanning nearly a year. Activities undertaken have included board, staff and stakeholder (tenants, partners, funders) engagement in various forms – interviews, focus groups, surveys. Below is a summary of activities by group:

Board (n=11):

- Planning meeting
- Board evaluation survey
- 1.5 day Board Retreat
- Board plan approval meeting

Internal (Staff):

- 1 Electronic survey, n=42
- 5 Group meetings, attendance ranging from 6-36 attendees

Stakeholders:

- 1 General stakeholders electronic survey n=105
- Tenants, n=100 combined telephone survey and focus groups
 - 1 Telephone Survey
 - 2 Focus groups, one each of Cantonese and Mandarin speakers
- Interviews with community and government partners and funders n=4.



4 ENVIRONMENTAL SCAN

4.1 Regional Context

There are several plans and reports which suggest priorities related to the provision of seniors housing in Calgary. Key among these are the following:

Calgary’s Community Housing Affordability Collective: A New Approach for Calgary’s Housing System (draft report), October 6, 2015.

The document “is a framework to enable action with shared accountability and sustained collaboration”. The collective vision proposed that Calgary housing should:

- Support choice along the entire housing spectrum
- Be safe, appropriate and in suitable locations
- Allow Calgarians to meet their lifetime needs
- Be affordable to all Calgarians across all income levels

Twenty-three organizations participated in the development of the framework and were asked for their endorsement. The Calgary Housing Company Board has asked City Administration for a revised report.

Calgary Foundation. VitalSigns 2015. October 2015.

VitalSigns is an annual publication that identifies trends and measures Calgary’s vitality along according to a grading system. It is solidly based in research and citizen input. According to this report, Calgary’s Seniors 65+ population has increase 16% since 2001 and now makes up 10% of the total population of 1.23 million persons.

In 2015, 1800 citizens responded to the survey. Many of the seven key areas apply to seniors. Notably, “Thriving Populations” was graded at C+ wherein 36% of respondents identified options for assisted living for seniors as a priority, and it is estimated that 9,000 seniors experience some type of elder abuse.

Only 1 to 3 percent of affordable housing units are accessible in Calgary.

The report notes that by 2019 an estimated 200,000 Calgarians will be living with a disability. This is an exponential increase that is linked to the aging population. Affordable housing is also a significant concern. Calgary has 54% of the total homeless population among the major urban centers in the Province. There is a shortage of accessible housing for an aging population with only three percent of available units deemed accessible and affordable.



Calgary Homeless Foundation. *Calgary's Updated Plan to End Homelessness, People First in Housing First, March 2015.*

In 2008 Calgary's community leaders created the *Calgary 10-Year Plan To End Homelessness*. The March 2015 plan is the third iteration and the key principles of a person-centred and a "housing first" model remain consistent. The plan makes specific mention of seniors, reporting that seniors made up 3.4% of persons enumerated for the 2014 Homeless Count. While this percentage may be low, a further 13% of the enumerated homeless were 55-65 years of age. As these homeless become seniors and therefore eligible for government-provided sources of income (OAS/GIS), demands for subsidized housing will increase. Analysis of the emerging needs of this population is required, particularly the intersection of abuse, homelessness and housing instability.

The 4 key priority directions of this plan include:

- Prevention & Integration
- Housing & Supports
- Coordination & Optimization
- People, Policy & Resources.

In addition, 14 key actions are articulated:

1. Assist 9,400 households at risk or experiencing transitional homelessness.
2. Mobilize research and knowledge to prevent and end homelessness.
3. Explore regional integration options to respond to migration pressures.
4. House 3,200 people experiencing chronic and episodic homelessness.
5. Develop a non-market housing real estate strategy to address Calgary's affordable housing gap.
6. Enhance housing options for low income Calgarians.
7. Integrate service delivery and planning across systems.
8. Advance the homeless-serving system planning approach.
9. Optimize the role of emergency shelters.
10. Revision (sic) social service and housing delivery at the community level.
11. Apply a person-centered approach to the implementation of the Plan.
12. Support frontline agencies.
13. Coordinate policy and funding across government.
14. Empower Calgarians in the movement to end homelessness.



Tunstall, L. and McIntyre, S. (2014). *Effective practices on collaboration between affordable seniors' housing providers and mental health service providers*. Calgary: OASPoC (Older Adult Service Providers of Calgary – renamed to the Older Adult Community Collective).

