

Housing Operations

Housing Operations

- **Housing Division Re-Organization**
 - Robert Lee's retirement
- **Rent Supplement Deficit**
- **2016 Audit Results**
- **2018 Operating Budget(s)**
- **Next Steps**

Housing Division Re-Org

Principles & Purpose

» **Strategic**

- Organized to maximize success of Division
- Clear mandates for each Branch & Unit
- Encourages a reset to build Culture for Success

» **Create defined roles and accountabilities**

- Promote strong Leadership
- Establish effective and collaborative teams

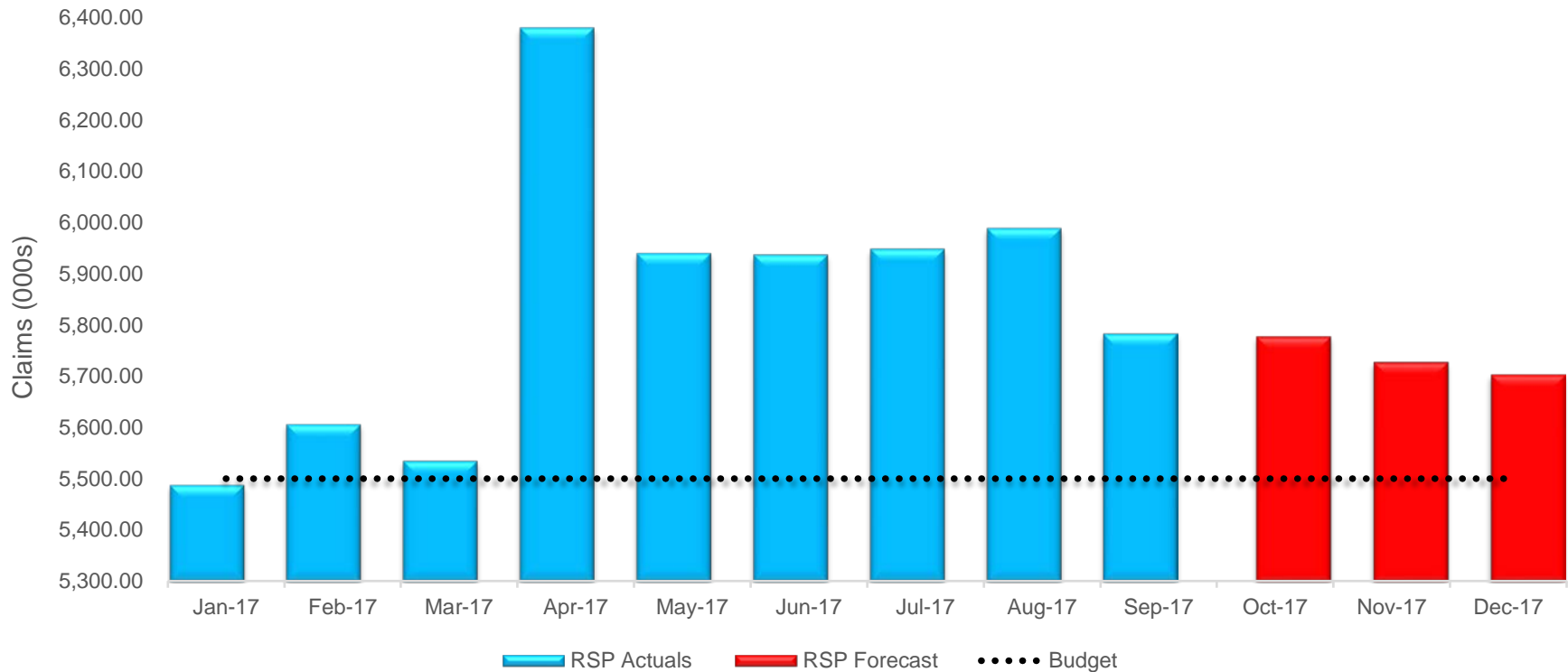
» **Align Program and budget responsibilities**

- Introduce missing functions and fill gaps
- Make efficient use of resources

» **Ensure strong relationships with HMBs, PNP, and other partners**

Rent Supplement Deficit

Rent Supplement Program Actuals vs Budget - 2017



2016 Audit Results

- 60 audit reviews (61%) have been reviewed as of Sept 2017
- 46 Deficit Funded HMBs in 2016 – Operating Budget of \$37 million.
 - 15/20 deficit HMBs reviewed achieved surplus over and above their budget of \$1.7 million resulting in \$100,000 to be returned to *Alberta Social Housing Corporation* and \$1.6 million carryforward.
- 52 Surplus HMBs in 2016 – Operating Budget of \$9 million.
 - 38/40 surplus HMBs reviewed achieved surplus over and above their budget of \$2.3 million resulting in \$8.3 million to be returned to *Alberta Social Housing Corporation* and \$1.3 million carryforward.

ASHC Program Budget/Targets

	<i>(in 000s)</i>	
<u>Program Expense</u>	<u>2017/18</u>	<u>2018/19*</u>
Community Housing	35,608	35,608
Seniors Housing	3,252	3,252
Seniors Lodge	42,063	42,063
Rent Supplement	66,075	66,075
<u>Surplus Recoveries</u>	9,975	9,975

2018 Operating Budget

Preliminary HMB Budget 2018

- Assume 2017 funding levels to continue into 2018
- No expectation of surplus carry forwards like in prior years
- Minimal impact to HMBs for:
 - Minimum wage increase
 - Carbon levy



Next Steps

2018 HMB Budget

- Approval on HMB Budgets will align with the release of Government's fiscal budget.
- HMBs are to assume 2018 Q1 = 2017 Q1

2017 Financial Information Package

- Expected to be released to HMBs in December 2017
- No substantial changes from 2016 package.



