

BUSINESS PLAN

2011 – 2013

Leduc Foundation

2011 – 2013 Strategic Business Plan

Table of Contents

Topic	Page
1. Organization	
1.1 Business of Leduc Foundation.....	1
1.2 Housing Portfolio	1
1.3 Services & Products Provided	2
1.4 Clients Served	3
1.5 Competition.....	3
1.6 Affiliations	3
2. Organizational Structure	
2.1 Board of Directors.....	4
2.2 Chief Administrative Officer	4
2.3 Senior Staff Members	4
2.4 Organizational Chart.....	5
2.5 Management Policy & Strategy.....	5
2.6 Training Requirements.....	5
2.7 Administration Office.....	6
3. Strategic Plan	
3.1 Mission	6
3.2 Vision	6
3.3 Values.....	6
3.4 Environmental Scan & Analysis	7
3.5 SWOT Analysis.....	8
3.6 Strategic Statements & Goals.....	9
4. Property & Building Maintenance Planning	
4.1 Short-term Maintenance Plan	11
4.2 Long-Term Maintenance Plan.....	11
5. Financial Planning	
5.1 Supportive Living	12
5.2 Affordable Housing	14
5.3 AB Housing – Seniors Self-Contained & Community.....	16
6. Communication Plan	18
7. On-going Evaluation	18
Appendix A – Environmental Scan.....	20
Appendix B – Business Accomplishments	21

1. Organization

1.1 Business of Leduc Foundation

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 Foundation is responsible for providing subsidized housing for seniors, individuals and families of modest means in the City of Leduc, Leduc County and the communities of Beaumont, Devon, Calmar, Thorsby, and Warburg.

The Foundation operates seniors Supportive Living (lodge) facilities in Leduc and Warburg, provides Supportive Living Supplements in Beaumont and Devon, as well as operates seniors' apartment buildings in Leduc, Beaumont, Devon, Calmar, Thorsby and New Sarepta. Subsidized and affordable housing units for individuals and families are operated in Leduc, Beaumont, Devon, and Calmar, with rent supplements provided throughout the region.

1.2 Housing Portfolio

Seniors Housing

The following table illustrates Leduc Foundation's current portfolio of seniors housing units, including location and number of units. This business plan does not anticipate an increase in the number of seniors units in the planning period.

Name	Location	Type	# of Units
Planeview Manor/Place	Leduc	Supportive Living	93 rooms
Planeview Place	Leduc	Supportive Housing	28 suites
Cloverleaf Manor	Warburg	Supportive Living	60 rooms
Beauregard Manoir	Beaumont	Independent Living	12 apartments
Sunset Apartments	Calmar	Independent Living	16 apartments
Northern Lights Apartments	Calmar	Independent Living	8 apartments
Goldring Manor	Devon	Independent Living	24 apartments
West Grove Apartments	Leduc	Independent Living	50 apartments
Goldage Apartments	Leduc	Independent Living	40 apartments
Sunset Manor	New Sarepta	Independent Living	4-Plex
Happy Haven Apartments	Thorsby	Independent Living	16 apartments
Supportive Living Supplement	Beaumont	Rent Supplement	3 designations
Supportive Living Supplement	Devon	Rent Supplement	12 designations

Housing for Individuals & Families

The following table illustrates Leduc Foundation’s current portfolio of non-market housing units for individuals and families, including location and number of units. This business plan does anticipate an increase in the number of affordable housing units in the planning period (see goals and objectives in later sections).

Name	Location	Type	# of Units
Single family homes	Calmar	Community Housing	7 houses
Single family homes	Calmar	Rural & Native Housing	1 houses
Linsford Townhouses	Leduc	Community Housing	42 Townhouses
The Willows	Leduc	Affordable Housing	24 apartments
Yule Meadows Manor	Leduc	Affordable Housing	20 apartments
Villa Beauregard	Beaumont	Affordable Housing	35 apartments
Devon Affordable Housing	Devon	Affordable Housing	28 apartments
Leduc Affordable Housing #1	Leduc (2011)	Affordable Housing	12 apartments
Leduc Affordable Housing #2	Leduc (2011)	Affordable Housing	12 apartments
Private Landlord Rent Supplement Program	All	Rent Subsidy	44
Direct to Tenant Rent Supplement Program	All	Rent Subsidy	120

1.3 Services and/or Products Provided

As noted, Leduc Foundation provides subsidized housing for seniors, individuals and families of modest means in the City of Leduc, Leduc County and the communities of Beaumont, Devon, Calmar, Thorsby, and Warburg.