This report was commissioned by OASPoC based on two observations: that seniors with serious mental illnesses were at risk of losing housing and that there are vulnerable individuals younger than 65 who are functionally geriatric and are similarly at risk. The report focused on defining the current situation and effective collaboration practices between housing and mental health service providers.

...housing older adults with mental illness will be a growing issue with the possibility of more homeless seniors as their populations grow.

It was noted that Calgary lacks a coordinated system to maintain housing security for older adults living with mental illness. The service options available in Calgary are fewer when compared to Edmonton. It is predicted that housing older adults with mental illness will be a growing issue with the possibility of more homeless seniors as their populations grow.

4.2 Trends

Societal trends are expected to have significant impact on seniors and their housing needs. In each of the trend areas below, a “fact sheet” provides greater detail with the appendices where noted. Each area below includes highlights.

4.2.1 Demographic Shifts (Fact Sheet - Appendix F)

Calgary has a rapidly aging population primarily due to the aging of the Baby Boomers (born 1945 – 1965), with the first wave of Baby Boomers having turned 65 in 2011. The aging trend will continue beyond this wave of Baby Boomers due to longer life expectancies and decreasing fertility rates. Nearly 1 in 2 seniors is a community volunteer (Government of Alberta, Budget 2015, Seniors Business Plan 2015-18, p.89)

From 2011 to 2015, the overall population of Canada increased by 4.2% to 35,851,774. In contrast the population of Canada for those 90-94 years increased by 23%, 95-99 year by 19.6%, and 100 years and older by 35%. These age cohorts were followed closely by increases within 65-69 years at 20% and 70-74 at 16%. People are living longer with chronic health conditions and mobility challenges and the impact of these demographic shifts has scarcely been acknowledged.

These trends in aging and population demographics will have a significant impact on seniors housing and service needs. In the thirty years between 2012 – 2042, the 65+ population in Calgary is expected to increase by 195% and be the fastest growing



population segment. As noted above, with the growth in overall seniors population, growth in older adults with mental illness is also expected to increase.

4.2.2 Socioeconomic (Fact Sheet - Appendix G)

In 2008 26% of Calgary seniors reported that they had difficulty with affording food because of housing cost increases. Economically, it appears that next-generation seniors will have more income from savings and investments than previous generations. Seniors of today and in the future have higher education levels and longer life expectancy. Changes in the face of immigration and in-migration will further influence characteristics of the seniors of tomorrow.

However, quality of life questions arise from general population trends of higher rates of obesity, chronic illness and mental health concerns including a higher incidence of dementia. An aging population will bring greater complexity and severity of health concerns. Combined with an increased age to meet eligibility for federal income support programs in 2023, seniors are likely to feel additional pressures.

Social isolation may continue to be a concern particularly for older seniors (75 years+), those living alone, with healthy/mobility issues and/or language or cultural barriers.

Boomer values will also impact the economy and seniors systems as more of them become seniors. While not all the same, some general Boomer characteristics to consider for planning purposes include:

- Value autonomy, personalizing everything
- Seekers of experience
- Spend more modestly when leaving peak earning years
- Less likely than their parents to stay in unfulfilling marriages
- More likely to take action to gain satisfaction in this life rather than waiting till their death to bequeath their wealth for example.

(Adams and MacDonald, Globe and Mail, November 7, 2015, B9)

Another socioeconomic trend in development is the sharing economy - for work, homes, and transportation. Driven by funding shortfalls to achieve retirement goals, aging boomers could continue to work on a contract, assignments or part-time basis. Home sharing is being used to offset rising household expenses with rental or room and board revenue. (Nazareth, Globe and Mail, November 7, 2015, B9)



4.2.3 Housing Preferences and Innovations (Fact Sheet - Appendix H)

There is a strong preference (90%) by Albertans aged 55+ to remain in their own homes as they age. In 2011, 92% of seniors were living in private households with 8% in collective dwellings. About one-half of this 8% were over 85 years of age. Aging in place requires certain elements to be present:

- Affordable, accessible transportation and housing within complete communities
- Housing diversity
- Access to practical amenities
- Coordinated home services such as home (health) care and social services
- Services and funding related to home maintenance
- Access to coordinated information on services and programs.

Affordability appears to be a bigger concern for renters than for owners, and possibly even more so for vulnerable adults.

