

Battle River Foundation

Wainwright, AB

Three Year Business Plan
2020 to 2022

June 28, 2019

Executive Summary

Battle River Foundation (BRF) is the management body for a single senior citizens' lodge – Battle River Lodge (BRL). In existence since 1958, BRL has dutifully served the Wainwright area. Expansions occurred in 1976 and 1999 to summate its current facility that accommodates 101 residents.

The march of the baby boomer generation toward retirement age has necessitated the increase of services for senior citizens throughout the province of Alberta. BRF acknowledges the need in our community to maintain Senior Lodge accommodation. All levels of care are provided in our community from Seniors Self Contained to Long Term Care. Battle River Lodge continues to provide an affordable high quality choice for Seniors looking for supportive hospitality services provided with accommodations.

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 17, 2019.

Mission and direction of the management body

Battle River Foundation is led by a management board that oversees and gives direction to an administrative team consisting of an administrator, an assistant administrator and an office manager. It is the mission of BRF to provide a safe, comfortable and home-like environment for the elderly. BRF continues to strive for an improved quality of life for all its residents of Battle River Lodge.

Customers to be served

The primary customers of BRF are residents of the M.D. of Wainwright. This does not exclude residents from outside the M.D. of Wainwright.

History

The Battle River Foundation came into existence following a desire at the grass roots level of the community to see a "home for the aged" constructed in Wainwright to serve the needs of the elderly in the Wainwright area.

Following a series of meetings with the local municipal bodies and the general public an architect was selected, a construction company retained, and the project was commenced. The newly constructed, 36 bed, "Battle River Lodge" was officially opened on December 15, 1958. In 1961 by Order-in-Council #1208/61 jurisdiction over the Lodge was transferred from the M.D. of Wainwright #61 Council to the newly formed "Battle River Foundation". The Order-in-Council was signed by Lieutenant Governor J. Percy Page and Premier E.C. Manning. Representatives were appointed from each of the contracting municipalities: M.D. of Wainwright #61, Town of Wainwright, Village of Chauvin, Village of Irma and the Village of Edgerton.

The Lodge continued to operate and in 1976 a 31 room addition was completed resulting in a bed capacity of 78. Other minor renovations took place over the years.

Effective June 1, 1995 the Battle River Foundation received a Certificate of Incorporation as an established Management Body under the Alberta Housing Act. The Foundation holds a title to the property of Plan 4237 K.S., Block 58 containing 2.42 Hectares more or less in the Town of Wainwright, Province of Alberta.

In the early part of 1998 plans to expand the Lodge to meet the needs of the upcoming “baby boomer” generation were discussed. In 1999 the Board decided to pursue the project and an architect was hired. With the assistance and supervision of Alberta Infrastructure plans were made to build a fifty room addition, which would close down the basement rooms and increase the occupancy of the Lodge to 101. The expansion was completed at the end of April 2000. Renovations to the 1958 and ’76 section of the building completed in August 2000 included the expansion of the kitchen and dining area as well as relocating the dry storage room to the kitchen. Development of the basement included an enlarged recreation area, expanded storage areas for furniture, janitorial/housekeeping supplies, recreational supplies, and linen, as well as more resident storage areas. The basement renovations also expanded the resident workshop, improved the hairdressing/barbershop room and incorporated a craft room, private lounge for family gatherings, and a chapel.

Definition of the Organization

Battle River Foundation exists to give management oversight to Battle River Lodge.

Basic Description of Organization

Battle River Foundation oversees a facility that provides housing and related support services to its residents. Such services include lodging, housing keeping, dietary, activity coordination and maintenance. In partnership with Home Care, other personal-care services are provided on a need-basis only.

Social Housing Portfolio

Battle River Foundation maintains the facility known as, Battle River Lodge, located in Wainwright, Alberta, at 429 – 5th Avenue. BRL has 101 housing units.

Clients

The clients of BRL are ambulatory senior citizens who choose to become residents of BRL for the purpose of receiving the services provided by BRL. The priority of our residents is the availability of services described above.

Competition

Points West Living provides a limited selection of condo style living for seniors that wish to enjoy independent living with optional purchase of hospitality services.

Currently, there is no direct competitor for Lodge style accommodation in the immediate municipality.

Affiliations

BRF, its administration and/or its board of management are members of the following:

- ASCHA – Alberta Seniors Communities Housing Association
- APHAA – Alberta Public Housing Administrators Association
- M.D. of Wainwright
- Town of Wainwright
- Village of Irma
- Village of Chauvin
- Village of Edgerton

Strategic Planning

Battle River Lodge seeks to plan for its future. Below are some guides as we step into a period of society will see an unprecedented number of senior citizens in our population.

