

**DRUMHELLER AND DISTRICT  
SENIORS FOUNDATION**

**BUSINESS PLAN**

**JANUARY 1, 2016**

**TO**

**DECEMBER 31, 2020**

## Appendix A – Housing Management Body Corporate Profile

Organization details	
Housing Management Body name	Drumheller and District Seniors Foundation 696 – 6 <sup>th</sup> Avenue East Drumheller, Alberta T0J 0Y5
Incorporation type	<input checked="" type="checkbox"/> Alberta Housing Act <input type="checkbox"/> Societies Act <input type="checkbox"/> Part 9, Alberta Companies Act <input type="checkbox"/> Other (please specify)
Board of Directors	J. Allen Avramenko    Chair Tom Zariski            Vice Chair Suzanne Lacher Dawn Bancroft Kerry McLellan
Senior management team	Janet Senior, CAO Mike Holden, CFO
Governance structure (including any other organizations associated with the HMB)	<p><b>ACCOUNTABILITY STATEMENT:</b> 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 April 23, 2015.</p> <p><b>EXECUTIVE SUMMARY:</b> The Drumheller and District Seniors Foundation is a Management Body established by Ministerial Order under the Alberta Housing Act. The function of the organization is to provide adequate and suitable accommodations that are accessible to seniors and the elderly disabled based on individual need.</p> <p><b>MANDATE:</b> The Drumheller and District Seniors Foundation is a Management Body established by Ministerial Order under the Alberta Housing Act to provide adequate and suitable housing units in a variety of types that are accessible to those senior citizens of low to moderate income from Drumheller and surrounding area, who require the assistance of Lodge and personal care programs. Individuals who are less than 65 years of age who fit within special circumstances deemed appropriate by the Board may also qualify and benefit from congregate Seniors living options.</p> <p><b>VISION:</b> To provide an environment where seniors may reside with dignity and independence, in safe, adequate accommodations, where they are able to receive services that will enable them to remain full participants of our community.</p>

**MISSION:** The mission of the Drumheller and District Seniors Foundation is to promote, develop, provide and manage affordable and adequate housing accommodation that encourages a high quality of life for senior citizens and the elderly disabled who are functionally independent and live in Maple Ridge Manor I or II; Blooming Prairie; Riverview Villas; Highland Dell; Hillview or Sunshine Lodge and Cottages; and to provide affordable and appropriate housing for low to moderate income individuals in the Drumheller and District Seniors Foundation housing units.

**MANAGEMENT POLICY AND STRATEGY:** The Drumheller and District Seniors Foundation is comprised of 5 members as described by the Ministerial Order – one member from each of the contributing municipalities. The Board governs in accordance with all current Acts and Regulations, the Policy guidelines as outlined in the Management Body Handbook and the bylaws of the Foundation. The board shall approve policy and planning direction to the Chief Administrative Officer. The Administrator of the Foundation is the Chief Administrative Officer. The Administrator is responsible for conducting the business of the Foundation, including administration, staffing, finance, and maintenance for all housing accommodations. The Administrator reports directly to the Board.

The Management Body operates out of the Hillview Lodge with offices located at 696 – 6<sup>th</sup> Avenue East in Drumheller, Alberta. The Board shall meet once a month or as agreed upon by a majority of the board, with no less than six (6) regular meetings per year.

**CHALLENGES:** The Drumheller and District Seniors Foundation will face many challenges over the coming years. We will need to find ways of providing adequate housing that will meet the diverse levels of service required by the rapidly increasing numbers of seniors within our area. The Foundation will be faced with accommodating those seniors who may not be on a fixed income. In rural communities, there are limited private facilities available. The Foundation is constantly faced with the need to continually improve the quality of our existing facilities to accommodate our seniors while simultaneously planning and preparing to develop enhanced accommodations for the more demanding seniors of the future.

To be able to supply the personal care requirements of our SL3 residents, the Foundation has developed a partnership with Alberta Health Services.

As a direct result of the construction of Hillview Lodge and the Sunshine Lodge expansion/renovation project the Foundation is now tied to major debt repayment obligations which will in turn make any future developments especially challenging.

As with any organization, the Foundation is experiencing growing pains. With the expanded facilities comes the need for additional staffing requirements. With limited resources to draw from in rural Alberta, the concept of planning for succession is another challenge facing the Foundation.

However; the Foundation is totally committed to their goal of providing safe, affordable, and adequate housing for the seniors of this area and will pursue every avenue possible in order to achieve the desired results for the senior residents of our local communities.

### **COMMUNICATION PLAN**

All announcements of the Drumheller and District Seniors Foundation will be communicated through the Chairman of the Board, who, as set out in the bylaws of the Foundation, will act as spokesman for the Foundation.