In addition, Leduc Foundation offers a limited number of supported housing services for seniors through its facilities. These include:

- Food Service, Housekeeping and Linen Service to Supportive Living residents
- Food Service and Housekeeping to Supportive Housing residents.
- Food Service/housekeeping available to West Grove Apartment tenants.
- Activity programming, including trips/outings, for Supportive Living and Supportive Housing residents.
- Commissioner For Oaths services for seniors’ apartment, subsidized and affordable housing tenants

Leduc Foundation also makes the following services available to Supportive Living and Supportive Housing residents:

- Personal laundry service
- Therapeutic Bathing Room

1.4 Clients Served

Leduc Foundation’s clients include seniors, individuals and families of modest means requiring assistance with housing in the City of Leduc, Leduc County and the communities of Beaumont, Devon, Calmar, Thorsby, and Warburg.

Leduc Foundation normally maintains full occupancy with the exception of Cloverleaf Manor that has been operating with an average of 10 vacancies. During 2009, the Foundation served clients as follows:

Housing	Units	Move-outs	% Turnover
Planeview Place	121	24	20%
Cloverleaf Manor (60)	50	33	70%
Seniors Apartments	170	26	15%
Subsidized Family Housing	50	19	39%
Affordable Housing	79	16	20%
Rent Supplement	243	64	26%

1.5 Competition

Leduc Foundation provides subsidized housing for seniors, individuals and families of modest means. Therefore, it does not have direct “competition” from other housing suppliers in the region. However, there are private corporations and other organizations that provide housing for seniors, individuals and families in Leduc and area, including:

- Discovery Place, Supportive Living, Devon – 60 units, Private
- Place Beausejour, Beaumont – 11 Supportive Living units, Non-profit
- Lifestyle Options, Assisted Living, Leduc – 160 units, Non-profit

1.6 Affiliations

Leduc Foundation, as an organization, is a member of the following organizations:

- Leduc Chamber of Commerce
- Leduc Nisku District Economic Development Association
- Leduc Downtown Progressive Association (DPA)
- Alberta Urban Municipalities Association (Associate Member)
- Alberta Association of Municipal Districts & Counties (Associate Member)
- Alberta Senior Citizens’ Housing Association (ASCHA)
- Central Alberta Senior Citizen’s Housing Association (CASCHA)
- Member Municipality Housing Committees

The Executive Director of Leduc Foundation is a member of the following organizations with the full support of the Board:

- Alberta Public Housing Administrators' Association (APHAA)
- Seniors Housing Society of Alberta (SHSA)

2. Organizational Structure

A Board of Directors governs Leduc Foundation. Each of the municipalities within the Foundation's service area appoints one member, with the exception of Leduc County, which appoints 2. One member-at-large is appointed by the Board of Directors, to represent the citizens in the service area. The Executive Director is the Chief Administrative Officer of the Foundation, reporting directly to the Board.

2.1 Board of Directors

<u>Name</u>	<u>Appointing Body</u>
Marvin Molzan	Leduc County
Audrey Kelto	Leduc County
Judy Archie	City of Leduc
Jay Archibald	Town of Beaumont
John Maddison	Town of Devon
Dan Sekora	Town of Calmar
Allan Gee	Village of Thorsby
Bill McLaughlin	Village of Warburg
Wendy Thompson	Village of New Sarepta (Dissolved September 1, 2010)
Ben Davies	Leduc Foundation

