

July 20th, 2015

Agenda

Special Council Meeting – Call to Order – 6:00 PM

Adoption of Agenda –

Business:

- | | |
|--------------------------------------|-----------|
| 1) Land Development – NE 8-44-12 W4M | B1 |
| 2) CAO Contract | B2 |
| 3) | |
| 4) | |

Adjournment -

Request for Decision (RFD)

Topic: Land Development – NE 8-44-12 W4M
Initiated by: Mayor Robinson/Administration
Prepared by: Amanda Davis
Attachments: IBI Group Seniors Housing Needs Assessment Study 2012

Recommendations:

1. That the Town of Sedgewick no support the development of a ten unit self-contained living facility in Sedgewick under the current project circumstances and further that recommendation be send to the FRHG Board that a mediator be contracted to assist with the extraction of events leading up to the project to ensure all board members have a clear understanding of the project.

AND

2. That Mayor Robinson be appointed as the new FRHG Rep effective immediately and further that all matters of business and/or correspondence pertaining to the FRHG be sent to the appointed rep and the municipal office.

AND

3. That Council direct Administration to prepare a public notice clarifying Sedgewick's concerns with the proposed project and the need for the FRHG to reevaluate the project; the public notice shall be send to council for final review.

OR

1. That Sedgewick Town Council disregard the matters of concern pertaining to the ten unit self contained living facility project for Sedgewick as they are confident with the project whereby directing Administration to proceed accordingly.

Background:

The Flagstaff Regional Housing Group (FRHG) regional board with members appointed from eleven municipalities within the Flagstaff Region.

Over the past seven (7) + years the board has been looking at options for seniors housing to ensure long-term viability of the region. In 2012 Flagstaff County funded a Seniors' Housing Needs Assessment Study. The executive summary states, "The FRHG Board has realized that there is a growing need for enhanced seniors' supportive housing services in the Flagstaff County area while recognizing that the current Flagstaff Lodge in Sedgewick is unable to meet those needs." – "It is anticipated that the information from the study will be incorporated into a funding request to the Alberta government for redevelopment of the Flagstaff Lodge, either in its current location in Sedgewick, or at another location."

The Bethany Group (TBG) is the contractual body providing administrative services to the FRHG. TBG has been responsible to work with and engage alongside the FRHG to implement a strategy for seniors housing.

At current, an application was submit to the Alberta government for the construction of a ten unit self-contained living facility for Sedgewick; the provision for the demolition of the Flagstaff Lodge is yet to be determined.

Current:

On July 2nd, I spoke with C. Leniuk of JMAA Architecture regarding necessary documentation/plans when submitting the Development Permit. Further to this conversations, questions arose regarding, grading/drainage, subdivision and ownership of land, future development etc. Upon inquiry, I was directed by Clr. F. Watkins to contact Tamlyn Beesley, TBG as he was appointed to project manager.

The following email was sent to T. Beesley by Administration, no response has been received. In consultation with Clr. F. Watkins an email letter was prepared and emailed to the FRHG board for comment.

Email to T. Beesley (no response received)

“Good Afternoon Tamlyn,

In reference to a call held this morning between Cory Leniuk, JMAA Architecture and I in regards to the proposed ten (10) unit self-contained living facility for Sedgewick there are a few matters of business that must be addressed to ensure Mr. Leniuk can adequately submit a development permit to the Town - the details below should hopefully clarify our conversation as well.

The Flagstaff Regional Housing Group (FRHG) is the current title holder of NE 8-44-12 W4M (5001 – 51st Avenue, Sedgewick). The parcel of land is 2.82 acres and is zoned Institutional as per the Town’s Land Use Bylaw #461.

It is the understanding of Sedgewick Town Council and myself that the proposed ten (10) unit self-contained living facility would be owned by the Government of Alberta and that for the time being the existing lodge would remain onsite until a later date with the end result being demolition. This is the information that has been reported by and to our FRHG rep. Fred Watkins.

With that being said the following matters need to be addressed prior to the submission of a Development Permit:

- Upon development completion who is going to be the registered owner of the said lands? The FRHG or the Government of Alberta?
 - If a title transfer takes place does that mean the Government of Alberta will be responsible for the demolition and site remediation of the Flagstaff Lodge?
 - From recent conversation with the Architect and our FRHG Rep, we understand that this proposed development will be constructed with the ability of one day adding a future “wing”.
 - Has there been any discussion regarding subdivision of the lands with the ten units on one parcel and the Flagstaff Lodge on another?
 - When the Flagstaff Lodge is demolished there will be a large piece of vacant land that may be suitable for residential development; this is a topic the Town of Sedgewick would like to discuss. Sedgewick’s vacant residential land mass is limited – the option to utilize excess lands would ensure smart growth and viable land practices.

It is necessary to address the above noted questions in support of the Towns Municipal Development Plan (MPD) and LUB requirements. As per section 6 of the MDP, “the Town may require the preparation of an area redevelopment plan (ARP) or other non-statutory plan, acceptable to Council, before the subdivision and/or redevelopment of any large tract of land is permitted to proceed”.

Section 16 of the MDP discusses all servicing including storm water management, drainage etc. A

grading and drainage plan must be submit with the Development Permit. Depending on the status of the lodge demolition, grading and drainage could be affected so we need to ensure long range planning efforts are taken into consideration.

The reason for my call this morning was to request a pre consultation meeting so that the above mentioned items could be discussed and clarified.

Pending you have the necessary information and are able to address the matters above, Fred, myself and Kemi, West Central Planning Agency are available to meet on July 10th morning or afternoon depending on Mr. Leniuk and your availability.

Please give me a call if you have any questions at 780-384-3504.”

Emailed letter to the FRHG Board (delivered by Clr. F. Watkins)

July 10th, 2015

Attention: Flagstaff Regional Housing Group (FRHG)
c/o Fred Watkins

Hi Fred,

Further to our conversation this morning please see below specific details in relation to the Flagstaff Lodge.

Actions on the new development not only impact the FRHG board they also impact the Town of Sedgewick.

The FRHG is the current title holder of NE 8-44-12 W4M (5001 – 51st Avenue, Sedgewick). The parcel of land is 2.82 acres and is zoned Institutional as per the Town’s Land Use Bylaw #461.

The Bethany Group has reported to the FRHG that the proposed ten (10) unit self-contained living facility would be owned by the Government of Alberta and that for the time being the existing lodge would remain onsite until a later date with the end result being demolition and further that they were in negotiations with Government seeking financial assistance for the demolition of the Flagstaff Lodge.

With that being said the following matters need to be addressed prior to the submission of a Development Permit in accordance with conversations held with Cory Leniuk, JMAA and Tamlyn Beesley, The Bethany Group on July 2nd, 2015; T. Beesley did not have answers to these questions:

- Upon development completion who is going to be the registered owner of the said lands? The FRHG or the Government of Alberta?
 - If a title transfer takes place does that mean the Government of Alberta will be responsible for the demolition and site remediation of the Flagstaff Lodge?
 - From recent conversation with the Architect and Sedgewick’s FRHG Rep, we understand that this proposed development will be constructed with the ability of one day adding a future “wing”.
 - Has there been any discussion regarding subdivision of the lands with the ten units on one parcel and the Flagstaff Lodge on another?
 - When the Flagstaff Lodge is demolished there will be a large piece of vacant

land that may be suitable for residential development; this is a topic the Town of Sedgewick would like to discuss. Sedgewick's vacant residential land mass is limited – the option to utilize excess lands would ensure smart growth and viable land practices.

(depending on a response to these questions, the Town and Architect would then prepare the necessary site grading and drainage plan for submission with the Development Permit).

On July 6th, 2015 T. Beesley sent an emailed response to Fred Watkins as quoted below:

"ASHC will require sole ownership or a lease on the property.

- TBG will work with ASHC to determine their needs in the transfer
- **Transfer of title will most likely happen before project completion**
- Demolition costs will be negotiated with ASHC"

The highlighted comment means that The Bethany Group on behalf of the FRHG is negotiating on transferring the entire 2.82 acres to the government with no certainty that the government is going to demolish the Flagstaff Lodge. One of the biggest concerns for all parties would be a boarded up deteriorating building left in town for years to come.

Sedgewick Town Council has discussed some potential use of excess land – remaining land may prove to be ideal for residential development. If the government assumes all the land, the entire site will not be taxable which is problematic. Hardisty, Daysland and a few other communities can attest to the loss of taxation revenues. So the question remains, why re-negotiate a land transaction with the government after the fact when the "planners" address and negotiate land use at current without holding up development.

So here are some items to that should be discussed by the FRHG board with the best interest of the board and the Town in mind.

- What are the implications of transferring all the land to the government?
- Has enough thought been put into this decision – is there a better use of lands?
- Who is responsible for the demolition of the Flagstaff Lodge if the government refuses to finance the project?
- What is the back-up plan if the new project comes in over budget?