The types of announcements will include:

- Changes in the operation of the organization
- New initiatives resulting from the business plan
- Board Policies
- Changes in the accommodations rates
- Financial information

Stakeholders to be notified will be determined by the particulars of the announcement.

Announcements will be made in the form of:

- Meetings with the Municipal councils
- News releases
- Annual meetings with residents and families
- Public meetings as required

Information to be made available will include:

- Proposed projects (for public and municipal input)
- Decisions of the Board affecting the general public or the municipalities
- Decisions of the Board affecting staff
- Decisions of the Board affecting residents
- Information as required by the FOIP legislation

### **ONGOING EVALUATION**

The Board will annually review the Business Plan in regards to Strategic Planning, Maintenance Planning and Financial Planning.

The following performance measures will include:

- Annual site inspections of all properties
- Annual review of vacancy rates
- Annual Resident/Family meetings to determine resident satisfaction
- Review of Staffing – including job descriptions, staff hours, scheduling, union contract and personal contracts
- Annual review of Board policies
- Annual review of Year End Audited Financial Statements to determine cash flow requirements for future expenditures.

## SERVICES or PRODUCTS

- **78** room lodge[SL2] in the Town of Drumheller [Sunshine Lodge]
- Of the 78 rooms above, 35 are wheelchair accessible.
- We also have 7 couple suites in the Lodge.
- **36** room lodge[SL3] in the Town of Drumheller [Hillview Lodge]
- The residents of this facility require a higher level of care than those in the SL2 facility. Construction was made possible by accessing funds through the RASL [Rural Affordable Supportive Living] Program.
- Operation of this facility has been made possible by accessing funding for the provision of personal care through an agreement with Alberta Health Services.
- **12** self-contained cottage units in the Town of Drumheller
- For budget purposes, these are part of the Sunshine Lodge.
- **29** self-contained apartments in the Town of Drumheller.
- [Maple Ridge Manor 1]
- **20** self-contained apartments in the Town of Drumheller.
- Maple Ridge Manor 2]
- **6** self-contained units in the Town of Drumheller[Riverview Villas]
- **4** self-contained units in the Village of Morrin[Blooming Prairie]
- **6** self-contained units in the Village of Delia[Highland Dell]

## SERVICES PROVIDED ARE:

### **SL2 [Sunshine Lodge]:**

Meals, Linen and Towel Service. Personal Laundry, Social/Recreational Activities, Home/Yard Maintenance, 24 Hour non-medical staffing. A small canteen is maintained by the activity coordinator and is stocked with toiletries, candy, and stationery supplies for Lodge residents and visitors.

### **Services provided by others:**

Transportation, Hairdressers, Foot Care, Personal Care, Nursing Care, Assistance with Medication.

### **SL3 [Hillview Lodge]:**

Meals, Linen and Towel Service, Personal Laundry, Social/Recreational Activities, Assistance with Medications, Maintenance, Personal Care that assists with activities of daily living for both scheduled and unscheduled needs, 24 Hour Medical Staffing, Nursing Care.

### **Services provided by others:**

Transportation, Hairdressers, Foot Care, Nursing Care.

### **Self-Contained Units[Manor 1, Manor 2, Cottages Villas**

Home/Yard Maintenance, some social/recreational activities.

### **Services provided by others:**

Meals, Personal Laundry, Housekeeping, Transportation, Personal Care.

## STRATEGIC GOALS

**GOAL #1: To maintain, manage and enhance the current and future infrastructure needs of the Foundation.**

**Objective 1.1** The facilities under the direction of the DDSF currently meet the needs of the areas senior's housing clientele. The Foundation will ensure that the facilities meet the needs of future residents.

**Objective 1.2** A review of the Foundation's housing needs for the next five years will be undertaken.

**Objective 1.3** Current space not utilized in Sunshine Lodge will be reviewed to make it more suitable for accommodation.

**Objective 1.4** By "thinking outside the box" the Foundation will explore ways to fill current vacancies.

**Objective 1.5** The DDSF will undertake a search, and apply for any government grants that may be beneficial to the redevelopment of current unsuitable infrastructure.

**GOAL #2: To maintain, manage and enhance the current and future management and staffing needs of the Foundation.**

**Objective 2.1** The Drumheller area has a very low unemployment rate; therefore the necessity of retaining current management and operations staff must be a priority.

**Objective 2.2** Succession planning for all senior positions will be a major emphasis over the next few years.

**Objective 2.3** Staff development will be undertaken to ensure that well trained replacement staff are available.

**Objective 2.4** The board will need to take immediate action to begin the recruiting process for some key people to ensure themselves of some continuity in the management and financial operations of the Foundation as both the CAO and the CFO will be retiring in the upcoming year [2016].

