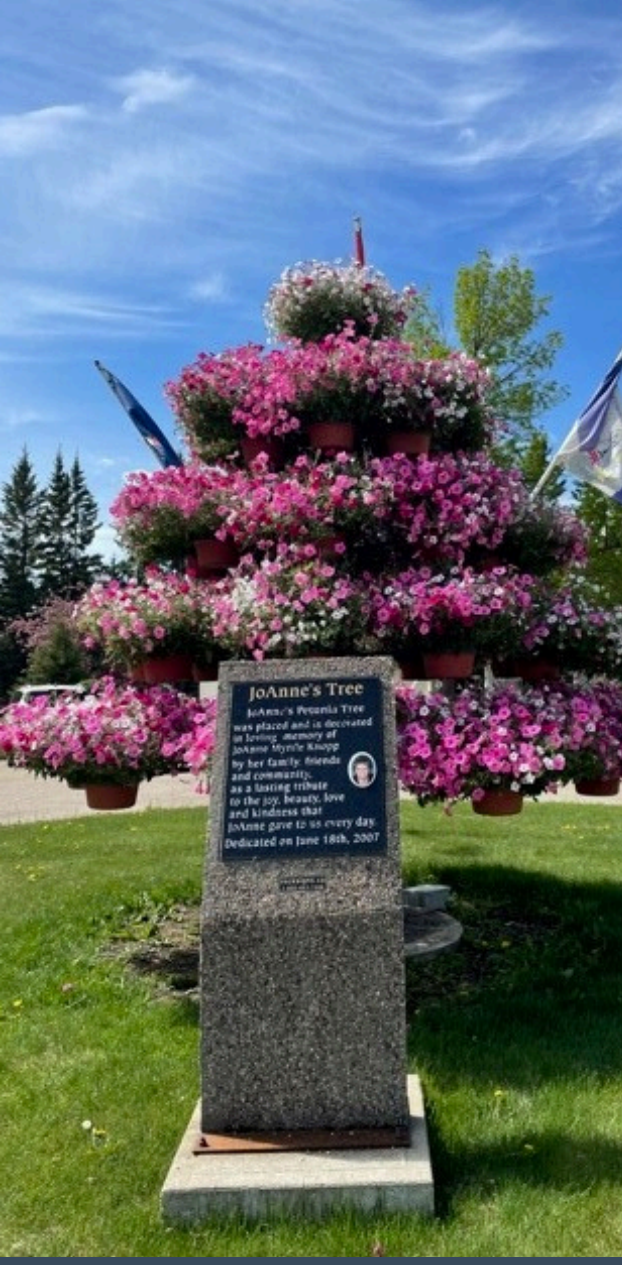
# ANNUAL REPORT 2025

THE BETHANY GROUP

PREPARED BY THE BETHANY GROUP

LACOMBE FOUNDATION




**OUTGOING BOARD OF DIRECTORS**

JAMIE HOOVER – CHAIR
BARB SHEPHERD – VICE CHAIR
LENORE EASTMAN
KARIN ENGEN
ROB FEHR
TRACEY HALLMAN
REUBEN KONNIK

**2026 BOARD OF DIRECTORS**

BARB GILLIAT – CHAIR
TRACEY HALLMAN – VICE CHAIR
KIM PROUD
DWAYNE WEST
LAURA SVAB
KRISTY KLINGER
COLLEEN EBDEN

# A MESSAGE FROM THE BOARD CHAIR

As Chair of Lacombe Foundation, I am pleased to share this Annual Report with our community. It is a privilege to support residents by providing safe, affordable supportive living in our lodges in Lacombe and Eckville, and to help provide affordable housing for families in Lacombe and Blackfalds. I do not take lightly the trust placed in us to serve communities across the Lacombe County service area. I hope this annual report reflects not only our commitment to providing welcoming, high-quality homes, but also the care and accountability with which we steward our resources.

The October 2025 Municipal Elections resulted in several changes on our board. I would like to thank Jamie Hoover, Barb Shepard, Lenore Eastman, Karin Engen, Rob Fehr and Rueben Konnik for their service. I am grateful for the time, energy, and care they gave to our organization. Their contributions helped build a strong foundation for Lacombe Foundation, and their commitment has had a meaningful impact on the communities we serve.

