



RIDGE COUNTRY HOUSING

RCH BUSINESS PLAN

2020-2022

Alberta  Seniors and Housing

April 2019

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EXECUTIVE SUMMARY

Ridge Country Housing is a Management Body established by Ministerial Order No. H:006/95 by the Government of Alberta, Alberta Municipal Affairs (Alberta Seniors), Edmonton, Alberta and incorporated April 1, 1995 for the express purpose of providing administrative management for Seniors (Lodge) Housing accommodation and Community Housing accommodation within the municipalities of the County of Warner being the Town of Raymond, the Town of Milk River, the Village of Stirling, the Village of Warner and the Village of Coutts.

The Management Body Board of Directors for Ridge Country Housing consists of 8 municipal representatives; 1 elected – County of Warner, 1 elected and 1 citizen at large – Town of Raymond, 1 elected and 1 citizen at large – Town of Milk River, 1 elected – Village of Stirling, 1 elected – Village of Warner and 1 elected – Village of Coutts.

Our mission (vision) for Ridge Country Housing is: “TO BE A GROWING, EFFICIENT, EFFECTIVE AND FINANCIALLY RESPONSIBLE BUSINESS, THAT PROVIDES QUALITY HOUSING TO OUR SENIOR CITIZENS AND LOW INCOME FAMILIES IN NEED, and IN OUR RESPECTIVE COMMUNITIES”.

Ridge Country Housing provides lodge units/housing units for low to moderate income seniors and self-contained housing units for low income families in our various communities, based on needs assessment and priority rating.

With the increasing Seniors population we see a growing need for expanded Seniors services beyond just that of housing. In July of 2016, the Prairie Rose Lodge in Milk River completed construction and renovations which expanded the Lodge from a 29 unit facility to a 39 unit facility. We currently provide a higher level of care in the Milk River community through SL3 level services at the Prairie Rose Lodge, provided by Alberta Health Services. In July of 2017 construction began on a new 40 bed facility in Raymond. Construction is set to be completed by May of 2019, with an expected move in date of July 2019. Increasing local demand for family housing supports indicates that there is an opportunity for us to provide additional affordable housing units for families and individuals needing those housing supports.

Based on this premise we will continue to actively pursue opportunities for development through various partnerships and investigate new sources of funding for development of additional services and housing units.

Ridge Country Housing operates financially as two inter-dependent companies being Ridge Country Housing – Lodge Operations and Ridge Country Housing – Housing Operations with separate financial statements which are not consolidated for accounting purposes. Provincial reporting and Audit requirements do necessitate preparation, completion and presentment of a consolidated set of financial statements at this time. Related accounts are utilized for sharing of some common expenses on a percentage of share basis, with subsequent transfers between the two operating identities for compensation.

Lodge revenues are derived from rental income, Alberta Seniors and Community Supports grant funding and annual municipal requisitions. Total revenues forecast for 2019 are \$1,805,112.00 with projected expenses of \$1,750,636.00 resulting in a forecast surplus of \$54,476.00 for the year. All surplus funds are to be used to pay down long term debt, reduce previous year's cash flow deficits and establish / accumulate reserves for planned capital projects.

Housing revenues (Seniors Self Contained and Community Housing) are derived from rental income and Alberta Seniors funding, in the event of a resulting deficit. Revenues for 2019 are projected at \$354,751.00 with expenses of \$387,059.00 forecast. The resulting deficit forecast is \$32,308.00 and funding in the form of a grant for operating purposes has been requested from Alberta Seniors for the 2019 fiscal year via the tentative Housing Operations Budget that was received in December 2018.

ACCOUNTABILITY STATEMENT

“The business plan was prepared under the Board’s direction in accordance with legislation and associated ministerial guidelines, and in consideration of all policy decisions and material, economic, or fiscal implications of which the Board is aware. Approved by the Board on May 16th, 2019.”

PORTFOLIO PROFILE

Ridge Country Housing provides three housing programs in the County of Warner. The Housing programs are as follows:

Senior Lodge Program

Provides accommodations for low to moderate income seniors. The Lodge program provides housing, meals, housekeeping and entertainment to seniors. Ridge Country Housing has two Senior Lodges in the following locations:

Prairie Rose Lodge	Milk River	39 Units	
Ridgeview Lodge	Raymond	40 Units	(Eff July 2019)

Senior Self-Contained Program

Provides accommodations for low to moderate income seniors. The senior self-contained program provides housing to seniors who are 65 year of age or older. These housing units are 1-bedroom units complete with full bath and kitchenette. The seniors in these housing units provide their own cooking and housekeeping, however yard maintenance and cleaning/housekeeping of common areas is provided by Ridge Country Housing. Ridge Country Housing has Senior Self Contained units in the following locations:

Big Sky Villa	Milk River	6 Units
Hillside Terrace	Milk River	5 Units
Drilander Apartments	Warner	6 Units
Wheatland Apartments	Coutts	6 Units
Marigold Manor	Raymond	16 Units
Meadowlark Manor	Raymond	14 Units

Community Housing Program

Provides accommodations for low to moderate income families. The Community Housing Program provides housing to families (both single and dual parent). These housing units are 3-bedroom units complete with full bath and kitchen. The families are responsible for housekeeping, yard maintenance and basic housing maintenance. Ridge Country Housing has Community Housing units in the following locations:

Milk River Phase 1	Milk River	6 Units
Milk River Phase 2	Milk River	3 Units
Raymond Phase 2	Raymond	4 Units
Raymond Phase 3	Raymond	2 Units
Stirling Phase 4	Stirling	2 Units

Further details of the Ridge Country Housing Portfolio Profile can be found in Appendix B.

