

Battle River Foundation

Wainwright, AB

Three Year Business Plan
2023 to 2025

June 30, 2022

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 living 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 20, 2022.

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.

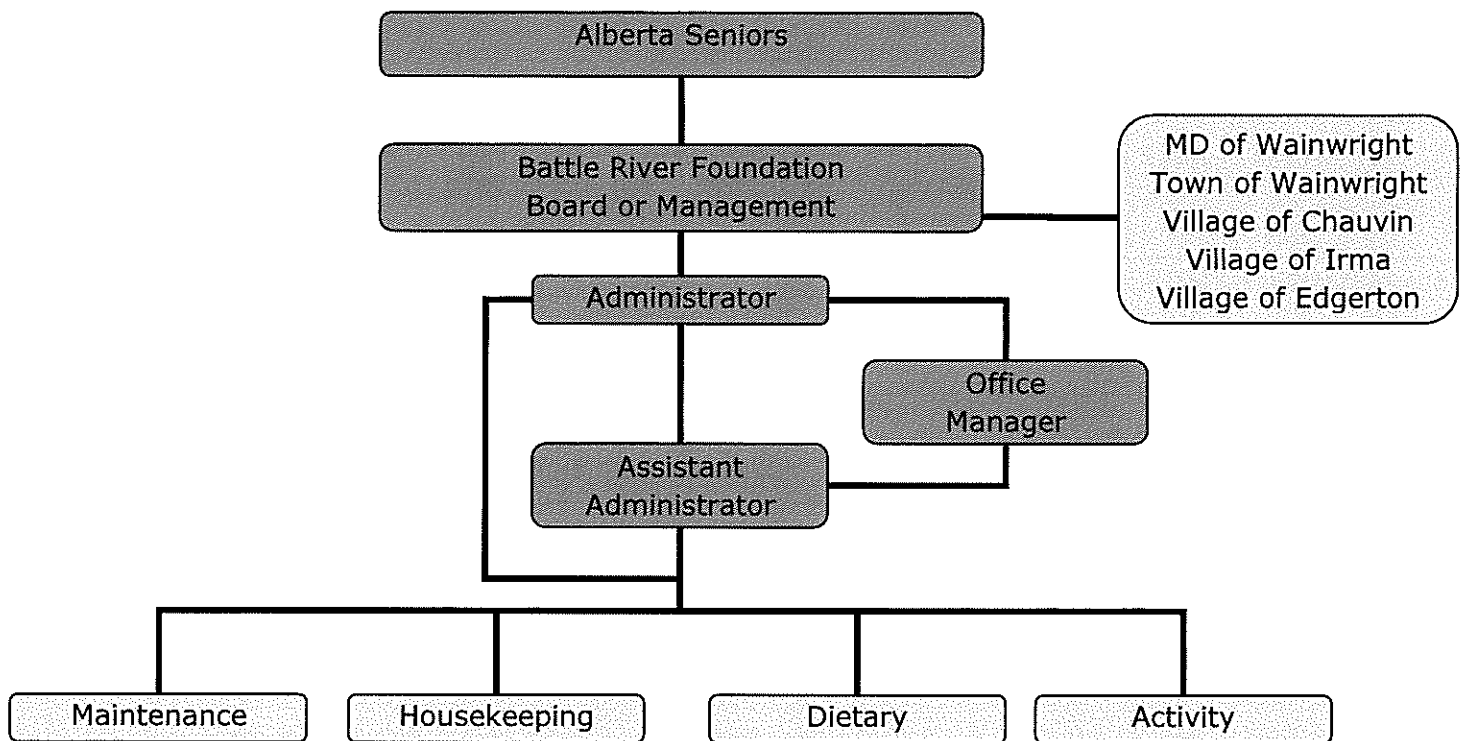
Affiliations

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

Organizational Structure

Battle River Foundation



Board of Management

As prescribed in the Regulations, the major responsibilities of the board include:

- Ensuring the management body carries out the powers, duties and functions assigned to it under the Act
- Developing and evaluating policies introduced by motions and programs of the management body
- Appointing a chief administrative officer of the management body
- Authorizing signing authority for the management body
- Preparing and adopting a business plan
- Adopting annual operating and capital budgets before submitting them to the department
- Initializing or authorizing payment of expenditures
- Creating and maintaining reserve funds
- Ensuring the management body efficiently operates and administers the housing accommodation under its authority
- Ensuring housing accommodation under its authority is provided to those persons in greatest need of that type of accommodation
- Maintaining a positive public image of the management body
- Providing overall clear policy direction to the administrator regarding the affairs of the management body and monitoring the implementation of the Regulations and policies by the administration in areas such as:
 - Human resources
 - Purchasing
 - Signing authority
 - Selection of residents

Employees

Classification of Employees

Permanent Employees

A permanent employee shall be one who has been in the employee's service for a period of six (6) consecutive months and who was hired to fill a permanent position in the Lodge.