Next Steps

Business Plan Submissions

- Budgets & identified cost pressures reviewed by the appropriate staff



Operating Budget

- Where pressures are

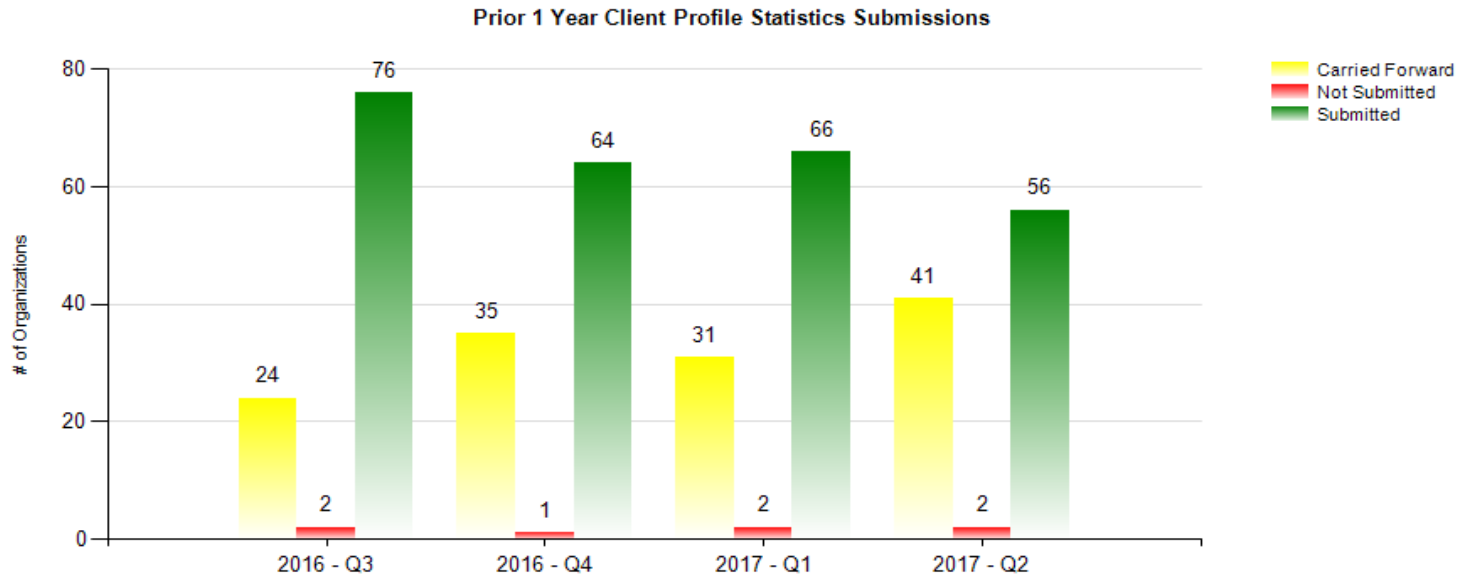
Capital Budget

- Plan for future

- Consolidate results & trends and provide feedback

Policy Planning and Analytics

Quarterly Client Profile Report



Quarterly Client Profile Reporting is required and is due the third week of the month following the end of each calendar quarter

Despite being mandatory, the number of valid submissions per quarter has been trending downward

Quarterly Client Profile Report

Compliance with submitting Quarterly Client Profile Reporting is key to enabling appropriate and timely resource allocation by helping:

- Housing understands the specific needs of each HMB
- Providing an up-to-date picture of the housing situation in Alberta as a whole

From the reporting we see more than 43,000 households were reported to be recipients of the Division's housing programs, with a provincial waitlist numbering over 16,000 households.

Federal/Provincial/Territorial (FPT)

Short Term:

- **National Housing Strategy**
 - Vision and outcomes for housing in Canada
 - Targeted completion – this fall
- **Multilateral Framework**
 - 10 year \$11.2B federal funding commitment

Long Term:

- **Renewed Housing Relationship**
- **Roles and Responsibilities**

Regulatory Amendments

September 1, 2017 amendments:

- Now in effect
 - Amendments are generally administrative, with little anticipated impact on housing operations.
 - Updated Interpretation Guide circulated on October 6, 2017, which included signed Ministerial Orders for September 1 amendments.

January 1, 2018 amendments:

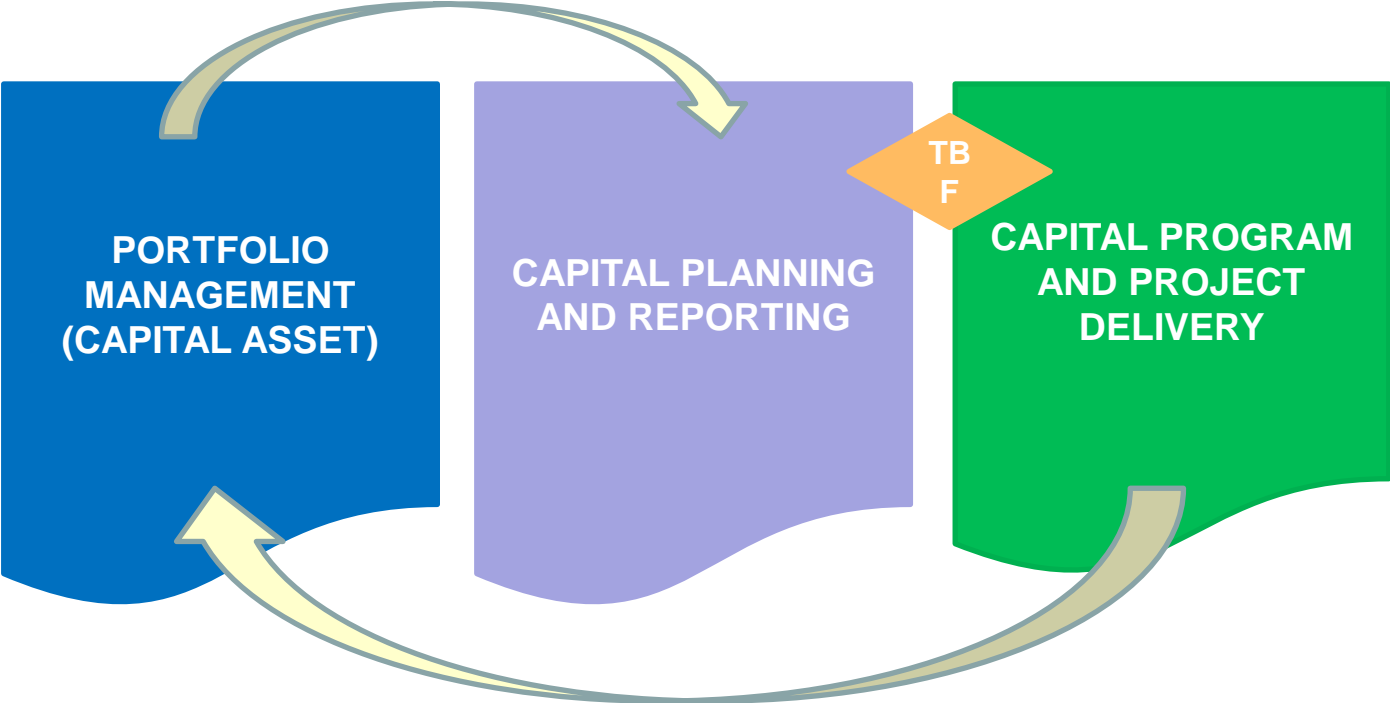
- Implementation considerations are being reviewed with the Policy and Legislation Working Group which reports to the PAHS Implementation Steering Committee.

Carbon Levy Rebate Payments

- **Carbon Levy Rebate Payments are:**
 - To be included in the calculation of rent for all programs except for Direct to Tenant Rent Supplements.
 - Not to be included when determining eligibility.
- **Only payments received after September 1, 2017 are to be included in annual income reviews.**
 - HMBs may include Carbon Levy Rebate payments in the calculation of income in the same manner as any other income received during the previous year.
 - Annual review timing should not be changed solely to incorporate the inclusion of Carbon Levy Rebate payments.

Capital Initiatives

CAPITAL INITIATIVES



BRANCH MANDATE: Plan, develop and implement the Capital Plan, deliver capital projects; plan and manage ASHC’s capital assets.



PORTFOLIO MANAGEMENT

UNIT MANDATE: Prepare and manage complete capital asset inventory (land and buildings), manage properties and inventory transactions; coordinate insurance on capital assets (land and buildings) with RMI; and provide technical advice and coordinate resolution of technical issues.

FUNCTIONS:

- Strategic Capital Asset Planning
- Portfolio Inventory – Land and Buildings
- Portfolio Life Cycle Management
- Property Development, Management and Transactions
- Leases and Lease Administration
- Contaminated Sites (includes haz. mat) Inventory, Management Plans
- Facility Condition Evaluations and Reporting
- Technical Advise and Issues Management
- Insurance (Coordination with RMI)
- Standards and Guidelines
- Post Occupancy Reviews



Standards and Guidelines

Housing Design Guideline

ASHC is working on the 4 individual Design Guidelines document packages for the housing Program:

- Lodge
- Seniors' Self-Contained (SSC)
- Community Housing
- Specialized Populations

Housing Technical Standard

In conjunction with the Housing Design Guideline, ASHC is also working on the delivery of technical standard documents:

- Technical and Construction standards and procedures
- Energy and Environmental Performance provide support for Alberta Seniors and Housing Sustainability goals



CAPITAL PLANNING AND REPORTING

UNIT MANDATE: Prepare capital planning options for consideration, and draft submission templates; liaise with other departments for joint capital planning initiatives; and ensure accurate and timely reporting on the Capital Plan both internally and externally.

FUNCTIONS:

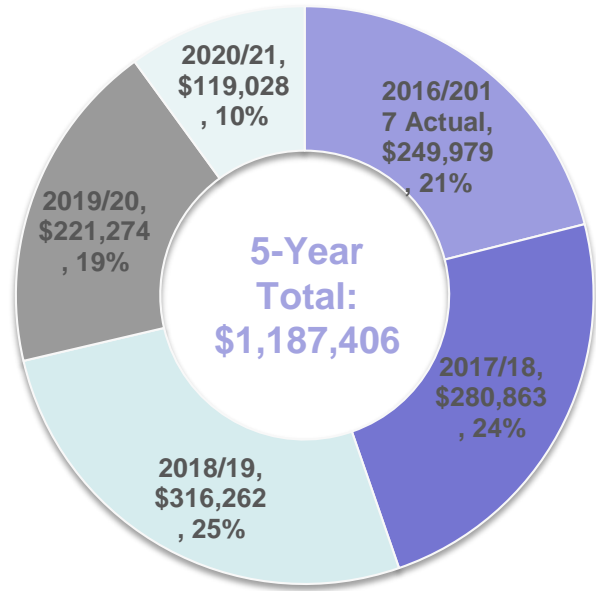
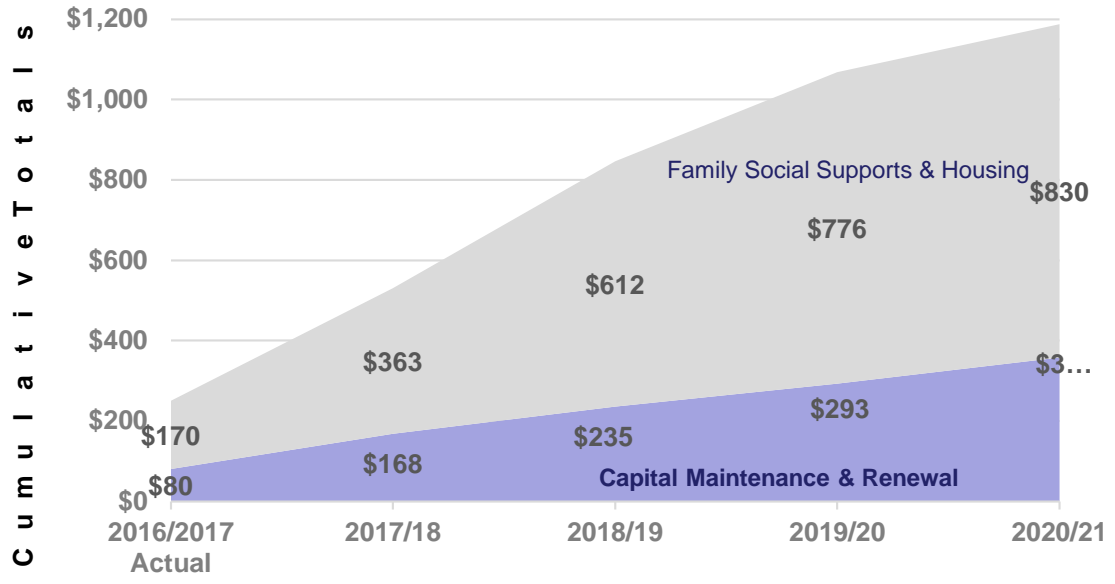
- Program and Initiative Development
 - Examples: Energy Efficiency Program; Suite Renewal Initiative
- Capital Planning
- Capital Plan Submissions
- Capital Plan Monitoring and Reporting

NOTE: Management and administration of capital grants will be part of this unit until a later date, when it will move to the Program and Project Delivery unit.

2017 Capital Plan

5-Year Capital Plan (\$000s)

	Capital Maintenance & Renewal:	\$357,715
	Family Social Supports & Housing:	\$829,691
		\$1,187,406



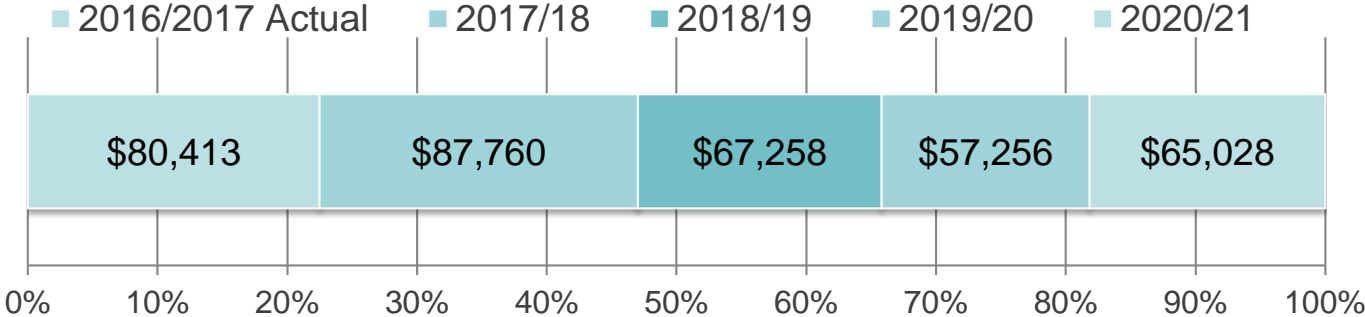
2017 Capital Plan by Envelope



Capital Maintenance and Renewal: \$358 Million (5 Years)

 Preservation (Maintenance)

