

2018 / 2019

# PROJECT REPORT

PRESENTED BY

**LOWER NORTH  
SHORE HOUSING  
CORPORATION**

PREPARED BY

**KAYLA KIPPEN**

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## Message from President

The Lower North Shore Housing Corporation was created through an initiative of the Coasters Association. They wanted to respond to an imperative need to support the different communities of the Lower North Shore in the development of housing adapted to the needs of low-income families and particularly, those of seniors, an increasingly important clientele in our territory.

Like any new organization, we had to complete a registration process to access the various forms of funding available both provincially and federally. In addition, the first stage of evaluating the housing needs was also important.

Thanks to the Municipalite Regional de Comte du Golfe-du-Saint-Laurent (MRC) grant through the Structural Projects Fund, we were able to hire a competent resource, Ms. Kayla Kippen, who worked intensively to carry out the tasks entrusted to her. She has encountered many pitfalls that have unfortunately slowed her progress. Achievement of the objectives outlined in the action plan continues but will require an extension of the mandate devolved to it.

The future of the intermediate resource located in Blanc-Sablon, the Residence aux Beaux Sejours, has caused enormous concern and has generated several initiatives. It should be remembered that this residence is home to seniors from across the region and is currently managed by the Coasters Association. To ensure its sustainability, Ms. Kippen is working on a new model of operation.

With our registration process being completed, we will be able to gain greater autonomy but without the support of the MRC du Golfe-du-Saint-Laurent, and the involvement of the Coasters Association, this would not have been possible.

We hope to be able to count on this support in the future as we are convinced that the goal of our organization, whether it is to promote entrepreneurs or support agencies already involved in the housing issue, that we continue to support the vulnerable residents in our communities.

**Johanne Beaudoin | Interim President 2018/2019**

## Executive Summary

The Corporation d'habitation de la Basse-Cote-Nord, or Lower North Shore Housing Corporation (LNSHC), was legally registered as a non-profit organization in October 2018. The Housing Corporation was an initiative presented by the Coasters Association, and other organizations, to develop an affiliate corporation that would manage housing programs and services for the region.

Over the past year of the project, there have been many achievements and challenges. There has been a great amount of effort put in by all those associated with this project. It is clear that the Housing Corporation is an important initiative to the representatives and citizens of the Lower North Shore. It is for this reason that we must continue to work towards exploring funding avenues to support the continuance of this project.

## Corporation Mandate

The Housing Corporation seeks to address the changing housing needs of residents on the Lower North Shore by ensuring universal availability of safe, affordable, and attractive housing in each community that will contribute to the overall well-being of the region and promote sustainable development.

Our vision is that all residents of the Lower North Shore can live in an environment that is right for them, that is affordable and safe, in a community that offers programs and services they need to live a vibrant healthy lifestyle.

The core functions of the housing corporation are as follows:

- 1) Promote adequate and improved housing for low income households;
- 2) Improve the quality of housing and the quality of amenities related the housing;
- 3) Review the effectiveness of programs and services offered by provincial housing organizations;
- 4) Assist other organizations in the promotion and development of new housing initiatives;
- 5) Management and operation of at least one senior housing resource in the region.

## Project Overview and Objectives

A provisional Board of Directors (see 'Annex A') was established in 2017 to begin the implementation of an affiliate organization to the Coasters Association. This organization would be responsible for housing programs and services in the region. In November 2017, the Coasters Association submitted a project to the Municipalite Regional de Comte du Golfe-du-Saint-Laurent (MRC) to hire an Administrative Assistant that would help the provisional Board in the realization of the project.

The provisional Board of Directors of the Lower North Shore Housing Corporation (LNSHC) devised a set of activities to guide the Administrative Assistant to address the housing needs of all residents on the Lower North Shore. These activities were outlined in a working action plan (see 'Annex B') and were to be implemented within the duration of the project, January 29, 2018 to January 26, 2019.

After review and progression of the project, there were three (3) priorities identified as critical in the success of the Housing Corporation project.

### **(1) Residence aux Beaux Sejours**

The management and administration of the intermediate resource, Residence aux Beaux Sejours in Blanc-Sablon, was a clear priority as this file needed urgent attention and assistance. The expiration of the operational agreement between the Le Centre intégré de santé et de services sociaux (CISSS) de la Côte-Nord and the Coasters Association was set to expire June 30, 2018. Given the complexity of this file, an extension was granted until October 31, 2018. For several reasons, including the incorporation process of the housing corporation, classification status, communication within organizations, shortage of resources during the summer months, complexities regarding the Residence aux Beaux Sejours, etc., this file took much longer than presumed to progress. It was not for a lack of pushing the file forward but a series of unfortunate circumstances that prevented it from progressing more rapidly. Upon evaluation and collaboration with the CISSS, it was determined that further time was needed to appropriately reflect on the resource. An additional extension was approved by the CISSS until March 31, 2019.