**GOAL #3 To successfully complete the necessary requirements to attain an accredited status for Hillview Lodge.**

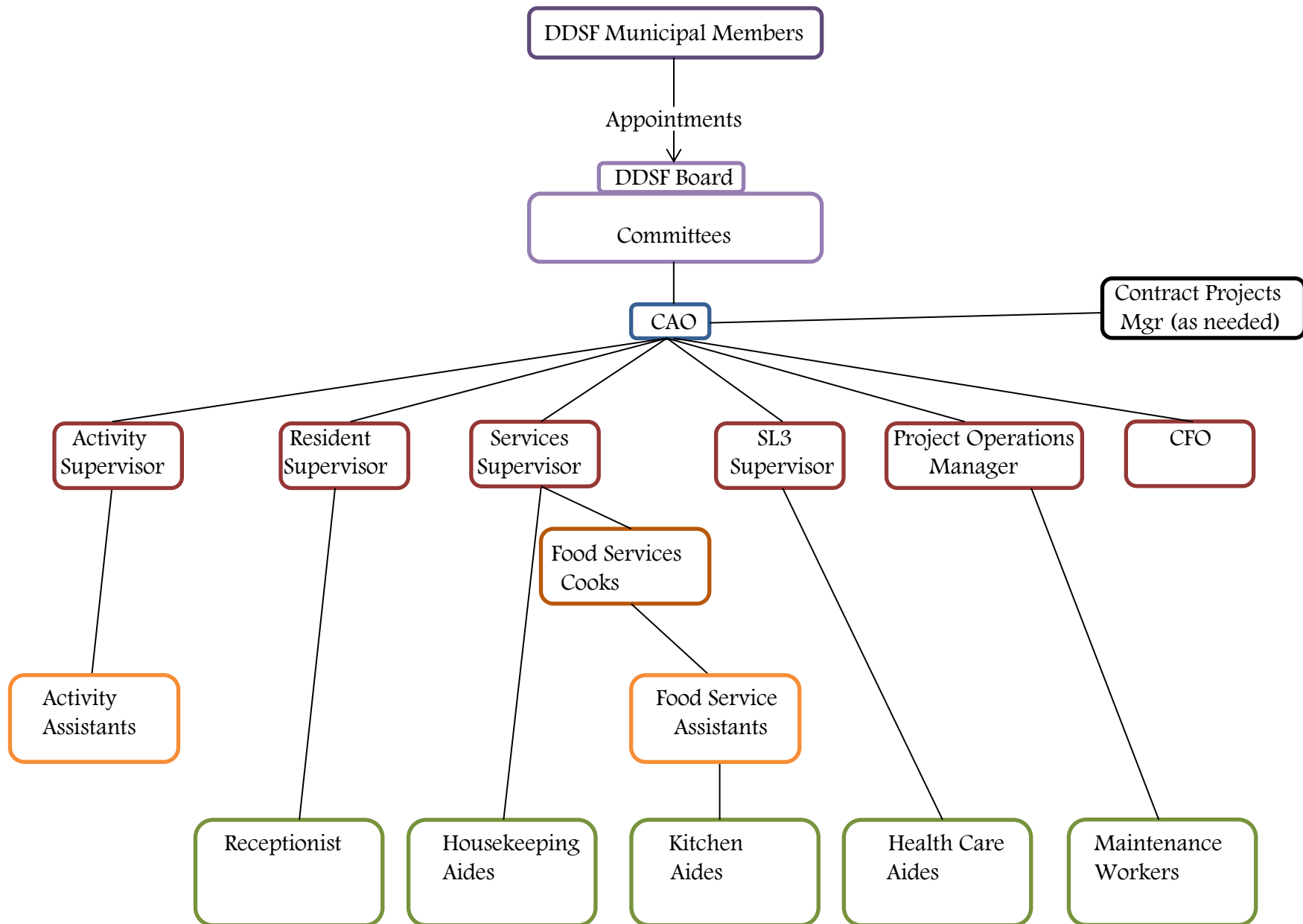
**Objective 3.1** This is new territory for the Foundation. Once the Foundation has acquired the primer accreditation status, efforts can be focused on the next level.