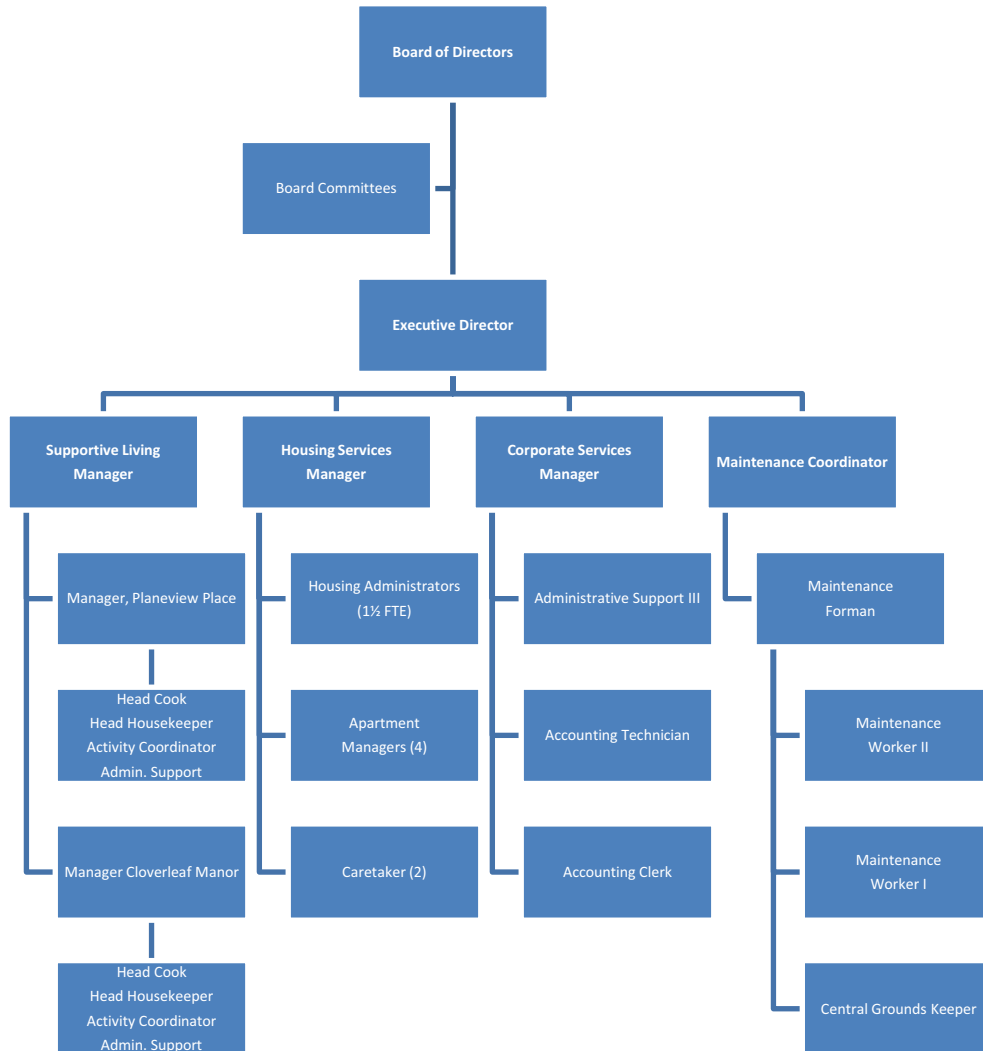
2.2 Chief Administrative Officer

Nancy M. Laing, Executive Director
19 years in position

2.3 Senior Administrative Staff Members

<u>Name</u>	<u>Years</u>	<u>Position</u>
Tammy van Ooyen	1 ½	Corporate Services Manager
Ron Oleksiw	21	Maintenance Coordinator
Kim Scragg	4	Housing Services Manager
Irene Brown	1 month	Supportive Living Manager

2.4 Organizational Chart



2.5 Management Policy & Strategy

The strategic direction of Leduc Foundation is incorporated into the action plans and goals of the Executive Director's position which is then evaluated on an annual basis. The Executive Director in turn delegates to the senior management staff to see the strategic direction moved forward and goals achieved.

2.6 Training Requirements of Organization

Training and development of Leduc Foundation staff is incorporated into each budget year to ensure that legislative requirements (e.g., Accommodation Standards, Occupational Health & Safety) are being met. Motivational and other educational sessions are also planned to support and encourage staff to be the best.

2.7 Administrative Office

The Administration Office of Leduc Foundation is located at:

5118 – 50th Avenue
Leduc, Alberta
T9E 6V4

Leduc Foundation owns the 3200 square foot office building. The office function has been temporarily relocated to 5110 – 50 Avenue, Leduc, to permit the renovation and expansion of the space. Occupancy is expected to be in January 2011.

3. *Strategic Plan*

Leduc Foundation has operated under three-year strategic business plans since the year 2000, when it developed its first plan for the period 2000 – 2002. The plan is reviewed annually and updated as necessary to reflect current circumstances and changing needs.