This resource is essential in the well-being of many residents (at the time of this report nine (9) users) in our region. The Beaux Sejours is a resource that is available for CISSS adult users that experience loss of physical and mental abilities, and loss of autonomy due to aging. It is a mid-level facility that is a great resource for users that need assistance with day-to-day living but are not at the stage to transition into long-term care.

The mandate of the Ministère de la Santé et des Services sociaux (MSSS) has changed over the years. The MSSS will no longer own, or operate, any family-type or intermediate resources. It was important to the MSSS that all the resources that provide services to their users, meet the standards outlined in the legal framework they developed. Many resources throughout the province were going through major changes to bring their facility up to the appropriate standards. This meant that the resources on the Lower North Shore needed adjustment as

well. The Beaux Sejours is not currently meeting the standards that are required of an intermediate resource. However, it is not as simple to make the necessary changes to conform to the legal framework. It is for this reason that the Coasters Association and the CISSS felt that a Housing Corporation could better address the needs of this resource, and how to pursue funding to continue its operations appropriately.

In that, many factors needed to be assessed prior to the transfer of the responsibilities to a new and inexperienced corporation. Many areas of attention needed to be reviewed including the classification of the resource's level of service. This step was imperative to the funding that is issued by the Ministère de la Santé et des Services sociaux. After a few years of trying to balance the budget with the expenses, it was clear that there needed to be a review on the classification that was given to the resource, as the funding was not reflecting its realities properly.

Another major step in securing the future of this resource, was determining the condition and state of the current building. Architectural reviews were conducted in the past that implied that there were areas of the building that needed attention or were no longer meeting the new requirements by the MSSS. For this reason, the Board felt that it was important to move forward with a complete architectural and engineering inspection to better assess the realistic condition of the building. If there were to be a future possibility of purchasing the current building, the Housing Corporation has a legal responsibility to understand the liabilities of purchasing such asset.

The Residence aux Beaux Sejours is important to our region, and to the current users living in the facility. There are many areas of concern that needed to be addressed to keep the resource in operation and to determine how it can be operated more effectively and efficiently in the future. These tasks alone were a major aspect of this project.

## (2) Housing Needs Assessment

Housing corporations are responsible for reviewing the housing situation in their territory or region. They assist groups and communities with meeting their housing needs, conduct research on the housing industry, etc. The Housing Corporation with its Board of Directors are to develop a regional housing strategy to identify all the housing needs of the Lower North Shore.

The first step to this is evaluating the information on housing in the region. Given that these statistics were largely quantitative and less qualitative, it was clear there needed to be further investigation into this area. To properly evaluate the existing housing sector of a region, it was imperative to first examine the universal availability of safe, affordable, and attractive housing in each community. It was essential to take these steps prior to community development planning to responsibility analyze the areas primarily in need and/or those that demonstrate a readiness for growth. To evaluate the housing sector, a thorough needs assessment was conducted to review the current housing status on the Lower North Shore, identify the needs of the total population, and review the quality of programs for seniors and low-income persons/families in the region.

The needs assessment aimed to address the following:

- 1) analyze the region to determine if there are critical issues affecting safety and comfortability of housing;
- 2) determine the availability of residences for purchase or rent by families or persons of lower economic income levels;
- 3) investigate the current housing conditions, and review the housing programs and services that are meant to upgrade or stabilize existing housing for residents;
- 4) investigate the housing preferences of the residents of the region to determine the level of satisfaction, comfortability, and individual perspectives on current and future housing situations;
- 5) determine the factors that affect the socio-economic situation of all residents and their housing realities.

In accordance with the needs assessment, a housing needs survey was produced and distributed throughout the communities to collect information on current and future housing needs, and preferences.

### Housing Needs Assessment Survey

The housing needs assessment survey was imperative in determining whether, or not, there was an identified need for housing programs or services on the Lower North Shore. Amongst communities and other organizations, there was a common belief that many areas of the region were experiencing an immediate need for housing for seniors and vulnerable persons/families. Many municipalities were experiencing unique fluctuations in the housing market. Current homes were occupied by the same residents for up to 50+ years, creating little movement in the market. Ultimately, these realities often make it difficult for new families to return to the region as there were few homes available. With that being said, it was also crucial to understand that the socio-economic situation of the residents on the Lower North Shore is some of the worst in the province of Quebec. The Lower North Shore has the highest drop-out rate in the province, amongst one of the highest rates of unemployment in Canada, and three of the Lower North Shore communities have been designated as "devitalized municipalities" by the Province. With statistics and realities like this, it is imperative to review the housing sector to ensure that economic growth is encouraged, but also to identify current residents that are living in conditions that are unsafe and unaffordable.