**Objective 3.2** The next level is the "Qmentum" level.

	<p><b>GOAL #4 To maintain, manage and enhance the current and future financial needs of the Foundation.</b></p> <p><b>Objective 4.1</b> Through organizations such as Alberta senior Citizens Housing Association and the Association of Urban Municipalities, the Foundation will continue to lobby the provincial government for adequate funding for housing the foundation’s seniors.</p> <p><b>Objective 4.2</b> By exploring other possible revenue sources, the Foundation will endeavor to enhance its revenue stream (extended partnership with Alberta Health?)</p> <p><b>Objective 4.3</b> To put the DDSF on a firm financial footing, requisitions will increase until a balanced budget is achieved and a reserve is created to accommodate any unforeseen expenditures.</p>
<p>List of contracts to provide services on behalf of other organizations / contracts to have services provided by another organization (e.g. with AHS or other HMBs).</p>	<p><b>AFFILIATIONS:</b> The Drumheller and District Seniors Foundation hold membership in or are affiliated with the following organizations:</p> <ul style="list-style-type: none"> <li>Alberta Senior Citizen Housing Association</li> <li>Alberta Public Housing Administrators Association</li> <li>Central Alberta Senior Citizens Housing Association</li> <li>Lodge Activity Coordinators Association of Alberta</li> <li>Alberta Association of Municipal Districts and Counties</li> <li>Complete Purchasing</li> <li>Starland County</li> <li>Town of Drumheller</li> <li>Village of Delia</li> <li>Village of Morrin</li> <li>Village of Munson</li> <li>Alberta Health Services [through a partnership for Personal Care Services in the SL3 unit]</li> </ul>

Number of full time employees	The Foundation currently has 20 full time employees.
Number of part time employees	The Foundation currently has 35 part time and casual employees.
Number of employees earning minimum wage.  <b>N.B. PLEASE DO NOT DISCLOSE IF THIS NUMBER IS 5 OR LOWER</b>	There are no employees earning minimum wage.
Categories of staff (e.g. management, maintenance, administration, housekeeping, catering, resident services etc.).	Management; Administration; Maintenance: Activities; Health Care Aides; Kitchen; and Housekeeping.
2014 Annual Employee Turnover (average monthly employment / number of separations * 100)	Using the formula provided we have 20 employees who left us in 2014 with a total of 80 months; therefore the average monthly employment would be 4 months.  4 divided by 20 x 100 = 20%
Are staff unionized?	Non-management staff are unionized through CUPE Local 715.







## OTHER PROPERTIES

### Managed on behalf of another organization

Project name	Address	Number of units	Ownership	Building Type	Maximum Basic Rent
Maple Ridge Manor 1	250-2 <sup>nd</sup> Street East Drumheller, Alberta	29	ASHC	Self-contained apartments	\$550.00
Maple Ridge Manor 2	133 Centre Street Drumheller, Alberta	20	ASHC	Self-contained apartments	\$550.00
Riverview Villas	685 Riverside Drive East Drumheller, Alberta	6	ASHC	Self-contained	\$550.00
Highland Dell	Delia, Alberta	6	ASHC	Self-contained	\$400.00
Blooming Prairie	Morrin, Alberta	4	ASHC	Self-contained	\$400.00

### Housing Management Body owned

Project name	Address	Number of units	Ownership	Building Type	Maximum Basic Rent
Sunshine Lodge	698-6 <sup>th</sup> Avenue East Drumheller, Alberta	78	HMB	Lodge	
Sunshine Lodge Cottage Units	698-6 <sup>th</sup> Avenue East Drumheller, Alberta	12	HMB	Cottages	\$550.00
Hillview Lodge	696-6 <sup>th</sup> Avenue East Drumheller, Alberta	36	HMB	Lodge	

**Section 6: Preliminary Project Budget**

Using the format below, please provide a Project Budget based on a twelve-month projection.

Forecasted Annual Revenues	Lodge	Seniors' Self-Contained	Community Housing	Affordable Housing	Market / Commercial	Total
Number of Units						-
Rents	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (specify)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Forecasted Revenues</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Forecasted Annual Expenses						
Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Servicing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Replacement Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (specify)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (specify)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Forecasted Annual Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Estimated Annual Surplus/ (Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Section 7: Additional Information**

The board of directors of the Drumheller and District Seniors Foundation would advise that they are committed to providing sufficient modern facilities for the seniors of our communities and are currently investigating the possibility of converting the original 32 rooms of Sunshine Lodge into 20 rooms to enable the occupant to have both private bathing facilities as well as a larger, more suitable space in which to reside comfortably. As this is currently in the investigation process with no firm plans made to proceed as yet, the Foundation has included this item in the business plan as a "possible" plan to eliminate the vacant room situation. These older rooms, at present, are simply not marketable and are inadequate for their intended purpose. One of the major concerns to the Foundation is the increased debt load it will be forced to carry and the implications to the tax payers of the contributing municipalities. Through our architect, we have engaged the services of a cost consultant to determine what the preliminary cost estimates to complete the required renovations might be. At this point our Foundation has been approved for up to \$780,000.00 to complete the installation of sprinklers in Sunshine Lodge and it is felt that prior to commencing the sprinkler work we should continue with our investigation on the feasibility of renovating these rooms to ensure that any work performed is not counter productive. The Foundation has also looked into the possibility of adding on to the Hillview Lodge. The land adjacent to Hillview Lodge is owned by the Foundation and would support the construction of an additional 20 units which could be constructed as an add on to Hillview Lodge. Our architect has completed preliminary drawings on a possible expansion. To date, no firm plans have been made for either of these options.