Business Plan

2026-2028

Camrose & Area Lodge Authority

Camrose & Area Lodge Authority

EXECUTIVE SUMMARY

The top priorities of the Camrose and Area Lodge Authority are:

1. Completion of an Amenities, Furniture, Fixtures and Equipment assessment to ensure Rosealta Lodge is maintained and improved to a modern living standard.
2. Completion of a review of the health, wellness and social activities offered at Rosealta Lodge to ensure a multi-faceted, rich resident experience that meets the residents' identified needs.
3. Assess the recommendations of the forthcoming Lodge Program Review report, and advocate for sustainable and fair funding for the lodge program.

ACCOUNTABILITY STATEMENT

This Business Plan was prepared under the direction of the Board of Directors of the Camrose and Area Lodge Authority 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. The Board of Directors approved this business plan on June 27, 2025.

CAMROSE AND AREA LODGE AUTHORITY

The Camrose and Area Lodge Authority operates pursuant to the Alberta Housing Act under the purpose to enable the efficient provision of a basic level of housing accommodations for persons, who because of financial, social or other circumstances require assistance to obtain or maintain housing accommodation.

- Member Municipalities are the City of Camrose, the County of Camrose and the Town of Bashaw.
- The Housing Accommodations in operation include Rosealta Senior Citizens Lodge with 85 standard suites and 20 couple suites (105 total).
- Resident Profile and Waiting Lists - Current Average Age is 84 at the Lodge, with an average stay of 3 years. On March 30, 2025 Rosealta Lodge was operating at 98% occupancy with 17 applicants on the waiting list.
- Staffing Profile and Organizational Structure - Staffing for operations are through The Bethany Group, with 27 permanent staff working directly at the Rosealta site. The Bethany Group acts as the Chief Administrative Officer per the Ministerial Order; working with local resources to provide support to the Board of Directors and in any of the following areas: Business Planning, Management & Administration, IT Systems, Financial Services, Property Assessment & Management, Payroll, Workplace Health & Safety, Human Resources and Education.
- Financial Profile and Budgets - The 2025 operating budget comprising $2.56 million in revenues and $2.73 million in operating expenses. A contribution of $150,000 is made to The Bethany Group towards the debt repayment on the Bashaw Meadows Lodge. Revenue includes $2.08

million in accommodation and recoveries, the provincial lodge assistance program grant of $251,102 and Municipal Contributions of $200,000 by way of Municipal Requisition. Expenditures include annual payroll of local direct employees at the site totaling $1.815 million.

INSTITUTIONAL CONTEXT

The Camrose and Area Lodge Authority enjoys a positive relationship with The Bethany Group and the other Housing Management Bodies that use The Bethany Group as CAO. CALA is a member of the Alberta Seniors and Community Housing Association. Through the partnership with The Bethany Group, CALA is participating in the local FCSS sponsored interagency meeting, the local seniors' coalition and the Camrose Housing and Homelessness Task Force in order to build relationships and identify opportunities with community-based organizations in the service area.

PLAN DEVELOPMENT

Activities undertaken by the Board in development of this plan:

- Business Planning session May 2, 2025

Member communities provide the following documents, plans or activities in support of local affordable housing initiatives or seniors support services:

- City of Camrose Housing Needs Assessment 2024
- Camrose Housing and Homelessness Task Force

ENVIRONMENTAL SCAN AND STRATEGIC CONTEXT

The primary impacts on the strategic environment are:

- Establishment of Assisted Living Alberta (ALA), under the Ministry of Assisted Living and Social Services.
- Implementation of the Continuing Care Act 2024.
- 2021 Stronger Foundations Affordable Housing Strategy.
- 2024/2025 Lodge Program Review.
- Continuing Care – Capital now under the Ministry of Assisted Living and Social Services.
- Health Care System Refocusing initiative has led to delays in decision making.
- Participation in the Continuing Care Alliance.
- Participation in ASCHA Seniors Housing and Continuing Care Task Force and the Affordable Housing Task Force.
- Participation in industry, provincial and community-based consultations and committees.
- Impact of tariffs, and other factors that impact provincial and federal economic outlooks.
- Federal and Provincial governments both highlighting the need for affordable housing, but needing clarity and improved coordination of available programs and supports.

- Limited grant opportunities for affordable housing (% of support for capital construction) that impact the ability to create a sustainable operating model while providing achievable affordable rental rates.
- Inflationary Pressures on organizations and individuals.
- Household Income and Housing Affordability.
- Availability of Affordable Housing and deep subsidy housing units.
- Availability of Rental Assistance Benefits.
- Pressure on market housing availability.
- Capital Maintenance and Renewal and needing to protect, maintain and upgrade existing assets.
- Local Demographic information with next Federal Census occurring in 2026.
- Aging population and shifts to home and community care.
- Government is looking to operators and associations for solutions.
- Workforce issues including recruitment and retention. Potential increases to WCB costs related to psychological health and safety and long covid.
- Union contract negotiations began in 2024, with no agreement reached yet in June 2025.
- Municipal Elections in October 2025 and changes to board members.

STRATEGIC RISKS AND OPPORTUNITIES

The primary impacts on the strategic environment for the Camrose and Area Lodge Authority are:

- Waiting for the release of the Lodge Program review and its recommendations. Plans for implementation and preparation for any province-wide changes will have to be considered by the Board once the review is released.

- Aging population and above average proportion of seniors in the Camrose and Area Lodge Authority catchment area, putting pressure on existing facilities and services.

- Impacts on Lodge operations due to increases in Home Care assistance for seniors to remain in their homes. Individuals are delaying entry into the lodge environment resulting in residents of more advanced age and higher degrees of frailty.