This synopsis is a good starting point.

Unofficial responses received from T. Beesley and three board members:

Hello. Below is my response to Amanda Davis, the CAO of Sedgewick. Can you please review and provide any comments? Thank you,

Tamlyn Beesley
Development Manager
The Bethany Group
780-566-1322

Hello Amanda,

At this time we will just be applying for a development permit for the new facility. All of the other

questions, concerns, and conjectures that you raised in your letter are not relevant to the application for the permit and so really do not need to be answered or discussed at this time.

If it is the Town's perspective that all of your questions and wishes need to be answered then unfortunately we will not be able to proceed with the project within this construction season.

We should note that if it had been the Town's intention to bring forward all of these issues or possibilities with the land etc. those requests should have been forwarded to the Flagstaff Regional Housing Group a long time ago. It is not appropriate to be on the verge of development permit and to now talk of sub division, transfer of land, doomsday scenarios etc. If this had been the case then we would have deferred the construction until Flagstaff Lodge was empty and demolished and then designed and placed the new facility appropriately for the parcel.

However as you had emailed a large number of people I feel that I do have to answer some of the items (that you will see below) as some are incorrect and the interpretation from some is that this project is now in jeopardy.

After discussion at a special meeting, the Building Committee of FRHG would also appreciate that in future this type of correspondence should be sent to myself and I will distribute or answer as necessary. Correspondence of a non-project basis should be forwarded to the Board of FRHG through the Town's representative or through Denis Beesley.

Regards,

Tamlyn Beesley
Development Manager
The Bethany Group
780-566-1322

July 10th, 2015

Attention: Flagstaff Regional Housing Group (FRHG)
c/o Fred Watkins

Hi Fred,

Further to our conversation this morning please see below specific details in relation to the Flagstaff Lodge.

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The FRHG is the current title holder of NE 8-44-12 W4M (5001 – 51st Avenue, Sedgewick). The parcel of land is 2.82 acres and is zoned Institutional as per the Town's Land Use Bylaw #461.

The Bethany Group has reported to the FRHG that the proposed ten (10) unit self-contained living facility would be owned by the Government of Alberta and that for the time being the existing lodge would remain onsite until a later date with the end result being demolition and further that they were in

negotiations with Government seeking financial assistance for the demolition of the Flagstaff Lodge.

This is not totally correct. The Board of FRHG have supported a request to government for demolition costs but are cognizant that the 'owner' of the land will be responsible for demolition costs.

With that being said the following matters need to be addressed prior to the submission of a Development Permit in accordance with conversations held with Cory Leniuk, JMAA and Tamlyn Beesley, The Bethany Group on July 2nd, 2015; T. Beesley did not have answers to these questions:

We would question whether all of the following matters need to be addressed prior to Development Permit. If it is the Town's stance that they need to be addressed an immediate response is required as we will need to call a special meeting of the FRHG Board as the project will be in jeopardy.

- ☐ Upon development completion who is going to be the registered owner of the said lands? The FRHG or the Government of Alberta?

We do not see that this question needs to be answered at this time and does not have bearing on an application for DP. However it will be one of the bodies mentioned.

- If a title transfer takes place does that mean the Government of Alberta will be responsible for the demolition and site remediation of the Flagstaff Lodge?
- The owners of the property at time of demolition will be responsible
- From recent conversation with the Architect and Sedgewick's FRHG Rep, we understand that this proposed development will be constructed with the ability of one day adding a future "wing".
- Yes, it's a possibility
- Has there been any discussion regarding subdivision of the lands with the ten units on one parcel and the Flagstaff Lodge on another?
 - There has been absolutely no discussion of sub division and there are absolutely no plans to start those discussions. It has always been the intent of FRHG and the government that this is and will remain one parcel

- ☐ When the Flagstaff Lodge is demolished there will be a large piece of vacant land that may be suitable for residential development; this is a topic the Town of Sedgewick would like to discuss. Sedgewick's vacant residential land mass is limited – the option to utilize excess lands would ensure smart growth and viable land practices.

If the Town had wished to start these type of discussions then a request to the Board of FRHG should have happened a year or more ago. The Town was fully aware of the possible siting of the new facility and Town reps even walked the site and discussed the location. Our mandate has always been to keep Flagstaff Lodge open until the new facility is completed and as such this has impacted the siting of the new facility. If this parcel was to have been sub divided then the project would have been very different. It has always been the intent that this site would have the potential for future expansion for seniors or other subsidized housing options.

However it should also be noted that any transfer of government assets must be at market value even to Management Bodies developing subsidized housing. If the costs of demolition are included then this will be an expensive parcel of land. It is unlikely that government would transfer land to the town that they would in turn sell for market driven housing.

(depending on a response to these questions, the Town and Architect would then prepare the necessary site grading and drainage plan for submission with the Development Permit).

The architect requested information on storm water plans within the Town and has not received anything to date. Please advise if the Town has plans, guidelines, or if we should reference another municipality. As mentioned the project is for a new building on the land with the existing one still standing. Please provide a response as we can be working on this.

On July 6th, 2015 T. Beesley sent an emailed response to Fred Watkins as quoted below:

“ASHC will require sole ownership or a lease on the property.

- ☐ TBG will work with ASHC to determine their needs in the transfer
- ☐ Transfer of title will most likely happen before project completion
- ☐ Demolition costs will be negotiated with ASHC”

The highlighted comment means that The Bethany Group on behalf of the FRHG is negotiating on transferring the entire 2.82 acres to the government with no certainty that the government is going to demolish the Flagstaff Lodge. One of the biggest concerns for all parties would be a boarded up deteriorating building left in town for years to come. I’m not sure how you inferred that from my comment, but it is a leap indeed. As previously stated the lodge will be demolished or revitalized – owners choice. The concern about deteriorating building implies that AB Seniors is not a good steward of its’ properties - I think the concern is unfounded. It also implies they are willing to pay for mechanical operations, insurance and monitoring on an empty building, since buildings are just not turned off and abandoned.

Sedgewick Town Council has discussed some potential use of excess land – remaining land may prove to be ideal for residential development. If the government assumes all the land, the entire site will not be taxable which is problematic. Hardisty, Daysland and a few other communities can attest to the loss of taxation revenues. So the question remains, why re-negotiate a land transaction with the government after the fact when the “planners” address and negotiate land use at current without holding up development.

As mentioned above it is too late for the Town to start thinking of these possibilities. To introduce taxes at this stage of the game is inappropriate and should have no bearing on this development. This parcel of land and the lodge has always been deemed to be tax exempt so this new facility will not have any impact. However it is possible that Grants In Lieu may be reactivated for these types of facilities so the Town may gain taxes that did not have before.

So here are some items to that should be discussed by the FRHG board with the best interest of the board and the Town in mind.

- ☐ What are the implications of transferring all the land to the government? The implications of not transferring the land is that the project is dead. Is this the Town of Sedgewick’s wish? An immediate answer is needed for this question
- ☐ Has enough thought been put into this decision – is there a better use of lands? The owners of the land will decide the best use of the land given their mandates. If the Town of Sedgwick had the wished to have input then this request should have been made a year ago.
- ☐ Who is responsible for the demolition of the Flagstaff Lodge if the government refuses to finance the project? The owners and the FRHG have discussed this
- ☐ What is the back-up plan if the new project comes in over budget? The funding is for 100% project costs from AB Seniors. Overage is discussed with them based on reasonableness of the overage. As the Town must be aware with their own projects there are no guarantees until

tenders close.

This synopsis is a good starting point.

Thank you,

Amanda

With the amount of uncertainties addressed in the corresponding emails it is detrimental for council to weigh the pros and cons of the project and the potential impacts moving forward. An open discussion is necessary.

FLAGSTAFF REGIONAL HOUSING GROUP



Seniors' Housing Needs Assessment Study



March 2012



30489



Flagstaff Regional Housing Group

SENIORS' HOUSING NEEDS ASSESSMENT

REPORT

MARCH 23, 2012



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EXECUTIVE SUMMARY

The Flagstaff Regional Housing Group (FRHG) is a non-profit, provincially-mandated foundation that is a provider of affordable, safe and secure housing to low and moderate income seniors in Flagstaff County – an area that includes the towns of Sedgewick, Killam, Hardisty and Daysland. The villages of Alliance, Forestburg, Galahad, Heisler, Loughheed and Strome and the surrounding rural area of Flagstaff County itself, are also in the FRHG's geography. The FRHG Board has realized that there is a growing need for enhanced seniors' supportive housing services in the Flagstaff County area while recognizing that the current Flagstaff Lodge in Sedgewick is unable to meet those needs. At present, FRHG's Flagstaff Lodge and Big Knife Villa Lodge are the only subsidized supportive housing options in the area.

