Business Plan

2026-2028

Lacombe Foundation

LACOMBE FOUNDATION

EXECUTIVE SUMMARY

The top priorities of the Lacombe Foundation are:

1. Secure Capital Funding for the replacement of the Lacombe Seniors Lodge.
2. Work with Assisted Living Alberta to establish an enhanced lodge services/community hub model at both Lacombe Lodge and Eckville Manor House Lodge.

ACCOUNTABILITY STATEMENT

This Business Plan was prepared under the direction of the Board of Directors of the 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 business plan was approved by the Board of Directors on June 23, 2025.

LACOMBE FOUNDATION PROFILE

The Lacombe Foundation operates pursuant to the Alberta Housing Act under the purpose to enable the efficient provision of a basic level of housing accommodations for persons, who because of financial, social or other circumstances require assistance to obtain or maintain housing accommodation.

- Member Municipalities are Lacombe County, City of Lacombe, Town of Blackfalds, Town of Eckville, Town of Bentley, Village of Clive, and the Village of Alix.
- Housing Accommodations under operation are:
  - i. 97-unit Seniors Lodge in the City of Lacombe, which is owned by the Lacombe Foundation. This lodge is physically connected to 40 units of provincially owned seniors self-contained apartments operated by The Bethany Group.
  - ii. 50-unit combined (35 Lodge and 15 DSL 3) Seniors Lodge and Continuing Care Type B Facility in the Town of Eckville, which is owned by the Province of Alberta through the Alberta Social Housing Corporation. The Eckville Lodge is linked to the Community Health Centre, and there are eight units of provincially owned seniors self-contained apartments on the site that are operated by The Bethany Group.
  - iii. Affordable housing owned and operated by the Lacombe Foundation consisting of 28 units in the City of Lacombe and 20 units in the Town of Blackfalds.
- Resident Profile and Waiting Lists - Current Average Age of 83 at the Lacombe Lodge and 84 at Eckville Lodge. Average stay is 3 years at the lodges and 1 year in the DSL. The Lacombe Lodge is operating at 88% occupancy. Vacancies are related to the condition of the lodge, lack of exterior windows and size of units in the old portion of the lodge. The Eckville Lodge is at 66 % total occupancy – 54% lodge side, 93 % in DSL. The Affordable Housing portfolio currently operates at 100% capacity.
- Staffing Profile and Organizational Structure - Staffing for the Lodge and Affordable Housing operations are 12 full time, 42 part time and 9 casual staff. The Bethany Group acts as the Chief Executive Officer per the Ministerial Order, working with local resources to provide support to the Board of Directors and in

any of the following areas: Business Planning, Management & Administration, IT Systems, Financial Services, Property Assessment & Management, Workplace Health & Safety, Human Resources and Education.

- Financial Profile and Budgets – For the lodge portfolio, the budgeted revenue for 2025 is $3.74 million consisting of $2.58 million in rents, accommodation and other recoveries, Lodge Operations assistance from the Provincial Government of $445,000, health contract funding of $572,000 and Municipal contributions to the Lodge operations from member municipalities through requisition totaling $875,000. The local annual payroll is $3.1 million. For the affordable housing portfolio, revenues of $555,000 support building operations, mortgage payments and reserves.

INSTITUTIONAL CONTEXT

The Lacombe Foundation enjoys a positive relationship with The Bethany Group and the other Housing Management Bodies that use The Bethany Group as CEO. Lacombe Foundation is participating in local FCSS sponsored interagency meetings in both Lacombe and Blackfalds in order to build relationships and identify opportunities with community-based organizations in the catchment area. Lacombe Foundation is a member of the Alberta Seniors and Community Housing Association.

PLAN DEVELOPMENT

Activities undertaken by the Board in the development of this plan:

- Board Business Planning session May 12, 2025

Member communities provide the following documents, plans and supports for local affordable housing initiatives:

- City of Lacombe Affordable Social Needs Assessment and Priorities Phase One 2024
- City of Lacombe Affordable Housing Strategy Steering committee

ENVIRONMENTAL SCAN AND STRATEGIC CONTEXT

The primary impacts on our strategic environment are:

- Establishment of Assisted Living Alberta (ALA), under the Ministry of Assisted Living and Social Services
- Implementation of the Continuing Care Act 2024
- 2021 Stronger Foundations Affordable Housing Strategy
- 2024/2025 Lodge Program Review
- Continuing Care – Capital now under the Ministry of Assisted Living and Social Services
- Health Care System Refocusing initiative has led to delays in decision making
- Participation in the Continuing Care Alliance
- Participation in ASCHA Seniors Housing and Continuing Care Task Force and the Affordable Housing Task Force
- Participation in industry, provincial and community-based consultations and committees
- Impact of tariffs, and other factors that impact provincial and federal economic outlooks

