ORGANIZATION: Ridge Country Housing

ORGANIZATION CODE: RIG FISCAL YEAR: 2019

#### **Financial Template Completion Instructions - Important**

As part of your Business Plan development, Alberta Seniors and Housing is requesting a per-program forecast for the current 2019 year plus a requested budget for 2020-2022 based upon your operating needs. The tabs labelled 'Social Housing' through 'Other' represent the various possible programs in your portfolio. If a particular program is not applicable to your organization, you can leave it blank. "Social Housing" refers to all projects managed by your organization as listed on your Schedule A, excluding lodges. If you have social housing owned by your organization and is not listed on your Schedule A, please include it under the "Other" tab.

<u>Important</u> - we are requesting a detailed explanation when comparing your 2019 approved budget to your 2020 requested budget *including any assumptions used in developing future forecasts*.

#### **Cost Per Unit**

This tab is provided as factual information experienced for social housing and lodges in 2017 (latest reviewed audit information). The department is not currently using average costs as benchmarking in setting budgets - it is provided as an opportunity for you to compare with other similar sized HMBs in order to identify any potential inefficiencies or improvements.

#### **Summary**

As you enter data into the individual program tabs, the Summary tab will automatically populate.

#### **Input Guidelines**

- Please input financial information (2018 Actuals, 2019 Budget, 2019 Forecasted Actuals & 2020 2022 Projected Budget) for the various program tabs, as applicable, in the white cells. As the 2018 Audit Review process are currently underway by Seniors staff, please input the financial information determined by your auditors.
- Please complete the Annualized Cost Pressures section in the each Program tab for the applicable fiscal years. This
  information will assist the department in understanding any increases or decreases projected for future years which will be
  used in defense of seeking any increases to social housing budgets through Treasury Board.
- Only enter numeric values.

#### **Budgets**

To assist you in preparing the financial information sections and to help government in its future year planning, we ask the following:

- Future year forecasts should be based on the assumption that existing client levels and staffing levels will be maintained across programs. Where new facilities or program changes have been approved, this should be incorporated into the budget and noted in your assumptions.
- 2020 to 2022 Projected Budgets should reflect the true operating "needs" of maintaining your portfolio and not what you "want" to have. The difference between needs and wants is quite simple:
  - Need: something you have to have
  - Want: something you would like to have
- This new improved of budgeting should allow individual HMB funding adjustments to target funding towards the appropriate funding levels for their operations.
- We can also assume that overall government program funding levels will be maintained at 2019 levels through 2020 to 2022.
- It is recognized increased deficits or decreased surpluses will result, however, this will assist government to understand how any additional funding may be allocated and does not reflect what actual funding levels may be.
- It is expected that any assumptions for staff and other cost increases should be reasonable in the context of the current economic environment facing the Province.
- Forecast assumptions should be clearly laid out with client levels noted across programs so the department has an understanding of changes requested from current budget levels (2019) and any rationale.
- Information is required as to what actions would be required if additional government funding is not received in order to balance your budget or in the case of surplus groups to meet their budget target. This would include potential program cuts and we would need to understand the potential impact on client levels.

Those requiring additional information or clarification on the budget should contact your Housing Advisor.

### **Average Cost Per Unit - Comparables - Factual Information Only**

Based on 2017 Audit Data - Latest Reviewed

REVENUE					
400000	Rent				
410000	Resident Services				
420000	Non-Resident Services				
	Other Revenue <sup>1</sup>				
430050	ASHC - LAP grant (Lodge)				
460010	Municipal Requisition (Lodge)				
•	Total Revenue				
EXPENSES					
500000	Taxes and Land Leases				
510000	Utilities				
520000	Operating				
520000	Food (Lodge Only)				
530000	Operating Maintenance				
540000	Charitable Costs				
550000	Human Resources				
560000	Administration				
580000	Health				
•	Total Expenses				
Net Excess	(Deficiency) of Revenue over Expenses				
from Opera	ations				
OTHER EXF	PENSES				
590000	Interest costs				
591000	Other				
592000	Amortization				
Net Excess (Deficiency)					