As the starting point for its annual planning process, Leduc Foundation's Board of Directors and members of its senior management team participate in a mini- retreat facilitated by the Executive Director or an independent planning consultant. In 2010, the retreat was held on June 10th and included a review of the Foundation's Mission Statement, its Vision, and Values, as well as the creation of Strategic Statements to direct the development of the goals for the period 2011 – 2013. The following sub-sections reflect the approved Mission, Vision, Values, Strategic Statements and Goals arising from the planning retreat and as approved by the Board of Directors at the retreat or in subsequent meetings.

3.1 Mission

Leduc Foundation provides high quality, affordable housing and services to seniors, individuals and families of modest means.

3.2 Vision

Every senior, individual and family of modest means residing within the geographical area of Leduc County lives in comfortable, safe and affordable housing.

3.3 Values

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

Professionalism	Demonstrate integrity at all times with clients, co-workers, colleagues, and the public.
Team Work	Working together safely, to achieve operational excellence.
Compassion	Consider and support the individual circumstances of co-workers and the clients we serve.
Innovation	Seek new and creative opportunities to develop efficient and effective programs.
Accountability	Achieve and maintain high standards of service and fiscal responsibility.

3.4 Environment Scan & Analysis

As part of its strategic planning process, Leduc Foundation completes a comprehensive environment scan 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 and other affordable housing. Following are the highlights of the 2010 environment scan (please see Appendix A for the complete scan):

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 "boomers" reach age 80

Although housing prices have moderated in Alberta in the past couple of years and apartment vacancy rates have improved somewhat, affordable housing remains a major issue in the Edmonton metropolitan region, including Leduc and area. Continued economic growth will mean continued demand for affordable housing for individuals and families of modest means

Government policy trends at all levels continue to be favourable for the pursuit of both seniors and non-seniors housing initiatives by organizations such as Leduc Foundation, should they chose to pursue them

At a business planning retreat in June, 2010, the Board of Directors reviewed the environment scan and considered Leduc Foundation's current waiting lists for all types of housing. The Board concluded that while demand for seniors housing is likely to increase in the future based on demographic trends, the current waiting lists for the Foundation's seniors housing are not large enough to warrant new construction directly by the Foundation at present. However, the Board had recognized in 2009 an opportunity to work with private seniors

facilities in Devon and Beaumont to provide an affordable supportive living option for seniors in those communities and plans had been made to bring this to fruition..

The Board also concluded that demand for affordable housing for individuals and families in Leduc and area is strong and growing due to Alberta's strong economy and population growth, presenting an opportunity for Leduc Foundation – in partnership with other organizations – to address the need for more affordable housing where possible.

Finally, the Board recognized that the recent changes to the global economy and the resulting impact on Alberta's economy has created more hiring opportunities that will continue to present a challenge to the Foundation in terms of attracting and retaining high quality, well trained staff members. Maintaining adequate staffing levels is critical to the Foundation's ability to continue to deliver high quality services and maintain its facilities.

3.5 SWOT Analysis

3.5.1 Internal

3.5.1.1 Strengths

- Solid financial numbers
- Good structure and excellent management
- Good brand name
- Innovative
- Good facilities
- Good location in future growth centers (for the most part)

3.5.1.2 Weaknesses

- Ongoing and proper training of new staff
- Cloverleaf Manor, Warburg, occupancy

3.5.2 External

3.5.2.1 Opportunities

- Find and build unique partnerships with other non profits, municipalities, agencies
- As member communities grow, so does the opportunity and presence of LF
- Possibly more dollars coming from government as the population ages
- Niche market of low income seniors is likely to remain constant, may not attract attention of "for profit" companies
- May look to streamline operations to focus on one or two key offerings. Too many priorities can be difficult to manage
- Home care? Outreach care?

- Assistance offered to residents with such things as: health care navigation, legal advice, in house nursing visits, etc
- Investing strategically in the market to grow banked money more quickly than a GIC

3.5.2.2 Threats

- Lack of funding
- Population of potential residents may not consider Warburg
- Skyrocketing demand for services likely with aging population, difficult to maintain service levels and services, may become reactionary
- Population may live considerably longer in 2030 than in 2010. How does this affect our ability to provide residences to people, over the long term?
- Maintenance costs for aging buildings will increase
- Individual and family housing grants may disappear- If so, how do we react? Source new money? Do we consider not being involved at all?

3.6 Strategic Statements & Goals

Based on the environment scan and the outcomes of the 2010 planning retreat, the Board set out the following Goals and Objectives for the period 2011 – 2013:

3.6.1 Seniors' Housing

Provide high quality, affordable housing to functionally independent, modest income seniors in all communities within Leduc County, and partner with other agencies to provide an expanded range of medical and other support services.