Mission Statement

The purpose of the Battle River Lodge is to provide seniors with comfortable, affordable lodging along with programs that promote choice, independence and healthy living.

Goals and Objectives

1. To provide an atmosphere of cheerful service, activity and of opportunity for residents.

Key Indicators:

- The activity coordinator will ensure each new resident receives an entry interview explaining all opportunities for involvement.
- Activities are announced via the Newsletter, Bulletin Board, Daily and the P.A. System.
- Residents are polled for various interests.
- Accommodation Standards Inspection criteria met or exceeded.

2. To provide and plan preventative maintenance services that ensure a safe, clean, structurally sound and efficiently operated Lodge

Key Indicators:

- Maintenance logs are updated on a regular basis.
- Administration checks maintenance on a weekly basis.
- Administration conducts a weekly building walk-through.
- A maintenance plan is developed for each year.
- Accommodation Standards Inspection criteria met or exceeded.

3. To provide food services, which meet the daily dietary needs of the residents while providing tasty, aesthetically pleasing and enjoyable meals, served in a clean, informal dining atmosphere.

Key Indicators:

- Residents voice pleasure with meals.
- Administration checks meals on a weekly basis.

- Administration visits the dining room on a weekly basis.
 - Accommodation Standards Inspection criteria met or exceeded.
4. To provide housekeeping services that ensure a high standard of hygiene and minimize maintenance costs in the residents' rooms and common areas of the Lodge
- Key Indicators:
- Room inspections reveal high standards of cleanliness.
 - Cleaning logs are maintained and monitored by administration.
 - Accommodation Standards Inspection criteria met or exceeded.
5. To assist in and co-ordinate the provision of personal and health care services to the residents, maintaining their health and independence through preventative personal care
- Key Indicators:
- There is a regular presence of Home Care workers.
 - Communication is maintained between BRL employees and Home Care workers.
6. To provide for the total health needs of our residents by providing or facilitating their participation in social, leisure and recreation activities in conjunction with their family and the community
- Key Indicators:
- Activities are regularly scheduled that promote socialization and recreation for residents.
 - A collegial relationship is maintained with AHS Home Care.

Property and Building Maintenance Planning

Battle River Foundation is very proactive in maintaining the Lodge, as we have completed numerous projects over the years that have improved the lifespan of the building.

Such accomplishments undertaken:

- Install new linoleum flooring in all 101 resident rooms.
- Painting all resident rooms.
- Install new flooring in all hallways and common areas of the Lodge including kitchen & dining room.
- Painting of all hallways and common areas.
- Install pocket doors in all resident room bathrooms with doorways under 32”.
- New Fire Panel and associated devices
- Emergency backup generator installed
- Hot water tanks replaced/Boilers replaced as required
- Handicap Platform Lift installed along interior ramp
- Install A/C in halls for the 1958 & 1976 wings
- Security system upgrade
- WIFI installation
- New sidewalks and walkways
- LED light conversion
- Fire Suppression System throughout the Lodge

Plans for expansion of the Lodge are not on the immediate horizon within the next 5 years. We have seen a vacancy rate of between 5 – 15% over the last 5 years.

Applicants indicate they are pleased with the size of the rooms, which all have a 4 piece bathroom. All potential applicants that have toured the facility have commented on how pleasant and homelike the environment is. The Board of Management and Administration are committed to upholding the high standards of Lodge style living that our residents have become accustomed to.

The Foundation is currently undertaking a Nurse Call System upgrade throughout the Lodge. Partial funding has been provided by the Province through the Capital Maintenance and Renewal Program. This project is expected to be completed during the summer of 2019.

Future Capital Initiative plans include the following:

- Modernization of two hydraulic lift elevators (1976 & 1958)
- Sidewalk construction
- Washer/Dryer replacement
- Dishwasher replacement
- Boiler replacement (preventative)
- MUA replacement (preventative)
- Residing entire building envelope
- Adding double passage doors between adjacent rooms to facilitate couple suite conversion

Future capital expenditures are reflective of the maintenance planning that requires regular updating and replacement of materials and equipment. Funding contributions from the Province for these projects are necessary, in order for timely completion, before they become an emergent situation.

It is anticipated that within a five year timeline (2024/25), the majority of the above projects will have been undertaken.

