



# **BUSINESS PLAN**

## **2007 – 2009**

**September 28, 2006**

**Leduc Foundation**  
**Strategic Business Plan – 2007 - 2009**

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## **1. Introduction**

Leduc Foundation is responsible for the management of subsidized seniors and community housing within the City of Leduc and Leduc County. Since its formation in the late 1950s, the Foundation has grown to include seniors lodges in Leduc and Warburg, as well as seniors apartment buildings in Leduc, Beaumont, Devon, Calmar, Thorsby and New Sarepta. In addition, responsibility for the management of low-income housing units and Private Landlord Rent Supplement designations in Leduc and Calmar was transferred to the Foundation in 1996. In total, the Foundation currently manages 153 lodge units; 198 self-contained seniors' apartments; 57 community housing units and 32 Private Landlord Rent Supplement designations.

As the 21<sup>st</sup> Century progresses, Leduc Foundation faces a changing operating environment. The proportion of seniors in Canadian society is growing and this growth is expected to accelerate in the next 10 to 20 years. The growing seniors population in turn is leading to new developments in seniors housing and care; changing government policies; and changing resident and tenant needs. Local population growth in Leduc and area is not only contributing to an increase in the seniors' population, but is also affecting demand for community housing.

To address these changing conditions in the marketplace; ensure it can continue to meet the needs of its stakeholder communities; and manage its future operations and development most effectively, Leduc Foundation instituted a comprehensive business planning process in 2000 which resulted in the adoption of the Foundation's first three-year Business Plan for the period 2001 - 2003. The Business Plan has been updated annually since then.

This document provides the most recent update of the Strategic Business Plan and covers the period 2007 – 2009. It builds upon the goals and objectives as set out in the original and updated plans. The plan is intended to guide the development of annual budgets and operating plans, which should be read in conjunction with this document.

Like any long-range planning document, this Business Plan cannot anticipate every event that may occur during the period 2007 – 2009. Unforeseen situations and opportunities may require adjustments to this plan, or separate plans of their own. These should be prepared in keeping with the vision, goals, objectives and values outlined in this document.

## **2. Mission and Business Description**

Leduc Foundation is a management body created by Ministerial Order H:009/95 under Section 5 of the *Alberta Housing Act*, and a corporation as outlined under Section 6 of the same Act. The following is the Foundation's mission statement:

***Through cooperation and innovation, Leduc Foundation provides high quality, affordable facilities, services and housing to healthy, low-income seniors; and to families requiring an opportunity to become self-sufficient.***

The mission statement reflects the Foundation's historic focus on the housing needs of low-income seniors from Leduc County, City of Leduc, Town of Beaumont, Town of Devon, Town of Calmar, Village of Thorsby, Village of Warburg and the Village of New Sarepta; as well as its responsibility for the management of community housing units and Private Landlord Rent Supplement designations for low-income families in the municipalities served by Leduc Foundation.

A Board of Directors governs Leduc Foundation. Each of the municipalities served by the Foundation appoints one member to the Board (Leduc County appoints 2), supplemented by one member-at-large representing citizens in the Foundation's service area. The Executive Director is the chief administrative officer of the Foundation, reporting directly to the Board.

The Foundation operates as a not-for-profit organization. Its revenues come from resident and tenant rents, which are based on a percentage of their total income, supplemented by provincial grants and subsidies. As well, the Foundation is able to requisition funds from its municipal stakeholders, which are used primarily for capital expenditures and to maintain a modest operating reserve.

Please see Appendix A for a complete list of Leduc Foundation's products and services, Appendix B for a summary of revenues and expenses for the years 2003 - 2005, and Appendix C for a Revenue and Expense Projection.

### **3. Vision**

In keeping with the strategic directions set and confirmed by the Board of Directors, the following is Leduc Foundation's vision:

***Through innovative approaches to facilities, services and daily operations, Leduc Foundation is seen as an industry leader in housing for low-income, healthy seniors as well as low-income families. It also is widely recognized for its active efforts to ensure that high-quality, affordable housing for others in need is available in the municipalities served by Leduc Foundation.***

Leduc Foundation will accomplish its vision by focusing on continual improvement in its own facilities, services and operations, as well as on close liaison with other housing providers and the health care sector. Where appropriate, Leduc Foundation will participate in joint ventures, public-private partnerships and other co-operative ventures in order to ensure the housing needs of all seniors and low-income families in Leduc, Leduc County, Beaumont, Devon, Calmar, Thorsby, Warburg and New Sarepta and are effectively met.