In regard to the aging population, the steady increase of seniors was a cause for concern in terms of housing. It is important to understand the realities of safety and mobility for seniors in their current homes. There also needed to be a review of how this population viewed the life changing transition into current seniors' facilities in the region. The survey sought out to identify the portion of the senior population that is at risk of unsafe and uncomfortable housing situations, and how they felt this issue could be managed more efficiently.



Interestingly, through discussion with the CISSS Cote-Nord, the current situation was drastically opposite of the assumptions throughout the communities. It was identified that there are currently no wait-lists for any of the resources for seniors in the region. These facilities cover all levels of autonomy, from light to heavy loss of mobility/autonomy both mentally and physically. Additionally, due to the restrictions in our region, it is not uncommon for the CISSS to adjust the criteria outlined by the resource to admit a user. It was clear that there was a gap between what the population felt was necessary, and what the reality was at the health centres. For this reason alone, the survey was a key factor in investigating what type of services or resources people felt could meet the requirements of that gap, and what was realistic for our region.

### (3) Needs for Seniors

Over many years, the Lower North Shore has gradually experienced an anomaly of an aging population. The challenges associated with an aging population have been strengthened and reinforced due to the isolation of the region. Programs and services have been identified to increase the quality of life for seniors on the Lower North Shore, however, to date many of these initiatives have not been implemented or are not operating at a level of success, due to constraints within the region. Many municipalities and social organizations have come to the same conclusion over the years, yet we continue to face the same struggles.

As the percentage of seniors in the region is rapidly increasing and is expected to continue to increase over the next twenty years, housing is not the only concern for this population. Currently, close to two thirds of our seniors live with a disability. Many of our communities are not prepared or outfitted to address those needs. In communities that have no road access, there are very few methods of transportation and it is often very difficult for seniors' to be mobile in the community.

Access to the communities is limited and costs of travel are high, therefore, increasing the difficulties with bringing resources and services to the region. Those with access to a road often feel stress when weather conditions force road closures, leaving them feeling vulnerable.

For these reasons, the Housing Corporation felt a need to maintain and prioritize their commitment to ensuring that the older adults of the Lower North Shore had access to safe and affordable housing services and transportation to support their independence.

## Financial Overview

### (1) Administrative Assistant Funding

In January 2018, the Coasters Association entered into a financial aid agreement with the Municipalite Regional de Comte du Golfe-du-Saint-Laurent (MRC) under the 'Structural Projects Fund' for an Administrative Assistant for the Lower North Shore Housing Corporation. (File number: MAUC 20170919-SP)

#### Project Finances

The total project finances were totaled as follows:

##### Expenses

Salary & Fringe Benefits:	\$38 094.97
Meeting (1):	\$6 000.00
Report:	<u>\$1 000.00</u>
<b>Total:</b>	<b>\$45 094.97</b>

In February 2018, a revision was granted to the budget:

##### Expenses

Salary & Fringe Benefits:	\$38 094.97
Meeting (1):	\$3 000.00
Employee Training:	\$3 000.00
Report:	<u>\$1 000.00</u>
<b>Total:</b>	<b>\$45 094.97</b>

In accordance with the Structural Project guidelines, 10% of the total budget is to be provided by the promoter, in this case, the Coasters Association.

The break-down is as follows:

##### Sources of Funding

Coasters Association Inc.:	\$4 509.48	(10%)
MRC Golfe-du-Saint-Laurent :	<u>\$40 585.49</u>	(90%)
<b>Total :</b>	<b>\$45 094.97</b>	<b>(100%)</b>

The total 10%, \$4 509.48, was granted to the Coasters Association by the CISSS Cote-Nord User's Committee for the project.

## (2) Travel and Classification Evaluation Funding

In September 2018, an additional project was submitted to the MRC du Golfe-du-Saint-Laurent under the Rural Development Fund (RDF). This segment of funding was received to cover the travel costs for the Administrative Assistant of the LNS Housing Corporation, to travel to intermediate and family-type resources off the territory to determine how these resources function. Additionally, funding was received to assist the corporation in the costs to contract Groupe Altus to conduct a classification evaluation of the Residence aux Beaux Sejours to determine its appropriate level of service.

### Project Finances

The project finances are as follows:

#### Expenses

Travel off territory:	\$1 302.36
Classification Evaluation:	<u>\$1 500.00</u>
<b>Total:</b>	<b>\$2 802.36</b>

#### Sources of Funding

Coasters Association:	\$ 280.24	(10%)
MRC Golfe-du-Saint-Laurent :	<u>\$2 522.12</u>	<u>(90%)</u>
<b>Total:</b>	<b>\$2 802.36</b>	<b>(100%)</b>

For the 10% contribution for the project, the Caisse Populaire de La Tabatiere granted \$500 to cover costs of the project.