	Social Housing										
(	Community Housing	3	Se	Lodge							
Small HMB	Medium HMB	Large HMB	Small HMB	Medium HMB	Large HMB						
4,029	4,336	4,514	5,676	5,845	5,382	14,476					
26	606	190	527	711	672	699					
7	113	20	9	28	35	292					
900	1,023	1,437	226	176	349	4,490					
						3,617					
						5,514					
4,962	6,078	6,161	6,438	6,760	6,437	29,087					
35	12	147	-	3	9	14					
1,893	2,818	2,443	1,710	1,649	1,556	1,979					
823	429	743	399	312	341	1,097					
						2,309					
1,794	2,047	2,714	1,757	1,505	1,564	1,293					
						12					
2,481	2,674	2,521	1,939	1,990	2,035	15,129					
1,347	1,041	552	682	569	448	1,441					
						1,249					
8,373	9,022	9,121	6,488	6,029	5,954	24,522					
(2.242)	(5.5.0)	(2.222)	(==)								
(3,411)	(2,944)	(2,960)	(50)	731	483	4,565					
						406					
		298		15	12	166					
						1,894					
(3,411)	(2,944)	(3,258)	(50)	716	471	2,100					

<b>LEGEND</b>	Size	# of HMBs	# of I	Units
Small HMB	0 to 100 Units		46	2,032
Medium HMB	101 to 500 Units		42	9,079
Large HMB	> 501 Units		7	13,780

Note 1: Other revenues includes: Grants for Restricted Purposes, Rent Supplement Grants, Management and Administration, Investment Income and Other Income. These revenues may not be applicable to your organization or be representative of the costs per unit.

# **Consolidated Financial Operating Summary**

Organization: Ridge Country Housing

Amounts below will be transferred from input provided in the respective tabs (Social Housing, Lodge, Affordable Housi
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REVENUE		2018 Actuals	2019 Budget	2019 Forecast	2020 Projected	2021 Projected	2022 Projected
400000	Rent	1,262,224	1,373,011	1,370,135	1,399,675	1,507,675	1,507,675
410000	Resident Services	45,628	49,640	50,979	37,684	37,684	37,684
420000	Non-Resident Services	37,469	25,252	26,732	25,020	25,020	25,020
	Other Revenue	18,066	2,500	2,500	4,500	4,500	4,500
430050	ASHC - LAP grant (Lodge Only)	274,656	259,460	293,263	259,460	259,460	259,460
460010	Municipal Requisition (Lodge Only)	450,000	450,000	450,000	450,000	450,000	450,000
٦	Total Revenue	2,088,043	2,159,863	2,193,609	2,176,339	2,284,339	2,284,339
<b>EXPENSE</b> : 500000	Taxes and Land Leases	-	-	-	-	-	-
510000	Utilities	226,559	281,121	273,168	285,163	290,163	295,163
520000	Operating	79,332	70,472	56,846	71,715	73,723	74,765
520000	Food (Lodge Only)	233,997	252,194	253,103	260,000	270,000	290,000
530000	Operating Maintenance	171,840	128,806	123,931	132,047	137,047	142,047
540000	Charitable Costs	1 202 044	1 220 274	4 245 566	1 222 740	4 257 622	1 202 504
550000 560000	Human Resources Administration	1,293,041	1,320,271 65,778	1,315,566	1,322,710	1,357,623 67,778	1,393,584
300000	Other Expense	74,348	03,778	67,802	65,778	07,776	67,778
7	Total Expenses	2,079,117	2,118,642	2,090,416	2,137,413	2,196,334	2,263,337
•		_,_,_,,	2)220)0 12	2,000,120	2)207) 120	2)233,63	_,
Net Exces	ss (Deficiency) from Operations	8,926	41,221	103,194	38,927	88,006	21,003
OTHER EX	(PENSES						
590000	Interest costs	14,172	19,054	19,054	16,000	16,000	16,000
591000	Other	26,000	53,505	53,505	53,505	53,505	53,500
592000	Amortization	6,886	-	-	-	-	-
Net Exces	ss (Deficiency)	(38,132)	(31,338)	30,635	(30,579)	18,501	(48,498)

# **Financial Operating Summary - Social Housing**

Organization: Ridge Country Housing

Please do not adjust the structure of this sheet (rows/columns)

