



RIDGE COUNTRY HOUSING

RCH BUSINESS PLAN & BEST PRACTICE TEMPLATE

2023-2025

Alberta ■ Seniors and Housing

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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 eight 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 senior’s 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 was completed and residents moved into the new Lodge in July of 2019. The old Ridgeview Lodge was demolished and given back to the Town of Raymond. 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 2022 are \$2,034,891.00 with projected expenses of \$1,933,459.00 resulting in a forecast surplus of \$101,431.00 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 2022 are projected at \$334,917.00 with expenses of \$386,551.00 forecast. The resulting deficit forecast is \$51,634.00 and funding in the form of a grant for operating purposes has been requested from Alberta Seniors for the 2022 fiscal year via the Housing Operations Budget that was received in December 2021.

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 June 16th, 2022.”

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

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 public 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 limited management body resources the 2023 – 2025 Ridge Country Housing Business Plan was developed and prepared by the Chief Administrative Officer for Ridge Country Housing. Additional assistance was provided by the Regional Site Managers, 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 old Ridgeview Lodge has been demolished and a new 40 bed facility is now in place. The current Ridgeview Lodge is now full, so in the future, discussions could occur regarding expanding. The current Ridgeview Lodge was constructed so that the common areas have a capacity of 60 residents. An additional wing could be added to the facility with another 10 rooms without disturbing the current building.

With the new Lodges now in place Ridge Country Housing can focus on the Senior Self Contained and Community (Family) Housing in the Region. Our priority is the construction of a Senior Self-Contained unit in the Village of Stirling. The Village has provided land for this new unit. Ridge Country Housing will work with the government in trying to realize this goal.

As most of our Senior Self-Contained Units are extremely old, another top priority is suite renewals. Facilities like the Wheatland Lodge in Coutts, and the Marigold & Meadowlark Manors in Raymond need upgrades including new flooring, bathrooms, cabinetry etc.

GOALS, STRATEGIC PRIORITY INITIATIVES, EXPECTED OUTCOMES AND PERFORMANCE MEASURES

Goal One: Update of and Construction of Senior Self-Contained Units

Strategic Priority Initiatives:

- 1.1. Construction of a 8-to-12unit Senior Self-Contained facility in the Village of Stirling.
- 1.2. Suite Renewals for all Senior Self-Contained facilities in the Region with priority given to the Wheatland (Coutts), Marigold Manor (Raymond), & Meadowlark Manor (Raymond).

Expected Outcomes:

- 1.1. Successful completion and occupation of new senior self-contained units in Stirling.
- 1.2. Improved living for residents living in Senior Self-Contained as their residence is updated and modernized.

Challenges and Opportunities – The above noted goals will face several challenges, namely:

- a) Cost of conducting a needs assessment study in the Village of Warner. Currently the Village is looking at obtaining the needed statistics and then possibly doing a needs assessment themselves or finding funds to do this. Currently Ridge Country Housing does not have funds to contribute to this. This is a challenge as a needs assessment will help in getting the facility built but does not guarantee that the facility will be built.
- b) Suite Renewals are costly and time consuming. The challenge is to ensure that once a suite is vacated there is funds available so that turnaround time is quick. Usually when a suite is vacated there is someone on the waitlist desperate to move in, so suite renewals are difficult to complete.

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 2021, Budgeted Revenue and Expenses for 2022, & Forecasted Revenue and Expenses for 2022-2025 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:

Marigold Manor – replace intercom system, replace fridges, replace carpet in public areas and hallways with vinyl planking, repair/replace roof, and eaves, replace air exchange unit & repair/replace sidewalks and pave parking area.

Meadowlark Manor – replace intercom system, replace fridges and stoves, replace carpet in public areas and hallways with vinyl planking, replace air exchange unit, repair front decking/patio and support pillars, & repair/repave parking area (front & back).

Raymond Phase 2 – replace fascia, soffits, and molding on building exterior.

Stirling Phase 4 – replace siding

Big Sky Villa – replace roof, remove dead trees.

Drilander – replace eavestroughs and gutters.

Hillside Terrace – replace roof & repair sidewalk and parking area.

Wheatland Manor – replace furnaces in rooms and public area & replace windows.

Milk River Phase 1 – repair/replace roof and siding.

Milk River Phase 2 – tree removal.

Other Capital Maintenance requests are as follows: (applies to various facilities)

Purchase of Riding Mower – for South Region including Big Sky, Hillside Terrace & Prairie Rose Lodge.

Suite Renewals – in need of suite renewal updates in all HOUSING facilities with priority given to Wheatland Manor, Meadowlark Manor, and Marigold Manor.

A complete listing of all Capital Maintenance and Renewal requests submitted to the Government are listed in Appendix D.

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