Within the seniors' housing industry, trends are being driven by aging Boomers' demands and expectations which are different than those of the current residents. These younger seniors are healthier, more active, technologically adept and have access to different financial resources. Some of their expectations include:

- More flexible, welcoming and accessible building designs (to also accommodate aging in place)
- More diversified programming and amenities
- Commitment to environmental sustainability and energy efficiency
- Greater emphasis on marketing and promotion
- Improvements in technology, treatments and options
- Increasing attention to risk management
- Staffing and workforce needs.

"I feel good here, I feel safe. It's given me home, it's given me security."

Virginia, Murdoch Manor is home

Lastly, the appendix outlines some examples of innovation in housing models from cohousing to village approaches.

4.2.4 Nonprofit Organizations

Annually, the Calgary Chamber of Voluntary Organizations (CCVO) publishes the *Alberta Nonprofit Survey*, a snapshot of the health and experience of nonprofits and charities. In its 2015 issue, the downturn in Alberta's economy and lower oil prices created expectation of worsening finances by more of Calgary's nonprofits. Whereas in 2014, 41% of respondents saw increased revenues, only 24% in 2015 could say the same. Also 24% saw decreased revenues and 52% experienced stable revenues.



As an update, in its *2015 Fall Economic Climate Survey* the CCVO noted 4 trends:

- Decreased revenue
- Reduced optimism for the likelihood of a quick turnaround and improvement in financial situation
- Tough choices during hard times which sees spending, program and/or staff cuts and
- Changes in demand for services – increases in service demands while those who are reliant on ticket sales report lower sales volumes.

The Fall 2015 Provincial budget provided a degree of stability for nonprofits, maintaining service levels. Within the Seniors portfolio, the Housing budget saw an increase to Housing Capital Programs; however, the deferred maintenance amount across portfolios is large. HMB Business plans will be used to forecast the capital requirements to renew and regenerate the existing HMB portfolio.

4.3 Opportunities and Challenges

It is prudent to be aware of opportunities and challenges - leveraging what TPFA is good at and addressing challenges before they become acute. The Nonprofit Finance Fund's *Complete Capital* framework is applied below to understand TPFA's current state. This framework provides an integrated approach to advance social solutions and includes financial, knowledge, social and human capital. (Nonprofitfinancefund.org)

4.3.1 Financial Capital

As a non-profit organization accountable to the Province for the majority of its operations, TPFA manages its financial and human resources carefully and within the general restrictions imposed upon it by the Province of Alberta, its major stakeholder.

The main concerns of staff and stakeholders are the supply, condition and ongoing suitability of housing, as well as the programs and services required to help seniors live independently. The shortage of affordable supportive living facilities is well known in Calgary. PCP's waitlist is substantial, with a two-year wait because of the combination of low supply and low turnover. This causes many older adults to be housed inappropriately with some residing in an acute care setting for months or years and others cycling between shelters and hospital emergency departments. Generally tenants from the HMB properties do not transfer to PCP except in extreme cases of mental illness or addictions and then only rarely. Demand is so great that PCP is reserved for those who have literally exhausted all of their housing options.

Investment is required to ensure relevance of supply to market demand and therefore ensure optimal occupancy.



While the TPFA portfolio includes buildings in central locations with access to amenities like public transportation and green space, these buildings are some of the oldest of their kind in Calgary. TPFA struggles to maintain full occupancy of its studio units because they are small and relatively inaccessible. With build dates beginning in 1974, the portfolio requires significant investment in regeneration and renewal.

In response to the challenges represented within the current housing portfolio, TPFA has presented innovative housing solutions to the Province and a compelling case for the renewal of these properties. The Province acknowledges housing as a priority and it is hopeful that investment in new supply and renewal of existing units will occur within the next five years. Provincial officials have indicated that HMBs may be allowed to retain surpluses for renewal and regeneration objectives. In this plan, TPFA assumes that approximately \$500,000 annually, commencing in 2016, will be made available for renewal and regeneration from annual surpluses generated by TPFA.

TPFA has experienced success in diversifying its funding base to support innovation and to address Provincial priorities and service needs of seniors themselves. The Government of Canada, Rotary Clubs of Calgary, and Calgary Foundation contributed a total of \$225,000 towards the Independent Living Skills program in 2013. There are also opportunities to grow donations, seek endowments, and corporate grants. TPFA is an innovative organization and was awarded the CCVO Innovation award in 2013 for the Bow Valley College student housing program at Murdoch Manor.