			2018 Actuals		<b>2019</b> Budge	2019 Budget (Alberta Seniors and Housing)			2019 Forecasted (HMB)		
REVENUE		Seniors Self Contained	Community Housing - ASHC Owned	Community Housing - Non-ASHC Owned	Seniors Self Contained	Community Housing - ASHC Owned	Community Housing - Non-ASHC Owned	Seniors Self Contained	Community Housing - ASHC Owned	Community Housing - Non-ASHC Owned	
400000	Rent	249,956	87,648		249,956	87,648		251,080	88,595		
410000	Resident Services	16,895	20		16,895	_		17,200	484		
420000	Non-Resident Services	1,487	1,004		192	60			20		
	Other Revenue										
	Total Revenue	268,338	88,672	-	267,043	87,708	-	268,280	89,099	-	
EXPENSES	ſ								ı		
500000	Taxes and Land Leases										
510000	Utilities	67,298	27,930		84,847	34,162		96,326	33,837		
520000	Operating	10,586	4,290		5,639	1,571		1,585	3,180		
530000	Operating Maintenance	62,679	41,014		57,044	18,297		33,500	38,547		
550000	Human Resources	120,637	38,695		122,447	39,275		120,336	38,598		
560000	Administration	21,505	6,238		17,831	5,947		17,831	5,947		
	Other Expense										
	Total Expenses	282,705	118,167	-	287,808	99,252	-	269,578	120,109	-	
<b>Net Excess</b>	(Deficiency) from Operations	(14,367)	(29,495)	-	(20,765)	(11,544)	-	(1,298	(31,010)	-	

C 1		A	O 1	<b>D</b>
Social	Housing	<b>Annualized</b>	COST	Pressures

Year	Account (list)	Program (list)	Description/Explanation for 2020 variance from 2019

### Financial Operating Summa

#### Organization:

		Projected								
			2020			2021			2022	
REVENUE		Seniors Self Contained	Community Housing - ASHC Owned	Community Housing - Non-ASHC Owned	Seniors Self Contained	Community Housing - ASHC Owned	Community Housing - Non-ASHC Owned	Seniors Self Contained	Community Housing - ASHC Owned	Community Housing - Non-ASHC Owned
400000	Rent	251,080	88,595		251,080	88,595		251,080	88,595	
410000	Resident Services	17,200	484		17,200	484		17,200	484	
420000	Non-Resident Services	-	20		_	20		-	20	
	Other Revenue									
	Total Revenue	268,280	89,099	-	268,280	89,099	-	268,280	89,099	-
<b>EXPENSES</b> 500000	Taxes and Land Leases									
510000	Utilities	96,326	33,837		96,326	33,837		96,326	33,837	
520000	Operating	1,585	3,180		1,585	3,180		1,585	3,180	
530000	Operating Maintenance	33,500	38,547		33,500	38,547		33,500	38,547	
550000	Human Resources	120,336	38,598		120,336	38,598		120,336	38,598	
560000	Administration	17,831	5,947		17,831	5,947		17,831	5,947	
	Other Expense									
	Total Expenses	269,578	120,109	-	269,578	120,109	-	269,578	120,109	-
Net Excess	(Deficiency) from Operations	(1,298)	(31,010)	-	(1,298)	(31,010)	-	(1,298)	(31,010)	-

# Financial Operating Summary - Lodges (If Applicable)

	Organization:	<b>Ridge Country Housing</b>			Please do not adjust the	structure of this sheet (	rows/columns)
			-				
				Forecasted		Projected	
REVENUE		2018 Actuals	2019 Budget	2019	2020	2021	2022
400000	Rent	924,620.00	1,035,407.00	1,030,460.00	1,060,000.00	1,168,000.00	1,168,000.00
410000	Resident Services	28,713.00	32,745.00	33,295.00	20,000.00	20,000.00	20,000.00
420000	Non-Resident Services	34,978.00	25,000.00	26,712.00	25,000.00	25,000.00	25,000.00
	Other Revenue	18,066.00	2,500.00	2,500.00	4,500.00	4,500.00	4,500.00
430050	ASHC - LAP grant (Lodge Only)	274,656.00	259,460.00	293,263.00	259,460.00	259,460.00	259,460.00
460010	Municipal Requisition (Lodge Only)	450,000.00	450,000.00	450,000.00	450,000.00	450,000.00	450,000.00
	Total Revenue	1,731,033.00	1,805,112.00	1,836,230.00	1,818,960.00	1,926,960.00	1,926,960.00
EXPENSES							
500000	Taxes and Land Leases						
510000	Utilities	131,331.00	162,112.00	143,005.00	155,000.00	160,000.00	165,000.00
520000	Operating	64,456.00	63,262.00	52,081.00	66,950.00	68,958.00	70,000.00
520000	Food (Lodge Only)	233,997.00	252,194.00	253,103.00	260,000.00	270,000.00	290,000.00
530000	Operating Maintenance	68,147.00	53,465.00	51,884.00	60,000.00	65,000.00	70,000.00
540000	Charitable Costs		-				
550000	Human Resources	1,133,709.00	1,158,549.00	1,156,632.00	1,163,776.00	1,198,689.00	1,234,650.00
560000	Administration	46,605.00	42,000.00	44,024.00	42,000.00	44,000.00	44,000.00
	Total Expenses	1,678,245.00	1,731,582.00	1,700,729.00	1,747,726.00	1,806,647.00	1,873,650.00
Net Exces	ss (Deficiency) from Operations	52,788.00	73,530.00	135,501.00	71,234.00	120,313.00	53,310.00
OTHER EX	(PENSES			T			
590000	Interest costs	14,172.00	19,054.00	19,054.00	16,000.00	16,000.00	16,000.00
591000	Other	26,000.00	53,505.00	53,505.00	53,505.00	53,505.00	53,500.00
592000	Amortization	6,886.00					
Net Evces	ss (Deficiency)	5,730.00	971.00	62,942.00	1,729.00	50,808.00	(16,190.00)
IVEL EXCES	s (Denciency)	3,730.00	371.00	02,342.00	1,723.00	30,000.00	(10,130.00)
Lodge An	nualized Cost Pressures						
Ye	ar Account (list)	Program (list)	Description/Explanation				
-							

