



**Taber & District
HOUSING FOUNDATION**

Business Plan

2016 - 2020

5318 – 48th Avenue, Taber, AB T1G 1S2

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EXECUTIVE SUMMARY

ACCOUNTABILITY STATEMENT

The business plan was prepared under the Board's direction 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. Approved by the Board on February 24, 2017.

Rosanne Horrocks

Chair, Board of Directors

Board of Directors

Linda English

Myrna Garner

Rosanne Horrocks

Deanna Killinger

Christy Lund

Tom Machacek

Joe Strojwas

INSTITUTIONAL CONTEXT

Vision:

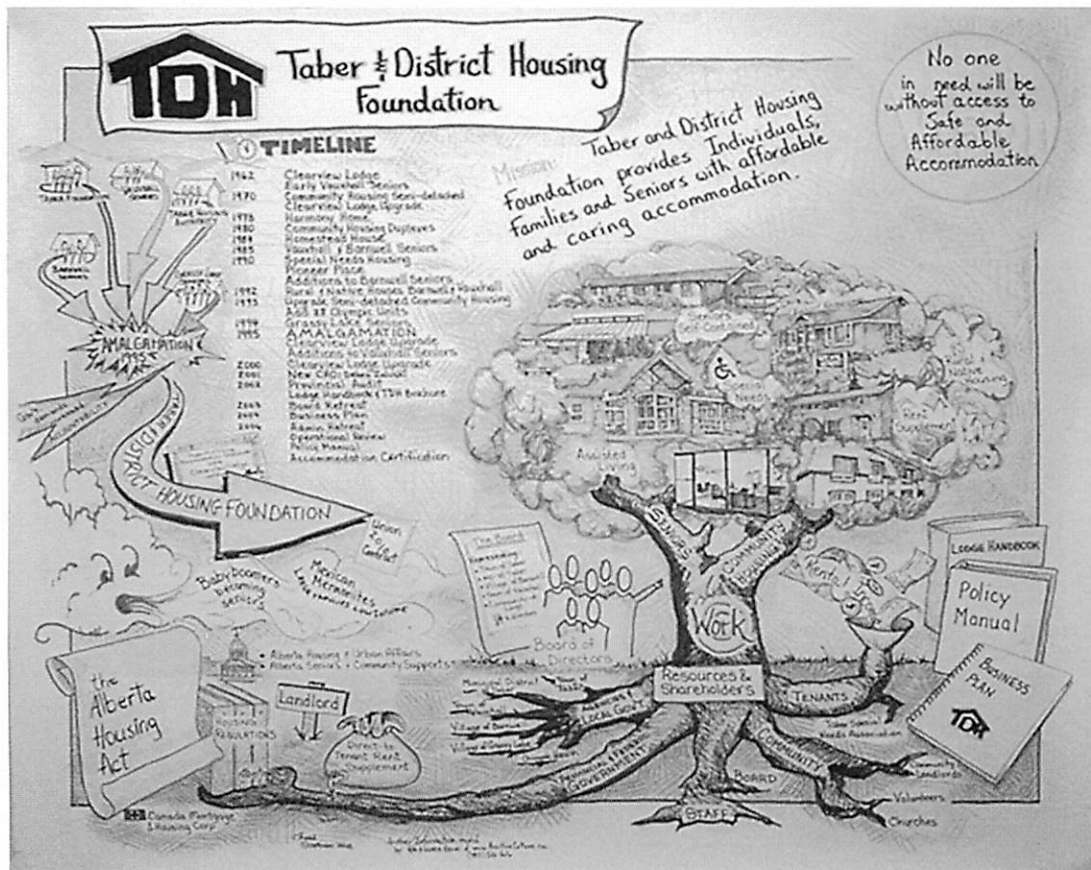
No one in need will be without access to safe and affordable accommodation.

Mission:

Taber and District Housing Foundation provides individuals, families and seniors with affordable and caring accommodation.

Values:

- Respect for individual rights
- Wellness and independence of the individual
- A compassionate, safe environment
- Being financially responsible and community-focused
- Open and honest communication
- Integrity, fairness and commitment



The Organization

Ministerial Order Number 'H' incorporated Taber and District Housing Foundation as a Management Body on January 1, 1995, 190/94, dated December 20, 1994. It was formed from the consolidation of five (5) former Management Agents, and replaced the following organizations in the operation and administration of social housing within its designated boundaries:

- The Taber Foundation
- The Taber Housing Authority
- The Vauxhall Senior Citizen's Housing Society
- The Village of Barnwell
- The Village of Grassy Lake

Taber and District Housing Foundation is comprised of the following member municipalities,

- The Municipal District of Taber
- The Town of Taber
- The Town of Vauxhall
- The Village of Barnwell

and is empowered to requisition operating funding from its members for the purpose of providing Senior Citizen's Lodge accommodation:

The Board of Directors is comprised of one (1) elected councillor from each of the member municipalities, plus three (3) members selected from the Community-at-Large.