TPFA also proposes to construct a new 120 unit facility in the next five years. It is one of nine partners on Calgary's RESOLVE Campaign, a unique collaboration of nine agencies working with government, business and community to raise \$120 million to build affordable and supported rental housing for 3,000 vulnerable and homeless Calgarians.

4.3.2 Knowledge Capital

As the operator of PCP since 2005 and with a reputation for working with hard-to-house clients, TPFA is well positioned to build on its expertise and expand services to the Calgary community with a similar project. Feedback from referral sources, consisting mostly of Alberta Health Services personnel, affirms the PCP program's effectiveness. This has been enhanced with a formal program evaluation that will be completed in 2016 and is anticipated to provide empirical evidence to funders and referral sources about the relative value and cost-benefit of the PCP program.

In 2012 TPFA established its credibility in housing development with the successful completion of the Glenway Gate project, a 42-unit complex, in partnership with the Glamorgan Christian Housing Society. This success created an opening to strategically position the organization as both a facility developer and an operator. In the time since



Glenway Gate, TPFA has been a frequent recipient of requests for information and possible partnership on other projects.

TPFA has participated in efforts to extend the knowledge base and supports research on emerging issues. For example, technology and its potential for contributing to organizational sustainability and tenant safety has been explored along with the implications for facility development. There is potential for technology to be an enabling tool for staff or tenants' families from the perspective of monitoring status, communications and companionship, medication management or other personal management.

TPFA will continue to respond to opportunities that arise from recognition of its competencies and the credibility gained from successful conception and delivery of current programs and services.

4.3.3 Social Capital

Stakeholder surveys and interviews produced strong indications that TPFA is viewed as an effective manager of government-owned property, and a collaborative and active community partner. As one of the larger HMB province-wide, TPFA is well positioned to respond to amalgamation possibilities. TPFA amalgamated with Kiwanis Club of Calgary Foothills, a smaller HMB in 2013.

As a leader in the non-profit seniors housing community, TPFA has strong relationships and partnerships with other organizations. Some of the community initiatives in which they are involved include the Older Adult Community Collaborative and the Seniors Collaborative Community Outreach Team.

TPFA is seen very favorably when compared to its competitors. The organization is believed to have the capacity to grow sustainably. The range of housing and housing supports provided differentiates TPFA from its competitors. TPFA's provision of social support services such as Social Workers or Independent Living Supports staff in independent living settings, health care aid, cleaning assistance, meal preparation and 24 hour staffing (these latter two at PCP) allow for greater seniors independence for longer periods of time.

Further, stakeholders note that TPFA has an opportunity to expand on new partnerships and lead/partner on initiatives that would provide meaningful information in emergent issues within sector. These initiatives could bring new revenues or other resources to mutually beneficial partnership arrangements.



4.3.4 Human Capital

The nonprofit sector has continued to experience workforce challenges, namely low wages (particularly for small and mid-sized organizations) and staff turnover. CCVO (*Nonprofit Survey 2015*) goes on to note that organizations contracted to deliver services on behalf of the Government of Alberta struggle more with these issues. Also, the nonprofit sector on the whole struggles with diversity of its workforce and employing staff from underutilized groups – new Canadians, people with disabilities, Aboriginal workers and youth. The sector is however succeeding with employing mature workers (55+).

TPFA is ahead of the curve in both the categories of mature workers and diversity. Over 23% of its staff group at the time of writing are over 60 years of age and over 60% of workers' ethnicity is something other than "Canadian". Overall worker average age was 48.5 years in September 2015.

TPFA is known within the community for high levels of staff and organizational compassion, care and concern. Undoubtedly, the basis for this strength is in the organization's Vision, Mission, Values and its 'More than Housing' philosophy. Tenants surveyed rated staff as good or excellent with highest ratings on the four factors of: friendliness, responsiveness, compassion and desire to make a difference.

*"The people here [at Peter Coyle Place] really take care of us.
... This place is heaven on Earth, it's like a big family here and the
staff makes it seem like I have a half dozen mothers and a half
dozen fathers."*

Bob, home is at Peter Coyle Place

TPFA staff have a high level of pride for their work and a majority have an average to very high familiarity of the organizational Mission. Work environment and a desire to make a difference are key motivators. In a recent survey, staff remarked that they enjoy the relative autonomy in working with tenants and that staff colleagues are a key strength. Ongoing training and skill development is another area of general staff satisfaction. TPFA supports employees through a comprehensive package of wages and benefits that includes a jointly funded Registered Savings Plan contribution program, Golden Fridays and a health and wellness spending account (\$400 per annum in 2015).