## (3) Inspection of Residence aux Beaux Sejours

In December 2018, another request was submitted to the MRC du Golfe-du-Saint-Laurent for financial assistance to conduct an architectural and engineering inspection of the Residence aux Beaux Sejours. The realities of the condition of the building were evident and a thorough investigation was essential to taking the next steps with this resource.

### Project Finances

The project finances are as follows:

#### Expenses

DMG Architecture:	\$ 7 245.86
Axor Experts:	\$15 989.60

Axor Travel:	\$ 4 192.16
Contingency (15%)	<u>\$ 4 114.14</u>
<b>Total:</b>	<b>\$31 541.76</b>

#### Sources of Funding

Coasters Association:	\$ 3 154.17	(10%)
MRC Golfe-du-Saint-Laurent :	<u>\$28 387.59</u>	<u>(90%)</u>
<b>Total:</b>	<b>\$31 541.76</b>	<b>(100%)</b>

For the 10% contribution for the project, the Community Health and Social Services Network granted \$3 154.17 to cover costs of the project.

*This project is yet to be completed.*

## Project Results

In the twelve months of the project, many activities were completed, and others were extended to give more time for development and analysis.

### **Achievements/Successes**

There were many project achievements and successes that should be noted.

#### **Incorporation of Organization**

An important step that was completed in the fall of 2018 was the incorporation of the Housing Corporation, Corporation d'habitation de la Basse-Cote-Nord. It was crucial that the corporation register as a non-profit organization to pursue future funding and to properly assist the communities and other committees with allocating a change in the housing environment in the region. Through this implementation, the Corporation d'habitation de la Basse-Cote-Nord can now operate as a separate legal entity.

#### **Extension of Residence aux Beaux Sejours Agreement with CISSS**

The original agreement between the Coasters Association and the CISSS was going to expire at the end of June 2018. Given the complexity of the file, an extension was granted until October 31, 2018. For several reasons, as mentioned above, the Housing Corporation was unable to resolve the current situation by this time.

On October 2, 2018, the Coasters Association with assistance from the Lower North Shore Housing Corporation, requested a reasonable extension to completely and responsibly explore the file to reach an appropriate agreement between both parties. Upon evaluation and collaboration with the CISSS, it was determined that further time was needed and an extension until March 31, 2019 was approved. This is a success as it shows that through collaboration and partnerships, we were able to demonstrate a readiness and commitment to finding a solution to this file.

#### **Classification Evaluation of the Residence aux Sejours**

The classification of the residence was crucial in getting a clear picture of the financials for the resource. When the home was first opened, there was never any evaluation of the building by the owner or the CISSS. It is unclear if there was ever any indication of the value or importance of this. When we began the process the Association des Ressources Intermédiaires d'Hébergement du Québec (ARIHQ) was equally as surprised by not having this evaluation completed. Since the opening of the resource, it was evaluated at a level 1 of service. There are a total of six levels of service, each varying in the total funding that is received from MSSS. Level 1 is the lowest of these levels, therefore, the least amount of funding. In situations where no evaluation is completed, there is a default or standard level given to the resource. Meaning for years this resource was never truly receiving the amount of funding it needed to function properly. The classification is outsourced to Groupe Altus, a firm located in Quebec City. Since the evaluation was never completed in the first place, the

requirements could be provided at a distance with assistance from the Administrative Assistant and the property owner. ARIHQ only allows Groupe Altus to complete these types of evaluations, they are the only entrusted firm in the province. A service contract is created between the resource and Groupe Altus for the evaluation, and upon completion the report is forwarded to ARIHQ and the MSSS. A recommendation is included in the report information the MSSS that it is recommended to either adjust or maintain the level of funding. The costs for the evaluation were covered by the MRC du Golfe-du-Saint-Laurent, and the Caisse Populaire La Tabatiere. In late October 2018, the report was completed and sent to the required agencies. Groupe Altus notified the Housing Corporation that the Residence aux Beaux Sejours would increase in levels in the funding structure. At the time of this report we are still not able to confirm the level the Beaux Sejours was evaluated at, as we are awaiting confirmation and implementation from the MSSS. Through communication with the MSSS, it was noted that there is a back log of files, however they were working to finalize the evaluation.

With delay in implementing the new funding structure by the MSSS, the Beaux Sejours continues to receive the same amount of funding as they always have. Regardless, when there is a change in the funding level, the resource receives a back payment from the date that the application was submitted to the time it is implemented.

## **Inspection**

The approval of funding for the inspection is a great success. It shows commitment to finding a solution for a resource that is so important to the residents in our region that need it. Though this step is still to be completed, the funding is secure, and we are now able to proceed with the next steps.