- Federal and Provincial governments both highlighting the need for affordable housing, but needing clarity and improved coordination of available programs and supports
- Limited grant opportunities for affordable housing (% of support for capital construction) that impact the ability to create a sustainable operating model while providing achievable affordable rental rates
- Inflationary Pressures on organizations and individuals
- Household Income and Housing Affordability
- Availability of Affordable Housing and of deep subsidy housing units
- Availability of Rental Assistance Benefits
- Pressure on market housing availability
- Capital Maintenance and Renewal and needing to protect, maintain and upgrade existing assets
- Local Demographic information with the next federal Census occurring in 2026
- Aging population and shifts to home and community care
- Government is looking to operators and associations for solutions
- Workforce issues including recruitment and retention. Potential increases to WCB costs related to psychological health and safety and long covid
- Municipal Elections in October 2025 and changes to board members

STRATEGIC RISKS AND OPPORTUNITIES

The primary impacts on the strategic environment for the Lacombe Foundation are:

- Waiting for the release of the Lodge Program review and its recommendations. Plans for implementation and preparation for any province-wide changes will have to be considered by the board once the review is released.
- After discussion with the Ministry of Assisted Living and Social Services in December 2024, the redevelopment proposal will focus on the replacement of Lacombe Lodge and consideration of spaces that can support health-based services.
- Strong support from the City of Lacombe and County of Lacombe for the redevelopment of the Lacombe Lodge.
- The age, condition and functionality of the Lacombe Lodge does not meet the needs of current and future clients, including increasing capacity needs. Rooms do not meet standards for room sizes and accessibility.
- Age and condition of Lacombe Lodge including rooms with no exterior facing window affecting rentability.
- Age and condition of Lacombe Lodge impacting utility usage and efficiency.
- Lacombe Lodge Capital Maintenance needs exceed $ 5 million dollars.
- Impacts on Lodge operations due to increases in Home Care assistance for seniors to remain in their homes. Individuals are delaying entry into the lodge environment resulting in residents of more advanced age and higher degrees of frailty.
- Growing demand for services that support Age in Place philosophies demonstrated by the high number of Lodge residents receiving home care.
- Growing demand to meet the needs of couples, including those with different care and support needs.
- Aging population and above average population growth in the Lacombe Foundation catchment area, putting pressure on existing facilities.

STRATEGIC PRIORITIES

Lacombe Foundation has identified the following strategic priority areas:

1. CMR and New Capital
2. The Resident Experience
3. Community Connections
4. Sustainable Operations

This business plan has been developed in keeping within the Purpose of the Alberta Housing Act and the obligations of the Board of Directors of the Lacombe Foundation pursuant to the Management Body Operations and Administration Regulation.

OUTCOMES, KEY STRATEGIES AND PERFORMANCE MEASURES

Outcome One: CAPITAL MAINTENANCE & RENEWAL AND NEW CAPITAL

Housing Accommodations operated by the Lacombe Foundation will meet or exceed minimum housing standards and options to meet demands for new housing supply will be explored.

Key Strategies:

1.1 Increase the supply of Affordable Housing

1.2 Improve and maintain the condition of existing affordable housing

Performance Measures and Indicators

- Lacombe Foundation receives overall support for the redevelopment plan of the Lacombe Seniors Lodge.
- Lacombe Foundation receives capital funding for the redevelopment of Lacombe Lodge from the Province of Alberta.
- The Provincial Government provides financial assistance to support the items requested under the 3-Year Capital Maintenance and Renewal List, submitted to the Ministry of Assisted Living and Social Services.

	2026/2027	2027/2028	2028/2029	Total
Eckville Manor	**$ 0**	**$ 470,000**	**$ 90,000**	**$ 560,000**
Lacombe Lodge	**$3,950,000**	**$ 885,000**	**$ 340,000**	**$ 5,175,000**
Total request	**$3,950,000**	**$ 1,355,000**	**$ 430,000**	**$ 5,735,000**

It is recognized that the best value for dollar would be to proceed with the Lacombe Lodge redevelopment with several systems stretched beyond the standard life-cycle.