I welcome our new community representatives: Laura Svab, Kim Proud, Dwayne West, Colleen Ebden, Tracey Halman, and Kristy Klinger and I look forward to serving along side you.

I also want to extend my heartfelt thanks to our residents and staff. Their participation, kindness, and dedication are what make our lodges more than places to live — they make them places of comfort, connection, and community. It is inspiring to see the care people show one another each day. Person-centered care and service remain at the heart of everything we do, and I am proud that these values continue to guide us as we move forward together.

**BARB GILLIAT**

BOARD CHAIR
LACOMBE FOUNDATION

# A MESSAGE FROM THE CAO

It is an honour to share with the community the work that continues to be completed by Lacombe Foundation (LF) to support the seniors who reside in our lodges and their importance to our communities.

We continue to see increased occupancy at both Lacombe and Eckville Lodges. This not only demonstrates the need for this service in our community but also the wonderful environment that our residents and staff create.

That warm and welcoming environment in the lodge is also measured in a variety of legislated ways. Many audits take place to ensure that the lodge and LF as a Housing Management Body are accountable to the expectations of the people who we serve and to our provincial government. Audits such as Accommodation Standards with important measures such as menu and nutritional requirements, and resident safety and security; in sites where care is provided Continuing Care Health Service Standards also apply; then there are Public Health and Occupational Health and Safety Audits to ensure we have strong safety and health practices in place; important as well are the financial audits which occur each year from an external auditor and which are approved by the Board. The results of these audits are important indicators of baseline compliance and are shared with the provincial government, participating municipalities and other stakeholders.

While we are pleased to meet standards requirements, we continually want to achieve more for the seniors who choose Lacombe Lodge and Eckville Manor as their home. Work within the lodges has included updated window furnishing and new common space furniture to create more welcoming inviting spaces. We are also pleased to have staff participate in ongoing education opportunities to enhance their skills and their abilities to 'bring their best selves to work'.

2025 saw a ministry name change, with the Ministry of Assisted Living and Social Services (ALSS) being created and Assisted Living Alberta (ALA) coming into being on April 1, 2025. With continuing care now being part of the same ministry as housing and lodges, there is the potential for service enhancements across the spectrum. Administration has been pleased to be invited to take part in working groups to look at recommendations from the provincial lodge program review and share our operational experience with changes that may be needed to support quality seniors' living in our lodges. We also work individually and within our industry associations to advocate for the needs that we see within the ALSS service streams. Our Stakeholder Relations Advisor was invited to speak, together with Government of Alberta staff at the Alberta Municipalities Convention on Housing Management Bodies and their roles – this was an important topic considering the many changes that took place with municipal elections this year.

I would like to take this opportunity to thank our staff for their ongoing work and dedication to make the lodges warm and inviting homes. I also share my thanks with the many residents and families who put their trust in us all to provide quality housing that includes lodge services such as housekeeping, enticing meals, and enjoyable activities. The lodge program allows residents to participate in the life of the lodge as much as they choose while enabling them to continue to participate in the external community as they like.

The Bethany Group is proud to provide the administrative function for Lacombe Foundation (LF) and we thank the LF Board for their ongoing support of Administration for Lacombe Lodge, Eckville Manor House, Terrace Heights Landing Affordable Housing in Lacombe and Blackfalds Affordable Housing. I share my appreciation for the outgoing board members and welcome the new members to the LF Board. It is a privilege to serve together, and I look forward to furthering the development of our caring communities!

Respectfully,

**CARLA BECK**

CEO, THE BETHANY GROUP
CAO, LACOMBE FOUNDATION

# BUSINESS PLAN 2026-2028
# YEAR ONE ACCOMPLISHMENTS

## OUTCOME # 1 CAPITAL MAINTENANCE AND RENEWAL (CMR) AND NEW CAPITAL

The priority request for Lacombe Foundation is for capital funding to redevelop the Lacombe Seniors Lodge. Feedback from the Ministry of Assisted Living and Social Services has led to a reframing of the proposal in the business plan, and work to review potential sites in the community is underway.