INSTITUTIONAL CONTEXT

Ridge Country Housing is guided by the current issue of the Alberta Management Body Handbook, the Alberta Social Housing Act and is affiliated with The Province of Alberta, Alberta Seniors and Alberta Municipal Affairs. Ridge Country Housing maintains memberships with Alberta Senior Citizens' Housing Association, Alberta Public Housing Administrators Association, Alberta Association of Municipal Districts and Counties, Alberta Managers Society, Raymond & District Chamber of Commerce.

Housing Management Bodies located within adjacent communities and counties and providing same or similar services are Chinook Foundation, Cardston & Magrath, AB.; Green Acres Foundation, Lethbridge, Coaldale & Picture Butte, AB., Lethbridge Housing Authority, Lethbridge, AB., Taber & District Housing, Taber, AB.

PLAN DEVELOPMENT

Due to relatively limited management body resources the 2020 – 2022 Ridge Country Housing Business Plan was developed and prepared by the North Regional Site Manager and reviewed and approved by the CAO for Ridge Country Housing. Some additional assistance was provided by the South Regional Site Manager, and other staff input, etc. and using ongoing and existing plans for continued service to our partner communities and to our senior citizens and low income families, in need, within our respective communities. Upon completion it shall be presented to the Board of Directors for Ridge Country Housing for their review, consensus and approval prior to submitting it to Alberta Seniors.

ENVIRONMENTAL SCAN

Ridge Country Housing commissioned two separate Needs and Feasibility Studies previously, one each for the respective communities to receive attention for new lodge development and / or expansion. Based on those studies and as previously indicated, the Prairie Rose Lodge in Milk River has been increased to a 39 bed facility with up to 10 of those beds being available for SL 3 Level care. The current Ridgeview Lodge will be demolished once the new 40 bed facility is constructed. Construction commenced July of 2017 and as stated previously is expected to be completed May of 2019 with a move-in date of July 2019.

GOALS, STRATEGIC PRIORITY INITIATIVES, EXPECTED OUTCOMES AND PERFORMANCE MEASURES

Goal One: Completion of new Ridgeview Lodge

Strategic Priority Initiatives:

- 1.1. Completion and opening of a 40 unit facility Raymond currently under construction.
- 1.2. Enhance and improve management resources to allow increased efficiency in reporting and record keeping.

Expected Outcomes:

- 1.1. Successful completion and occupation of new lodge units at Ridgeview Lodge in Raymond.
- 1.2. Improved resource management for Ridge Country Housing Administrative Operations through the Administration Office which is currently located at the RVL site.

Challenges and Opportunities – The Management Body, Board members and community representatives are working with the construction project managers to address any / all emergent development issues on a bi-weekly basis. Funding of this \$9.8 million project is provided by the Government of Alberta & Government of Canada. As of April 2019 the project is extremely close to being substantially completed. Ridge Country Housing anticipates that pending any delays, residents will be able to move into the new Facility in July of 2019.

FINANCIAL PLAN AND FORECASTS

Ridge Country Housing creates a Lodge Operations (Ridgeview Lodge/Raymond & Prairie Rose Lodge/Milk River) Budget on a yearly basis which is approved by the Board of Directors. Audited Financial Statements are provided yearly and forwarded to both Provincial and Municipal Governments.

Ridge Country Housing also creates a Housing Operations (Senior Self Contained & Community Housing) Budget on a yearly basis under the direction of Alberta Seniors. Audited Financial Statements are provided yearly to both Provincial and Municipal Governments.

Actual Revenue and Expenses for 2018, Budgeted Revenue and Expenses for 2019, & Forecasted Revenue and Expenses for 2020-2022 can be found in Appendix C.

CAPITAL PLANNING STRATEGY

Capital Maintenance and Renewal requests are submitted on a yearly basis. Proposed Capital Projects that are currently under consideration by the Province are listed below in order of priority by Ridge Country Housing:

1. Sewer work and root removal at Milk River Phase 2
2. Replace Door Intercom and Security System at Marigold & Meadowlark Manors in Raymond.
3. Repairing exterior balcony and support pillars at Meadowlark Manor in Raymond.
4. Sidewalk Repairs at Marigold Manor in Raymond.
5. Replacing Facia/Soffits/Eaves/Moldings at Raymond Phase 2.
6. Replace Fridges/Stoves at Meadowlark Manor in Raymond.
7. Resurfacing Parking Lot at Meadowlark Manor in Raymond.
8. Replacing Kitchen cupboards and bathroom vanities/counters at Raymond Phase 2
9. Replace Fridges at Marigold Manor in Raymond.
10. Replacing Stucco Walls with siding at Raymond Phase 3.
11. Repairing/Replacing Stucco at Big Sky Villa in Milk River.
12. Repairing/Replacing Stucco and Roof at Drilander Villa in Warner
13. Replacing Siding and completing landscaping at Raymond Phase 3.
14. Siding work at Raymond/Stirling Phase 4.

APPENDICES

APPENDIX A - HMB CORPORATE PROFILE

APPENDIX B - PROPERTY PROFILE

APPENDIX C - FINANCIAL BUDGET AND FORECASTS

APPENDIX D - CAPITAL MAINTENANCE AND RENEWAL

APPENDIX E - CAPITAL PRIORITIES (N/A)

APPENDIX F - SURPLUS PROPERTIES (N/A)