Part Time Employee

A part time employee shall be one who was hired as holiday relief and/or sick relief or for a position not regularly scheduled.

Probationary Employee

A probationary employee shall be one who has been in the employer's service for less than six (6) consecutive months.

Positions:

- *Administrator* – Assumes full responsibility in the operation of the Battle River Lodge in accordance with the general guidelines set out by the Board of Management.

- *Assistant Administrator* – The Assistant Administrator will be required to perform as acting Administrator when the need arises and will be responsible for working independently and making decisions in accordance with operational procedures and policies. The Assistant Administrator will assist the Administrator with any or all duties as instructed by the Administrator and/or Board of Management.
- *Office Manager* – Acting as part of the administrative team the Office Assistant will provide support for office personnel and Administrator.
- *Activity Coordinator* – To encourage social interaction between residents and the community at large; to encourage residents to participate in an exercise program which will increase, or at least maintain an optimum of physical fitness; to attempt to ensure that the spiritual needs of the residents are being met.
- *Assistant Activity Coordinator* - To encourage social interaction between residents and the community at large; to encourage residents to participate in an exercise program which will increase, or at least maintain an optimum of physical fitness; to attempt to ensure that the spiritual needs of the residents are being met.
- *Maintenance Person* – To ensure that a safe, well maintained, and aesthetically pleasing environment exists both within and outside the Lodge for residents, staff and visitors; to ensure that all equipment, tools and the physical plant is maintained, in good repair, and free of safety hazards at all times.
- *Assistant Maintenance Person* – To ensure that a safe, well maintained, and aesthetically pleasing environment exists both within and outside the Lodge for residents, staff and visitors; to ensure that all equipment, tools and the physical plant is maintained, in good repair, and free of safety hazards at all times.
- *Cook* – To prepare and offer food to residents and invited guests which is well balanced aesthetically pleasing and nutritious. To maintain a safe, clean and hygienic food service area.
- *Dietary Aid* – To maintain safe, clean, and hygienic food service for residents and invited guests; to assure that residents feel comfortable and at ease during meal times.
- *Housekeeping* – To perform all housekeeping procedures as set out in the Housekeeping Manual as to maintain a clean and healthy home-like environment for residents.

This section should describe who will enact the plan. It should include:

Policy Statements

The role of administration is to ensure a safe and sanitary environment for residents and to ensure that policies and procedures are followed as effectively and efficiently as possible; to provide leadership and vision in consultation with the Board of Management for Battle River Foundation.

The maintenance philosophy of Battle River Foundation is to provide our residents with a safe and well-maintained facility in an efficient and timely fashion; it is to consider modernization and improvements for the well-being of residents.

The dietary philosophy of the Battle River Foundation is to provide our residents with nutritious and aesthetically pleasing meals served in a healthy, clean and enjoyable environment. Meals will be planned with professional dietary advice on a rotating basis and in conjunction with residents.

The housekeeping philosophy of the Battle River Foundation is to provide residents a safe, sanitary environment, which is free of hazards to health. We will endeavour to provide this service in a cheerful, quiet, respectful and responsible manner.

Training and Orientation Requirements

When the successful applicant has completed the interview and screening process and have agreed, by signature on same, to the terms of employment as outlined in the Letter of Hire he/she will be considered an employee of the Battle River Foundation.

The new employee must become familiar with the following:

- The result of an unsuccessful probation period
- The rate of pay following successful probationary period
- Dress code of Battle River Lodge
- Policies, guidelines, rule and regulations as well as ethics outlined in the staff manual
- The shifts hours and schedule

Orientation

- Orientation procedures and practices may vary in each circumstance depending on the employees past experience.
- Orientation of new staff will be conducted by administration and/or staff coordinator
- New employees will be scheduled for job training with staff in the same department.
- Administration will take note of the accuracy as well as the employee's ability to perform the work required.

Full time employees are required to hold a current First Aid Standard Certificate; part time employees are required to have a current First Aid Emergency Certificate. New employees that do not have a current First Aid Certificate will be required to take the course within ninety days of hire at his/her expense.