IBI Group has been retained by FRHG to complete a Seniors' Housing Needs Assessment Study. The overall purpose of the study is to provide FRHG with the information needed to plan for changes to the seniors' supportive housing inventory that will best meet the future needs of seniors in the Flagstaff County area to 2021. More specifically, the Flagstaff Lodge can no longer provide the increasing care services required of its residents, or also meet changing housing expectation of future residents, and is essentially functionally obsolete. Redevelopment of the Flagstaff Lodge, including consideration of new construction of the lodge in a different location, will be reviewed in this study. An overall 10 year supportive housing strategy for Flagstaff County is needed.

The Needs Assessment Study estimates future seniors' housing demand in Flagstaff County by *type of unit* (e.g., independent affordable, supportive and designated supportive living - DSL) for 2011, 2016 and 2021. It is anticipated that the information from the study will be incorporated into a funding request to the Alberta government for redevelopment of the Flagstaff Lodge, either in its current location in Sedgewick, or at another location.

The Flagstaff Regional Housing Group's Seniors Housing Needs Assessment Study is structured similarly to an economic supply/demand analysis. Current seniors' housing supply is compared to demand to determine existing and future housing deficiencies. Strategies to address these existing and projected future housing deficiencies comprise the body of the study recommendations.

Supply Analysis

The supply analysis process begins with defining the market or catchment area to identify the geography of where seniors housing demand originates. For this study, the market catchment area and the boundaries of the County are the same.

The housing inventory analysis of the needs assessment process represents the supply side of an economic supply/demand analysis. The inventory takes into account all supportive housing projects (all four levels of SL housing), group homes, designated supportive living (DSL) units and care centre beds in Flagstaff County. All other seniors are presumed to be housed in independent housing forms. The supply analysis determined that:

- The total inventory includes: 96 seniors' subsidized self-contained (independent) housing units; 81 supportive living units (59 at FRHG lodges and 22 at assisted living facilities such as Providence Place and the Killam Health Unit); no Group Home spaces; and 78 long term care beds.
- The independent subsidized self-contained suites are in small projects that are geographically distributed in eight different locations throughout Flagstaff County. Several of these projects have been experiencing high vacancy rates.
- Providence Place in Daysland is comprised of 4 wings of 53 units and targets a largely independent senior, although supports are in place to accommodate higher care residents in the future. They are in contract with Alberta Health Services to provide designated supportive living (DSL) services in 16 suites.

- Flagstaff County has 78 care centre beds that are well distributed in three locations: Killam, Galahad and Hardisty. The distribution allows considerable choice and potential for remaining in a familiar location for those seniors in need of 24 hour professional care services.

Population Projections

The population projection was calculated using information from the 2006 federal census (base year) and then using growth rates derived from the 2010 Alberta Finance and Enterprise population projection model. The Census information used includes population for Census Division 7, of which Flagstaff County (which in this report is equivalent to the FRHG catchment area, and includes the Town and village populations previously noted) accounts for approximately 25% of the population of persons age 65+. The Census Division 7 rates for mortality and migration were applied to Flagstaff County. Only the senior population age 75 and older were projected since this group is generally most likely to include those in immediate need of the range of supportive housing options.

The findings from the population projection analysis indicate that growth rates for seniors in Census Division 7 are significantly below Alberta averages. What was observed is a mild reduction in the number of seniors 75+ between 2006 and 2011. However, a total of 319 seniors age 65-74 years are projected to be added to the Flagstaff County population over the next 10 years. However, older seniors age 75+ are projected to increase by only 102 persons between 2011 and 2021 – or approximately 10 persons per year. Importantly, seniors age 75+ are widely dispersed throughout Flagstaff County. A total of 6 of the 11 municipalities in the County have fewer than 50 seniors age 75 or older.

Housing Demand Analysis – 2011 to 2021

Seniors' population growth was translated into projected housing unit demand. Demand for housing was based on observed Provincial ratios for subsidized self-contained units, supportive living spaces or units and care centre units. That is, the current or 'observed' inventory totals were compared to what would be 'expected' if Flagstaff County was served or supplied with seniors' housing units at the average levels observed across the province.

The findings relevant to FRHG in terms of meeting seniors' housing needs from 2011 to 2021 are summarized as follows:

- When compared with the Provincial average, Flagstaff County has more seniors' self-contained subsidized housing than would be expected. There is a total of 96 units, however only 54 would be expected if Provincial ratios were applied. That is, comparatively, there is currently an oversupply of 42 units of seniors' subsidized self-contained housing in the area.
- There are no group home spaces in the County, although 8 would be expected if the area was consistent with Provincial ratios.
- Lodge-like supportive living levels 1 & 2 are currently oversupplied by 25 units.
- SL 3 spaces totals 8 suites. By 2021, the projected demand for these higher care spaces is expected to total 23, or 15 units more than is currently available.
- There are fewer than expected SL 3, 4 and 4D spaces in Flagstaff County. The 10 year projected demand for the SL 4 and 4D spaces (the highest care levels) totals 39 spaces by 2021. However, the current inventory is 14 beds. This suggests that an additional 25 SL 4 & 4D spaces are required in Flagstaff County over the next 10 years.

- If Flagstaff County was responding to seniors' supportive housing demand in a manner comparable to the provincial norms, there would be an expected *total* supportive housing supply of 102 units in 2021. That is, there is projected 10 year demand for an *additional* 21 new supportive housing units in the County.
- By 2021, if Flagstaff County was responding to supportive housing needs like the rest of the Province, there would be an expected DSL total of 27 spaces. That is, of the 102 total supportive housing units projected in 2021, about one in four SL units would be funded under Alberta Health Services as DSL spaces.
- Care centre beds continue to be comparatively oversupplied in this demand projection. In 2011, there is an estimated oversupply of 22 care centre beds. This apparent oversupply of care centre beds is comparable to the deficit of 20 SL 4 and 4D beds in the County. By 2021, the oversupply of care centre beds is reduced to 14 beds through an increase in the total number and age of the seniors residing in Flagstaff County by 2021.

Conclusions and Recommendations

The conclusions and recommendations of the Flagstaff Regional Housing Group's Seniors Housing Needs Assessment Study are:

- There is diminishing demand for lodge-like seniors' housing in Flagstaff County. There is an estimated oversupply of SL 1 and 2 spaces that is equivalent to 25 suites in 2011. These spaces are in older facilities such as the Flagstaff Lodge where the rooms are small and not accessible to persons in a wheelchair. The majority of these SL 1 and 2 suites cannot easily accommodate higher care residents without substantial redevelopment or new construction.
- Flagstaff County is underserved in terms of accommodating higher care needs seniors in supportive living environments. That is, additional supportive housing options are required for seniors in Flagstaff County who would be assessed as needing a care equivalent to SL 3, 4 or 4D (please refer to Exhibit 3 at the end of the document for a definition of the care needs of these residents). In some instances, these higher care seniors would likely be housed within care centre beds if available.
- Despite population growth and aging in the County, the oversupply of long term care beds in care centres continues over the next 10 years. By 2021, it is estimated that the oversupply of care centre beds will total 14 beds. It is possible that these care centre beds will continue to provide services to the seniors in the area that could be accommodated in DSL units as an alternative to a care centre bed.
- Therefore, population growth and aging is not a significant driver of future demand for supportive living units in Flagstaff County. Consequently, expansion of the total number of units in supportive living inventory is not recommended.
- However, the replacement of the 1976 Flagstaff Lodge in Sedgewick is recommended. Renovation to the existing Flagstaff Lodge is not recommended given its age, the lack of functionality for care delivery, and the cost relative to value of the existing structure. Renovation is considered by IBI to be a poor value option since new construction to maintain the total bed count would be required as well.
- Replacement of the Flagstaff Lodge is proposed as the optimal means of accommodating future higher care needs seniors in need of an affordable housing option in Flagstaff County. However, the Lodge accommodates only 38 units and is not large enough to promote operational efficiencies more common with lodges of 60 units or more.

- To promote operational efficiencies, consolidation of the lodge units at both Forestburg (21) and Sedgewick (38) should be considered a priority. However, the facility at Forestburg is newer and has more potential to accommodate future supportive living residents and is therefore not a candidate for demolition or decommissioning.
- To enable the consolidation of the Forestburg and Sedgewick lodge units (which is essential to making the case for redevelopment funding), the 21 lodge units at Big Knife Villa Lodge in Forestburg should be repositioned as independent living apartments. That is, the 21 units would be reconfigured into ten, 1 bedroom units for rent by seniors and others in need of affordable accommodation.
- The FRHG should consider the possible sale of seniors' self-contained projects in the smaller communities that are consistently experiencing high vacancy rates. Current tenants could be relocated to the repurposed Forestburg former lodge suites.
- In turn, a new 60 unit lodge could be developed which combines the units from Sedgewick (38) and Forestburg (21). The location recommended by IBI Group is Killam since it is central to the County and has a local health centre available.
- Killam is also the location of a Manitou Manor, an independent seniors' apartment of 16 units. In this way, the new lodge location would create a more diverse care and housing environment - a "campus of care" - that is endorsed by Alberta Health Services and Alberta Seniors.
- If this proposed development strategy is pursued by the Foundation, a new site for the Lodge (60 units) is needed. The total land area required to accommodate the entire proposed development strategy is approximately 2 acres (0.8 ha), although this land requirement will be better defined in more detailed future analysis. Ideally, the site would be proximate to the Killam Health Care Centre and Manitou Manor.

