



OI KWAN FOUNDATION

2019-2021

Alberta  Seniors and Housing

April 2018

Table of Contents

EXECUTIVE SUMMARY	2
ACCOUNTABILITY STATEMENT.....	3
PORTFOLIO PROFILE	4
INSTITUTIONAL CONTEXT	5
PLAN DEVELOPMENT.....	6
ENVIRONMENTAL SCAN	7
GOALS, STRATEGIC PRIORITY INITIATIVES, EXPECTED OUTCOMES AND PERFORMANCE MEASURES	8
FINANCIAL PLAN AND FORECASTS	11
CAPITAL PLANNING STRATEGY	12
APPENDICES.....	Error! Bookmark not defined.
APPENDIX A - HMB CORPORATE PROFILE	Error! Bookmark not defined.
APPENDIX B - PROPERTY PROFILE	Error! Bookmark not defined.
APPENDIX C - FINANCIAL BUDGET AND FORECASTS	Error! Bookmark not defined.
APPENDIX D - CAPITAL MAINTENANCE AND RENEWAL...	Error! Bookmark not defined.
APPENDIX E – SURPLUS PROPERTIES	Error! Bookmark not defined.

EXECUTIVE SUMMARY

The Oi Kwan Foundation operates in the City of Calgary and is a faith-based organization that manages housing for seniors in the Chinatown area. The mission of the Foundation is to “provide affordable housing to the community along with spiritual support for those who live there.” The vision is “that each individual will reach their full potential when provided with a caring, safe place to live.” The Oi Kwan Foundation initiated the construction of, and has since managed an independent living senior’s apartment in Calgary Chinatown called Wai Kwan Manor since 1985. There are 126 self-contained units and rent is geared to income (RGI).

Goals focus on the operational areas of Clients and Facilities. Priority initiatives for the Residents (Clients) are program and services, including a bingo program for the residents that will go beyond the recreational level and will increase their cognitive ability and social interactions, as well as continue to build a resource centre of information to implement the City of Calgary’s seniors age-friendly strategy. In terms of facilities, the goal is to continue to determine the Facilities Condition Index(FCI) of Wai Kwan Manor to identify areas that require maintenance, repair and replacement.

ACCOUNTABILITY STATEMENT

The business plan was prepared under the Board's direction in accordance with legislation and associated ministerial guidelines, and in consideration of all policy decisions and material, economic, or fiscal implications of which the Board is aware. Approved by the Board on June 28th, 2018.



Pamela Won
Chair, Board of Directors



Frank Lam
Chief Administrative Officer

PORTFOLIO PROFILE

The Oi Kwan Foundation initiated the building of, and acts as the Housing Management Body of an independent living seniors apartment in Calgary's Chinatown called Wai Kwan Manor since 1985. There are 126 self-contained units and rent is geared to income, with the senior paying 30% of adjusted income. The land and building are owned by the Alberta Social Housing Corporation.

Staffing at Wai Kwan Manor includes a Chief Administrative Officer, Maintenance Manager, a custodian, and a bookkeeper. The retirement in September 2017 of the CAO who held the position for 10 years and the hiring of a successor, shows the commitment and professionalism of the staff to provide a transition that was seamless for the residents. Language service is provided to the residents in English, Cantonese and Mandarin.

INSTITUTIONAL CONTEXT

The Oi Kwan Foundation operates in the City of Calgary and is a faith-based organization that manages housing for seniors in the Chinatown area. The Foundation, formed in 1974, was established as an outreach program from the Chinese United Church. Translation of “oi kwan” from Cantonese to English is “for the love of humanity” and that is what guided the original members in their project. The mission of the Foundation is to “provide affordable housing for the community along with spiritual support for those who live there.” The vision is “that each individual will reach their full potential when provided with a caring, safe place to live.” We value and model integrity, honesty, respect and loyalty.

Oi Kwan Foundation was established as a Housing Management Body by Ministerial Order No. H143/94, effective January 1, 1995. The Board of Trustees of the Calgary Chinese United Church appoints the directors to a one year term. The board consists of a minimum of 10 to a maximum of 15 with the following automatically included: one member is the minister (paid accountable) of Calgary Chinese United Church, two members appointed from Calgary Presbytery, United Church of Canada, and four members of Calgary Chinese United Church. The remaining board members are from the community. Executive positions are mutually agreed upon among board members. The Board is a policy governing board with a Chief Administrative Officer hired to implement policy and be responsible to the Board. Board meetings are held monthly. The Oi Kwan Foundation has charitable status with CRA.