When Leduc Foundation has achieved its vision, all seniors in the municipalities served by the Foundation will be able to enjoy their retirement years in our communities at a high quality of life, and all low-income families in the region will be provided with a reasonable opportunity to become self-sufficient.

#### 4. Values

To accomplish its vision, Leduc Foundation will work to create and maintain a positive working environment in which all Board members, management and staff share a common set of values:

- **Professionalism** and **integrity** at all times in providing services to residents and tenants, as well as interactions with members of the public at large
- **Openness** with information and ideas at all levels of the organization – Board, management, staff, residents and tenants
- **Willingness** to take reasonable risks in order to **innovate** and deliver programs and services most effectively and efficiently, or to develop new programs and services to meet emerging needs
- **Fiscal responsibility** to ensure the Foundation's financial status is sound and flexible enough to meet community needs as they emerge
- **Non-discriminatory** behavior in the workplace and in providing programs and services to all residents and tenants
- **Teamwork** among all management and staff toward operational excellence and to achieve the vision of Leduc Foundation

These values are captured and expanded in the following acronym:

- |                                 |                          |
|---------------------------------|--------------------------|
| <b>L</b> – Leading edge         | <b>F</b> – Fairness      |
| <b>E</b> – Ethical              | <b>O</b> – Openness      |
| <b>D</b> – Dedication           | <b>U</b> – Understanding |
| <b>U</b> – Upstanding           | <b>N</b> – Nurturing     |
| <b>C</b> – Caring and courteous | <b>D</b> – Diverse       |
|                                 | <b>A</b> – Accountable   |
|                                 | <b>T</b> – Top quality   |
|                                 | <b>I</b> – Innovative    |
|                                 | <b>O</b> – Option-based  |
|                                 | <b>N</b> – Non-profit    |

## **5. Accomplishments**

Since Leduc Foundation developed its first three-year business plan in 2000, it has accomplished many key goals and objectives. These include:

**GOAL:** Open a new or expanded seniors housing facility to address the Foundation's current waiting lists and meet growing demand.

**ACCOMPLISHMENT:** Leduc Foundation officially opened 47 seniors housing units (28 one-bedroom suites and 19 lodge units) in the Leduc Supportive Housing Project, called Planeview Place, at the Planeview Manor / West Grove Apartments site in 2004.

**GOAL:** Expand the range of assisted living options available for tenants in seniors apartments by offering lodge services to apartment tenants, as well as to other seniors in the community.

**ACCOMPLISHMENT:** Assisted living options were offered through Planeview Manor to West Grove Apartment tenants in Leduc on a trial basis in 2001, then expanded to include seniors in the community. These include meal services at the lodge and social activities for apartment tenants through the Foundation's lodges.

**GOAL:** Complete a thorough review of the Foundation's Community Housing Program and ensure a long-term plan for community housing can be included in the strategic business plan.

**ACCOMPLISHMENT:** A review of community housing managed by Leduc Foundation was completed in 2003 with a long-term plan developed. Since then, the Foundation – in partnership with the City of Leduc – has proceeded with plans to build a 24-unit low income housing apartment complex (80% two-bedroom units; 20% three-bedroom units), allowing for four with barrier-free access. The building is being constructed by the City and will be managed by Leduc Foundation.

**GOAL:** Develop and maintain effective relationships with stakeholders and interest groups to further the provision of affordable housing for all those in need in the municipalities served by Leduc Foundation.

**ACCOMPLISHMENT:** In 2003, the Foundation developed a formal stakeholder relations plan, including political lobbying efforts and administration-to-administration discussions, as well as co-operative lobbying efforts with other organizations. The plan continues in effect.

***5. Accomplishments, continued***

**GOAL:** Complete an evaluation of tenant and resident satisfaction with Leduc Foundation's facilities and services for use in future business planning.

**ACCOMPLISHMENT:** In 2005, the Foundation completed surveys of its residents and tenants and found very high levels of satisfaction with its current facilities, programs and services. Similar surveys will now be conducted every three years as a matter of policy, as directed by the Board.

**GOAL:** Through public-private partnerships (P-3), joint ventures or other collaborative actions with other housing and health care providers, encourage supportive living options for seniors in Leduc and area requiring light to moderate health care services on a continuing basis.

**ACCOMPLISHMENT:** In 2006, Alberta Seniors, Capital Health and Lifestyle Options announced the approval of a 140 room facility under RASL. This will meet the supportive housing needs of the moderate to high income senior from within our communities.

**GOAL:** Complete a thorough review of the Foundation's Community Housing Program and ensure a long-term plan for Community Housing can be included in the next Strategic Business Plan.