1. INTRODUCTION

1.1 Background

Flagstaff Regional Housing Group (FRHG) is a non-profit, provincially-mandated foundation that is a provider of affordable, safe and secure housing to low and moderate income seniors in Flagstaff County – a large geography of over 4,000 square kilometres in east central Alberta. Flagstaff County includes the towns of Sedgewick, Hardisty, Killam and Daysland. The County also includes the villages of Forestburg, Lougheed, Heisler, Strome, Alliance and Galahad and the surrounding rural areas. The FRHG operates the Flagstaff Lodge in Sedgewick (38 suites) and the newer Big Knife Villa Lodge in Forestburg (21 suites) as well as 96 self-contained apartments in eight different locations.

The FRHG Board has determined that the housing needs of some seniors in Flagstaff County may not be appropriately addressed with the current inventory of available seniors' housing. It has led to some area seniors to relocate to other non-FRHG projects or even outside Flagstaff County itself. In particular, the Flagstaff Lodge is functionally obsolete and cannot adequately accommodate seniors with wheelchairs in many of its lodge rooms. Many of the rooms are not designed for seniors with mobility problems and increasingly frail health – which is an increasing proportion of lodge residents. Also, the Board has recognized that changing expectations will result in more seniors rejecting most of the Lodge rooms as unsuitable to reside in given the small space (averaging less than 200 square feet including the in-suite bathing, closet and walkway). Over time, the inability of the Flagstaff Lodge to provide housing to the seniors in need of assistance will make the facility increasingly non-functional for the persons FRHG is mandated to serve.

There are two significant challenges to providing seniors' housing in Flagstaff County. The first is that the County is geographically large and the population is dispersed. The second challenge is that the population has been steadily declining in the County since 1996. In the 2011 federal census, Flagstaff County had a total population of 3,244 living in 1,190 dwellings. The 2011 population declined by -7.5% from 2006 population of 3,506 persons in Flagstaff County. The population decline since 2001 totals 453 persons or more than 12% in 10 years. Declining population makes it difficult to develop larger housing projects necessary to obtain the "economies of scale" to operate efficiently.

As a result of the Board's realization that there is a need for more supportive housing in the County, combined with the recognition that the current Lodge is unable to meet those needs, the FRHG has requested a Seniors' Housing Needs Assessment Study be undertaken. The study will determine the level of demand (i.e., need) for independent, supportive and assisted living types of housing forms in Flagstaff County. The Needs Assessment projects future seniors' housing demand in Flagstaff County by *type of unit* (e.g., independent affordable, supportive and DAL/DSL) in five year increments from 2011 to 2021. It is anticipated that the information from the study will be incorporated into a funding request to the Alberta government for redevelopment of Flagstaff Lodge, potentially on a new site, in order to provide housing to seniors in need of more care and supports than currently provided in the lodge.

1.2 Study Objectives

The overall purpose of the study is to provide FRHG with the information needed to plan for changes to the seniors' supportive housing inventory that will best meet the future needs of seniors in Flagstaff County to 2021.

The Seniors' Housing Needs Assessment study objectives include the following:

- To identify existing and future needs for the all types of seniors' housing in Flagstaff County, including independent, the four levels of supportive seniors' housing and including housing that is funded by Alberta Health Services as Designated Supportive Living (DSL) units;
- To determine potential deficits in the FRHG's current housing portfolio in meeting these current and future housing needs; and
- To make recommendations for changes over the next 5 and 10 years to the FRHG's seniors housing inventory regarding the type, number of units and location of future housing renovations, expansions or changes in service levels to the existing portfolio, including the possible new construction of a supportive housing project to replace the aging Flagstaff Lodge in Sedgewick.

2. STUDY APPROACH

Four major tasks were conducted to complete the FRHG Seniors' Housing Needs Assessment Study. A housing needs assessment study is structured similarly to an economic supply/demand analysis. The tasks associated with a needs assessment are briefly described as follows:

Task 1: Collect Background Information and Define the Catchment Area - IBI Group, in consultation with the Flagstaff Regional Housing Group, determined the 'catchment' or housing market area used to evaluate where past and potential future seniors' housing demand originates. This area is defined as the geographic boundaries of the market. That is, from what locations do demands for FRHG housing product originate? The definition of the catchment area is important in evaluating the depth of current and potential future housing demand.

Task 2: Stakeholder Discussions - IBI Group discussed with Alberta Health Services changing provincial policies regarding supportive housing in Alberta to identify trends that will influence demand for supportive housing in terms of both number of units needed and the type of care that a future facility would need to accommodate. Home Care staff who provide care services in the Flagstaff Lodge were also consulted for their insights into the changing health care needs of residents. The discussions also were used to determine any planning subtleties regarding the population projections and service area dimensions the Province uses for planning for Flagstaff County.

Task 3: Supply or Inventory Analysis - the supply analysis involved an inventory of both public and private market-driven housing for seniors in the catchment area. Existing projects (both non-profit or private, for-profit), as well as any planned projects, were included. The focus of the inventory analysis was to determine the level of care support provided in each project as well as to identify relevant product attributes. The inventory, when compared to demand, identifies potential seniors housing deficiencies or unmet needs, in Flagstaff County.

Task 4: Demand Analysis for Level 2, 3 and 4 Supportive Housing Units - the demand analysis gathered information on vacancy rates, waitlists and incidence rates in independent, supportive and assisted living projects within the catchment area. Available population projections and target utilization rates developed by Alberta Health Services for Census Division 7 and Flagstaff County were then used.

The result of the demand modeling was to identify the expected level of demand. This in turn is applied to the inventory (supply) to determine unmet present demand for care/housing in Flagstaff County. That is, projected demand is translated into future facility requirements (number of units required) for independent housing, supportive housing and assisted living housing. The projection

for future seniors' housing demand was then calculated for 5 and 10 year horizons. As with any projection, the closer in time the projection, the more reliable it tends to be. Projections of 20 or more years tend to be less reliable.

The demand projection model utilized Provincial incidence rates for a full-range of housing/care options available and applied these to the catchment area's current and projected population profile (including an account of population aging and increasing need for care services). The result of the demand modeling was to identify the expected level of demand in classifications that reflect the Levels 1, 2, 3 and 4 developed by Alberta Seniors and Community Supports. This in turn was applied to the inventory (supply) to *determine unmet present demand* for care/housing in Flagstaff County. That is, projected demand is translated into the number of Level 1, 2, 3 and 4 supportive housing units required immediately, and in 5 and 10 year increments.

3. CATCHMENT AREA

Defining the 'catchment' or market area for Flagstaff County is essential for calculating future housing demand. The catchment area represents the primary geography whereby the majority of demand for FRHG supportive housing originates. The catchment area for FRHG is defined simply as the area inside Flagstaff County boundaries. A map of the catchment area is shown as Exhibit 1. All exhibits are located at the end of this document.

Although this is considered the 'primary' area from which seniors' housing demand will originate for Flagstaff County, it is recognized that some demand may originate from other locations as well. For instance, anecdotally, some seniors' have returned to Flagstaff County to retire after leaving to work elsewhere. It is also recognized that some seniors residing in Flagstaff County are dissatisfied with available supportive housing and care centre options, and prefer to leave the area to obtain housing that better meets their needs, most often in Camrose. However, these numbers are unknown; on balance, the methodology applied by IBI Group to determine population and demand projections are considered to be conservative, typically understating future demand.

4. INVENTORY ANALYSIS

The inventory analysis of the needs assessment process represents the supply side of an economic supply/demand analysis. The inventory takes into account all supportive housing projects, group homes and care centre units in Flagstaff County where seniors currently reside. All other seniors are presumed to be housed in independent housing forms.

There are few providers of seniors' housing in Flagstaff County. The most prominent provider of seniors subsidized independent living units (apartments) and supportive living is the Flagstaff Regional Housing Group. The other significant provider of seniors' supportive housing in the County is Providence House in Daysland. The inventory of supportive housing types is shown in the table shown as Exhibit 2. Supportive housing is categorized into four levels by Alberta Seniors and Community Supports. Exhibit 3 provides a description of these four supportive housing categories.

Flagstaff Lodge is one of three possible residences for seniors in Flagstaff County in need of supportive services. Flagstaff Lodge (38 suites) was rebuilt in 1973 and has undergone several extensive renovations up until 2009. However, the Lodge remains functionally deficient since 25 of the 38 suites include rooms under 200 sf. These small rooms not only fail to meet increasing expectations for larger room sizes, but are inadequate for meeting the needs of seniors with significant health issues that would classify them as in need of Level 3 or 4 supportive services.

