

ORGANIZATION:
ORGANIZATION CODE:
FISCAL YEAR:

Ridge Country Housing
RIG
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.

Important - 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

		Social Housing						Lodge
		Community Housing			Seniors Self Contained			
		Small HMB	Medium HMB	Large HMB	Small HMB	Medium HMB	Large HMB	
REVENUE								
400000	Rent	4,029	4,336	4,514	5,676	5,845	5,382	14,476
410000	Resident Services	26	606	190	527	711	672	699
420000	Non-Resident Services	7	113	20	9	28	35	292
	Other Revenue ¹	900	1,023	1,437	226	176	349	4,490
430050	ASHC - LAP grant (Lodge)							3,617
460010	Municipal Requisition (Lodge)							5,514
	Total Revenue	4,962	6,078	6,161	6,438	6,760	6,437	29,087
EXPENSES								
500000	Taxes and Land Leases	35	12	147	-	3	9	14
510000	Utilities	1,893	2,818	2,443	1,710	1,649	1,556	1,979
520000	Operating	823	429	743	399	312	341	1,097
520000	Food (Lodge Only)							2,309
530000	Operating Maintenance	1,794	2,047	2,714	1,757	1,505	1,564	1,293
540000	Charitable Costs							12
550000	Human Resources	2,481	2,674	2,521	1,939	1,990	2,035	15,129
560000	Administration	1,347	1,041	552	682	569	448	1,441
580000	Health							1,249
	Total Expenses	8,373	9,022	9,121	6,488	6,029	5,954	24,522
Net Excess (Deficiency) of Revenue over Expenses from Operations		(3,411)	(2,944)	(2,960)	(50)	731	483	4,565
OTHER EXPENSES								
590000	Interest costs							406
591000	Other			298		15	12	166
592000	Amortization							1,894
Net Excess (Deficiency)		(3,411)	(2,944)	(3,258)	(50)	716	471	2,100

LEGEND	Size	# of HMBs	# of 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 Housing, Other Housing)

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
Total Revenue	2,088,043	2,159,863	2,193,609	2,176,339	2,284,339	2,284,339

EXPENSES	2018 Actuals	2019 Budget	2019 Forecast	2020 Projected	2021 Projected	2022 Projected
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	-	-	-	-	-	-
550000 Human Resources	1,293,041	1,320,271	1,315,566	1,322,710	1,357,623	1,393,584
560000 Administration	74,348	65,778	67,802	65,778	67,778	67,778
Other Expense	-	-	-	-	-	-
Total Expenses	2,079,117	2,118,642	2,090,416	2,137,413	2,196,334	2,263,337

Net Excess (Deficiency) from Operations	8,926	41,221	103,194	38,927	88,006	21,003
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OTHER EXPENSES	2018 Actuals	2019 Budget	2019 Forecast	2020 Projected	2021 Projected	2022 Projected
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 Excess (Deficiency)	(38,132)	(31,338)	30,635	(30,579)	18,501	(48,498)
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Financial Operating Summa

Organization:

		Projected								
		2020			2021			2022		
		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
REVENUE										
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	-
EXPENSES										
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)	-