Communication Plan

The communication plan of Battle River Lodge consists of the following components:

- Audience
 - MD of Wainwright
 - Town of Wainwright
 - Village of Chauvin
 - Village of Edgerton
 - Village of Irma
 - Residents of Battle River Lodge
 - Families of Residents of BRL
 - Staff
- Means of communicating
 - Monthly Newsletter to Residents – Current
 - Public Board Meetings – Current
 - Newspaper, available employment – Current
 - Newspaper, public interest interview – Current
 - Radio, public interest interview - Current
 - Website – Current
 - Staff meetings & bulletins
- Content
 - Available Services at BRL
 - Employment opportunities
 - Policy Changes
 - General Public Service Announcements
 - Significant Events
- Controversial Issue Management
 - Administrator and/or the Chairperson of the Board of Management are the spokespersons for all communication with the public

On-going Evaluation

This business plan will be reviewed annually to maintain contact with organizational goals and objectives.

- Financial review is completed at monthly board meetings
- Vacancy reports monitored on a monthly basis at board meetings
- Policies are reviewed on an ongoing basis to determine their effectiveness

Appendix A – Housing Management Body Corporate Profile

Organization details

Housing Management Body Name: Battle River Foundation

- Incorporation type
- Alberta Housing Act
 - Societies Act
 - Part 9, Alberta Companies Act
 - Other (please specify)

Board of Directors	Name	Position	Phone Number	Email Address
		Oscar Buck	Chairman	(780) 806-3538
	Jack Goodall	Vice Chairman	(780) 842-0637	lightningjake200@hotmail.com
	Deanna Jackson	Board Member	(780) 842-0968	tdjackson@mcsnet.ca
	Bill Lawson	Board Member	(780) 842-0244	bill@mdwainwright.ca
	Bob Foley	Board Member	(780) 806-9736	bfoley@wainwright.ca
	Joan Green	Board Member	(780) 806-0532	joangreen@mcsnet.ca

Senior management team	Name	Position	Phone Number	Email Address
		Corey Carlson	Administrator	(780) 842-3630
	Deb Beare	Asst Administrator	(780) 842-3630	debbeare@battleriverlodge.ca
	Cathy Tranmer	Office Manager	(780) 842-3630	cathytranmer@battleriverlodge.ca

Governance structure (including any other organizations associated with the HMB)

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).

Appendix A – Housing Management Body Corporate Profile

Organization details

Number of full time employees 19

Number of part time employees 11

Number of employees earning minimum wage.
N.B. PLEASE DO NOT DISCLOSE IF THIS NUMBER IS 5 OR LOWER

Categories of staff (e.g. management, maintenance, administration, housekeeping, catering, resident services etc.).

Administration, Maintenance, Activities, Cooks, Housekeepers, Dietary Aides

2018 Annual Employee Turnover (average monthly employment / number of separations * 100)

2

Are staff unionized?

no

Organizational chart

Insert a high level organizational chart for the HMB (can be attached seperately if required)

Consolidated Financial Operating Summary

Organization: **Battle River Foundation**

Amounts below will be transferred from input provided in the respective tabs (Social Housing, Lodge, Affordable Housing, Other Housing)

	2018 Actuals	2019 Budget	2019 Forecast	2020 Projected	2021 Projected	2022 Projected
REVENUE						
400000 Rent	1,215,559	1,288,050	1,310,000	1,315,000	1,320,000	1,330,000
410000 Resident Services	80,070	96,950	97,510	100,000	105,000	110,000
420000 Non-Resident Services	13,157	14,000	23,000	23,500	25,500	27,500
Other Revenue	969,710	64,500	55,000	60,000	75,000	85,000
430050 ASHC - LAP grant (Lodge Only)	282,109	285,000	256,000	275,000	275,000	275,000
460010 Municipal Requisition (Lodge Only)	453,734	438,455	458,455	450,000	450,000	450,000
Total Revenue	3,014,339	2,186,955	2,199,965	2,223,500	2,250,500	2,277,500

EXPENSES

500000 Taxes and Land Leases	-	-	-	-	-	-
510000 Utilities	157,888	171,000	172,000	174,000	178,000	182,000
520000 Operating	16,656	43,000	40,000	42,000	43,000	45,000
520000 Food (Lodge Only)	250,812	234,000	245,000	255,000	265,000	270,000
530000 Operating Maintenance	147,552	113,000	118,000	120,000	125,000	130,000
540000 Charitable Costs	-	-	-	-	-	-
550000 Human Resources	1,430,561	1,451,500	1,450,000	1,455,000	1,460,000	1,465,000
560000 Administration	74,294	68,000	68,000	68,000	68,000	70,000
Other Expense	-	-	-	-	-	-
Total Expenses	2,072,763	2,080,500	2,093,000	2,114,000	2,139,000	2,162,000

Net Excess (Deficiency) from Operations

	941,576	106,455	106,965	109,500	111,500	115,500
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OTHER EXPENSES

590000 Interest costs	337	1,000	500	1,000	1,000	1,000
591000 Other	-	-	-	-	-	-
592000 Amortization	183,326	105,000	106,000	108,000	110,000	114,000

Net Excess (Deficiency)

	757,913	455	465	500	500	500
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\$ 1,063,000 Total Requests

Note: include any energy savings or environmental considerations or opportunities associated with this project.

