OI KWAN FOUNDATION

BUSINESS PLAN

2023-2025

Alberta Seniors and Housing

June 2022

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EXECUTIVE SUMMARY

The Oi Kwan Foundation operates in the City of Calgary and is a faith-based organization that manages seniors housing 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 building of and has 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 to provide a community garden program for the residents that will enhance their relationship with nature, encourage outdoor activity, increase their social interaction and provide fresh produce and to initiate a seniors dance program that is in line with the City of Calgary’s seniors age-friendly and active aging strategies. Facilities goal is to continue to determine the Facilities Condition Index(FCI) of Wai Kwan Manor to identify areas that require maintenance, repair and replacement.

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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."

Pamela Won
Chair, Board of Directors

Frank Lam
Chief Administrative Officer

Board of Directors
Margot Aftergood
Thomas Cheuk
Leonard Chow-Wah
Dale Lee Kwong
Fiona Lee
Joyce Lew
Edward Huang
Joel den Hann（Chinook Winds Region Rep）

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PORTFOLIO PROFILE

The Oi Kwan Foundation initiated the building of and is the Housing Management Body of an independent living senior apartment building in Calgary Chinatown called Wai Kwan Manor since 1985. There are 126 self-contained suites, 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 includes a Chief Administrative Officer, Maintenance Supervisor, Custodian and book keeper. Language service is provided to the residents in English, Cantonese and Mandarin. The Summer of 2022 saw the opportunity to provide employment for two students for the Canada Summer Jobs Program.

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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 for this 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 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 Chinook Winds Region, 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 bi-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 seniors provided by the City of Calgary and the Province of Alberta. It has partnered with Calgary Chinese Elderly Citizens Association, Calgary Chinese Service Association, Calgary Chinatown Lions Club, Community Transcultural Support Services, Alberta Health Services and interested individuals to provide programs and services on-site at Wai Kwan Manor for its residents and members of the community.

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PLAN DEVELOPMENT

Formulation of the business plan consisted of information discussion and observation with members of the board, staff, residents and their families, 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 two board members and the Chief Administrative Officer. The plan will be reviewed by members of the Board and confirmed by a vote of all members at the next board meeting.

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ENVIRONMENTAL SCAN

The rental housing in Calgary has been described as experiencing slow and gradual improvement since the economic downturn in 2014. CMHC reports overall vacancy rates in Calgary at the beginning of 2019 at 3.9 %.[1] Housing in the Chinatown area includes 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 and has a waiting list. Staff report that they receive three or four inquiries per week regarding applications for housing in Wai Kwan Manor. Move outs have been minimal and have been as a result of the resident requiring more supported living services, going to live with family members or decease of the resident.

The strength of the Oi Kwan Foundation is many fold. It provides housing accommodation to senior of low income and offers the service 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. 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.

[1]Canada Mortgage and Housing Corporation (2018). Rental Market Report: Calgary CMA.

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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 community garden program and offering a dance program. Both of these programs are in alignment with the City of Calgary's Seniors Age-Friendly and active living strategies. These initiatives involve partnering with other community organizations and align with the Ministry outcome 1 of seniors having access to programs, services and supports that help them to live safely and independently in their chosen communities. The results of Facilities Condition Index will assist the Oi Kwan Foundation in prioritizing repair 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 community garden program to residents

1.2 Provide an intentional dance program

Expected Outcomes:

1.1 Residents will become engaged in the community garden program and experience improved physical and mental health and affordably supplementing meals/nutrition

1.2 Residents will become fully engaged in a dance program and experience physical and cognitive benefits and little or no social isolation

Challenges and Opportunities

Major challenges in the community garden program is to convince the seniors the benefits of participation, limited space available for the garden plots (there is not enough space for every resident to have their own plot) and the nature of the growing season in Calgary. Wai Kwan Manor has an outdoor space which is not well used by residents and this is an excellent opportunity for the seniors to be involved in developing the community garden. Several residents have commented that they grew their own vegetables when they lived in their own homes. Gray, Tracey and Ward (2018) found "that spending time in nature brings physical, mental and social benefits, these include stress reduction, improved mood, accelerated healing, attention restoration, productivity and heightened imagination and creativity."[1] Participation in a community garden can help to alleviate food insecurity.[2] Although there has been ad hoc gardening by residents in the past, the summer of 2020-2021 has seen a directed program for the residents. The employment of a summer student to assist in the planning and work in the garden has engaged the residents and has given them a sense of ownership in how the building looks. At present, there are not enough garden plots available for every resident in the building, however residents can share plots or take on the responsibility

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of taking care of vegetables that are already planted. The community garden program will continue to develop by planning with the residents as to the composition of the garden, how more garden plots can be accommodated, working with a Master Gardener, Carol Johnson, sharing of gardening knowledge with others and sharing of the fruit of ones labor. Therapeutic horticulture is the use of horticulture by individuals for physical, emotional, cognitive and social benefits.[3] The assistance of the Calgary Horticultural Society will be enlisted for their expertise in community garden development. The staff of Oi Kwan Foundation anticipate good resident participation,