A Chief Administrative Officer, who reports to the Board of Directors, administers the day-to-day business operations of Taber and District Housing Foundation. Reporting, in turn, to the Chief Administrative Officer are:

- Lodge Manager, Clearview Lodge
- Maintenance Manager
- Financial Administrator
- Placement Officer, Social Housing

In addition, twenty (20) full-time and twenty-two (22) casual and part-time staff report to the Manager of Clearview Lodge, in meeting the daily operational requirements. There are also (2) full-time and (3) part-time staff reporting to the Maintenance Manager and (1) part-time staff reporting to the Financial Administrator. Refer to page Error! Bookmark not defined. for the current organizational structure and staff reporting lines.

The Scope of Operations

The mandate of Taber and District Housing Foundation is to operate under the Alberta Housing Act and related legislation and regulations. Its primary purpose is to administer and maintain a portfolio of comfortable and affordable residential housing units for the benefit of Albertans to whom the various social housing programs are targeted. Taber and District Housing Foundation owns Clearview Lodge, while the Province of Alberta owns the remainder of the portfolio.

Annual operating funding is obtained by two (2) different means:

The Board of Directors approves the annual operating budget for Clearview Lodge. Revenues are generated by the provision of Accommodation Services to residents of the Lodge, by grant monies contributed by the Province of Alberta through the Lodge Assistance Grant Program, by requisition from member municipalities, and through any other appropriate means of fund-raising.

For the remaining portfolio, the Province of Alberta, through Alberta Municipal Affairs, formally approves the annual operating budgets, on a project-by-project basis, in response to the Board of Directors recommendations. Such budgets in recent times have reflected the Provincial Government's objectives to maximize revenues and minimize expenditures, while continuing to provide efficient administration and maintenance to the projects.

The operation of Social Housing in Alberta is governed firstly by the Alberta Housing Act, and then, in many ways, by the accompanying or related Acts and/or Regulations. Most such matters are documented in the Management Body Handbook, issued by Alberta Municipal Affairs. Therefore, a Management Body such as Taber and District Housing Foundation as part of its *modus operandi* is mandated to adhere to such requirements, and to ensure consistency and impartiality in the application of Program Principles. In essence, this means that, at the same time as the Board of Directors may feel that local conditions may warrant significant flexibility in the application of tenant eligibility criteria; for example, their ability to act on their convictions may be subverted by the applicable Rules.

Operations Diagram

There are 7 main functional areas within the operations of TDHF Foundation. The illustration below delineates these areas using the outer portion of the diagram. The 'hub' of the diagram contains "Communications" as this area is key to the smooth interaction among the other areas. Each area is addressed separately in this plan, beginning with 'Board and Governance' and continuing in a clockwise direction and ending with 'Communications'.



Board and Governance

Governance

Taber and District Housing Foundation operate under the guidance of a Board of Directors that is made up of 7 individuals who meet on a monthly basis. One elected councillor from each of the member municipalities comprises the Board: MD of Taber, Town of Taber, Town of Vauxhall and the Village of Barnwell (appointed annually by their Councils).

A further 3 members appointed by the Board, are selected from the community at large (2 year terms – max. of 3 consecutive terms).

The Board hires the Chief Administrative Officer (CAO) to manage the day-to-day operations of Taber & District Housing Foundation.

PLAN DEVELOPMENT

Development of our business plan included input from various stakeholders and sources. TDHF held a Strategic Board Meeting with our Board of Directors in January 2017. This was an visioning and planning session that allowed the Board to define our strategic direction and form a basis for our business plan.

TDHF has been collaborating with several other local agencies (Safe Haven Women's Shelter Society, Taber Food Bank Society, Taber Victim Services, and St. Vincent De Paul Benevolent Society) to address needs of Taber residents; particularly trying to address single residents and those under the age of 55 years old.

TDHF conducted staff and resident surveys to gather information about staff and resident satisfaction and identify areas of potential concern or improvement opportunities.

Additional data was obtained from a number of sources including, *Focus on Geography, 2016 Census* from Statistics Canada,

In compliance with legislation, TDHF completed and submitted at 2012 -2106 Business Plan previously. Information from that Business Plan was incorporated into this Business Plan and further developed in accordance with TDHF's governance policies which state our purpose, values and accountability as mandated by the Board of Directors. This plan was drafted by TDHF staff and management, reviewed by senior management and the Board for clarity and understanding, and presented to the Board for final approval.

ENVIRONMENTAL SCAN

The Market and Market Factors

The Town of Taber, where the majority of Taber and District Housing Foundation's portfolio is located, is a major service center of a thriving, diversified economy. Its trading area extends in all directions from the Town, and includes the Municipal District of Taber, the Town of Vauxhall, and the Village of Barnwell, which are member municipalities of Taber and District Housing Foundation.

Throughout the area, there is a varied and vigorous industrial base related to agriculture, food processing, and oil and gas well servicing. This diversity has given the area a steady, vibrant, and growing economic climate, when other similar-sized trading areas in the province have been affected by unsettling cyclical highs and lows.

The area has excellent highway and rail transportation routes and connections to the major population/industrial sectors of southern Alberta. In addition, there is a wide abundance of excellent recreational sites and facilities dispersed throughout the region, attracting not only local residents, but also international tourists. The result is that the region has grown steadily in all aspects of population and financial resources.