## **Completion of the Housing Needs Survey**

The Housing Needs Survey was an activity that was outlined from the beginning of the project. A few organizations had specific quantitative data available, for example the number of seniors with disabilities in the region, the ageing population, etc., but this information was still limited how people felt about specific subjects. What was missing was the qualitative perspective that investigated the thoughts, perspectives and realities of the population. It was important to determine the housing realities for older persons and low-income families before making decisions on future housing programs and services that may or may not serve the population appropriately. Initially, two different surveys were meant to address the population; one survey targeted the “senior” population, the other for low-income families or persons. It was decided to compile both into one but create a section strictly for the 65+ population. There were struggles at certain stages of this activity, however, in just over four weeks of being published there was a great response from the communities, some more so than others. The total number of surveys that were completed and returned were 238. Though this number is low in the comparison of the total regional population, it is a success in that within a limited amount of time the region responded quickly and showed great interest in the initiative.

The breakdown of responses per municipality are as follows:

Municipality of Blanc-Sablon

36

Municipality of Bonne-Espérance	36
Municipality of Gros-Mécatina	29
Municipality of Saint-Augustin	46
Municipality Côte-Nord-du-Golfe-du-Saint-Laurent	<u>89</u>
	236*

*\*One (1) survey was completed online with an unspecified community; it was not possible to confirm if this respondent was from the region so these results were not collected. One (1) survey was completed online by an individual from another province, these results were also not collected as they were not pertinent to the Lower North Shore.*

A great amount of information was uncovered from the survey and was input into the needs assessment that will be presented to the Board of Directors to eventually produced a strategic plan for housing in the region.

### **Funding for Travel**

The LNSHC Board of Directors along with members of the CISSS felt that there was a need to have the Administrative Assistant travel off of the territory to visit other CISSS resources. This was to help administration have a better perspective on the daily operations and the structure of other CISSS resources, that could strengthen the quality of service that we can provide here on the Lower North Shore.

A project was presented to the MRC (see above 'Financial Overview') in the fall of 2018. Letters were also sent to the three (3) Caisse Populaire institutions on the Lower North Shore, to be the 10% contributor of the project. Initially, the project was submitted for travel from Baie-Comeau to Blanc-Sablon. It was later revised to only include travel from Kegaska to Baie-Comeau, significantly decreasing the budget requested.

The Caisse Populaire de La Tabatiere approved the request for support in the amount of \$500. Following the revised budget for the project, it was approved by the MRC and the Caisse Populaire financial aid was used as the 10% promoter contribution. The travel costs were greater than projected for this project as the organization of meetings simultaneously in one trip was not possible. Therefore, the surplus from the Caisse and other monies were utilized to cover the remaining costs. Additionally, the Board felt that it was important to visit the Villa Forestville, as the resource had similar circumstances as the Beaux Sejours. For this reason as well, travel costs were increased.

Without the funding from the Caisse Populaire and the MRC du Golfe-du-Saint-Laurent, the benefits of these visits would not have been possible. For that, we thank both organizations for their continued support.

### **Additional Funding for Project**

Early on in the project, there was an understanding that many of the activities were going to take much longer than initially projected. It was for this reason that there was a need to acquire more funding to continue the project. As the Residence aux Beaux Sejours contract

was now extended until March 31, 2019, it was imperative to at least uncover costs for the Administrative Assistant until this point. On November 5<sup>th</sup> the Coasters Association Board of Directors agreed to provide funding for the Administrative Assistant of the LNSHC from funding provided by the Community Health and Social Services Network (CHSSN) for an additional two months, February and March. This was a great success in helping the project continue after initial funding had expired. Funding following March 2019, had not been received at the time that this report was completed.

## **Publicity and Awareness**

As publicity and word of mouth increased the awareness of the project, many residents began to express the importance they felt this initiative has to the Lower North Shore. The percentage of surveys returned was much higher than many believed would be completed. Overall, the residents of the Lower North Shore continue to show great appreciation and satisfaction that the housing issue for seniors and low-income families in our region is being acknowledged and action is being taken.

## **Experienced Challenges/Limitations**

### **Timeline**

A challenge from the beginning was the limited timeline to produce all the necessary information and resolve the foreseen issues. The files and activities were much more diverse and denser than initially perceived.

### **Lack of Funding**

The lack of funding is, and always will be, a major barrier to the success of any project of this nature. As a new corporation it was obvious that funds would need to be provided by partners. All requests needed to be made through an affiliate organization, the Coasters Association, another non-profit, as the organization was late in its incorporation and had no financial set up to take on this role. Any municipal requests require promoter percentages which for a new organization is not possible. Solidifying these financial commitments take time and must follow appropriate procedures.

Many of the challenges associated with the complex files that were undertaken over the last year required significant financial investment which were not available to the Housing Corporation. It often left many deadlines constricted, or not met, or stalled the progression of the file.