- Growing demand for housing that supports Age in Place philosophies including housing and services for couples with different care needs.

- Strong demand for housing that allows seniors to remain in their community of choice.

- Local transportation for seniors includes the Camrose Community Bus in the City of Camrose and the Rose City Handivan that provides service to city and county residents and the Bashaw community van program.

- Strong commitment to collaborative approaches and enhancing partnerships within the member communities.

STRATEGIC PRIORITIES

The Camrose and Area Lodge Authority has identified the following strategic priority areas:

1. CMR and New Capital
2. The Resident Experience
3. Community Connections
4. Sustainable Operations

This business plan is developed in keeping with the Purpose of the Alberta Housing Act and the obligations of the Board of Directors of the Camrose and Area Lodge Authority pursuant to the Management Body Operations and Administration Regulation.

OUTCOMES, KEY STRATEGIES AND PERFORMANCE MEASURES

Outcome One: Capital maintenance & renewal and New Capital

Housing Accommodations operated by the Camrose and Area Lodge Authority will meet or exceed minimum housing standards.

Key Strategies:

1.1 Improve and maintain the condition of existing affordable housing

Performance Measures and Indicators

- Funding is approved for the items requested under the 3-Year Capital Maintenance and Renewal List for the Rosealta Lodge supplied by the Camrose and Area Lodge Authority to the Ministry of Assisted Living and Social Services.

2026/2027	2027/2028	2028/2029	Total
$ 200,000	**$ 40,000**	**$ 150,000**	**$ 390,000**

- Completion of an Amenities, Furniture, Fixture and Equipment assessment of Rosealta Lodge. We will proactively ensure that buildings are modernized and maintained to align with the evolving needs and standards.
- All capital projects are completed in accordance with: approved standards, scope and specifications; on time; and on budget.

Outcome Two: The Resident Experience

Residents of Housing Accommodations offered by the Camrose and Area Lodge Authority have access to programs and services that enhance and enrich their quality of life and promote maximum independence within the supported living environment. Residents of Housing Accommodations offered by the Camrose and Area Lodge Authority have access to community services and supports for a robust living experience.

Key Strategies:

2.1 Identify needs based on the resident input

2.2 Staff training and support

2.3 Monitor industry trends

Performance Measures and Indicators

- CALA will engage with and survey residents to identify improvement opportunities and to identify successes.
- CALA will engage in new Quality Improvement Initiatives, as identified through consultative processes.
- CALA will build on the work of the previous QI assessments (e.g., meal time experience and Move-ins).
- CALA will complete a review of the health, wellness and social activities offered at Rosealta Lodge to ensure a multi-faceted, rich resident experience that meets the residents' identified needs.
- Staffing recruitment and retention plans will support a well-trained and stable workforce that is invested in the well-being of the residents.

Outcome Three: Community Connections

The operations of the housing accommodations and support programs offered by the Camrose and Area Lodge Authority allows residents to easily access services that enable them to be affordably and safely housed, as well as successfully transition out of the system when necessary or able. Camrose and Area Lodge Authority will be a trusted partner of Assisted Living Alberta, member municipalities and other community organizations.

Key Strategies:

3.1 Enable transitions through the continuum of housing and supports

3.2 Support the desire of Albertans to age in their community

Performance Measures and Indicators

- Camrose & Area Lodge Authority supports continuity in care delivery models and will work proactively with Assisted Living Alberta to ensure successful transitions and minimize hospitalization.
- Camrose and Area Lodge Authority participates in social services/CDFCSS based interagency meetings and activities in the service area.
- CALA will collaborate with and support any municipalities or organizations that are leading a community or housing needs assessment process to develop a business case for new local affordable housing or new supportive living projects.
- CALA will collaborate with and support organizations that are developing new or expanded programs that support residents of our housing accommodations.

Outcome Four: SUSTAINABLE OPERATIONS

The operations of the housing accommodations and support service programs that are mindful of resident needs, respectful of costs, flexible and responsive.

The Governance model of the Camrose and Area Lodge Authority is sustainable based on competency and collaboration. The financial operations of CALA are sustainable based on predictable funding, stewardship and innovative funding models.

Key Strategies:

4.1 Understand the regulatory framework to support equitable treatment and housing stability

4.2 Improve System access and navigation

4.3 Promote enhanced understanding of and coordinated response to rural and urban needs

4.4 Support operational and environmental sustainability of affordable housing projects

4.5 Partner with other governments to support a sustainable system and meet the housing and support needs of Albertans

4.6 Improve the knowledge of the housing and support needs of Albertans

Performance Measures and Indicators

- Camrose and Area Lodge Authority will evaluate costs related to inflationary pressures and will maximize revenues and stabilize expenses where possible.
- CALA will review the findings of the Lodge Program review once it is released and create strategies for implementation of its recommendations.
- CALA will maintain occupancy levels at an average of 95%.

- CALA will advocate for changes to the Lodge Assistance Grant program to be more consistent and predictable and to better reflect the needs of rural lodges.
- An orientation plan and educational supports for board members to increase understanding the lodge program will be available.
- CALA board members will have tools and supports to advocate for the lodge program and the residents within the large ministry that holds both housing and assisted living.

APPENDICES

- **Appendix A - Board Skills Matrix**
- **Appendix B - Property Profile**
- **Appendix C - Financial Budgets and Forecasts Y1**
- **Appendix D - Capital Maintenance and Renewal**
- **Appendix E - Federal Funding and Capital Priorities (no submission)**
- **Appendix F - Asset Management (no submission)**
- **Appendix G - Capital Assets**