The June 2025 request to the Government of Alberta for Capital Maintenance funding was 5.7 million dollars, with the largest portion of that for projects at the Lacombe Lodge should redevelopment not be approved.

Projects completed in 2025 in Eckville Manor were the replacement of the nurse call system, and interior hand railings. A make-up air unit in Eckville and exhaust fans in Lacombe Lodge were funded and that work will proceed in 2026.

An amenities, furniture, fixtures and equipment assessment process has been initiated. This will inform future planning and budgeting and is focused on enhancing the overall resident experience. In 2025, Eckville improvements have included new window coverings and in Lacombe new furniture was purchased for the Fireplace Lounge.

Lacombe Foundation also provides affordable housing for families in Lacombe and Blackfalds. These buildings have seen high occupancy rates over the past 12 months. Funds have been directed to capital maintenance reserves for future repairs.

## OUTCOME # 2 THE RESIDENT EXPERIENCE

Lacombe Foundation is committed to providing an affordable housing option for seniors so they can live in their community of choice. Receiving regular resident feedback and seeking out areas of improvement are an important part of meeting the needs of our residents and communities.

2025 saw continued progress in the Admission and Move-Ins: A Welcoming Experience quality improvement initiative. Implementation of standardized checklists for all sites and updates to welcome books are nearing completion.

The 2024 Meal-Time Experience initiative continues to have a positive impact on resident services. A 30-day review period prior to seasonal menu changes and feedback opportunities from residents help make the dining experience something to look forward to.

Resident activities have benefited from staff participating in professional development. We also would like to thank all those who volunteer their time to bring new experiences and entertainment to the lodge.

## OUTCOME # 3 COMMUNITY CONNECTIONS

Lacombe Foundation is monitoring legislative changes and best practices in the continuing care and affordable housing sectors of Alberta. Assisted Living Alberta was established by the Province on April 1, 2025 and the Foundation is looking for opportunities for improved coordination of the delivery of services to our residents.

Applications have been made regarding in-house Home Care services and Adult Day Support programming at Lacombe Lodge. No decision on these applications from ALA has been communicated at this time.

For Eckville, we are looking for opportunities to develop a community service hub and await additional direction from ALA. In addition to the 35 lodge rooms, 15 rooms in Eckville are Type B Continuing Care (previously Designated Supportive Living 3), with access to Health Care Aides 24/7.

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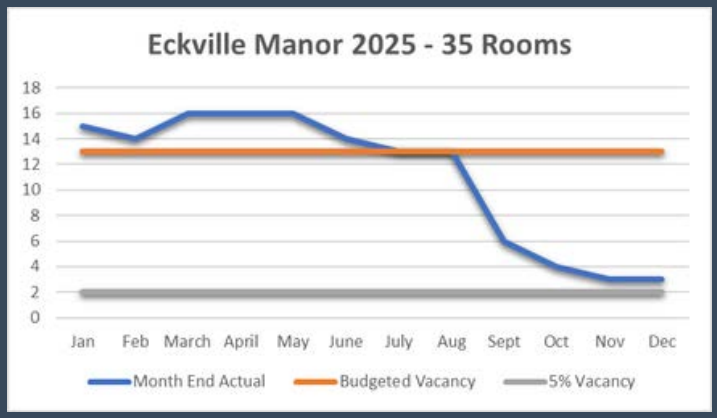
## OUTCOME #4 SUSTAINABLE OPERATIONS

Lacombe Lodge and Eckville Manor look to find a balanced approach to offering fair and affordable rents and service packages, identifying operational efficiencies and best practices while being mindful of the use of local tax requisition dollars. Increasing costs and inflationary pressures are top of mind issues for our lodges.