**ACCOMPLISHMENT:** In 2005 application was made to Alberta Seniors to have the Title to the single family homes turned over to Leduc Foundation under their Nominal Sum Disposition program, to enable Leduc Foundation to sell these homes use the generated funds to provide other forms of housing to non-seniors within our communities. Alberta Seniors granted the transfer of title of 5 single family homes which will generate \$750,000 for the purchase of a small apartment building to be used as affordable housing for low-income single, non-seniors.

**GOAL:** Develop and maintain effective relationships with stakeholders and interest groups to further the provision of affordable housing for all those in need in the municipalities served by Leduc Foundation.

**ACCOMPLISHMENT:** After three (3) years of work The City of Leduc is building 24 units of affordable housing beside Herb Reynar Park. These will be 2 and 3 bedroom units (12 will be barrier free) for modest income families. The project will be owned by the City of Leduc and managed by Leduc Foundation.

**GOAL:** Open new administration and training facilities for Leduc Foundation to address its need for cost effective space and more efficient equipment and systems.

**ACCOMPLISHMENT:** An analysis of the options available to Leduc Foundation for administrative space was completed. The purchase of the existing office building was concluded to be the best option for current and future needs of the operation.

## **6. Situation Analysis**

As part of its strategic planning process, Leduc Foundation has commissioned a comprehensive environment scan each year since 2000 to examine external factors and trends that could influence the Foundation's development. The environment scan includes a review of existing research from other sources regarding population and demographic trends, as well as an examination of trends in seniors housing, health care and government policy. Please see Appendix D for a complete copy of the 2006 environment scan. The following are the major highlights:

- Evidence of an aging population in Canada, Alberta and Leduc and area continues to mount
- The growth in the seniors population will accelerate noticeably after 2011, when the first members of the so-called "baby boom" generation reach age 65. Their impact will be significant for organizations such as Leduc Foundation beginning 2026, when the first of them turn 80
- The Canada Mortgage and Housing Corporation (CMHC) reports that the need for affordable housing across Canada and in Alberta eased somewhat between 1995 and 2001 – but remains significant.
- Anecdotal evidence available to Leduc Foundation supports an hypothesis that affordable housing needs may have eased somewhat (e.g. a waiting list for community housing units and rent supplement designations now approximately 30, for the first time since before 2000). None-the-less, there remains a need for more community housing in Leduc and area
- Government policy trends at all levels continue to be favourable for the pursuit of both seniors housing and community housing initiatives by organizations such as Leduc Foundation, should they chose to pursue them

In light of the demographic and government policy trends, the Board confirms the following broad strategic directions for Leduc Foundation:

1. Continue the Foundation's emphasis on housing for low-income, healthy seniors and respond to area needs as they develop and as resources permit
2. Continue to expand the range of assisted living options for seniors in Leduc and area where possible and when opportunity arises, by providing "lodge" services in seniors apartments and/or offering them to other seniors in the community on a cost-recovery basis (e.g. meal service in lodge dining rooms, etc.).
3. Encourage action to meet the housing needs of low- and middle-income seniors in the area served by Leduc Foundation, including through public-private partnerships (P-3), joint ventures or other forms of co-operation with other housing providers.

**6. Situation Analysis (Continued)**

4. As opportunities arise, explore public-private partnerships (P-3), joint ventures or other forms of co-operation with other housing and/or health care providers to develop supportive housing options for low-income seniors requiring light to moderate health care on a regular basis
5. Regularly review the Foundation's Community Housing Program and ensure that future needs are met most effectively and efficiently, given available resources and funding

## **7. Goals**

In keeping with its mission and vision, and bearing in mind the situation as described in the previous section, the following goals have been set by the Board of Leduc Foundation, for the period 2007 – 2009. Goals are expressed as *outcomes* to be achieved by December 31, 2009.

1. Through public-private partnerships (P3), joint ventures or other collaborative actions with other housing providers, participate in the development of plans to effectively meet the housing needs of low income seniors in the municipalities served by Leduc Foundation.
2. Through public-private partnerships (P3), joint ventures or other collaborative actions with other housing and health care providers, encourage supportive living options for seniors in Leduc and area requiring light to moderate health care services on a continuing basis.
3. Increase the range and availability of subsidized and affordable housing in the communities served by Leduc Foundation.
4. Develop and maintain effective relationships with stakeholders and interest groups to further the provision of affordable housing for those in need in the municipalities served by Leduc Foundation.

## **8. Objectives**

Objectives are expressed as year-by-year milestones to be achieved during the term of this Strategic Business Plan in order to accomplish the Foundation's long-term goals:

**Goal #1:** Through public-private partnerships (P-3), joint ventures or other collaborative actions with other housing providers, participate in the development of plans to effectively meet the housing needs of low income seniors in the municipalities served by Leduc Foundation.