Big Knife Villa (21 suites) in Forestburg, the second lodge operated by FRHG, was built in 1986 and has larger rooms that are more functional for the provision of higher care services. However, the rooms are still only 200 sf in size, compared to the current supportive living room size of 375 sf recommended by Alberta Seniors. Like Flagstaff Lodge, the facility is small and it is difficult to achieve the economies of scale that make it more cost effective to operate. Staffing both facilities is increasingly challenging as well.

Alberta Health Services has made an effort in recent years to expand the number of Designated Supportive Living (DSL) suites available to seniors as a means of delaying or avoiding entry into a care centre bed. A need has been cited by the former health region for expansion of DSL 4 and DSL4-D units that provide services to persons with dementia or other cognitive impairments. In Flagstaff County, 16 DSL suites (SL levels 3 and 4 funded by Alberta Health Services) are exclusively located at Providence Place in Daysland. Another 6 alternative care beds are located at the Killam Health Care Centre. These beds are intended for higher health care needs seniors as well.

Significantly, the inventory review suggests that the number of long-term care (continuing care) beds is considerably higher than expected for a County of this population. That is, there is virtually the same number of long-term care beds (78) as there are supportive living suites (81) in Flagstaff County. In many Alberta geographies, the number of care centre beds is significantly lower than the number of supportive living options available to residents of the area.

Finally, there are no group home spaces provided in Flagstaff County. Group homes are a part of the inventory review since they represent a small but important type of housing for seniors. A comprehensive inventory of all possible housing options for seniors in Flagstaff County had to include this as a potential seniors' housing type.

5. DEMAND – THE HOUSING NEEDS ASSESSMENT FINDINGS

5.1 Population Projection

Demand for supportive housing is a calculation that considers where seniors in Flagstaff County are residing now and where they will reside in the future. To calculate current and future demand IBI Group obtained the best possible population counts available for seniors age 75 and older. This age group is typically the age when supportive housing becomes a growing need amongst seniors. The base year population was derived from 2006 Statistics Canada data (the most reliable single source), and was then "grown" using progression rates derived from the Alberta Finance and Enterprise population projection model. This population projection method is derived from the sophisticated single year of age/gender survival methodology and is considered the best means available for calculating the seniors' population over the next five and ten year periods.

It should be noted that the population projection for Flagstaff County is primarily a function of population aging and mortality, and is likely to prove relatively accurate. The projection model tends to be sensitive to demographic trends, particularly mortality rates amongst older age groups. However, the approach employed in this analysis may tend to slightly understate future growth in senior populations in geographies where seniors may be migrating to the area to acquire services or to be near family. For this reason the modelled senior population growth, and thus seniors' housing demand is generally considered to be a conservative estimate.

The population projection developed by Alberta Finance and Enterprise for all age groups as well as seniors age 65 and older in Alberta and Census Division are detailed in Exhibit 4. What is shown in this table is that all population groups in Census Division 7 are growing at a much slower rate than that of Alberta as a whole. In particular, the growth of the senior population is significantly

less than that of Alberta. For instance, the projected population growth of seniors age 85 and older in Alberta from 2011 to 2021 is 37% overall. Yet, the percentage increase in seniors 85 and older in Census Division 7 over this same 10 year period, is projected to be only 8%. Similarly, all Alberta seniors age 75 and older are projected to increase by 35% from 2011 to 2021. But, in Census Division 7, this increase is only 14% over the same period of time. Many of the supportive and higher care needs housing options are intended for persons in these older age groups.

IBI Group assembled population information from Census Division 7 from the 2006 Census (the 2011 Census information was not yet available) of which Flagstaff County represents approximately 25% of the age 65+ population. The Census Division 7 implicit rates of mortality and in and out migration were then applied to Flagstaff County populations in each community and the rural area overall to calculate population projections for 2011, 2015 and 2021. The population projection for seniors age 65 to 74 and 75 and older in Flagstaff County is shown in Exhibit 5.

As shown, the projected number of seniors age 65 to 74 and older grows by 39% from 2011 to 2021. The estimated number of "younger seniors" increases by 319 persons from a total of 808 to 1,127 in 2021. The communities of Daysland, Sedgewick, Forestburg and Killam account for 45% of the young seniors projected in 2021. The remaining 55% of young seniors are dispersed throughout Flagstaff County.

The growth rate for seniors older than age 75 is considerably lower than that of the seniors age 65 to 74. Between 2011 and 2021, seniors 75 and older in Flagstaff County are projected to increase by only 14% or from a total of 709 to 811 over 10 years. As discussed, the population growth rates for seniors in Census Division 7, and by extension Flagstaff County, are considerably lower than for the Province as a whole.

5.2 Seniors' Housing Demand Projection

Following the calculation of the projected population of seniors in Flagstaff County, the housing demand model was developed. The model is a function of both the *actual* inventory of seniors' housing as well as the *expected* inventory. The expected inventory of seniors' housing is derived from the supportive housing inventory compiled by Alberta Seniors and Community Supports. As a significant contributor, IBI Group has obtained a copy of this AS & CS supportive living inventory. From this inventory, IBI then calculated the ratio of the number of total Level 1 through 4 supportive housing units as well as the total number of care centre units in Alberta to the seniors' population age 75 and older (85 and older for care centre units) in the Province. This ratio of housing units to the seniors' population age 75+ was then calculated. This ratio became the basis for the "expected" number of supportive housing units and care centre units that would be anticipated Flagstaff County if the population was served at the Provincial average rates.

The housing demand projection is detailed in Exhibit 6. It accounts for all housing types where seniors may now and in the future be residing. In total there are nine housing types projected: independent housing; subsidized self-contained units; group homes; supportive housing levels 1 to 4; designated assisted living (a sub-set of supportive housing) and care centre units.

It must be noted that the projection model for housing demand does not accommodate any persons on a wait list who are residing in or outside of Flagstaff County. As a result, the demand projection is a conservative estimate that will inherently underestimate total supportive housing and care centre demand. Satisfaction of the projected levels of demand in 2016 and 2021 will continue to yield proportionate to current levels of waitlists, or unsatisfied demand.

5.2.1 CURRENT PROJECTED HOUSING DEMAND 2011

The findings of the demand projection shown in Exhibit 6 estimate current (2011) seniors' housing needs in Flagstaff County are summarized below. It is noted that a negative number in the Exhibit 6 table denotes an *oversupply* of seniors housing units. The highlights of the projection series are as follows:

- There are an estimated total of 454 seniors living independently throughout Flagstaff County.
- There is an oversupply of seniors' subsidized self-contained housing in Flagstaff County. That is, there is actual (or "observed") inventory of 96 units. However, when compared to Provincial ratios, the expected number of seniors' subsidized self-contained apartments is 54 units. This suggests a current oversupply of 42 units. Unfortunately, this projected oversupply is supported by the number of vacancies the FRHG has been experiencing in several of its smaller housing projects located throughout the County.
- There are no group home spaces in Flagstaff County. The expected number of group home spaces (if the County was comparable to the Province as a whole) would be 8 for an immediate deficit of 8 spaces. However, not all of these spaces would be occupied by seniors age 75+.
- There is apparently an oversupply or excessive number of supportive housing level 1 and 2 suites (a negative number suggests a larger-than-expected number of housing units) in Flagstaff County. There are 59 suites observed and only 34 are expected. This finding supports the anecdotal evidence of increasing vacancies, particularly at Flagstaff Lodge – a facility built to provide low level care support to seniors in the community.
- Supportive housing Level 3 is in a deficit situation. There are 8 units observed at present and 20 are expected.
- Supportive housing Level 4 and 4D (dementia care) is in a deficit situation. There are 14 units observed at present and 34 in total are expected. There is projected immediate demand for 20 new SL 4 and 4D units in Flagstaff County.
- In total, there are 81 supportive living units or rooms available in Flagstaff County today. If the region was responding to seniors' supportive housing demand in a manner similar to that of the Province as a whole, there would be an expected total of 89 supportive housing supply. That is, at present there is projected immediate demand for 8 additional supportive housing spaces in Flagstaff County.
- While the current under supply is only 8 units, the distribution of the 81 supportive living units is far from optimal.
- Currently in Flagstaff County there are 16 designated supportive living (DSL) or units provided – all located at Providence Place in Daysland. If Flagstaff County was responding to seniors' DSL supportive housing demand in a manner similar to that provided by Alberta Health Services across the Province as a whole, there would be an expected DSL total of 24 units or rooms. This suggests there is a deficit of 8 DSL beds currently in Flagstaff County.
- There are 78 long term care beds available in Flagstaff County. Based on Provincial care centre bed ratios, the County has 22 *more* care centre units than is expected. Given the lack of DSL units in Flagstaff County, it is likely these individuals who otherwise may have resided in a DSL bed, may instead are potentially placed in a care centre bed as a means of staying near their original home when their care needs increase.