Dietary employees are required to have a current Food Safe Certificate. New employees that do not have a current Food Safe Certificate will be required to take the course within one year of hire.

All employees are required to have a WHMIS Certificate. New employees that do not have a WHMIS Certificate will be required to take the course offered at the lodge within ninety days of hire.

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
- Upgrade Emergency Call bell system
- Main Elevator (1976) Modernization

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 – 20% over the last 5 years.

Applicants indicate they are pleased with the size of the rooms, which all have a 3-4 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.

Future Capital Initiative plans include the following:

- Modernization of hydraulic lift elevator (1958)
- Washer/Dryer replacement
- Dishwasher replacement
- MUA replacement (preventative)
- A/C replacement (preventative)
- Residing entire building envelope
- Adding double passage doors between adjacent rooms to facilitate couple suite conversion
- Renovating bathrooms to support walk in showers

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 (2022-2027), 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 alignment 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
- Community engagement through the representative municipalities and our Board members is continually ongoing.

Financial Operating Summary - Lodges (If Applicable)

Organization:

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	Forecasted		Projected	
	2023	2024	2025	
REVENUE	2022 Actuals	2023 Budget		
400000 Rent	1,195,967.00	1,256,350.00	1,285,000.00	1,305,000.00
410000 Resident Services	70,687.00	80,190.00	82,090.00	98,000.00
420000 Non-Resident Services	3,316.00	6,000.00	6,000.00	9,000.00
Other Revenue	261,256.00	111,500.00	113,000.00	120,000.00
430050 ASHC - LAP grant (Lodge Only)	280,079.00	280,079.00	285,000.00	290,000.00
460010 Municipal Requisition (Lodge Only)	439,090.00	572,463.00	572,463.00	572,463.00
Total Revenue	2,250,395.00	2,266,582.00	2,268,542.00	2,305,463.00
			2,305,463.00	2,344,463.00

EXPENSES					
500000	Taxes and Land Leases				
510000	Utilities	224,582.00	240,000.00	240,000.00	250,000.00
520000	Operating	19,225.00	22,000.00	22,000.00	24,000.00
520000	Food (Lodge Only)	300,205.00	314,000.00	314,000.00	325,000.00
530000	Operating Maintenance	109,008.00	88,000.00	90,000.00	95,000.00
540000	Charitable Costs				
550000	Human Resources	1,546,012.00	1,616,500.00	1,610,000.00	1,620,000.00
560000	Administration	48,933.00	44,000.00	45,000.00	48,000.00
	Total Expenses	2,247,966.00	2,324,500.00	2,321,000.00	2,362,000.00
					2,396,000.00

Net Excess (Deficiency) from Operations	2,429.00	(67,918.00)	(52,458.00)	(56,537.00)	(51,537.00)
OTHER EXPENSES					
590000 Interest costs	405.00	1,000.00	750.00	750.00	750.00
591000 Other					
592000 Amortization	203,512.00	190,000.00	190,000.00	190,000.00	190,000.00
Net Excess (Deficiency)	(201,486.00)	(258,918.00)	(243,208.00)	(247,287.00)	(242,287.00)

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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, PN					
REVENUE	2022 Actuals	2023 Budget	2023 Forecast	2024 Projected	2025 Projected
400000 Rent	1,195,967	1,256,350	1,265,000	1,285,000	1,305,000
410000 Resident Services	70,687	80,190	82,000	90,000	98,000
420000 Non-Resident Services	3,316	6,000	6,000	8,000	9,000
Other Revenue	261,256	111,500	113,000	115,000	120,000
430050 ASHC - LAP grant (Lodge Only)	280,079	280,079	280,079	285,000	290,000
460010 Municipal Requisition (Lodge Only)	439,090	522,463	522,463	522,463	522,463
Total Revenue	2,250,395	2,256,582	2,268,542	2,305,463	2,344,463

EXPENSES					
500000 Taxes and Land Leases	-	-	-	-	-
510000 Utilities	224,582	240,000	240,000	250,000	260,000
520000 Operating	19,225	22,000	22,000	24,000	26,000
520000 Food (Lodge Only)	300,206	314,000	314,000	325,000	335,000
530000 Operating Maintenance	109,008	88,000	90,000	95,000	95,000
540000 Charitable Costs	-	-	-	-	-
550000 Human Resources	1,546,012	1,616,500	1,610,000	1,620,000	1,630,000
560000 Administration	48,933	44,000	45,000	48,000	50,000
Other Expense	-	-	-	-	-
Total Expenses	2,247,966	2,324,500	2,321,000	2,362,000	2,396,000