This is a reality of any non-profit organization, there are often barriers due to financement. It is a reality that must be considered and given better reflection as the Board of Directors moves forward with this corporation.



## Recommendations

The following are recommendations to the Board of Directors for the next two months of operation:

### **(1) Elect Official Board of Directors – February 2019**

As the Housing Corporation is now a legal entity, it needs to elect a new official Board of Directors that will act in the best interest of the Corporation to advance public interest and the mandate of the Corporation.

### **(2) Annual General Meeting – February / March 2019**

An annual general meeting must be held for the new and official Board of Directors for the Housing Corporation. This meeting will review the previous year of operation, approve bylaws for the Housing Corporation, appoint a coordinator or director for the organization, provide resolutions for administrative operations, etc.

### **(3) Complete Architectural and Engineering Inspection – February 2019**

Once this inspection is completed, the firms will provide a report outlining the condition and state of the building. From here, the Board will have a better idea as to the financial costs of procurement or the necessary renovations needed to bring the building up to MSSS standards.

### **(4) Needs Assessment and Feasibility Study – March 2019**

Upon completion of this study, the Board of Directors will develop a strategic plan based on the information uncovered in the assessment.

### **(5) Full-time Permanent Coordinator for Housing Corporation – April 2019**

A coordinator will need to be hired as an employee of the Housing Corporation, to assist the Board of Directors with administrative and financial responsibilities.

### **(6) Continued Partnership for Office Space – April 2019**

A partnership will need to be explored for office space depending on the location and sector of the new Housing Corporation employee.

### **(7) Restructuring of the Residence of Beaux Sejours – April 2019**

Upon implementation of new funding structure by the MSSS, there will need to be an assessment and review of the current budget of the resource. After which, a new budget will be implemented, and funds will be allocated as to improve the quality of service offered at the resource.

## Acknowledgments

We would like to take this opportunity to thank so many partners and organizations that made this project a success:

### **Lower North Shore Housing Corporation Board of Directors**

The Board has been very committed to this initiative. Their feedback and guidance were greatly appreciated over the past twelve months. We thank you all for your support in the development of this regional initiative.

### **Coasters Association**

Our sincere gratitude goes out to the Board and the staff at the Coasters Association that assisted in the navigation and completion of this project. Their dedication and devotion to this region is truly valued.

### **Working Group**

A special thanks to the Working Group for the volunteer hours that were invested in to discussing the project and assisting in the implementation of many of the activities.

### **Advisory Committee for the Beaux Sejours**

The Residence aux Beaux Sejours was a distinct priority in this project from the beginning. We thank the members that devoted the extra time to discuss and provided valuable insights in finding a solution for a resource that is so important to our residents.

### **Le Centre intégré de santé et de services sociaux (CISSS) de la Côte-Nord**

We are deeply honoured in expressing our sincere thanks to CISSSCN for their involvement, critical advice, and valued partnership with this initiative. We look forward to continued partnership on this file, and many others.

### **MRC du Golfe-du-Saint-Laurent**

Sincere thanks to the MRC for their valued partnership with this initiative. Without your readiness to support this project we would not have been successful in the many achievements associated with this project.

### **Community Health and Social Services Network (CHSSN)**

It is important to acknowledge the support received from our partners at CHSSN. Without your guidance and expertise this project would not have excelled as it did.

### **Other Organizations**

Thank you to the User's Committee and Caisse Populaire de La Tabatiere for their financial support and commitment to this initiative. Without this support many achievements would have not become a reality. We would also like to thank Richard Walling and his team at Jeffery Hale Community Partners for their expertise and continued support from the beginning. Your

leadership and mentorship allowed us to steer this initiative in the right direction, and for that we are very grateful.

The Housing Corporation would also like to thank those that took time to attend meetings, respond to the housing needs survey, and shared their input and provided feedback. This project was a pure example of the success generated by regional support and collaboration. We cannot thank you all enough for your hard work and devotion.

## Annex A - Provisional Board of Directors 2018/2019

### Board of Directors

#### **Johanne Beaudoin, President**

Board of Directors Local Table for Seniors (LTS)

Board of Directors of Coasters Association

#### **Darlene Rowsell Roberts, Vice-President**

Member of Housing Committee for Chevery

MRC Representative (secondary)

#### **Tony Roberts, Secretary /Treasurer**

Resource person for Residence aux Beaux Sejours (signatory to the contract)

Board of Directors of Coasters Association

#### **Randy Jones, Member**

Member of Housing Committee for Gros Mecatina

#### **Gladys Martin, Member**

Municipality of St. Augustin

#### **Eileen Schofield, Member**

Board of Directors of Coasters Association (President)