5.2.2 10 YEAR DEMAND - 2011 TO 2021

The findings of the demand projection shown in Exhibit 6 for seniors' housing needs from 2011 to 2021 are summarized as follows:

- The number of seniors projected to reside in independent housing in Flagstaff County grows from an estimated 454 to 561 by 2021. In total, the ten year growth in demand for seniors' independent housing is equivalent to 107 new spaces for seniors to reside in the County. This total is expressed in persons or "pillows" rather than households; it is occupants, not dwelling units.
- The 10 year demand for seniors' subsidized self-contained housing does not grow sufficiently to counter the existing oversupply of this type of seniors' housing in 2011. That is, demand for seniors' subsidized housing in 2021 is projected at 62 units, but the 2011 inventory is 96 units. An oversupply of 34 units from the current inventory is projected in 10 years time for this affordable housing type. This implies the current vacancy problems with the FRHG subsidized self-contained inventory will continue.
- The expected number of group home spaces (if Flagstaff County was comparable to the Province as a whole) totals 9 spaces over 10 years. However, not all of these spaces would be occupied by seniors age 75+.
- The projected Level 1 & 2 supportive housing demand does not by 2021 exceed the current supply of 59 spaces. Without reassigning these spaces to a higher level of care (typically through redevelopment or new construction), there will continue to be an oversupply of 20 SL 1 & 2 units in 10 years time.
- The projected Level 3 supportive housing demand is projected to be equivalent to 23 spaces. With a current supply of eight SL 3 units, this suggests a 10 year total demand equivalent to 15 new SL 3 spaces in 2021.
- There are 14 SL 4 spaces in Flagstaff County. The projected Level 4 and 4D supportive housing demand grows to 39 units by 2021, projecting demand for SL 4 and 4D spaces equivalent to 25 new units over 10 years.
- In total, there are now 81 supportive living suites or rooms available in Flagstaff County today. If the region was responding to seniors' supportive housing demand in a manner similar to that of the Province as a whole, there would be an expected *demand* for 102 supportive housing by year 2021 – a net increase of 21 suites from the current inventory level. That is, over the next 10 years, there is projected demand for an *additional* 21 new supportive housing units in Flagstaff County.
- By 2021, if Flagstaff County was responding to seniors' DSL supportive housing demand in a manner similar to that provided by Alberta Health Services across the Province as a whole, there would be an expected DSL total of 27 units. That is, of the 102 total supportive housing demand projected in 2021, just over one in four units (27 units) of this type of housing demand, would be funded under Alberta Health Services as DSL units.
- There are currently 78 long term care beds available in Flagstaff County. If Provincial care centre bed ratios remain unchanged over the next 10 years, the County will still have a projected oversupply of 14 *more* care centre units than is expected.

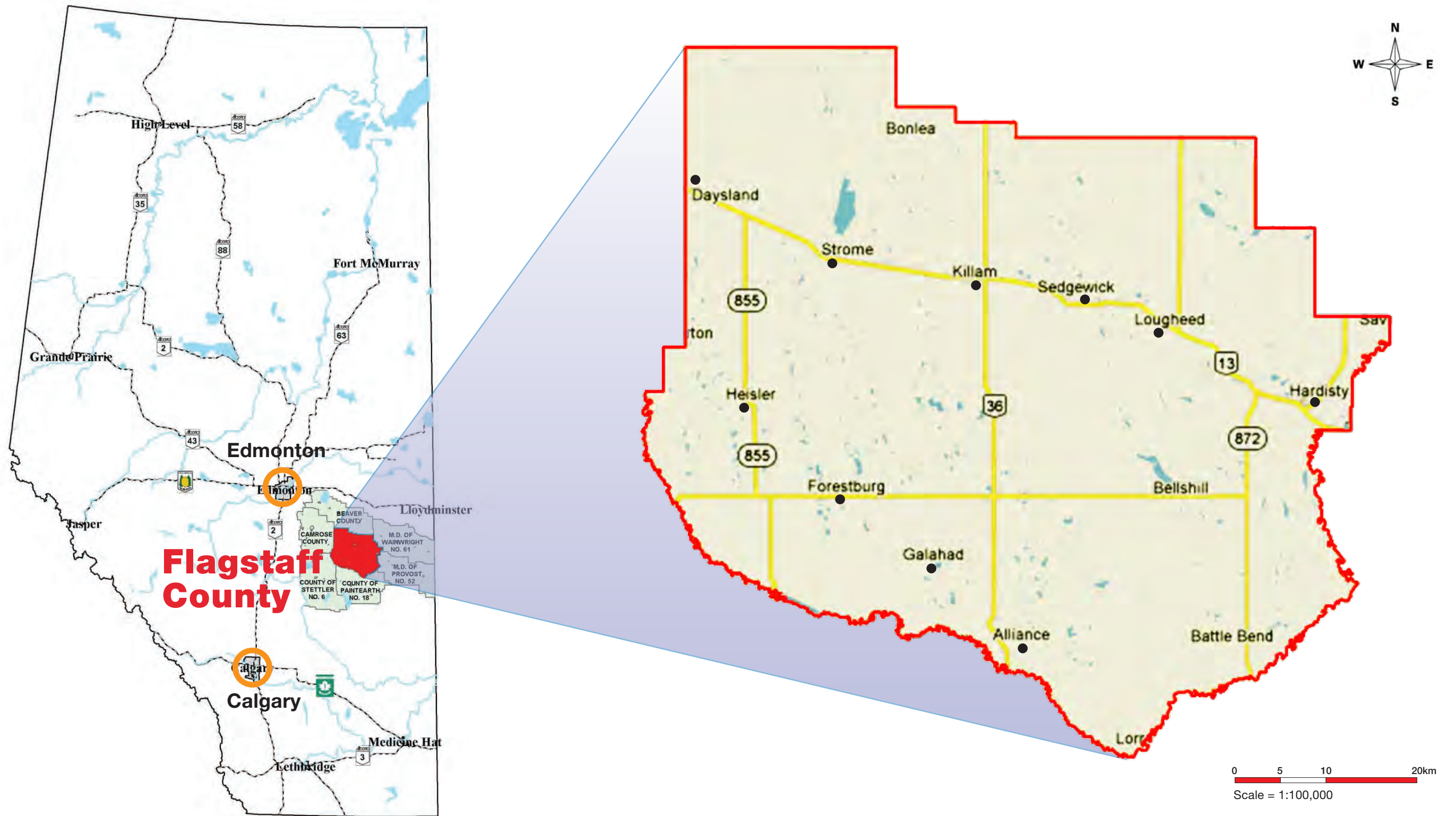
6. CONCLUSIONS AND RECOMMENDATIONS

The conclusions and recommendations of the Flagstaff Regional Housing Group's Seniors' Housing Needs Assessment Study are:

- There is diminishing demand for lodge-like seniors' housing in Flagstaff County. There is an estimated oversupply of SL 1 and 2 spaces that is equivalent to 25 suites in 2011. These spaces are in older facilities such as the Flagstaff Lodge where the rooms are small and not accessible to persons in a wheelchair. The majority of these SL 1 and 2 suites cannot easily accommodate higher care residents without substantial redevelopment or new construction.
- Flagstaff County is underserved in terms of accommodating higher care needs seniors in supportive living environments. That is, additional supportive housing options are required for seniors in Flagstaff County who would be assessed as needing a care equivalent to SL 3, 4 or 4D (please refer to Exhibit 3 at the end of the document for a definition of the care needs of these residents). In some instances, these higher care seniors would likely be housed within care centre beds if available.
- Despite population growth and aging in the County, the oversupply of long term care beds in care centres continues over the next 10 years. By 2021, it is estimated that the oversupply of care centre beds will total 14 beds. It is possible that these care centre beds will continue to provide services to the seniors in the area that could be accommodated in DSL units as an alternative to a care centre bed.
- Therefore, population growth and aging is not a significant driver of future demand for supportive living units in Flagstaff County. Consequently, expansion of the total number of units in supportive living inventory is not recommended.
- However, the replacement of the 1976 Flagstaff Lodge in Sedgewick is recommended. Renovation to the existing Flagstaff Lodge is not recommended given its age, the lack of functionality for care delivery, and the cost relative to value of the existing structure. Renovation is considered by IBI to be a poor value option since new construction to maintain the total bed count would be required as well.
- Replacement of the Flagstaff Lodge is proposed as the optimal means of accommodating future higher care needs seniors in need of an affordable housing option in Flagstaff County. However, the Lodge accommodates only 38 units and is not large enough to promote operational efficiencies more common with lodges of 60 units or more.
- To promote operational efficiencies, consolidation of the lodge units at both Forestburg (21) and Sedgewick (38) should be considered a priority. However, the facility at Forestburg is newer and has more potential to accommodate future supportive living residents and is therefore not a candidate for demolition or decommissioning.
- To enable the consolidation of the Forestburg and Sedgewick lodge units (which is essential to making the case for redevelopment funding), the 21 lodge units at Big Knife Villa Lodge in Forestburg should be repositioned as independent living apartments. That is, the 21 units would be reconfigured into ten, 1 bedroom units for rent by seniors and others in need of affordable accommodation.
- The FRHG should consider the possible sale of seniors' self-contained projects in the smaller communities that are consistently experiencing high vacancy rates. Current tenants could be relocated to the repurposed Forestburg former lodge suites.
- In turn, a new 60 unit lodge could be developed which combines the units from Sedgewick (38) and Forestburg (21). The location recommended by IBI Group is Killam since it is central to the County and has a local health centre available.