Playing a key role in managing housing for seniors in Calgary Chinatown, the Oi Kwan Foundation provides leadership in assisting seniors in navigating the programs and services available to them provided by the City of Calgary and the Province of Alberta. It has partnered with the Calgary Chinese Elderly Citizens Association, Calgary Chinese Service Association, Chinatown Lions Club and Alberta Health Services to provide programs and services on-site at Wai Kwan Manor for its residents and members of the community.

PLAN DEVELOPMENT

Formulation of the business plan consisted of observations by and discussions with members of the board, staff, residents and their families, the Wai Kwan Tenant's Association and members of the community. Results of the Compliance Review by our advisors in the Fall of 2016 continue to help clarify and guide us in the expectations of the Board and the Department. The business plan was drafted by a committee comprising of two board members and the Chief Administrative Officer. The plan was reviewed by all members of the Board and approved by all members on June 28th, 2018.

ENVIRONMENTAL SCAN

The rental housing in Calgary has been described as experiencing slow but gradual improvement since the economic downturn in 2014. CMHC has reported vacancy rates in Calgary at the beginning of 2018 at 6.3 %. Housing in the Chinatown area varies from low-income rentals to expensive high rise condominiums. Redevelopment of the adjacent Eau Claire and East Village will bring a significant increase in population to the downtown area where Chinatown is located. Oi Kwan Foundation is currently accepting new applications for Wai Kwan Manor. Staff report that they receive two or three inquiries per week regarding applications for housing in Wai Kwan Manor. Move outs have been minimal and have been as a result of either the resident requiring more supported living services, going to live with family members or demise of the resident.

The strength of the Oi Kwan Foundation is many fold. It provides housing accommodations to seniors of low income and offers services in three Chinese languages. The staff members of the Foundation are competent employees who strive to provide the best living environment for the residents and create a supportive, nurturing and inclusive community. The Foundation actively works with community service associations to co-sponsor programs and activities that enhance the quality of life of the senior residents. An active Tenant's Association plans educational and social activities for residents. The average age of the residents in Wai Kwan Manor is 83 and several residents receive home care services. There are opportunities for Oi Kwan to partner with other HMBs to provide language expertise and cultural programs. Demand for seniors housing will increase because of the aging population of the city - the City of Calgary projects that by 2042, 15% of Calgary's population will be over the age of 65, compared to 10% in 2014. The loss of 56 RGI units at the former Oi Kwan Place in 2014 is a challenge to the Oi Kwan Foundation to seek opportunities to determine if these units can be replaced.

GOALS, STRATEGIC PRIORITY INITIATIVES, EXPECTED OUTCOMES AND PERFORMANCE MEASURES

Goals for the Oi Kwan Foundation for the next three years will focus on the operational areas of Clients (residents) well-being and Facilities (Wai Kwan Manor). Priority initiatives for Clients include offering a Bingo program and continuing to develop and maintain a resource centre of information in alignment with the City of Calgary's Seniors Age-Friendly Strategy. These initiatives involve partnering with other community organizations and align with the Ministry Outcome 1 - that seniors have access to programs, services and supports that help them live safely and independently in their chosen communities. The results of the Facilities Condition Index will assist the Oi Kwan Foundation in prioritizing repairs and maintenance to Wai Kwan Manor and aligns with the outcome of access to appropriate housing and related supports.

Goal One: Access to programs, services and supports that help them live safely and independently in their chosen communities

Strategic Priority Initiatives:

- 1.1 Provide an intentional bingo program to residents
- 1.2 Provide awareness of information in the community that are seniors age-friendly

Expected Outcomes:

- 1.1 Residents will become fully engaged in bingo program and experience cognitive benefits and little or no social isolation
- 1.2 Provide awareness of information in the community that are seniors age-friendly