TPFA staff will continue to be challenged to respond to the increasing complexity of their clients. As the organization grows, attention will be needed in the areas of policy development, communications, and accountability. A defined orientation and on-



boarding program may well advance TPFA's Mission and help new employees to carry out their duties effectively and quickly.

5 GOALS, PRIORITY INITIATIVES, EXPECTED OUTCOMES & PERFORMANCE MEASURES

On the following pages five goals are identified and include possible initiatives and action items for Board and Staff focus. These key directions recognize the challenges before TPFA and in the provision of seniors housing in general. Namely, we see an impending perfect storm created by:

- Economic downturn impacting organizations across sectors
- Significantly unfunded lifecycle maintenance, renewal and regeneration
- Demographics increasing demand
- An increasing mismatch of current housing supply to seniors needs (e.g. health) and preferences
- Labour challenges, particularly in the nonprofit sector
- A sector that will need to transform itself in order to have the capacity to meet growing demand.

An impending 'perfect storm' is facing seniors housing and services.

We have targeted current opportunities while also allowing for flexibility to respond as circumstances change. As an organization, TPFA is open to change and well positioned to seek out, assess and respond to new opportunities.

TPFA has set out five goals for the five years of this strategic plan:

- Goal 1: Provide transformative leadership in the seniors housing sector**
- Goal 2: Enhance TPFA effectiveness and sustainability**
- Goal 3: Develop government and stakeholder relationships and commitments**
- Goal 4: Renew the portfolio**
- Goal 5: Create innovative housing models**

The key levers in achieving our goals exist in the realm of resource acquisition. TPFA will continue to diversify funding and revenue sources, when opportunities arise, in order to ensure the provision of seniors housing and services which meet the needs of a changing seniors population.

Solutions for sustainable seniors housing and services will also necessarily include government investment through:

- Surplus retention: Retain the HMB surplus to regenerate and update unrentable units into rentable, income-producing, accessible units



- Capital project funding: Secure capital project funding through Alberta Seniors to increase the supply of affordable and supportive housing for 120 older adults
- Operating funding: Secure operating funding for necessary tenant support services.

Note that the achievement of our five goals is predicated on:

- Growth being managed well
- A level of sustainability and consistency within operations
- Availability of internal and external resources to carry out the required actions
- No major weather catastrophe or global crisis
- Governments continuing to make affordable housing for seniors a priority and providing the necessary resourcing.

The following five pages outline the priority initiatives, performance measures and targets for each Goal.



Goal 1

Goal: PROVIDE TRANSFORMATIVE LEADERSHIP WITHIN THE SENIORS HOUSING SECTOR

Expected Outcomes:

TPFA will be positioned in a leadership role that enables strong strategic relationships and innovative support to our clients and the sector as a whole.

Operational Areas:

Clients Facilities Financial Goals/Objectives Knowledge Capital Social Capital Human Capital

GOA Housing Goals:

Making Housing Affordable Increasing Supply Preserving Existing Stock Fostering Independence

Priority Initiatives	Performance Measures	2015 Results	2016 Target	2017 Target	2018 Target	2019 Target	2020 Target
1.1 Lead or participate in community consultations to address areas of concern such as innovations in seniors housing, community-based treatment of mental illness and elder abuse prevention.	<ul style="list-style-type: none"> Participate in consultations with strategic value. Encourage staff participation TPFA recognized as sector thought-leader 	anecdotal	ongoing 70% survey	ongoing 73% survey	ongoing 75% survey	ongoing 79% survey	ongoing 81% survey
1.2 Participate in Provincial organizations such as the Alberta Public Housing Administration Association (APHAA) and provide effective leadership.	<ul style="list-style-type: none"> Attend 80% of meetings annually Provide leadership on the executive or in key committee roles 		80%	80%	80%	80%	80%
1.3 Recruit board members who add credibility and strength to TPFA.	<ul style="list-style-type: none"> Identify gaps Recruit to gaps 	partial	March June				
1.4 Respond to partnership opportunities.	<ul style="list-style-type: none"> Give every opportunity due consideration. 	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing
1.5 Actively monitor, scan and strategize responses to threats and opportunities.	<ul style="list-style-type: none"> Quarterly CEO reporting Annual plan review by board 	quarterly annually	quarterly annually	quarterly annually	quarterly annually	quarterly annually	quarterly annually
1.6 Participate in Provincial Housing Policy formation task force as a representative of APHAA	<ul style="list-style-type: none"> Attend all meetings Participate effectively 	NA	Jan – Dec 2016	as needed	as needed	as needed	as needed