- Killam is also the location of a Manitou Manor, an independent seniors' apartment of 16 units. In this way, the new lodge location would create a more diverse care and housing environment - a "campus of care" - that is endorsed by Alberta Health Services and Alberta Seniors.
- If this proposed development strategy is pursued by the Foundation, a new site for the Lodge (60 units) is needed. The total land area required to accommodate the entire proposed development strategy is approximately 2 acres (0.8 ha), although this land requirement will be better defined in more detailed future analysis. Ideally, the site would be proximate to the Killam Health Care Centre and Manitou Manor.

Context Map



Flagstaff County Inventory of Seniors Housing 2011

Accommodation Type	Accommodation Sub Type	Accommodation Name	Accommodation ID	Accommodation Municipality	Health Zone	Current Occupancy
Supportive Living Accommodation	Lodge	Big Knife Villa Lodge	70035645	Forestburg	Zone 3	21
Supportive Living Accommodation	Lodge	Flagstaff Lodge	70035658	Sedgewick	Zone 3	38
Supportive Living Accommodation	Assisted Living Accommodation	Providence Place - 4 wings of 53 units; one	70039777	Daysland	Zone 2	16
Supportive Living Accommodation	Assisted Living Accommodation	Killam Health Care Centre	Covenant Health - Affiliate	Killam	Zone 3	6
Long Term Care Accommodation	LTC	Galahad Care Centre	70037887	Galahad	Zone 3	20
Long Term Care Accommodation	LTC	Killam Health Care Centre - Covenant Health	Covenant Health - Affiliate	Killam	Zone 4	45
Long Term Care Accommodation	LTC	Hardisty Health Centre	70037845	Hardisty	Zone 3	13

Source: Alberta Seniors & Community Supports, Inventory Table as of December, 2010

SL - Lodge (SL 1 & 2)	59
SL 3 & 4 - Assisted Living	22
LTC	78

Seniors Self-Contained Subsidized Housing	Number of Units	Name	Description	Rent Max
Alliance	6	EO Lysne	6 - plex; one bedroom	\$400
Daysland	20	Westside Manor	2 bedroom	\$500
Forestburg	10	Big Knife Villa Apartments	one bedroom apartments	\$600
Galahad	4	Wheatland Manor	4 - plex; one bedroom	\$400
Hardisty	26	Parkland Manor	one bedroom apartments	\$450
Killam	16	Manitou Manor	one bedroom apartments	\$450
Lougheed	6	Frontier Manor	6 - plex; one bedroom	\$450
Lougheed	4	Verdant Valley Villa	4 - plex; one bedroom	\$450
Heisler *	4	Heisler Senior's Manor	4 -plex	\$400
Strome	4	Wavy Lake Manor	4 - plex; one bedroom	\$400
Total Seniors' Self-Contained	100	* All housing projects except Heisler's 4 units are operated by FRHG		

Source: Alberta Housing & Urban Affairs, Inventory of Seniors Subsidized Self-Contained Housing, March 31, 2011

Levels of Seniors Supportive Living in Alberta

LEVELS OF SENIORS SUPPORTIVE LIVING IN ALBERTA			
Level 1	Level 2	Level 3	Level 4
RESIDENT NEEDS			
<ul style="list-style-type: none">Can arrange, manage and direct own care and is responsible for the decisions s/he makes.Can manage most daily tasks independently.Some supports/services required.All personal assistance can be scheduled.Primarily needs housing for safety, security and socialization.	<ul style="list-style-type: none">Can arrange, manage and direct own care and is responsible for the decisions s/he makes.Can manage some daily tasks independently.A basic set of supports/services required.All or most personal assistance can be scheduled.May require some assistance/encouragement to participate in social, leisure and rehabilitation programs.	<ul style="list-style-type: none">Has choices but may need assistance in making some decisions about day-to-day activities.Requires assistance with many daily tasks.Most personal assistance can be scheduled. The need for unscheduled personal assistance is infrequent.May require increased assistance in participating in social, recreational and rehabilitation programs.	<ul style="list-style-type: none">Needs assistance in making decisions about day-to-day activities, but should still be given as many choices as possible.Requires assistance with most/all daily tasks.The need for unscheduled personal assistance is frequent.Requires enhanced assistance to participate in social, recreational and rehabilitation programs.
BUILDING FEATURES			
<ul style="list-style-type: none">All Levels – Building safety and design features are appropriate for residents' needs.Ideally, each suite is private, includes a lockable door, a bedroom, a sitting area, bathroom and a kitchenette. Suites for residents with Level 1 needs may also include a full kitchen.Except for Level 1, that might only contain a common area for dining, all other levels of supportive are expected to have common areas for dining and social/recreational activities.			
HOSPITALITY SERVICES			
<p>“Is/Are Available” – “May be Available” – Housing operators may or may not have the ability or capacity to co-ordinate this service or provide it to residents. The housing operator has the capacity to provide the service directly or arrange for its delivery by another source, if the resident needs or wants the service.</p> <p>“Provided” – These are the services that the housing operators supply to meet the residents' needs.</p>			
<p>Meal Services At least one main meal per day is available.</p> <p>Housekeeping Services Services are available.</p> <p>Personal Laundry Personal Laundry equipment is available. Personal laundry services may be available.</p> <p>Bedding and Towels Laundry services may be available.</p> <p>Safety and Security 24-hour security is provided.</p> <p>Social, Leisure and Recreational Opportunities Services may be available.</p> <p>Coordination and Referral Services to Community Supports Guidance/Advocacy/Advisory role may be available. Assistance with accessing community services may be available.</p>	<p>Meal Services Full meal services are available (2 meals if kitchenette in suite).</p> <p>Housekeeping Services Weekly services are available.</p> <p>Personal Laundry Personal laundry equipment is available. Personal laundry services may be available.</p> <p>Bedding and Towels Weekly bedding and towel laundry services are available.</p> <p>Safety and Security 24-hour staff on site. Personal response system is provided.</p> <p>Social, Leisure and Recreational Opportunities Services are available.</p> <p>Coordination and Referral Services to Community Supports Guidance/Advocacy/Advisory role is available. Assistance with accessing community services is available.</p>	<p>Meal Services Full meal services are available. Some special dietary requirements can be met.</p> <p>Housekeeping Services More than weekly services are available. Additional sanitization as required.</p> <p>Personal Laundry Personal laundry equipment is available. Personal laundry services are available.</p> <p>Bedding and Towels Weekly bedding and towel services are available.</p> <p>Safety and Security 24-hour staff on site. Routine checking of residents as required. Personal response system is provided.</p> <p>Social, Leisure and Recreational Opportunities Services are available.</p> <p>Coordination and Referral Services to Community Supports Guidance/Advocacy/Advisory role is provided. Assistance with accessing community services is provided.</p>	<p>Meal Services Full meal services are provided. Most special dietary requirements can be met. Food/nutrition intake monitored.</p> <p>Housekeeping Services Daily services are provided. Additional sanitization as required.</p> <p>Personal Laundry Personal laundry equipment is available. Personal laundry services are available.</p> <p>Bedding and Towels Weekly/daily bedding and towel services are provided.</p> <p>Safety and Security 24-hour staff on site. Routine checking of residents as required. Personal response system is provided.</p> <p>Social, Leisure and Recreational Opportunities Services are provided.</p> <p>Coordination and Referral Services to Community Supports Guidance/Advocacy/Advisory role is provided Assistance with accessing community services is provided</p>
HEALTH AND WELLNESS SERVICES			
<p>All Levels: General Service Needs</p> <ul style="list-style-type: none">Case management by RHAs for publicly funded servicesAssessment for publicly funded health and personal care services completed by the RHA based on unmet needOther health services and services of health professionals are available as arranged locally and on an as needed basis <p>Personal assistance and/or professional services may be provided to residents by: the RHA directly, the operator on contract to the RHA, the operator privately, or private pay by an alternate vendor</p> <p>All Levels: Medication Support</p> <ul style="list-style-type: none">Support will be provided by RHA's based on assessed unmet need. Support can also be purchased privately. Residents are responsible for the costs of their medications including dispensing fees.			
<p>Staff Scheduled visits by RHA staff and other community supports. No health staff on site on a 24-hour basis.</p>	<p>Staff Scheduled visits by RHA staff and other community supports. No health staff on site on a 24-hour basis.</p>	<p>Staff Scheduled visits by RHA staff and other community supports. Suitably qualified, certified or trained staff on site – on a 24-hour basis.</p>	<p>Staff Scheduled visits RHA staff and other community supports. Suitably qualified, certified or trained staff on site – on a 24-hour basis. 24-hour regulated professional staff on site – on a 24-hour basis.</p>