 Health and Safety

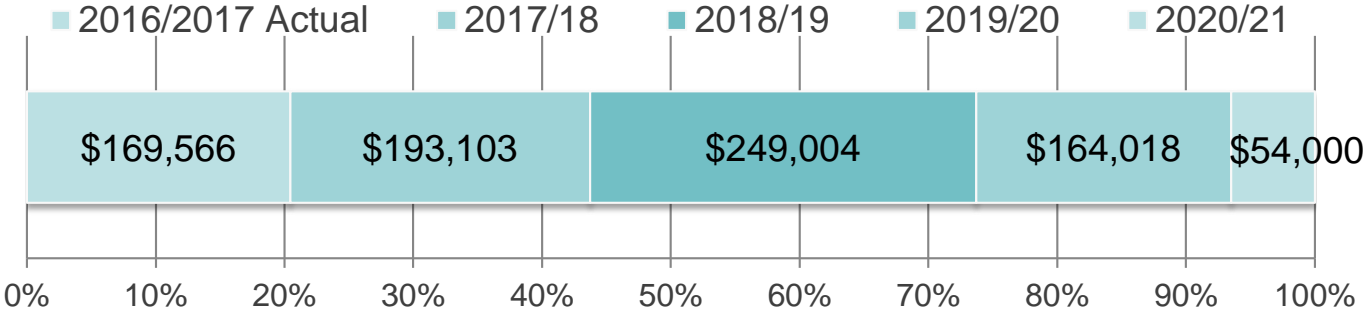


2017 Capital Plan by Envelope

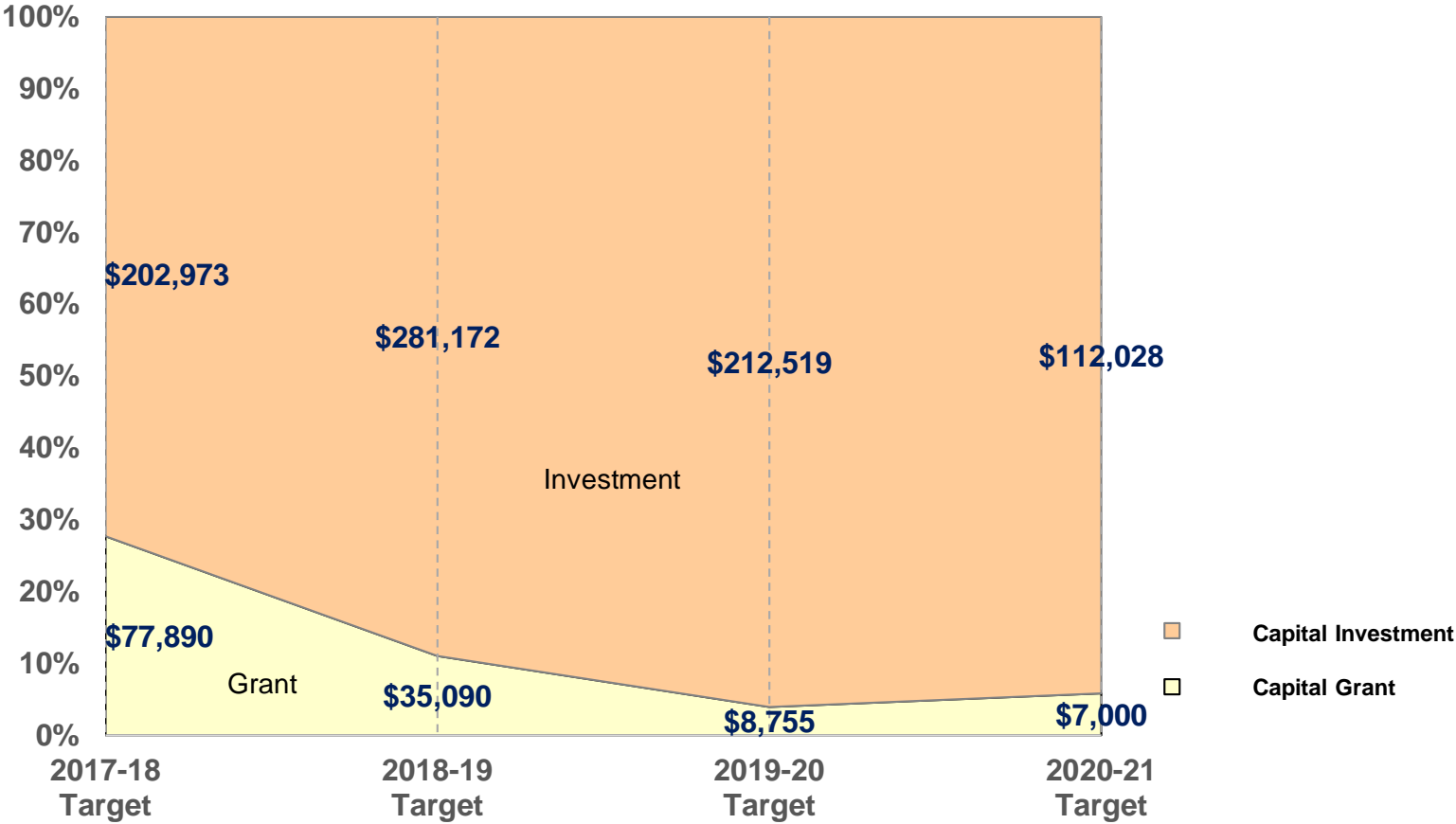


Family Social Supports & Housing: \$830 Million (5 Years)

- Affordable Housing
- Affordable Off-Reserve Housing
- Specialized Populations
- Planning
- Sustainable Housing Renewal



Capital Investment vs. Capital Grant





Capital Planning Framework

ALBERTA SENIORS AND HOUSING



Defines capital planning;