Goals:

- .1 Investigate options to increase occupancy and/or use of Cloverleaf Manor, Warburg. E.g., provide medical services to residents of Cloverleaf Manor through partnerships with medical professionals and/or agencies.
- .2 Provide mobile medical services for residents of seniors' apartments in smaller communities through partnerships with medical professionals and/or agencies.
- .3 Complete an assessment of the social/recreational/activity interests of the current seniors self contained tenants including gardening, workshop space, and hobby rooms.
- .4 Develop an activity and outreach program that is in partnership with our communities.
- .5 Encourage housing for modest income seniors to be included in new developments within our region

- .6 Evaluate the effectiveness of the Supportive Living Supplement Program annually.
- .7 Investigate the need and opportunity to provide Supportive Living Level 3 in the region; including the possibility of partnering with Integrated Life Care Inc. in Devon and within our own facilities in Leduc and Warburg.

3.6.2 Individual & Family Housing

Provide high quality, affordable housing to modest income individuals and families in all communities within Leduc County, and liaise with other agencies to encourage and support a transition to market housing where possible.

Goals:

- .1 Confirm working relationship and services provided by service and support agencies.
- .2 Establish policy statements that confirm Leduc Foundation's philosophy in the provision of services.
- .3 Develop and make available educational opportunities and other supportive resources to individuals and families served by Leduc Foundation.
- .4 Create and have funded a Community Resource Worker to work with the individuals and families served by Leduc Foundation.
- .5 Petition Alberta Housing & Urban Affairs to maintain the Rent Supplement Programs to ensure a wide range of support options are available to our clients.
- .6 Support the development of Co-Op Housing within the region through membership on an Advisory Committee.
- .7 Implement a Crime Free Multi Housing program in all buildings to improve and maintain building security.

3.6.3 Asset Management

Build, acquire and maintain quality housing that is modest, sustainable and affordable for seniors', individuals and families in all communities within Leduc County.

Goals:

- .1 Encourage municipalities to establish new subdivisions with a municipal allocation of land for affordable housing.
- .2 Complete the Leduc/Beaumont/Devon Three Year (2010) Regional Affordable Housing Plan.

- .3 Develop a three year regional affordable housing plan (2011-2013) that addresses all communities in our region and considers green technology and alternate built forms.
- .4 Develop a plan to extend the usefulness and life expectancy of each building where reasonable and practical

3.6.4 Corporate Services

Manage human and financial resources professionally in order to be a preferred employer that is accountable to the Board of Directors, all communities within Leduc County, and relevant legislative bodies.

Goals:

- .1 Verify the accountability of Leduc Foundation to the relevant legislative bodies.
- .2 Develop a succession plan for senior management positions.
- .3 Formalize Leduc Foundation's staff training program.
- .4 Formalize Leduc Foundation's staff recognition program.
- .5 Assess the potential costs, benefits and feasibility of subsidized on-site child care.
- .6 Fully implement Spectra Property Management software to improve efficiency of finance and housing services.
- .7 Evaluate the impact of cultural diversity on services to clients as well as training for staff.
- .8 Investigate opportunities to provide revenue generating services within Leduc Foundation sites.
- .9 Update and implement the Communication Plan
- .10 Develop a comprehensive marketing plan.

4. Property and Building Maintenance Planning

4.1 Short-Term Maintenance Plan

Leduc Foundation prides itself on maintaining all of the properties under its jurisdiction to a high standard. Adequate funds are provided through the annual operating budgets to ensure that the properties owned by Leduc Foundation, the Alberta Government, and the City of Leduc can be responded to when needed.

4.2 Long-Term Maintenance Plan

A three to five year Maintenance Plan is constantly evolving based on the annual budgets preparation. A more formalized long-term plan will be developed within the next 3 years.