Challenges and Opportunities

The major challenge is to show the seniors the benefits of participating in a bingo program. The seniors have a mahjong group that meets twice weekly, however, participation is limited to those who already know how to play the game and finding participants who play at the same level. Several residents and staff have suggested that the game of bingo is game in which all can participate regardless of ability. Residents have participated in bingos out in the wider community and for various reasons are presently unable to attend. A literature search has revealed that "Research demonstrates the benefits of social participation to older adults physical and mental health. There are potential cost savings by enhancing social participation and consequent health benefits."¹ The benefits of playing bingo for the elderly have been as identified: 1) Promotes cognitive skills 2) Boosts memory 3) Helps Alzheimer's 4) Boosts energy 5) Promotes eye co-ordination 6) Promotes faster healing 7) Promotes happy mood 8) Socialize with others 9) Prevents aging 10) Promotes overall health.² The bingo program will initially be offered once a week, with the bingo being presented using Arabic numerals using reusable bingo cards. There is an opportunity for a

volunteer number caller and various volunteers to assist the resident participants as required.

The City of Calgary's Seniors Age-Friendly Strategy has identified as a priority "access to information and services." A priority of the previous year, a resource centre has been created where the residents and their supporters have access to information, services and programs for seniors and has been identified as playing a key factor in reducing the social isolation of seniors³. A selection of resources has been intentionally placed and maintained in the reading area of the building. The reading area of the building has been relocated and is now a more inviting space. There are currently Chinese language books, magazines and newspapers. Special materials of interest to the seniors will continue to be identified and made available. Partnering with other organizations such as the City of Calgary, Recreation, The Kerby Centre, Chinese Elderly Seniors Association, Chinese Cultural Centre and the Calgary Public Library can bring resources to the residents. Staff members and volunteers will be able to hold workshops and sessions for the residents on the services and activities in the Calgary community.

Goal One: Performance Measures

Priority Initiative	Performance Measure	2018 Forecast	2019 Target	2020 Target	2021 Target
Bingo program	Percentage of resident participation	50%	60%	70%	80%
Resource Centre	Percentage of resident participation	80%	80%	80%	80%

¹viewed June 1, 2018 <https://www.best-online-bingo.com/research-elderly-play-for-cognitive-benefits-020807.html>

²viewed June 1, 2018 <https://www.drhealthbenefits.com/lifestyle/healthy/health-activities/benefits-of-playing-bingo-for-the-elderly.html>

³Government of Canada, October 2014. Report on the social isolation of seniors 2013-2014.

Goal Two: Access to appropriate housing and related supports

Strategic Priority Initiative:

- 2.1 Continue to conduct assessment of the Wai Kwan Manor building and monitor its Facilities Condition Index.

Expected Outcomes:

- 2.1 Wai Kwan Manor will achieve FCI 5-10% (asset is in fair condition)

Challenges and Opportunities

Wai Kwan Manor is a thirty-three year old building that has benefited from a living on site maintenance manager. New technology in building infrastructure could replace

old technology to make it more energy efficient and sustainable. New safety guidelines for seniors housing will have to be complied with and replacement of flooring within the suites and building can be assessed. There is a opportunity to assess what could be replaced and prioritize the changes that need to be made.

Goal Two: [Performance Measures]

Priority Initiative	Performance Measure	2018 Forecast	2019 Target	2020 Target	2021 Target
Assessment of facility	FCI	0-5%	0-5%	0-5%	0-5%

FINANCIAL PLAN AND FORECASTS

Future forecasts for 2019-2021 are as follows:

A net excess from operations of \$196,721 will result in 2019, \$196,454 in 2020, and \$196,226 in 2021.

These forecasts were created under the assumption that existing client and staffing levels will be maintained across programs. Also included is a 2% increase in operating expenses each year. Using these assumptions, we forecast that we should be able to meet our budget.

More detailed information can be found in Appendix C.

CAPITAL PLANNING STRATEGY

Priority 1 projects include removing aging carpets and replacing them with tile flooring, and replacing bathtubs with shower trays. We also will need to repair and replace the outside stairs in front of the main entrance. It is imperative that these projects are approved, as they pose an imminent safety threat to the tenants.

Prioty 3 projects include the replacement of kitchen cabinets. This is ranked as priority 3 because it is not urgent and can be planned over a period of time without undue risk to the building systems and residents.

The Chief Administrative Officer (CAO) and Maintenance Manager continue to carry out regular inspections on the building to determine priorities and to maintain the integrity of the building. They regularly liase with the technical advisor of Alberta Housing to discuss and assess the needs of the organization.

A more detailed capital planning strategy can be found in Appendix D.