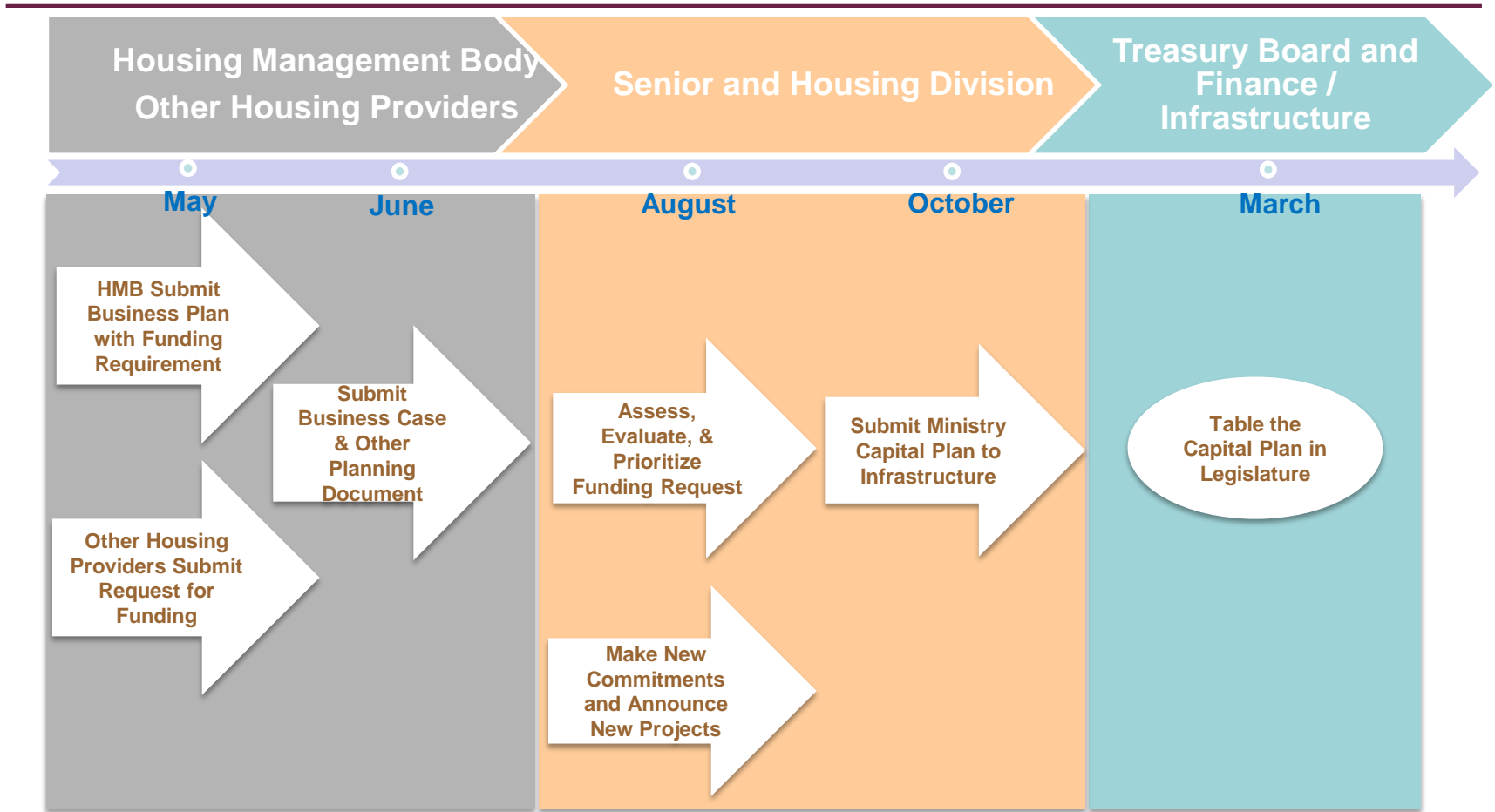


Describes the ministry's capital programs and how capital investments are prioritized; and



Provides an overview of the annual Capital Plan process including roles, authorities and timelines.

Capital Planning Framework - Timeline



Capital Maintenance and Renewal Planning



2016/17 Approved Budget

- Projects to be delivered in 2016/17 and 2017/18
FY

No. of Approved Projects	603
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Approved Funding Total	\$44 million
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2017/18 Capital Planning

HMB business plans due September 30th will form Capital Maintenance & Renewal Planning for 2018/19 and 2019/20.



CAPITAL PROGRAM AND PROJECT DELIVERY

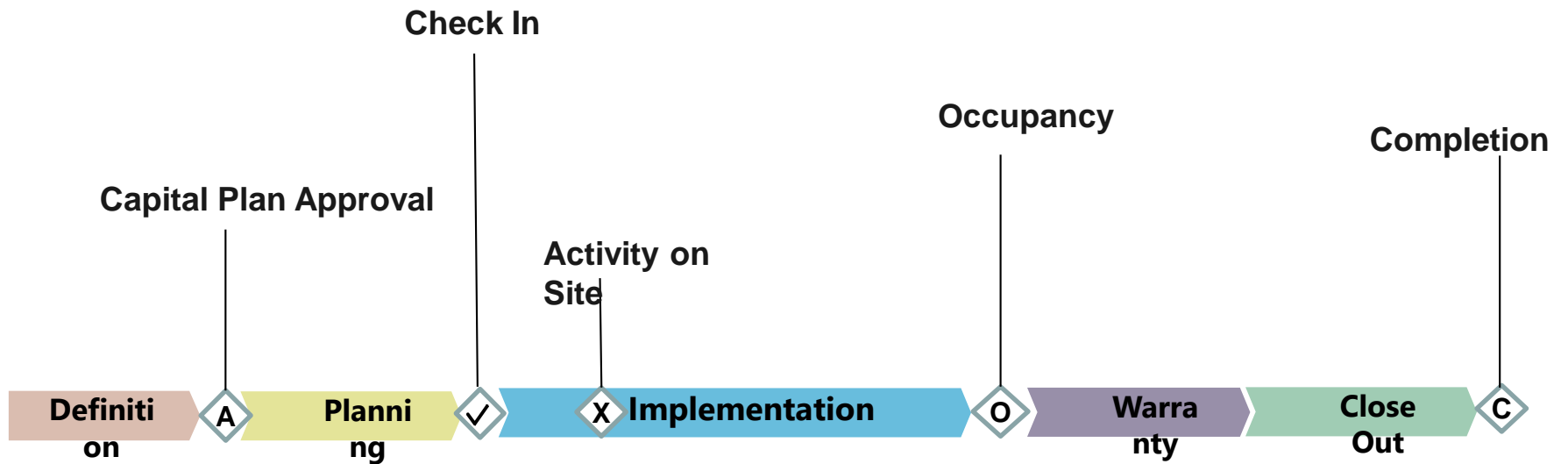
UNIT MANDATE: Manage and administer approved capital programs and projects to completion and close-out; procure, manage and administer contracts required to support program and project delivery; and manage and administer capital grants required to support program and project delivery.