#### **Wanda Beaudoin, Member**

MRC Representative

#### **Vincent Joncas, Member**

Lower North Shore Coalition for Health

### Observers (ex-officio members)

**Dyane Benoit**, Director of Programs Supporting the Autonomy of Seniors CISSSCN

**Constance Monger**, Coordonnatrice de territoire - Basse-Côte-Nord Direction générale

**Rita Joncas**, Chef de service

**Melody Strickland**, Community Organizer for Seniors CISSSCN

### Advisors – Support (ex-officio members)

**Cornella Maurice**, Executive Director – Coasters Association

**Kimberly Buffitt**, Director of Programs – Coasters Association

**Kayla Kippen**, Administrative Assistant – Lower North Shore Housing Corporation

### Resource Person (when needed)

**Priscilla Griffin**, Program Manager, HPP, Senior Day Centers – Coasters Association

**James Buckle**, Director of Finance – Coasters Association

## Annex B – Working Action Plan

Objective	Actions	Persons Responsible	Deadline		Expected Results
			2018	2019	
<b>Work with Coasters Association employees</b>	<p>Constant communication with Coasters Association employees for direction and guidance regarding the project</p> <p>Employee employment agreement produced</p>	<p>Admin. Assistant Coasters Association</p> <p>Admin. Assistant Executive Director</p>	<p>On-going</p> <p>Feb.</p>		<p>Better understanding of the project and LNSHC, as well as support to the development of activities</p> <p>Agreement completed and signed by both parties</p>
<b>Partnership established to set-up office in Kegaska</b>	Agreement achieved with the Administrator of the MGSL	Admin. Assistant Executive Director Administrator	Feb.		Partnership formed with the Administrator of the MGSL. An agreement signed with Coasters Association
<b>Provide feedback to MRC</b>	On a monthly basis, a report will be provided to the MRC, outlining the project activities and/or goals that were either completed, on-going, or on hold	Admin. Assistant Executive Director Director of Finance	Monthly		Reports will be provided monthly for the MRC to review and assess the progress of the project
<b>Training Week - St. Paul's River</b>	A one week training period will be provided in which the Admin. Assistant can meet with the employees of the Coasters Association, and local members of the Board of Directors, Domestic Aid Coop, etc.... A visit to the Residence Beaux Sejours will also take place during this time	Admin. Assistant Partner (funding for travel - MRC)	March 19 <sup>th</sup> to 23 <sup>rd</sup>		<p>Following the training week, the listed results are to be expected:</p> <ul style="list-style-type: none"> <li>▪ the incorporation process started;</li> <li>▪ a contract for administrative services completed, and signed by the Coasters Association;</li> <li>▪ a draft action plan completed and presented to the board for approval;</li> <li>▪ members of the working group established;</li> <li>▪ and the assessment process of the Beaux Sejours started.</li> </ul>
<b>Form a working group</b>	Produce a chart of partners. Partners will be contacted to form the working group. The working group is to be established in order to assist the Administrative Assistant in the development and progression of the LNSHC	Admin. Assistant Partners	April		<p>A chart of partners will be produced and the working group established</p> <p>Monthly meetings will be held of the working group</p>
<b>Organize the first Board of Directors Meeting</b>	Organize a meeting with the board to establish priorities for the next twelve (12) months	Admin. Assistant Board of Directors	April		The first meeting for the Board of Directors will provide the Admin. Assistant with direction regarding the short term and long term goals of the project, and to clarify items outlined in the job description. Additionally, approval of draft action plan, and working group chart will be received
<b>Start to incorporate LNSHC</b>	<p>Must incorporate "Corporation d'habitation de la Basse-Cote-Nord" through REQ.</p> <p>Register with Societe d'habitation Quebec to be an official housing corporation in Quebec</p>	Admin. Assistant Director of Finance Board of Directors	<p>March - April</p> <p>Sept.</p>		<p>Incorporate LNSHC</p> <p>Register the housing corporation</p>