**Objectives:**

- December 31, 2007 – Alone or in collaboration with other housing providers or partners, evaluate opportunities as they emerge to initiate new facilities or services to address the low income seniors housing market.
- December 31, 2008 – Continue to evaluate opportunities as they emerge to initiate new facilities or services to address the low income seniors housing market.
- December 31, 2009 – Continue to evaluate opportunities as they emerge to initiate new facilities or services to address the low income seniors housing market.

**Goal #2:** Through public-private partnerships (P-3), joint ventures or other collaborative actions with other housing and health care providers, encourage supportive living options for seniors in Leduc and area requiring light to moderate health care services on a continuing basis.

**Objectives:**

- December 31, 2007 – Work with the Rural Affordable Supportive Living (RASL) program funding recipient to construct a new facility in Leduc or area.
- December 31, 2008 – Continue to work with the RASL recipient in the construction and operation of its proposed facility
- December 31, 2009 – Re-evaluate need for further supportive living options in the region

**Goal #3:** Increase the range and availability of subsidized and affordable housing in the communities served by Leduc Foundation.

**Objectives:**

- December 31, 2007 – Evaluate and respond to opportunities in subsidized and affordable housing as they emerge
- December 31, 2008 – Evaluate and respond to opportunities in subsidized and affordable housing as they emerge
- December 31, 2009 – Evaluate and respond to opportunities in subsidized and affordable housing as they emerge

**8. Objectives (Continued)**

**Goal #4:** Develop and maintain effective relationships with stakeholders and interest groups to further the provision of affordable housing for those in need in the municipalities served by Leduc Foundation.

**Objectives:**

December 31, 2007 – Develop a renewed stakeholder relations plan and begin implementation

December 31, 2008 – Review actions and results achieved; revise and strengthen stakeholder relations initiatives as needed

December 31, 2009 – Develop a renewed stakeholder relations plan and begin implementation

## **9. Implementation**

This Strategic Business Plan will be implemented through the Foundation's annual budgets and operating plans, which should not only include provisions to maintain and enhance the Foundation's current facilities and services, but allocate the necessary resources to accomplish the objectives as set out.

It is the intent of the Board of Directors to review the Strategic Business Plan on an annual basis. Management will be evaluated based on progress towards the stated goals and objectives, as well as on-going operational efficiency. If necessary, the goals and objectives will be adjusted based on emerging information, circumstances or unanticipated events.

If for any reason the Board is unable to complete annual reviews and updates of this Business Plan, a new Strategic Business Planning process will be initiated no later than December 31, 2009, to thoroughly review the Foundation's situation at that time, including external trends and influences. A subsequent strategic plan for the period 2010 – 2012 will be completed and approved.

## **Appendix A**

### **Products and Services**

Leduc Foundation provides the following products:

- 93 Lodge rooms in the City of Leduc (Planeview Manor/Place)
- 28 Supportive Housing suites in the City of Leduc (Planeview Place)
- 60 Lodge rooms in the Village of Warburg (Cloverleaf Manor)
- 90 Self-Contained Apartments in the City of Leduc (West Grove Apartments - 50 & Goldage Apartments - 40)
- 12 Self-Contained Apartments in the Town of Beaumont (Beauregard Manoir Apartments)
- 24 Self-Contained Apartments in the Town of Devon (Goldring Manor Apartments)
- 24 Self-Contained Apartments in the Town of Calmar (Sunset Apartments - 16 and Northern Lights Apartments - 8)
- 16 Self-Contained Apartments in the Village of Thorsby (Happy Haven Apartments)
- 4 Self-Contained Apartments in the Village of New Sarepta (Sunset Manor)
- 43 Community Housing units in the City of Leduc (Linsford Townhouses - 42, one single family dwelling)
- 10 Community Housing units in the Town of Calmar (single family homes)
- 4 Rural & Native Housing units in the Town of Calmar (single family homes)
- 19 Rent subsidizes through the Private Landlord Rent Supplement Program, in Leduc and Devon.

Leduc Foundation provides the following services:

- Food Service, Housekeeping and Linen Service to lodge residents
- Food Service and Housekeeping to Supportive Housing residents.
- Food Service and housekeeping available to West Grove Apartment tenants.
- Activity programming, including the use of a van, for lodge and supportive housing residents.
- Commissioner For Oaths services for apartment/community housing tenants

In addition, Leduc Foundation makes the following services available to lodge and supportive housing residents:

- Personal laundry service
- Therapeutic Bathing Room