In line with the City of Calgary's Seniors Age-Friendly and Active Aging Strategies the management has identified as Goal two "the establishment of an intentional dance program entitled Baycrest NBS Sharing Dance Seniors." It is a one of a kind program for aging Canadians developed by Baycrest and the National Ballet School. Benefits of the program: accessible for people with physical or cognitive challenges, supports overall physical, emotional and social wellbeing through dance engagement and builds and develops skill and confidence in dance movement for older adults with varying levels of physical and cognitive abilities. Keogh, et al (2009) and Hwang and Braun (2015) have reviewed the literature relating to dance in older adults and have suggested that "dance regardless of its style, can significantly improve muscular strength and endurance, balance, and other aspects of functional fitness in older adults.[4] Participation in the dance program will reduce social isolation that may be experienced.[5] Sharing Dance Seniors classes are weekly 45 minutes classes that are delivered by video streaming and presented by National Ballet School professionals. The classes can be scheduled by Oi Kwan Foundation staff according to the needs of the residents. At each class there will be a facilitator to assist participants and provide translation into Cantonese or Mandarin because the program is presented in English. At the time of writing, Baycrest and NBS are hoping to provide the program in Chinese and it is hoped that by participating in Sharing Dance Seniors, residents of Wai Kwan can contribute to this endeavor.

Goal One: Performance Measures

Priority Initiative	Performance Measure	2023 Target	2024 Target	2025 Target
Community garden program	Percentage of resident participation	80%	80%	80%
Sharing Dance Senior program	Percentage of resident participation	70%	80%	80%

[1]viewed June 17, 2019 https//theconversation.com/gardening-improves-the-health-of-social-housing-residnts-and-provides-a-sense-of-purpose-96707

[2]Petrells, Serena and Tsukamoto, Suyoko, "Community gardening for social resilience". Research connection. Brandon University, November 2016, Issue 1, no. 2.

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[3]McHugh, Anna. Therapeutic gardening. (2017) Washington State University Extension FS299E

McVey, David, Nash Robert and Stansbie Paul (2018). The motivations and experiences of community garden participants in Edinburgh, Scotland, Regional Studies, Regional Science, 5:1, 40-56

[4]Keogh, Justin W.L., Kilding, Andrew, Pidgeon, Philippa, Ashley, Linda and Gillis, Dawn. (2009). Physical benefits of dancing for healthy older adults: a review. Journal of Aging and Physical Activity, 17:479-500.

Hwang Phoebe Woei-Ni. (2015) The effectiveness of dance interventions to improve older adults' health : a systematic review. Alternative Therapies in Health & Medicine, 21(5):64-70

[5]Government 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-six 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 an opportunity to assess what could be replaced and prioritize the changes that need to be made.

Goal Two: Performance Measures

Priority Initiative	Performance Measure	2023 Target	2024 Target	2025 Target
Assessment of facility	FCI	0-5%	0-5%	0-5%

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FINANCIAL PLAN AND FORECASTS

Future forecasts for 2023-2025 are as follows:

A net excess from operations of $208,000 will result in 2023 , $212,000 in 2024 and $216,000 in 2025.

These forecasts were created under the assumption that existing client and staffing levels will be maintained across programs. Using these assumptions, we forecast that we should be able to meet our budget.

More detailed information can be found in Appendix C.

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CAPITAL PLANNING STRATEGY

Priority 1 projects include repairing the existing building envelope, windows and coverings. (City of Calgary Building Maintenance Visual Assessment Review completed in December 2018 identified that that this item needs attention i.e. requires general maintenance or replacement before it reaches the point of failure).

Project approved in 2021, awaiting bid results.

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

Priority 2 projects include the replacement of kitchen cabinets. This is ranked as Priority 2 because it is not urgent and can be replaced over a period of time without undue risk to the building systems and residents. Work has commenced in June 2022.

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 liaise 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.

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2022 UPDATE

For the period of March 2019 through to May 2022, during the COVID pandemic the mandates of the health authorities, provincial departments and the municipality were followed. Through strict adherence to these protocols and diligence of the staff and residents there was no COVID-19 cases reported from the tenants in Wai Kwan Manor.

The Board of Directors continued to meet virtually and in the Spring of 2021 held meetings to develop and update a Vision and Mission Statement. A meeting held June 24, 2021 a new Vision and Mission Statement was endorsed.

VISION: Oi Kwan Foundation supports safe and secure, empowered and purposeful retirement living for seniors

MISSION: We advocate for inclusion and diversity, socialization opportunities; safe, vibrant, and engaged spiritual living.

Goals in relation to Operational area of Client (residents) well-being

a) Community garden: participants were able to maintain physical distance and were in an outdoor environment. This activity contributed to maintaining good mental health, reduce social isolation and provided fresh produce for the gardeners and other residents of the facility
b) Intentional dance program: this program was not able to be offered. It will be reconsidered in fall of 2022.

Through the Canada Summer Jobs program a student has been hired for the months of June and August. Duties will include assisting gardeners in the community garden program and to assist residents in preparing for the suite renovation project scheduled to July in 2022. The second IT student is assigned to replace the oikwan.ca webpage.

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Members of the Board of Directors for 2022: Margot Aftergood, Thomas Cheuk, Leonard Chow Wah, Edward Huang, Dale Lee Kwong, Fiona Lee, Joyce Lew, Joel Den Haan, representative from Chinook Winds Regional Council United Church of Canada and Pamela Won. Chief Administrative Officer is Frank Lam.

Residents and staff of Wai Kwan Manor are to be commended for their care and kindness for one another to help all to stay safe and well during the past year and a half.

Pamela Won
President and Chair of the Board
Oi Kwan Foundation

APPENDICES

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HMB SKILLS REQUIREMENTS WORKSHEET

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