

Business Plan

2026-2028

Parkland Foundation



PARKLAND 
FOUNDATION

EXECUTIVE SUMMARY

The top three priorities of the Parkland Foundation are:

1. Work with Assisted Living Alberta to establish a community hub at Autumn Grove to provide enhanced services to residents and community members.
2. Assess the recommendations of the forthcoming Lodge Program Review report, and advocate for sustainable and fair funding for the lodge program.
3. Collaborate with municipal, provincial and community agency partners to determine community needs that could be supported through further development adjacent to Autumn Grove.

ACCOUNTABILITY STATEMENT

This Business Plan was prepared under the direction of the Board of Directors of the Parkland Foundation 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. This business plan was approved by the Board of Directors June 19, 2025.

PARKLAND FOUNDATION

Parkland Foundation 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 Red Deer County, Town of Bowden, Town of Innisfail, Town of Penhold, Village of Delburne, and the Village of Elnora.
- Parkland Foundation operates Autumn Grove, an integrated lodge and seniors self-contained apartment building in Innisfail. Opened in 2020, Autumn Grove offers 54 single lodge suites, 6 couples lodge suites and 30 suites of SSC. In the social housing portfolio, there are six more Seniors Self Contained Apartment Buildings with 90 units in Bowden, Delburne, Elnora, Innisfail and Penhold and 2 Family Housing Units in Bowden. All properties are owned by the Province of Alberta through the Alberta Social Housing Corporation.
- Resident Profile and Waiting Lists - Current Average Age at the Autumn Grove is 86. The Lodge operates at full capacity with a current waiting list of 36 applicants. The average age in the Seniors apartments is 76 and the average stay is currently 4 years. The seniors' apartment portfolio has a waiting list of 53 applicants.

- Staffing Profile and Organizational Structure - Parkland Foundation directly employs 26 permanent and 6 casual staff for the lodge and maintenance services. The Foundation also uses shared positions with The Bethany Group for operational efficiency. The Bethany Group acts as the Chief Executive 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 Parkland Foundation operating budget for the Seniors Lodge is \$1.68 million with revenues generated from accommodation charges of \$1.2 million, the provincial lodge assistance program of \$329,595 and municipal contributions from member municipalities of \$280,000 by way of Municipal Requisitions. Resident rents are calculated by Rent Geared to Income plus service package formula. The social housing portfolio operated by the Foundation has an operating budget for 2025 of \$1,043,00 which is offset with rent recovered based on income and provincial deficit funding of \$110,814 through the annual budget approval process. The annual local payroll is \$1.58 million.

INSTITUTIONAL CONTEXT

The Parkland Foundation enjoys a positive relationship with The Bethany Group and the other Housing Management bodies that use The Bethany Group as CEO. Parkland Foundation is a member of the Alberta Seniors and Community Housing Association. The Foundation participates in various community-led committees in order to build relationships and identify opportunities with community-based organizations.

PLAN DEVELOPMENT

Activities undertaken by the Board in development of this plan:

- > Business planning session May 1, 2025

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

- > Town of Innisfail Housing Needs Assessment 2023
- > Town of Innisfail Housing Action Plan 2024
- > Innisfail Age Friendly Community Action Plan 2023-2025
- > Red Deer County Aging in Place Strategy

Member communities have the following committees/supports that may deal with issues related to Parkland Foundation and its services and are open to potential collaborations:

- > Age Friendly Community Committee, Town of Innisfail
- > Community Partners in Action – Dementia Friendly Community Initiative
- > Red Deer County Seniors Community Support worker/FCSS Community Navigators
- > Joint Ad hoc seniors housing committee in Delburne and Elnora
- > Active Seniors groups and drop-ins in Bowden, Delburne, Innisfail and Penhold.
- > Golden Circle Seniors Resource Center

ENVIRONMENTAL SCAN AND STRATEGIC CONTEXT

The primary impacts on our 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 of 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 the 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
- Municipal Elections in October 2025 and changes to board members

STRATEGIC RISKS AND OPPORTUNITIES

The primary impacts on the strategic environment for the Parkland Foundation 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.
- > Successful completion of Autumn Grove in 2020. The new facility has maintained high occupancy.
- > Aging population and population growth in the Parkland Foundation catchment area, putting pressure on existing facilities.
- > 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 services that support Age in Place philosophies and strong desire for seniors to remain in their community of choice.
- > Growing demand for mixed market housing and for more flexibility in service package offerings.
- > Strong collaborative approaches to senior housing and services issues within the catchment area.

STRATEGIC PRIORITIES

Parkland Foundation has identified the following strategic priority areas:

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

The development of this business plan is in keeping with the Purpose of the Alberta Housing Act and the obligations of the Board of Directors of the Parkland Foundation 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 Parkland Foundation will meet or exceed minimum housing standards.

Key Strategies:

- 1.1 Improve and maintain the condition of existing Affordable Housing

Performance Measures and Indicators

- Parkland Foundation will work with Alberta Social Housing Corporation to determine the best ownership arrangement for the vacant lands adjacent to Autumn Grove in support of future phases of development at the site.
- Parkland Foundation will develop a plan for expansion at the Autumn Grove site, based on community need and dependent on Provincial funding support.
- Funding is approved by the Ministry of Assisted Living and Social Services for the items requested under the 3-Year Capital Maintenance and Renewal List for the Seniors Apartments and Social Housing operated by the Parkland Foundation.

2026/2027	2027/2028	2028/2029	Total
\$ 620,000	\$ 785,000	\$ 115,000	\$ 1,520,000

- Completion of an Amenities, Furniture, Fixture and Equipment assessment of the Seniors Self-contained apartments. 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 Lodge Accommodations offered by Parkland Foundation 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 Parkland Foundation will 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

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

Outcome Three: COMMUNITY CONNECTIONS

The operations of the housing accommodations and support programs offered by Parkland Foundation 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. Parkland Foundation 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

- Parkland Foundation will explore the options to optimize home care services in the Autumn Grove Lodge by pursuing a direct contract with Assisted Living Alberta.
- Parkland Foundation will pursue an Adult Day Support program to be offered at Autumn Grove.
- Parkland Foundation will explore options with Assisted Living Alberta to integrate Designated Supportive Living spaces into the planning for a Phase 2 development.
- Parkland Foundation will collaborate with and support any municipalities or organizations that are leading a housing or community needs assessment process to develop a business case for new local affordable housing or supportive living projects.
- Parkland Foundation will participate in community-based committees and working groups in the service area.

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 Parkland Foundation is sustainable based on competency and collaboration. The financial operations of Parkland Foundation 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

- Parkland Foundation will evaluate costs related to inflationary pressures and will maximize revenues and stabilize expenses where possible.
- Parkland Foundation will review the findings of the Lodge Program review once it is released and create strategies for implementation of its recommendations.
- Parkland Foundation will maintain occupancy levels at an average of 95% in the lodge program.
- Parkland Foundation will maintain occupancy levels at an average of 95% in the Seniors Self-Contained and social housing program.
- Parkland Foundation 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.
- Parkland Foundation will advocate for local projects based on identified community need, innovation in the delivery model, reflection of the unique needs of rural communities and collaboration with other organizations and levels of government.
- An Orientation plan and educational supports for board members to increase understanding of both the lodge program and the social housing program will be available.
- Parkland Foundation 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 – Non-Schedule A (no submission)**
- **Appendix C – Financial Budget 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**