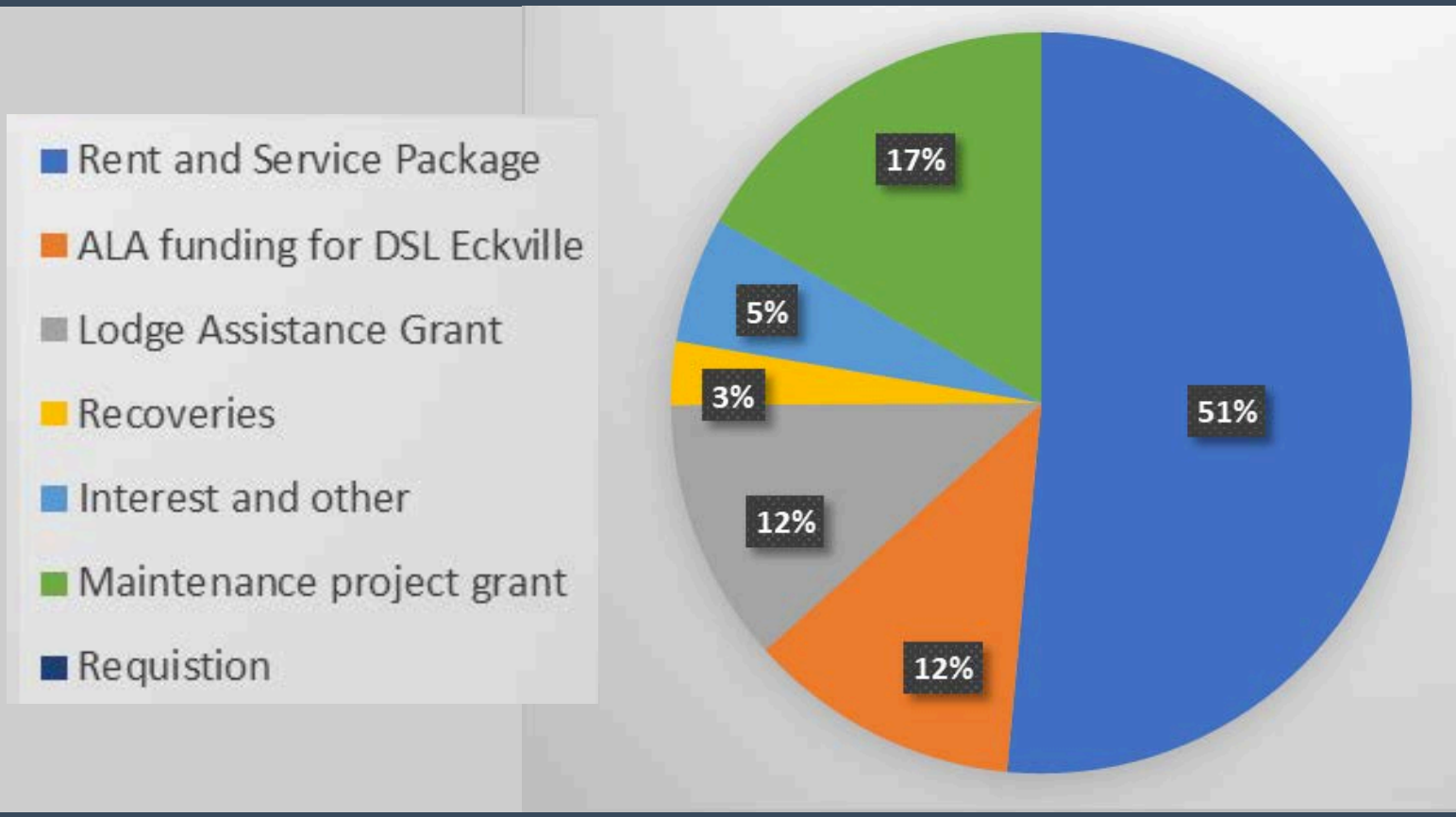
Both lodges had improved occupancy, ending 2025 with 95% occupancy. Admissions to the 15 Type B care spaces were also very strong.