Goal 2

Goal: ENHANCE TPFA EFFECTIVENESS AND SUSTAINABILITY

Expected Outcomes:

- Managed growth and increased overall effectiveness through research, technology and continuous improvement
- Strengthened staff engagement and performance
- Funding diversity and development

Operational Areas:

- Clients Facilities Financial goals/objectives Knowledge Capital Social Capital Human Capital

GOA Housing Goals:

- Making Housing Affordable Increasing Supply Preserving Existing Stock Fostering Independence

Priority Initiatives	Performance Measures	2015 Results	2016 Target	2017 Target	2018 Target	2019 Target	2020 Target
2.1 Develop good governance policies and practices.	<ul style="list-style-type: none"> · Board policies completed · Personnel policies revised 		Q1 Q4	review	review	review	review
2.2 Respond to growth by identifying and resourcing required skills and capacity.	<ul style="list-style-type: none"> · Recruit human resource support 	need is identified	Q1				
2.3 Develop staff communication and recognition strategy.	<ul style="list-style-type: none"> · Strategy developed and implemented 		Q3				
2.4 Develop staff wellness strategy.	<ul style="list-style-type: none"> · Strategy and measurements developed · Staff retention rate % · % Likely or very likely to recommend TPFA as employer 	83 58	Q3 85 65	70	75	80	85
2.5 Ensure that revenues are maximized.	<ul style="list-style-type: none"> · % Average monthly occupancy rate · % Clients who are likely or very likely to recommend their building 	90 75	92	92	93 77	94	95
2.6 Advance resource development and diversity.	<ul style="list-style-type: none"> · Participate in RESOLVE capital campaign · Resource requirements reviewed 	ongoing	ongoing Q2	ongoing ongoing	end ongoing	ongoing	ongoing
2.7 Assess organizational success.	<ul style="list-style-type: none"> · Triennial survey conducted · Evaluation project completed · Select and implement Top Employer tool 	done initiated	Q2		survey		



Goal 3

Goal: DEVELOP GOVERNMENT AND STAKEHOLDER RELATIONSHIPS AND COMMITMENTS

Expected Outcomes:

Foster and strengthen relationships between TPFA and all three levels of government to secure adequate resources and access opportunities to enrich the quality of seniors' lives in Calgary.

Operational Areas:

Clients Facilities Financial goals/objectives Knowledge Capital Social Capital Human Capital

GOA Housing Goals:

Making Housing Affordable Increasing Supply Preserving Existing Stock Fostering Independence

Priority Initiatives	Performance Measures	2015 Results	2016 Target	2017 Target	2018 Target	2019 Target	2020 Target
3.1 Develop an ongoing stakeholder engagement strategy.	<ul style="list-style-type: none"> · Strategy developed · Key influencers identified · Number of stakeholders engaged 		Q3	ongoing	ongoing	ongoing	ongoing
3.2 Fully implement the Board's Government Relations Committee.	<ul style="list-style-type: none"> · Terms of reference established · Government Relations Committee is active 		Q1	ongoing	ongoing	ongoing	ongoing
3.3 Request discussions with government members and their staff in support of TPFA goals and initiatives.	<ul style="list-style-type: none"> · Number of conversations requested 						
3.4 Participate in amalgamation discussions in support of Provincial strategy and directions.	<ul style="list-style-type: none"> · Give every opportunity due consideration 	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing
3.5 Report as required on a timely and accountable basis to all funding partners.	<ul style="list-style-type: none"> · Reports submitted 	done	ongoing	ongoing	ongoing	ongoing	ongoing
3.6 Respond effectively to opportunities to renew government-owned properties.	<ul style="list-style-type: none"> · Responses developed 	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing



Goal 4

Goal: RENEW THE PORTFOLIO

Expected Outcomes:

TPFA leverages its knowledge and social capital as demonstrated by successful property development and flood renewal projects to renew and expand the housing portfolio to better meet the needs of tenants, address unit suitability concerns and manage human risk.