Alberta and Census Division 7: Population Projections 2011, 2016, 2021

Age Group and Year		Alberta			Census Division Number 7		
		Population	% of Total	Growth Rate *	Population	% of Total	Growth Rate *
All Ages	2006	3,421,253	100.0%	-	41,110	100.0%	-
	2011	3,808,375	100.0%	2.2%	42,340	100.0%	0.6%
	2016	4,146,205	100.0%	1.7%	42,430	100.0%	0.0%
	2021	4,478,110	100.0%	1.6%	42,755	100.0%	0.2%
	Increase 2011-2021	669,735			415		
	% Increase 2011-2021	18%			1%		
Age 65 - 74	2006	189,937	5.6%	-	2,949	7.2%	-
	2011	224,820	5.9%	3.4%	3,285	7.8%	2.2%
	2016	302,625	7.3%	6.1%	3,850	9.1%	3.2%
	2021	396,580	8.9%	5.6%	4,585	10.7%	3.6%
	Increase 2011-2021	171,760			1,300		
	% Increase 2011-2021	76%			40%		
Age 75 +	2006	165,085	4.8%	-	3,024	7.4%	-
	2011	185,950	4.9%	2.4%	2,935	6.9%	-0.6%
	2016	208,720	5.0%	2.3%	3,030	7.1%	0.6%
	2021	250,140	5.6%	3.7%	3,360	7.9%	2.1%
	Increase 2011-2021	64,190			425		
	% Increase 2011-2021	35%			14%		
Age 85 +	2006	42,690	1.2%	-	890	2.2%	-
	2011	53,240	1.4%	4.5%	880	2.1%	-0.2%
	2016	63,830	1.5%	3.7%	910	2.1%	0.7%
	2021	72,915	1.6%	2.7%	950	2.2%	0.9%
	Increase 2011-2021	19,675			70		
	% Increase 2011-2021	37%			8%		

* Average annual growth rate from preceding date

Flagstaff Regional Housing Group Catchment Area Municipalities: Seniors Population Projections 2011, 2016, 2021

		Catchment Area Municipality											
Age Group and Year		Village of Alliance	Town of Daysland	Village of Forestburg	Village of Galahad	Town of Hardisty	Village of Heisler	Town of Killam	Village of Lougheed	Town of Sedgewick	Village of Strome	Flagstaff County	Flagstaff Regional Housing Group Catchment Area Total
Age 65 - 74	% share	4.1%	13.8%	10.3%	2.8%	6.2%	3.4%	9.7%	2.8%	11.0%	3.4%	32.4%	100.0%
	2011	33	111	84	22	50	28	78	22	89	28	262	808
	2016	39	131	98	26	59	33	91	26	104	33	307	947
	2021	47	155	117	31	70	39	109	31	124	39	365	1,127
Age 75 +	% share	1.4%	15.8%	11.0%	4.1%	6.2%	2.7%	19.9%	2.1%	13.0%	2.7%	21.2%	100.0%
	2011	10	112	78	29	44	19	141	15	92	19	150	709
	2016	10	115	80	30	45	20	145	15	95	20	155	731
	2021	11	128	89	33	50	22	161	17	106	22	172	811

Flagstaff Regional Housing Group Catchment Area: Seniors' Housing Demand Projections 2011, 2016, 2021

	2011			2016		2021		
Support Level	Observed Inventory	Expected Inventory	Inventory Deficiency	Projected Demand	5 Year Increase from 2011 Observed Inventory	Projected Demand	5 Year Increase from 2016 Projected Demand	10 Year Increase from 2011 Observed Inventory
Independent	454			498	44	561	63	107
Subsidized Self-Contained	96	54	-42	56	-40	62	6	-34
Group Home	0	8	8	8	8	9	1	9
Supportive Level 1/2	59	34	-25	35	-24	39	4	-20
Supportive Level 3 *	8	20	12	21	13	23	2	15
Supportive Level 4 *	14	31	17	32	18	36	3	22
Supportive Level 4D *	0	3	3	3	3	3	0	3
Supportive Living Subtotal	81	89	8	92	11	102	10	21
Designated Supportive Living *	16	24	8	25	9	27	3	11
Care Centre	78	56	-22	58	-20	64	6	-14
Care Centre - Accommodated	78			78	0	78	0	0
Excess Care Centre Demand **				0		0	0	

* DSL units are included in Supportive Living Levels 3, 4, 4D

** Diverted to DSL and included in Supportive Living Levels 3, 4, 4D

Request for Decision (RFD)

Topic: CAO Contract
Initiated by: Administration
Prepared by: RMRF/Amanda Davis
Attachments: RMRF – CAO Contract Initial Letter

Recommendations:

1. That Sedgewick Town Council authorize and support the development of a CAO contract and further that the Administration Committee be responsible for overseeing the development phase.

OR

2. That Sedgewick Town Council does not see the benefits of developing a standard CAO contract at this time therefore not authorizing municipal forces to expend time on the contract.
-

Background:

The Town of Sedgewick does not currently have a CAO contract. CAO contracts are not legislated under the Municipal Government Act (MGA) however they are highly supported by many municipalities throughout the province.

A CAO contract covers everyone's basis as it provides transparency, accountability and clarity between the Council (elected body) and Administration (appointed body) (defines expectations of both parties).

Transparency – ensures that administration is informing the elected body of all matters of business that affect/impact the municipality in an open manner.

Accountability – provides an avenue to ensure administration is fulfilling the objective of the elected body and vice versa.

Clarity – clearness and understanding of process, application and measurement.

Current:

I have engaged with the Town's legal counsel regarding CAO contracts as per the letter attached. Pending council is in agreement with the implementation of a contract a MOTION is required whereby delegating the responsibility to the Administration Committee (Mayor Robinson, Cllr's Waktins and Rose) and CAO Davis.

Below is a standard overview on the typical contents of a CAO contract:

- Number of years the employee is to serve the municipality;
- Prescribed skill requisite;
- Full-time an attention – devotion of employee;
- Residency;
- Probation Period;
- Termination of employee;
- Compensation/Benefits;
- Reviews;
- Relocation;
- Physical/Mental Capacity;

- Professional Development;
- Confidentiality;
- Indemnity

Regardless of whom the CAO is (current or future) a CAO contract clearly defines the expectations of a Council. A secondary contract may need to be negotiated with the CAO.

July 20, 2015

Town of Sedgewick
P.O. Box 129
Sedgewick, AB T0K 4C0

Attention: Amanda Davis

Dear Ms. Davis:

Re: CAO Contract

You advised us that Town Council is considering a written contract for your employment as CAO. You asked if we could provide a sample CAO contract so that both yourself and Council could review it and consider the appropriateness of provisions in your circumstances.

We are attaching for the information of yourself and your Council a template agreement, the basics of which have been utilized in other circumstances. However, we are providing this information subject to the following caveats.

Firstly, any CAO contract must be tailored to the particular circumstances of the Municipality and the CAO. We do not suggest that all of the provisions in the attached agreement should be utilized, or utilized as drafted. For example, the attached template contains provisions related to relocation, which we understand would not be applicable. Some of these provisions should therefore be viewed as somewhat of a checklist of possibilities, rather than provisions which should be implemented in all cases. In many cases further or different details could or should be added or changed.

Secondly, and most importantly, as I explained on the telephone, we cannot provide you with legal advice in regard to any agreement you may come to with the Town. As I indicated, we act as legal counsel for the Town of Sedgewick, and the Town is our client. If you require any legal advice in regard to such an Agreement, you will need to obtain independent legal advice.

Notwithstanding the above, if the Town consents and both sides are willing, we can provide basic information in regard to some of the provisions set out in the attached Agreement. However, you will need to negotiate any actual provisions with the Town, not ourselves.

Further, if we are to play any role whatsoever in this process, other than to simply provide the attached agreement, we would need to obtain express instructions from Council, through the Mayor. I therefore ask that you provide a copy of this letter, and the attached template, to Mayor Robinson, and ask that he contact us if we can be of any further assistance.

Yours truly,

REYNOLDS MIRTH RICHARDS & FARMER LLP

PER:



WILLIAM W. BARCLAY
WWB/meh

cc Shauna Finlay