5. Financial Planning

Leduc Foundation – Supportive Living – Actual			
Revenue:	2007	2008	2009
Accommodation Revenue	2,077,990	2,122,562	2,200,423
Resident Revenues	70,102	68,387	70,668
Special Events/Sundry/Donations	25,381	22,165	28,040
Total Revenue	2,112,332	2,173,473	2,280,280
Expenses:	2007	2008	2009
Salaries/Benefits	1,356,446	1,443,332	1,504,211
Staffing Costs	9,468	9,540	5,931
Utilities	306,378	316,953	383,689
Food	337,843	347,102	359,023
Service Expenses	41,436	42,008	50,583
Recreation Expenses	4,248	3,185	4,481
Maintenance Expenses	97,055	59,240	56,960
Furniture & Equip Replace	33,596	57,792	57,267
Central Services	237,353	253,721	182,708
Administration Expenses	7,527	8,723	10,007
Mortgage Interest	58,117	43,351	27,792
Supportive Living Rent Supplements			
M&I - Non-Capital	666	267	-
Total Expenses	2,490,131	2,585,215	2,642,651
Excess Expenditures	(316,658)	(372,100)	(343,520)
Municipal Requisition	301,575	300,000	301,345
Lodge Assistance Grant	673,564	609,026	611,033
Supportive Living Supp Grant			
Excess Revenue (Expenditures)	658,480	536,926	568,858

Reserve Funds			
Capital Reserve	500,000	500,000	500,000
CS Equipment Reserve	138,192	123,692	160,769
Operating Reserve	200,000	200,000	200,000
Donations Reserve	1,647	2,621	2,767
Building Reserve	350,000	100,000	550,000

Leduc Foundation – Supportive Living – Projection			
Revenue:	2011	2012	2013
Total Revenue	2,333,154	2,426,480	2,523,540
Expenses:	2011	2012	2013
Salaries/Benefits	1,391,162	1,446,808	1,504,680
Staffing Costs	10,900	11,336	11,789
Utilities	351,200	365,248	379,858
Food	361,632	376,097	391,141
Service Expenses	49,300	51,272	53,323
Recreation Expenses	5,400	5,616	5,841
Maintenance Expenses	54,850	57,044	59,326
Furniture & Equipment Replace	35,500	36,920	38,397
Central Services	468,809	487,561	507,064
Administration Expenses	8,850	9,204	9,572
Mortgage Interest	11,300	-	-
Supportive Living Rent Supplements	90,000	93,600	97,344
Total Expenses	3,060,001	3,170,649	3,297,475
Operating Surplus (Deficit)	(731,380)	(708,301)	(761,257)
Municipal Requisition	300,000	200,000	200,000
Lodge Assistance Grant	537,317	537,317	537,317
Supportive Living Supplement Grant	45,169	45,169	45,169
Net Surplus (Deficit)	151,105	74,184	21,229

Net Assets			
Prior Year Surplus	561,291	385,513	314,314
Net Surplus (Deficit)			
To Capital Reserve	(31,500)		
To CS Equipment Reserve	(44,004)	(44,004)	(44,004)
To Building Reserve	(150,000)		
To Operating Reserve	-	-	-
To Donations Reserve	-	-	-
Net Assets Available	\$385,513	\$614,060	\$789,651
Reserve Funds			
Capital Reserve	500,000	500,000	500,000
CS Equipment Reserve	101,517	145,521	189,526
Operating Reserve	200,000	200,000	200,000
Donations Reserve	1,847	1,847	1,847
Building Reserve	-	-	-

Leduc Foundation – Affordable Housing – Actual			
Revenue:	2006	2007	2008

Rental Revenue			139,744
Resident Revenues			3,843
Sundry			26,800
Unamortized Capital Allocation			338,520
Total Revenue			508,907
Expenses:	2006	2007	2008
Salaries/Benefits			-
Property Taxes			9,807
Utilities			11,879
Service Expenses			796
Maintenance Expenses			8,995
Administration Expenses			19,000
Debt Servicing			49,246
Amortization			432,481
Sundry			55
Total Expenses			532,259
Operating Surplus(Def)			(23,352)

Leduc Foundation – Affordable Housing – Actual			
	2006	2007	2008
Net Assets Available			554,256
Affordable Housing Reserve			4,690,226

Leduc Foundation – Affordable Housing – Projection			
	2010	2011	2012
Total Revenue	1,230,772	1,267,695	1,305,726
Total Expenses	1,087,152	1,130,638	1,175,863
Operating Surplus(Def)	143,620	137,057	129,863

Leduc Foundation – Affordable Housing – Projection			
	2010	2011	2012
Net Assets Available			
Affordable Housing Reserve			

