

## LACOMBE FOUNDATION REVIEW PROCESS – JUNE 2023

Business Plan 2023-2025 was prepared and submitted under the direction of the Board of Directors of Lacombe Foundation 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. This plan was approved by the Board in June 2022. A review of the plan and relevant performance indicators has occurred. Appendices have been updated and submitted as directed by the Ministry of Seniors, Community and Social Services.

## STRATEGIC PRIORITIES UPDATE

The critical need for the redevelopment of Lacombe Lodge continues to grow. The CMR request for the Lacombe Lodge is now at **\$4,225,000** and the request for Parkview Manor (under the Ministerial Order of The Bethany Group) is **\$1,705,000**. These maintenance cost projections, combined with the need to offer modern rooms, accessible washrooms and improved program spaces, demonstrate that implementing the redevelopment plan would be the best investment of provincial and local dollars.

The lodge has also been slower to recover from occupancy loss related to the pandemic. This is due in part to the age and condition of the lodge and the living spaces that are available.

Lacombe Foundation is eager to participate in the Lodge Program Review and hopes that it will proceed soon now that the election has been completed. This review needs to closely examine the funding framework and how rural lodges are supported. Eckville Manor is an important facility for the community, and could serve as a community hub if properly resourced. Further, the LAP grant has not kept up to inflationary pressures in the areas of utilities, food and labour costs.

In the past year, the Foundation has worked on updates to resident engagement processes. This included a Quality Improvement Initiative on Meal Time Experience and updated resident surveys. Marketing plans for the lodges are under development.

The affordable housing program has seen strong demand in the community.

We look forward to working with the Ministry, to continue our work in providing affordable housing options that meet the needs of seniors and families in our communities.

Board of Directors  
Lacombe Foundation

*Caring Communities*

## **APPENDICES**

- **Appendix A – Board Skills Matrix**
- **Appendix C – Financial Budgets and Forecasts**
- **Appendix D - Capital Maintenance and Renewal Program**
- **Appendix E – Capital Priorities**
- **Appendix G – Capital Asset Questionnaire**