FUNCTIONS:

- Capital Project Management
- Capital Contract Procurement
- Contract Management and Administration
- Capital Grant Management and Administration
- Capital Maintenance and Renewal Program Management and Administration

NOTE: Management and administration of capital grants will be part of the Capital Planning and Reporting unit until a later date, when it will move to the Program and Project Delivery unit.

Capital Project Life Cycle Key Milestones



Project Procurement

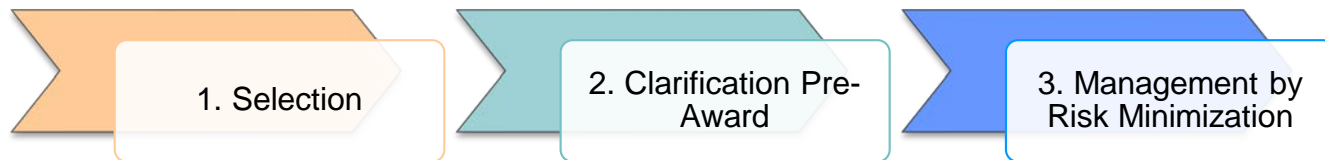


Best Value Procurement

- ☆ Looks at factors other than only price, such as quality, schedule, qualifications, and performance-based criteria, when selecting vendors or contractors; and
- ☆ Minimizes impacts and allows more flexibility in procurements.



Best Value Procurement Phases





Project Delivery Methods



Design Build Methodology

- ☆ The best combination of technical compliance/innovation and costs
- ☆ Efficiency to the process by overlapping design and construction phases



Design Bid Build

Provincial Affordable Housing Strategy: Implementation

Provincial Affordable Housing Strategy Implementation: Advisory and Engagement Structure

September
21, 2017

The structure will be informed by and feed into the work of GOA Internal Committees, including:

- Tri-Ministry (Seniors and Housing, Health, Community and Social Services)
 - Multiple committees
- housing and DM Social Policy Integration Committee
- ADM Children, Youth, Seniors and Families Committee
- ADM Complex Needs, Housing and Social Outcomes Committee

★

SHORT TERM

- Provide advice on regulatory changes (3.1, 4.1)
- Tenant dispute resolution (4.1)
- Tenant support program (2.1)
- Lodge renewal (3.1)
- Mixed income model (3.1)
- Asset Management Strategy (1.2)

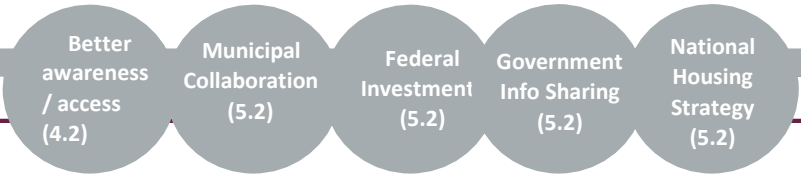
LONG TERM

- Mixed age (3.2)
- Establish additional working groups as required.

Seniors Lodge Working Group
(5 Actions – 2.1, 3.1, 4.2, 4.3)

Data and Research Working Group
(5 Actions – 4.3, 5.3)

Policy and Legislation Working Group
(5 Actions – 2.1, 3.1, 4.2, 4.3)



Intergovernmental

Big Cities

SHORT TERM

- Inclusionary Housing (1.1)
- One-stop pilot (4.2)
- Coordinated community planning (4.3)
- 2017 Action Plan

LONG TERM

- Mixed age (3.2)

F/P/T

SHORT TERM

- National Housing Strategy (5.2)

LONG TERM

- TBD

Public/Private Non-Profit

SHORT TERM

- Social Housing Agreement Transition
- Application of principles of PAHS to PNP

LONG TERM

- TBD

Co-ops

SHORT TERM

- Co-op models (1.1)

LONG TERM

- TBD

Indigenous

SHORT TERM

- Indigenous off-reserve housing engagement (1.1)