Priority Ranking	Major Expense Type	"Detailed" Description Of Work	Estimated Cost To Complete The Work	Environment Sustainability (Climate Change)	HMB Priority Ranking
Life, Health and Safety Needs (Priority 1)	Elevators	1976 Elevator Modernization - Replace hyd cylinder, controller, power unit, controls <i>for replacement of old used</i>	\$ 175,000	New unit has greater energy efficiency	Priority 1 - High
Life, Health and Safety Needs (Priority 1)	Elevators	1958 Elevator Modernization - Replace controller, power unit, controls (cyl replaced 2008)	\$ 118,000	New unit has greater energy efficiency	Priority 1 - High
Immediate Needs (Priority 2)	Heating, Ventilation and Plumbing	Boiler Replacement - Mechanical Rm 2	\$ 14,000	New unit has greater energy efficiency	Priority 2 - Medium
Immediate Needs (Priority 2)	Heating, Ventilation and Plumbing	Replace 1 of 2 MUA unit - Mech Rm 1 - 24 yrs old	\$ 15,000	New unit has greater energy efficiency	Priority 2 - Medium
Immediate Needs (Priority 2)	Heating, Ventilation and Plumbing	Replace 2 of 2 MUA unit - Mech Rm 1 - 24 yrs old	\$ 18,000	New unit has greater energy efficiency	Priority 2 - Medium
Immediate Needs (Priority 2)	Heating, Ventilation and Plumbing	Replace MUA unit - Kitchen - 24 years old	\$ 15,000	New unit has greater energy efficiency	Priority 2 - Medium
Immediate Needs (Priority 2)	Heating, Ventilation and Plumbing	Replace 1 of 5 MUA unit - Mech Rm 5 - 21 yrs old	\$ 17,000	New unit has greater energy efficiency	Priority 2 - Medium
Immediate Needs (Priority 2)	Heating, Ventilation and Plumbing	Replace 2 of 5 MUA unit - Mech Rm 5 - 21 yrs old	\$ 15,000	New unit has greater energy efficiency	Priority 2 - Medium
Immediate Needs (Priority 2)	Heating, Ventilation and Plumbing	Replace 3 of 5 MUA unit - Mech Rm 5 - 21 yrs old	\$ 15,000	New unit has greater energy efficiency	Priority 2 - Medium
Immediate Needs (Priority 2)	Heating, Ventilation and Plumbing	Replace 4 of 5 MUA unit - Mech Rm 5 - 21 yrs old	\$ 15,000	New unit has greater energy efficiency	Priority 2 - Medium
Immediate Needs (Priority 2)	Heating, Ventilation and Plumbing	Replace 5 of 5 MUA unit - Mech Rm 5 - 21 yrs old	\$ 17,000	New unit has greater energy efficiency	Priority 2 - Medium
Immediate Needs (Priority 2)	Heating, Ventilation and Plumbing	Replace MUA unit - Mech Rm 3 - 21 years old	\$ 14,000	New unit has greater energy efficiency	Priority 2 - Medium
Immediate Needs (Priority 2)	Heating, Ventilation and Plumbing	Replace MUA unit - Mech Rm 4 - 21 years old	\$ 14,000	New unit has greater energy efficiency	Priority 2 - Medium
Immediate Needs (Priority 2)	Mechanical	Kitchen Cooler Replacement - obsolete unit	\$ 8,000	New unit has greater energy efficiency	Priority 2 - Medium
General Needs (Priority 3)	Mechanical	Commercial Washer replacement	\$ 15,000	New unit has greater energy efficiency	Priority 2 - Medium
General Needs (Priority 3)	Mechanical	Commercial Dryers replacement (2)	\$ 25,000	New unit has greater energy efficiency	Priority 2 - Medium
General Needs (Priority 3)	Ground Maintenance and Materials	New Sidewalk Construction - Ramp Door	\$ 28,000		Priority 3 - Low
General Needs (Priority 3)	Building Envelope	Building Envelope Reside Entire Lodge	\$ 525,000	Increase R value of exterior walls with building wrap and new cladding	Priority 3 - Low