- Completion of an Amenities, Furniture, Fixture and Equipment assessment for Eckville Manor. We will proactively ensure that buildings are modernized and maintained to align with the evolving needs and standards. Lacombe Lodge should be addressed by redevelopment.
- All capital projects are completed in accordance with: approved standards, scope and specifications; on time; and on budget.

Outcome Two: The Resident Experience

Residents of Housing Accommodations offered by Lacombe Foundation have access to programs and services that enhance and enrich their quality of life and promote maximum independence within the supported living environment. Residents of Housing Accommodations offered by Lacombe Foundation will have access to community services and supports for a robust living experience.

Key Strategies:

2.1 Identify needs based on the resident input

2.2 Staff training and support

2.3 Monitor industry trends

Performance Measures and Indicators

- Lacombe Foundation will engage with and survey residents to identify improvement opportunities and to identify successes.
- Lacombe Foundation will engage in new Quality Improvement Initiatives, as identified through consultative processes.
- Lacombe Foundation will build on the work of the previous QI assessments (e.g., meal time experience and Move-ins).
- Staffing recruitment and retention plans will support a well-trained and stable workforce that is invested in the well-being of the residents.
- Lacombe Foundation will complete a review of the health, wellness and social activities offered at the lodges to ensure a multi-faceted, rich resident experience that meets the residents' identified needs.

Outcome Three: Community Connections

The operations of the housing accommodations and support programs offered by Lacombe Foundation allows residents to easily access services that enable them to be affordably and safely housed, as well as successfully transition out of the system when necessary or able. Lacombe Foundation will be a trusted partner of Assisted Living Alberta, member municipalities and other community organizations.

Key Strategies:

3.1 Enable transitions through the continuum of housing and supports

3.2 Support the desire of Albertans to age in their community

Performance Measures and Indicators

- Working with Assisted Living Alberta, Lacombe Foundation will explore the options to provide enhanced lodge services/community hub delivery at Eckville Manor House Lodge.
- Lacombe Foundation to explore options with Assisted Living Alberta to embed Home Care services in both Lodges under direct contract.

- Lacombe Foundation to explore options with the Ministry of Assisted Living and Social Services to integrate Home Care and/or Designated Supportive Living spaces into the planning for the Lacombe Lodge redevelopment strategy.
- Lacombe Foundation will pursue an Adult Day Support program to be offered at the Lacombe Lodge.
- Lacombe Foundation will maintain active relationships with local Community Support Services in the service area.
- Lacombe Foundation will collaborate with and support any municipalities or organizations that are leading a housing or community needs assessment process to develop a business case for new local affordable housing or supportive living projects.

Outcome Four: Sustainable Operations

The operations of the housing accommodations and support service programs that are mindful of resident needs, respectful of costs, flexible and responsive.

The Governance model of Lacombe Foundation is sustainable based on competency and collaboration. The financial operations of Lacombe Foundation are sustainable based on predictable funding, stewardship and innovative funding models.

Key Strategies:

4.1 Understand the regulatory framework to support equitable treatment and housing stability

4.2 Improve System access and navigation

4.3 Promote enhanced understanding of and coordinated response to rural and urban needs

4.4 Support operational and environmental sustainability of affordable housing projects

4.5 Partner with other governments to support a sustainable system and meet the housing and support needs of Albertans

4.6 Improve the knowledge of the housing and support needs of Albertans

Performance Measures and Indicators

- Lacombe Foundation will evaluate costs related to inflationary pressures and will maximize revenues and stabilize expenses where possible.
- Lacombe Foundation will review the findings of the Lodge Program review once it is released and create strategies for implementation of its recommendations.
- Lacombe Foundation will advocate for changes to the Lodge Assistance Grant program to be more consistent and predictable and to better reflect the needs of rural lodges.
- Lacombe Foundation will advocate for local projects based on identified community need, innovation in the delivery model, reflection of the unique needs of rural communities and collaboration with other organizations and levels of government.

- An orientation plan and educational supports for board members to increase understanding of both the lodge program and the social and affordable housing programs will be available.
- Lacombe Foundation board members will have tools and supports to advocate for the lodge program and the residents within the large ministry that holds both housing and assisted living.

APPENDICES

- **Appendix A – Board Skills Matrix**
- **Appendix B – Non-Schedule A**
- **Appendix C – Financial Budget and Forecasts Y1**
- **Appendix D – Capital Maintenance and Renewal**
- **Appendix E – Federal Funding and Capital Priorities**
- **Appendix F – Asset Management (no submission)**
- **Appendix G – Capital Assets**