<b>Participate in "Frame of Reference" training</b>	Take part in training provided by the CISSSCN	Admin. Assistant CISSSCN	March 28 <sup>th</sup>		Training completed.
<b>Awareness and promotion of project</b>	Publicize the project to the rest of the LNS through available outlets following the meeting of the Board of Directors	Admin. Assistant Working Group Board of Directors Partners	April		A general explanation of the project, its vision, purpose, and initiatives will be publicized for all residents along the Lower North Shore. The goal of the publication is to notify residents of the understanding of project and the incorporation of the LNSHC
<b>Assessment of current LNS senior housing, needs and programs</b>	Collaborate with other groups to establish an assessment of current senior housing situation  Carry out an assessment of housing status, identify needs and quality programs	Admin. Assistant User's Committee Residence aux Beaux Sejours CISSSCN Domestic Aid Coop Local Table for Seniors Board of Directors	Sept.		Assessment survey produced and conducted, information compiled.  A review completed to provide detailing current tenants of senior homes, future tenants, local needs and programs for senior housing, etc.
<b>Assess the Residence aux Beaux Sejours</b>	Meet with representatives of CISSSCN  Work session with Manager of Beaux Sejours and CISSSCN	Admin. Assistant  Manager of Beaux Sejours CISSSCN	April - May		Framework developed, including an overview and a sustainable financial plan for the Corporation.
<b>Research and examine different models for Senior housing</b>	Research will be conducted of various models	Admin. Assistant Working Group	Sept.		Research will be conducted; which includes a reflection of background information gathered by current seniors facility (Residence aux Beaux Sejours), gathering additional information via the internet through the exploration of current senior housing models provided provincially, and possible follow up on these sources through correspondence.
	Analyze models and present to Board	Admin. Assistant Board of Directors	Sept.		Board will provide feedback and recommend a model
	Once board approves models, present these models to the CISSSCN	Admin. Assistant Board of Directors CISSSCN	Oct.		CISSSCN will approve models
<b>Work with two housing committees</b>	Work in partnership with the two Lower North Shore Senior Housing Committees, working groups, etc., to identify needs, key priorities, and develop community profiles	Admin. Assistant LNSHC Committees Working Group Other groups	Oct.		Documentation will be provided by the Admin. Assistant, that will highlight, but is not limited to, the information requested by the housing committees
<b>Research Low-Income Housing</b>	Research low-income housing options for the LNS  Carry out an assessment of low-income housing needs	Admin. Assistant Working Group	Sept.		Research will be conducted; information will be gathered via the internet through the exploration of current low-income housing options provided provincially, and follow up on these sources through possible correspondence.

					Assessment survey created, distributed and information compiled.
	Cost analysis of housing compared to urban centers	Admin. Assistant Working Group	Oct.		A review will be produced that will detail ideal housing options for residents of the LNS. Also, a comparison of the financial differences between these options on the LNS, and urban centers, will be included in the review.
	Present to Board of Directors for approval	Admin. Assistant Board of Directors	Oct.		Document revised (if necessary)  Document approved to be inserted into Business Plan
<b>Development of a business plan</b>	Produce a detailed business plan	Admin. Assistant Working Group	Oct.		Draft plan to present to the board of directors for feedback
	Present to Board for approval	Admin. Assistant Board of Directors CISSSCN	Nov.		Business Plan revised (if needed)  Business plan completed and approved
	Implement business plan	Admin. Assistant Working Group Board of Directors CISSSCN Other Partners		Jan.	Secure long term funding for implementation of the business plan (2019/2023 – 5 years)
<b>Building new partnerships</b>	After the completion of the business plan, the LNSHC will approach other agencies to develop additional partnerships, to implement the plan	Admin. Assistant Board of Directors	Nov./ Dec.		Additional partnerships will be explored in hopes to further project awareness, and increase possible future funding
<b>Explore funding options for Administrative Assistant position of the LNSHC</b>	Seek funding options to extend the position of the Administrative Assistant	Admin. Assistant Coasters Association Board of Directors MRC Development Agent		Jan.	Funding secured for the Administrative Assistant to further work in the implementation of this project.

**\*Please note a revision to the below budget.**

Below is a revised version of the project that was submitted to the MRC du Golfe-du-Saint-Laurent in December 2018. Unfortunately, due to internal error, the below proposal was submitted without including the cost for travel for Axor Experts (4 192.16) therefore also decreasing the contingency budget by \$ 628.83.

Regardless, the MRC will only fund a total of \$25,000 under the Rural Development Fund (RDF) of which only an additional \$ 951.30 would have been approved. Revisions were made to the submission by Axor Experts to ensure that expenses arrive within the approved budget. Additionally, in order to remain within budget, a new agreement was established with Axor Experts to approve activities on a 'go/no-go' basis so we can monitor the project as it progresses.

### **(3) Inspection of Residence aux Beaux Sejours**

In December 2018, another request was submitted to the MRC du Golfe-du-Saint-Laurent for financial assistance to conduct an architectural and engineering inspection of the Residence aux Beaux Sejours. The realities of the condition of the building were evident and a thorough investigation was essential to taking the next steps with this resource.

#### **Project Finances**

The project finances are as follows:

##### **Expenses**

DMG Architecture:	\$ 7 245.86
Axor Experts:	\$15 989.60
Contingency (15%)	<u>\$ 3 485.31</u>
<b>Total:</b>	<b>\$26 720.77</b>

##### **Sources of Funding**

Coasters Association:	\$ 2 672.07	(10%)
MRC Golfe-du-Saint-Laurent :	<u>\$24 048.70</u>	(90%)
<b>Total:</b>	<b>\$26 720.77</b>	<b>(100%)</b>

For the 10% contribution for the project, the Community Health and Social Services Network granted **\$2 672.07** to cover costs of the project.