LEDUC FOUNDATION – HOUSING – ACTUAL
SENIORS SELFCONTAINED, COMMUNITY, RURAL & NATIVE

	2006	2007	2008
Grant From Reserves	-	-	-
100 Revenue	1,093,758	1,186,738	1,244,462
200 Taxes	134,206	127,564	138,513
300 Utilities	333,154	348,051	330,141
400 Operating	192,420	215,421	248,461
500 Maintenance	186,850	194,853	205,443
600 Non-Recurring Maintenance	107,300	133,641	411,138
800 Administration	161,480	175,594	208,786
900 Special Projects	-	-	-
Total Expenses	1,115,410	1,195,125	1,542,481
Net Surplus (Deficit)	116,504	(21,652)	(17,328)

LEDUC FOUNDATION – HOUSING			
NON-RECURRING MAINTENANCE - ACTUAL			
	2006	2007	2008
611 Building – Exterior & Interior	6,080	87,588	234,517
621 Heating ,Ventilation & Plumbing	14,773	35,225	70,285
641 Electrical Systems	-	-	-
651 Elevators	-	-	1,512
661 Ground Maintenance & Materials	38,878	10,828	104,824
TOTAL	101,534	101,534	411,138

LEDUC FOUNDATION – HOUSING – PROJECTION			
SENIORS SELFCONTAINED, COMMUNITY, RURAL & NATIVE			
	2010	2011	2012
Grant From Reserves	-	-	-
100 Revenue	1,263,049	1,300,940	1,339,969
200 Taxes	147,000	152,880	158,995
300 Utilities	405,020	421,221	438,070
400 Operating	264,565	275,148	286,154
500 Maintenance	192,430	200,127	208,132
600 Non-Recurring Maintenance	320,000	332,800	346,112
800 Administration	316,198	328,846	342,000
900 Special Projects	-	-	-
Total Expenses	1,645,213	1,711,022	1,779,462
Net Surplus (Deficit)	(382,164)	(410,081)	(439,494)

LEDUC FOUNDATION – HOUSING – PROJECTION			
NON-RECURRING MAINTENANCE			
	2010	2011	2012
611 Building - Exterior & Interior	287,000	298,480	310,419
621 Heating, Ventilation & Plumbing	23,000	23,920	24,877
641 Electrical Systems	-	-	-
651 Elevators	-	-	-
661 Ground Maintenance & Materials	10,000	10,400	10,816
TOTAL	320,000	332,400	346,112

6. Communication Plan

Each member of Leduc Foundation’s Board and Senior Management team has a role to play in the development and maintenance of 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.

The following table summaries those positions, departments and agencies Leduc Foundation considers important to advancing the goals set out.

Stakeholder	LF Liaison	Method of Contact
Leduc-Beaumont-Devon MLA	Board	1 Board meeting per year Annual BBQ Correspondence
Drayton Valley-Calmar MLA	Board	1 Board meeting per year Annual BBQ Correspondence
Federal MP	Board	Annual BBQ Correspondence
Minister & Deputy Minister, Housing & Urban Affairs	Board	Annual Convention Correspondence Notable Events
Minister & Deputy Minister, Alberta Seniors & Community Supports	Board	Annual Convention Correspondence Notable Events
ASCHA Board	Board	Annual BBQ Annual Convention Zone Meetings Notable Events
Central Zone	Board Executive Director Senior Management	Bi-annual Meetings
Capital Health Board	Board	Annual BBQ Board Meeting
Municipal Mayors	Board	Annual BBQ Notable Events
Municipal Councils	Board	Report to Councils
Municipal Administrators	Executive Director	Annual BBQ Notable Events Correspondence
Assistant Deputy Minister, Alberta Housing & Urban Affairs	Executive Director	Operations Correspondence APHAA Meetings
Alberta Seniors Managers	Executive Director	Operations Correspondence APHAA Meetings

Stakeholder	LF Liaison	Method of Contact
Housing Advisor	Senior Management	Operations Correspondence
ASCHA Executive Director	Senior Management	Operations Correspondence Annual Convention Zone Meetings APHAA Meetings
Alberta Human Resources	Senior Management	Operations Correspondence
Child Welfare	Housing Coordinator	Operations Correspondence
Family & Community Support Services	Senior Management	Operations Correspondence
Capital Health	Senior Management	Operations Correspondence
Home Care	Building Managers	Operations
Fire Departments	Building Managers	Operations
Ambulance	Building Managers	Operations
RCMP	Building Managers	Operations
Ministerial Association	Lodge Managers	Operations
Nursing Homes	Senior Management	Operations Correspondence
Hospitals	Building Managers	Operations
Doctors	Building Managers	Operations
AB Seniors Housing Society	Executive Director	Bi-monthly meetings
Alberta Public Housing Administrators' Association	Executive Director	Bi-Annual Meetings
Lodge Managers' Society	Lodge Managers	Bi-Annual Meetings
Activity Co-ord Association	Activity Coordinators	Bi-Annual Meetings
Alberta Infrastructure	Senior Management	Resource
Housing Industry Colleagues	Senior Management	Operations Resource
Continuing Care Safety Association	All staff	Participants Auditors Council members

7. On-going Evaluation

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 goals and objectives as set out.