Net Excess (Deficiency) from Operations	2,429	(67,918)	(52,458)	(56,537)	(51,537)
Net Excess (Deficiency)	(201,488)	(258,918)	(243,208)	(247,287)	(242,287)

Importance of System Functionality	Condition of System	Reason for Work	Impact of Failure	Major Expense Type	"Detailed" Description Of Work	Reason for Work (Why is this project required?)	Is the Required CMR Impacting Suite Rental?	Is the Required CMR Resulting in Lost Income?	2024/25
3 - Moderate - Inconvenient Back Up	3 - Poor	4 - Lifecycle Requirements	3 - Moderate	Elevators	1958 elevator modernization except hydr cylinder	Control unit & pump original, obsolete, old techn	No	No	\$ 150,000.00
5 - Significant - No Back Up	3 - Poor	4 - Lifecycle Requirements	3 - Moderate	Heating, Ventilation and Plumbing	Replace #2 of 5 MUA unit Mech 5 - 24 yrs old	Unit is nearing end of life	No	No	\$ 24,000.00
5 - Significant - No Back Up	3 - Poor	4 - Lifecycle Requirements	3 - Moderate	Heating, Ventilation and Plumbing	Replace #3 of 5 MUA unit Mech 5 - 24 yrs old	Unit is nearing end of life	No	No	\$ 24,000.00
5 - Significant - No Back Up	3 - Poor	4 - Lifecycle Requirements	3 - Moderate	Heating, Ventilation and Plumbing	Replace #4 of 5 MUA unit Mech 5 - 24 yrs old	Unit is nearing end of life	No	No	\$ 26,000.00
5 - Significant - No Back Up	3 - Poor	4 - Lifecycle Requirements	3 - Moderate	Heating, Ventilation and Plumbing	Replace #5 of 5 MUA unit Mech 5 - 24 yrs old	Unit is nearing end of life	No	No	\$ 26,000.00
5 - Significant - No Back Up	3 - Poor	4 - Lifecycle Requirements	3 - Moderate	Heating, Ventilation and Plumbing	Replace MUA unit - Mech 3 - 24 yrs old	Unit is nearing end of life	No	No	\$ 22,000.00
5 - Significant - No Back Up	3 - Poor	4 - Lifecycle Requirements	3 - Moderate	Heating, Ventilation and Plumbing	Replace MUA unit - Mech 4 - 24 yrs old	Unit is nearing end of life	No	No	\$ 22,000.00
5 - Significant - No Back Up	3 - Poor	4 - Lifecycle Requirements	3 - Moderate	Heating, Ventilation and Plumbing	Replace 5 A/C units on MUA's - 24 yrs old	Unit is nearing end of life	No	No	\$ 60,000.00
3 - Moderate - Inconvenient Back Up	3 - Poor	5 - Ensure Reliability	3 - Moderate	Heating, Ventilation and Plumbing	Kitchen Cooler replacement - obsolete	Unit is nearing end of life	No	No	\$ 10,000.00
5 - Significant - No Back Up	3 - Poor	4 - Lifecycle Requirements	3 - Moderate	Heating, Ventilation and Plumbing	Replace Dining Room A/C	Unit is nearing end of life	No	No	\$ 8,000.00
3 - Moderate - Inconvenient Back Up	3 - Poor	4 - Lifecycle Requirements	3 - Moderate	Mechanical	Commercial Washer replacement - Unit B	Unit is nearing end of life	No	No	\$ 17,000.00
3 - Moderate - Inconvenient Back Up	3 - Poor	4 - Lifecycle Requirements	3 - Moderate	Mechanical	Commercial Dryer replacements - 2 units	Unit is nearing end of life	No	No	\$ 30,000.00
1 - None - Back Up Not Required	3 - Poor	1 - Aesthetic Preservation	3 - Moderate	Building Envelope	Replace siding and thermal wrap exterior	Siding is weathered and inc energy efficiency	No	No	\$ 600,000.00
5 - Significant - No Back Up	3 - Poor	4 - Lifecycle Requirements	5 - Critical	Heating, Ventilation and Plumbing	Replace two commercial hotwater tanks 80gal	Unit is nearing end of life	No	No	\$ 18,000.00