Operational Areas:

- Clients Facilities Financial goals/objectives Knowledge Capital Social Capital Human Capital

GOA Housing Goals:

- Making Housing Affordable Increasing Supply Preserving Existing Stock Fostering Independence

Priority Initiatives	Performance Measures	2015 Results	2016 Target	2017 Target	2018 Target	2019 Target	2020 Target
4.1 Assist with the development of Housing policies that empower HMB's to move forward with portfolios regeneration and renewal	· TPFA participates in the development of a Provincial Strategy relating to housing regeneration and renewal.		December 2016	ongoing as needed	ongoing as needed	ongoing as needed	ongoing as needed
4.2 Use TPFA Criterion for Expansion policy to evaluate future development opportunities.	· Discuss options as they arise with the TPFA board of directors. Invest energy on prospective projects that appear to be feasible and within TPFA's mandate		ongoing as needed	ongoing as needed	ongoing as needed	ongoing as needed	ongoing as needed
4.3 Support and engage in the RESOLVE capital campaign with a TPFA goal of \$11M.	· \$11M available for capital projects	\$1m			\$11m		
4.4 Establish business case for renewal through retention of HMB surplus.	· One building (King Tower or Murdoch Manor) is significantly renovated		ongoing	ongoing	ongoing	ongoing	ongoing
4.5 Determine best portfolio mix based on demographics, trends and best practices found in other jurisdictions.	· Research completed			Q3			
4.6 Develop an innovative model of supportive living within an independent setting, leveraging expertise and best practices.	· Break ground on TPFA's second independent living project with innovative supports in the NE				Q3		



Goal 5

Goal: CREATE INNOVATIVE HOUSING MODELS

Expected Outcomes:

Define and pursue optimum housing mixes that encourage community engagement, celebrate diversity, increase the capacity of stakeholders, and increase the ability of TPFA to meet client needs.

Operational Areas:

Clients Facilities Financial goals/objectives Knowledge Capital Social Capital Human Capital

GOA Housing Goals:

Making Housing Affordable Increasing Supply Preserving Existing Stock Fostering Independence

Priority Initiatives	Performance Measures	2015 Results	2016 Target	2017 Target	2018 Target	2019 Target	2020 Target
5.1 Communicate, promote and advocate a “More than Housing” philosophy.	· Philosophy communicated through various means – newsletter, reports, social media, etc.	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing
5.2 Promote the development of diverse housing solutions for seniors that avoid segregation, isolation and institutionalization.	· Internal culture of innovation is advanced · Staff encouraged to share innovation ideas		Q2 ongoing	ongoing	ongoing	ongoing	ongoing
5.3 Encourage collaboration and partnerships with community and religious groups to achieve a greater supply of innovative housing solutions for seniors.	· Conversations initiated with potential partners	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing
5.4 Encourage and support evidence-based innovation.	· Research gaps identified · Resources secured · Research conducted · Findings shared			Q2 Q3	Q2 Q3		



6 FINANCIAL BUDGET AND FORECASTS (Appendix C)

The operating forecast is provided by year in Appendix C. Generally expenses are anticipated to increase each year and at a higher rate than revenues. The net effect will be a decreasing surplus position each year.

7 CAPITAL DEVELOPMENT PLAN (Appendix D)

The capital development plan contemplates the construction of project in NE Calgary which is a combination of two successful projects – Glenway Gate (independent living) and Peter Coyle Place (supportive living). This project is reflected in TPFA goals as priority initiative 4.5, the combination of housing styles enables ‘aging in place’ to a greater degree than that available in below market seniors housing. The overall project estimate is at \$30-34 million. A Government of Alberta funding commitment to this project would advance the likelihood of it achieving fruition.

8 CAPITAL IMPROVEMENTS PLAN (Appendix E)

The issue of deferred maintenance and regeneration is a significant concern. As noted in Appendix E, these costs are estimated at \$60 Million for the properties under TPFA management. TPFA is keen to commence with the process of regeneration and proposes that Provincial funding for fire and life safety upgrades along with the TPFA annual surplus be used to take tangible steps towards portfolio regeneration in the next five years.

Notes:

The 2016-2020 plan document is available for download at TPFA.ca. Appendices are a separate document and may be available by request if not included. Contact information is provided for this or other purpose inside the front cover.