It is the intent of the Board of Directors to continue 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. When 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, 2012, to thoroughly review the Foundation's situation at that time, including external trends and influences. A subsequent strategic plan for the period 2013 – 2015 will be completed and approved.

Since the Foundation implemented its strategic planning process in 2000, a number of specific business plan goals have resulted in significant accomplishments. Appendix B contains a summary of previous business plan goals and the related accomplishments, or results.

Appendix A
2009 Environment Scan

Appendix B
Business Plan Accomplishments

Business Plan Accomplishments

Leduc Foundation began its strategic business planning process in 2000. The annual business plans have set out a number of specific goals and objectives, which in turn have led to many significant accomplishments. These include:

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

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

GOAL: Expand the range of supportive housing options available for tenants in senior's apartments by offering supportive living services to apartment tenants, as well as to other seniors in the community.

ACCOMPLISHMENT: Supportive housing options were offered from 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 and social activities for apartment tenants at Planeview Place & Cloverleaf Manor.

GOAL: Complete a thorough review of the Foundation's Community Housing Program and ensure a long-term plan for housing for individuals and families is included in the strategic business plan.

ACCOMPLISHMENT: A review of affordable housing units for individuals and families managed by Leduc Foundation was completed in 2003, and a long-term plan was developed. Since then, the Foundation – working in partnership with the City of Leduc – has successfully completed construction a 24-unit affordable housing apartment complex in Willow Park. The building was constructed by the City and is now managed by Leduc Foundation on the City's behalf.

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.

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-3s), joint ventures, or other collaborative actions with other housing providers, participate in the development of plans to effectively meet the housing and supportive living needs of low-income seniors in the municipalities served by Leduc Foundation.

ACCOMPLISHMENT: In 2009 the Foundation pursued a partnership arrangement with private seniors facilities in Devon and Beaumont to provide an affordable supportive living option for seniors in those communities, subject to the approval of Alberta Seniors & Community Supports.

ACCOMPLISHMENT: In June 2010 the Foundation received approval from Alberta Seniors & Community Supports, to provide 15 Supportive Living Supplement designations to low income seniors residing in Place Beausejour, Beaumont, and Discovery Place, Devon, for a 3-year pilot project.

GOAL: Increase the range and availability of subsidized and affordable housing for low-income individuals and families in the communities served by Leduc Foundation through the implementation of the Leduc-Beaumont-Devon Regional Affordable Housing Plan.

ACCOMPLISHMENT: In 2008, the Foundation purchased a 20 suite apartment building in the City of Leduc in response to the first year of the 3-year Leduc-Beaumont-Devon Regional Affordable Housing Plan.

ACCOMPLISHMENT: In 2009, the Foundation completed the construction and opened a 35 suite apartment building in the Town of Beaumont in response to the first year of the 3-year Leduc-Beaumont-Devon Regional Affordable Housing Plan.

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 2009, the Foundation invited the Leduc Community Living Association (LCLA) and the Leduc Connect Centre (LINX) to partner in the application to Alberta Housing & Urban Affairs that would see 24 units of Affordable Housing built in the City of Leduc in 2010. Both organizations responded favorably and supported the application.

GOAL: Become a preferred employer of qualified staff in Leduc and area.

ACCOMPLISHMENT: In 2007, the Foundation implemented a 3-year Service Recognition Pay Supplement program to provide an incentive for staff to maintain their employment with Leduc Foundation during the very high economic, and therefore, difficult staffing time. In 2009 the program was reviewed and found to be very successful in terms of retention and staff morale. In light of these positive results, the program was extended for an additional 2 years.

GOAL: Develop a succession plan for senior management positions.

ACCOMPLISHMENT: In 2010 an Emergency Succession Plan was developed for the Executive Director position; accepted and signed off by the Board of Directors in June 2010.