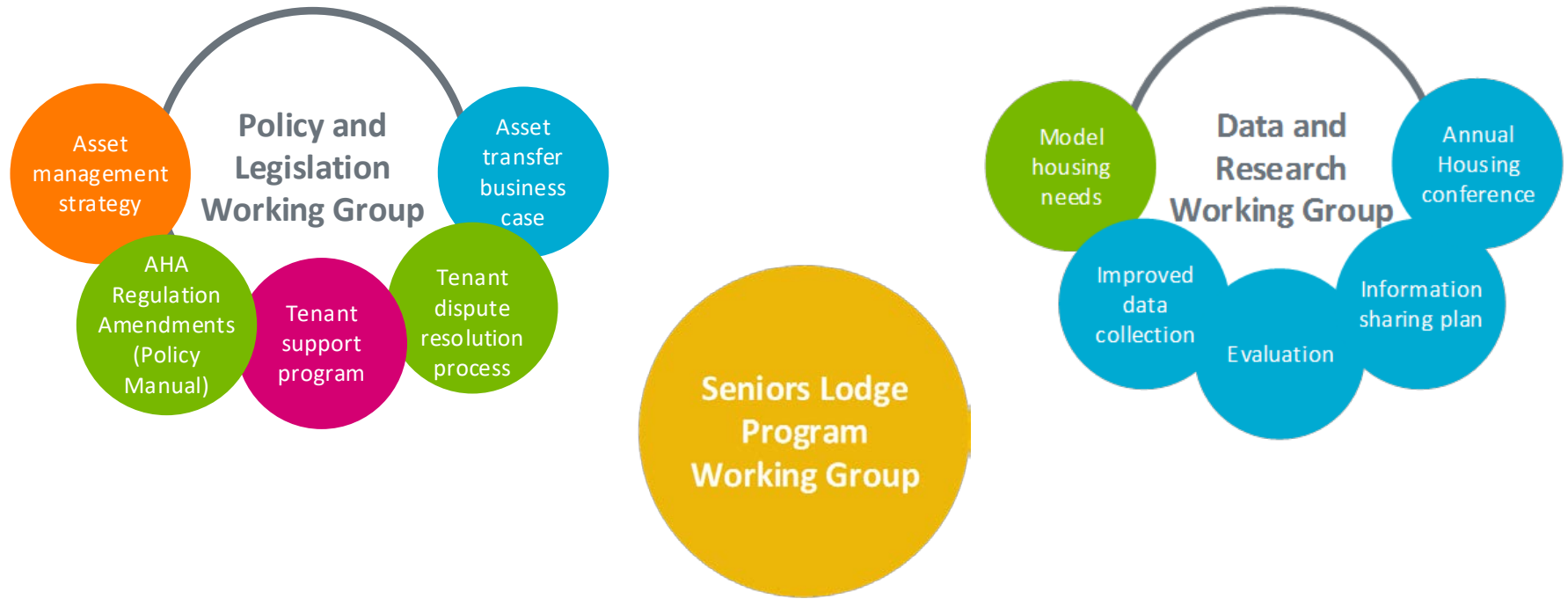
LONG TERM

- Co-management approaches (4.3)
- Culturally appropriate programming (4.3)
- Government information sharing (5.2)

Provincial Affordable Housing Strategy: *Implementation*

- A Steering Committee and working groups will provide advice on the implementation of the Strategy.
- The first Steering Committee meeting was held September 28th.
- The three working groups include:
 - Policy and Legislation;
 - Seniors Lodge Program; and
 - Research and Data.

Working Group – Policy and Legislation



Strategic Directions

- 1. Investing now and for the future (Orange circle)
- 2. Integrated housing and supports (Pink circle)
- 3. Successful transitions and aging in the community (Yellow circle)
- 4. Fair and flexible (Light Green circle)
- 5. A sustainable system (Blue circle)

		2017/18		2018/19				2019/20			
Strategic Directions		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Investing now and for the future	1.2 Improve and maintain the condition of existing affordable housing	Asset Management Strategy: Develop asset management strategy and implementation plan				Asset Management Strategy: Implementation					
	2.1 Enhance integration with community support services	Tenant Support Workers: Research, identify best practices, identify program objectives and outcomes, design program to pilot			Tenant Support Workers: Implementation plan for pilots	Tenant Support Workers: Contingent on funding, implement pilot(s); monitor pilot implementation and address issues			Tenant Support Workers: Phased rollout dependent on budget; ongoing monitoring, reporting and evaluation		
3. Successful transitions and aging in the community	3.1 Enable transitions through the continuum of housing and supports	Lodge Renewal: Review the Lodge Assistance Program; assess current point scoring criteria; developing a definition of a standard lodge unit				Lodge Renewal: Develop and implement regulatory changes					
	3.2 Support the desire of Albertans to age in their community				Mixed Age: Research and identify barriers and current practice	Mixed Age: Design mixed age guidelines	Mixed Age: Publish guidelines; apply on case-by-case basis; monitor outcomes and issues				
4. Fair and flexible	4.1 Modernize the regulatory framework to support equitable treatment and continued housing stability	Regulatory changes: Input and testing for policy manual, training materials	Regulatory changes: Input on monitoring and evaluation process	Regulatory changes: Review and provide input on any remaining regulation issues							
	4.3 Promote enhanced understanding of and coordinated response to rural and urban community needs	Tenant Dispute Resolution: Research and develop process		Tenant Dispute Resolution: Publish		Model Housing Needs: Model housing needs across the province to support planning for all communities, large and small.					
4. A sustainable system	5.1 Support operational and environmental sustainability of affordable housing projects	Asset Transfer: Research and identify/define parameters for business cases that will support asset transfer decisions.									
	5.3 Improve knowledge of the housing and support needs of Albertans	Data Collection: waitlist request; tenant project; explore info for performance measures	Data Collection: waitlist and tenant request	Data Collection: Revise waitlist and minimum data requirements; waitlist and tenant request	Data Collection: waitlist and tenant reports complete; analyze opportunities for improvement	Data Collection: waitlist and tenant data request; reports complete					
		Evaluation: Evaluation processes will be established for programs in 2018									
		First Annual Conference:									
		Housing Data and Resources Info Sharing:									
PAHS and Reg Review Implementation Oversight/Reporting		Develop ongoing reporting processes		Year 1 Report		Year 2 Report					

Provincial Affordable Housing Strategy: *Next Steps*

- Policy Manual for updated the Social Housing Accommodation Regulation
- Work with housing providers to develop a best practice tenant dispute resolution process
- Support housing providers to integrate community support services for tenants as part of a tenant support worker program

Questions, Comments, Concerns