# Financial Operating Summary - Affordable Housing (If Applicable)

Organization:

**Ridge Country Housing** 

					Forecasted		Projected	
REVENUE			2018 Actuals	2019 Budget	2019	2022	2021	2022
400000	Rent							
410000	Reside	ent Services						
420000	Non-R	Resident Services						
	Other	Revenue						
	Total Re	evenue	-		-	-	-	
EXPENSES	;							
500000	Taxes	and Land Leases						
510000	Utiliti	es						
520000	Opera	iting						
520000	Food	(Lodge Only)						
530000	Opera	iting Maintenance						
540000	Charit	able Costs						
550000	Huma	n Resources						
560000	Admir	nistration						
	Total Ex	penses	-		-	-	-	
Net Excess	s (Defici	ency) from Operations	-		-	-	-	
OTHER EX	PENSES					<u> </u>		
590000	Intere	st costs						
591000	Other							
592000	Amor	tization						
Net Exces	s (Defici	ency)			-	-	•	
			•	•	•	-		
		ng Annualized Cost Pressures		B 1 - 1 1 1 1 1 1				
Yea	ar	Account (list)	Program (list)	Description/Explanation	1			

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### **Financial Operating Summary - Private Non Profit (If Applicable)**

**Ridge Country Housing** 

Organization:

Projected **Forecasted** 2018 Actuals 2019 Budget 2019 2022 2021 2022 **REVENUE** 111 **Rental Revenue Sundry Revenue** 121 **Utilities Recovered** 131 **Subsidy Assistance** 141 **Total Revenue EXPENSES** 201 **Taxes and Land Leases** 300 Utilities 400 Operating **Operating Maintenance** 500 805 **Human Resources** 800 **Administration Total Expenses Net Excess (Deficiency) from Operations OTHER EXPENSES** Replacement Reserve 700 **Amortization Net Excess (Deficiency) Private Non Profit Annualized Cost Pressures** Program (list) Description/Explanation Year Account (list)

Please do not adjust the structure of this sheet (rows/columns)

# Financial Operating Summary - Other Housing (If Applicable)

	Organization:	<b>Ridge Country Housing</b>	Please do not adjust the structure of this sheet (rows/columns)						
				Forecasted		Projected			
REVENUE		2018 Actuals	2019 Budget	2019	2022	2021	2022		
400000	Rent								
410000	Resident Services								
420000	Non-Resident Services								
	Other Revenue								
	Total Revenue	-	-	-		-	-		
EVDENGE0									
EXPENSES									
500000	Taxes and Land Leases								
510000	Utilities								
520000	Operating								
520000	Food (Lodge Only)								
530000	Operating Maintenance								
540000	Charitable Costs								
550000 560000	Human Resources Administration								
300000	Total Expenses		-	_			-		
	Total Expenses	-	-	-	-	-	-		
			-	-		<u>-</u>	-		
Net Excess	(Deficiency) from Operations								
TTCT EXCES	, (Jensieney, nem operations								
OTHER EX	PENSES								
590000	Interest costs								
591000	Other								
592000	Amortization								
00200				J	J				
Net Excess	s (Deficiency)	-	-	-	-	-	-		
Other Hou	sing Annualized Cost Pressures								
Yea		Program (list)	Description/Explanation						