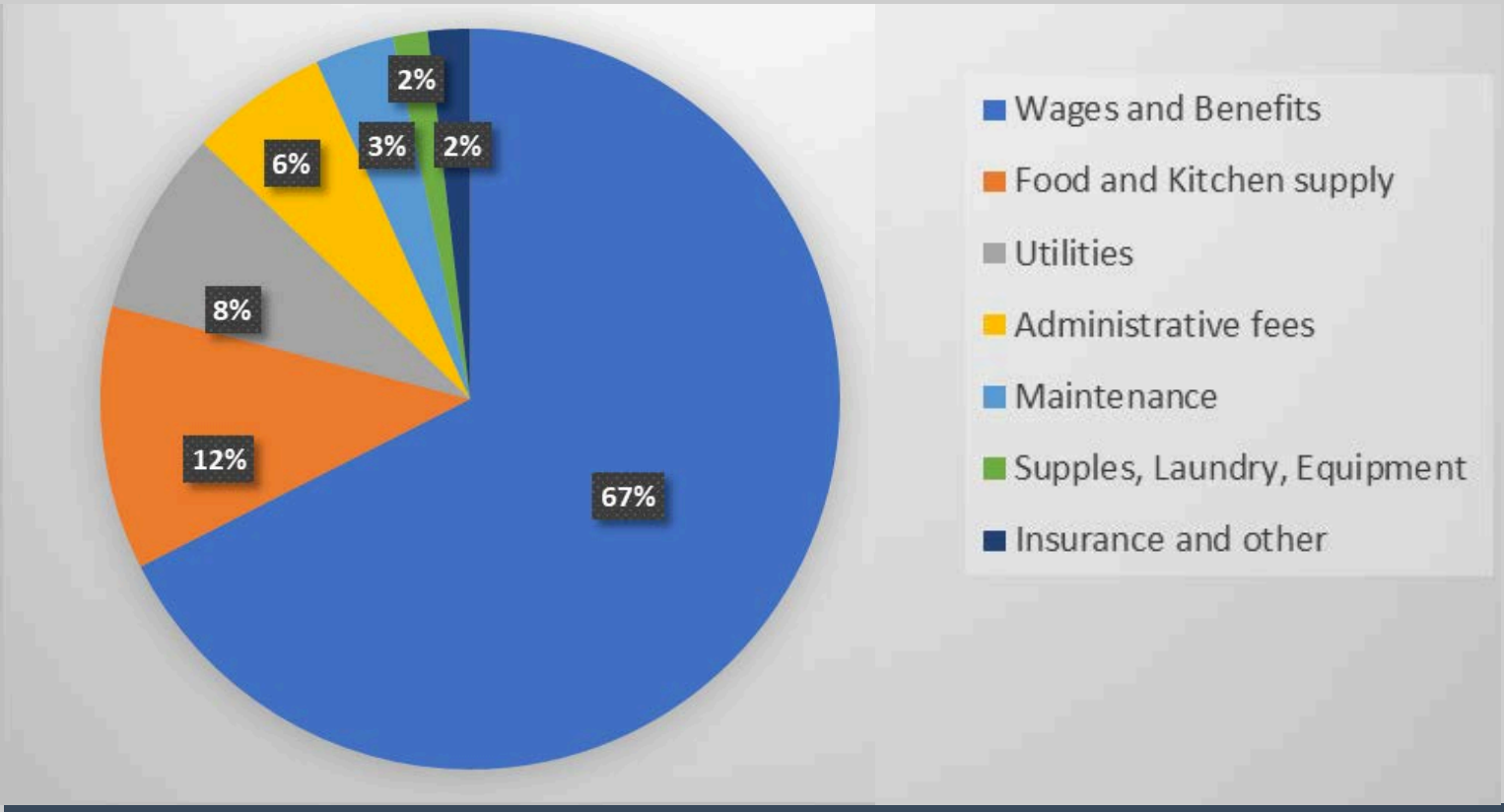

Lacombe Foundation would like to thank the Ministry of Assisted Living and Social Services for increased funding support available through the Lodge Assistance Grant Program. The per day amount, combined with the number of eligible residents living at the lodges resulted in an additional $172,000 to fund lodge operations.

Affordable Housing needs to be self-sustaining, collecting enough revenue to cover monthly costs, mortgage payments and maintenance reserves to keep the buildings in good condition. Occupancy in this program averaged 98% in 2025.

# LACOMBE FOUNDATION 2025 REVENUE




# LACOMBE FOUNDATION 2025 EXPENSES




To view the full 2025 Financial statements, please visit our website at www.lacombefoundation.ca

LACOMBE FOUNDATION

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