Defined as a rural small town by Statistics Canada, Taber's population is 8,428 as determined by the results of the 2016 Census (8,104 in 2011¹), with an approximate trading area of 25,000 people. Results show the 2011 to 2016 population increase of 4.0%. Interestingly, Taber continues to show growth in citizens over the age of 65 (from 1,095 in 2011 to 1,232 in 2015) – a 12.5% increase.

	Town of Taber			MD of Taber		
	2016	2011	2006	2016	2011	2006
Population	8,428	8,104	7,591	7,098	6,851	6,275
Total number of persons aged 65 years and over in private households	N/A	1,020	935	N/A	470	415
Age – 65 to 69	311 ²	305	245		195	185
70 - 74	362 ²	240	235		160	110
75 - 79	559 (75 +) ²	210	205		80	75
80 - 84		155	185		55	60
85 +		185	185		35	25

¹ Statistics Canada *Census Profile 2011*

² Town of Taber *Census 2015 Report*

Seniors

There are numerous variables, which, in the future, will affect the viability or marketability of TDHF Foundation's Senior's Housing portfolio.

Taber Census 2015: Taber residents over 65 years grew by 17% between 2006 and 2015. The number of seniors is expected to continue climbing as more and more Baby boomers turn 65.

Canadian Seniors: A Demographic Profile (Nov 2012) reports by 2041, seniors are projected to comprise nearly a quarter (24.5%) of the Canadian population, as compared to 14.8% today (*Statistics Canada 2012*). Those aged 85 and over are expected to nearly triple to 5.8% of the total population by 2041.

Aging in Place: Health Care Services are moving toward a Community Care model, as a means of economizing on health care dollars. Many of the residents in our senior self-contained apartments are remaining in place while they age instead of relocating to Clearview Lodge.

Need for Higher Level of Care: Seniors relocating to Clearview Lodge often require a higher level of care because of a diminished physical and/or mental condition. A higher level of care program (formally called Enhanced Lodge) began in 2001 at the Clearview Lodge and this successful initiative is expected to continue into the future.

Greater Affluence of Seniors: A private development of Senior Citizen's condominiums (for ownership), immediately adjacent to our Seniors projects has been constructed, on a phased basis over the past number of years. The projects pricing and amenity standards appeal to the more affluent senior, and thus does not directly compete with us at this time. This greater affluence of Seniors also permits them to hire outside labour for chores.

The Good Samaritan Society opened a 105 unit facility in 2011 which offers a higher level of care than Clearview Lodge. This facility consists of:

- 3 twelve bed Dementia Care Cottages (total 36 units) (SL4d)
- 5 Community Support beds
- 64 Supportive Living Suites -Designated Assisted Living (SL4)
- 6 one bedroom
- 58 studio suites

Seniors Rental Accommodation: Competition from the private sector for rental accommodation for seniors does not appear to be a market factor, at this time.

Low and Moderate Income Families

The nature of the diversified industry in the catchment area provides opportunities for a wide variety of skilled and unskilled laborers to stay in, or relocate to, this region. Some can command relatively high wages, while many others compete at a much lower level for semi-skilled or low-skilled, full-time or seasonal, work at such facilities as the food processing, agricultural, service, or hospitality industries. Many have experienced marital or home breakup, leaving single mothers to barely exist, sometimes on Social Assistance.

Single mothers currently occupy 29 of the 30 units in our Taber Community Housing portfolio. Mostly, for those who are gainfully employed, their wages are at or near minimum wage, and they pay a monthly rent equal to 30 percent. Those registered for Social Assistance pay a monthly rent based on an agreed-to scale, determined by the number of children in the family. Rent paid is substantially below economic rent. In 2015/6, during the economic downturn, there have been significantly more tenants receiving Social Assistance benefits. As a result, TDHF has seen a significant reduction in rental revenue received.

During the economic downturn, there has been a marked decrease in vacancy rates. This is a trend that is anticipated to continue in the near future. As local industries recover, it is anticipated that employment opportunities will be part time, or seasonal work, with lower wages. It is expected that there will be continued demand for lower cost housing.

Community Housing

The market for our Community Housing is limited to families who will incur a financial burden while paying for accommodation at market price. Competition for TDHF Foundation community housing comes from landlords who rent mobile homes, small housing units, or basement suites and apartments. The Rent-Geared-to-Income provisions of the TDHF Foundation portfolio make Taber and District Housing Foundation accommodations more suitable and affordable for low income families.

Currently, the Community Housing waiting list consists mainly of one parent/one child families. TDHF only has 2 units that are two bedroom. The need exists for more two bedroom units.

TDHF has no opportunity to provide housing for single individuals. In 2016, TDHF administered a collaborative pilot program with Taber Food Bank, Safe Haven Womens' Shelter, Taber Victim Services and St. Vincent de Paul Benevolent Society. These community groups realized that there were individuals in the community whose needs were not met because of the gaps in the mandates for the various groups. The majority of the funding (\$13,700) was given to individuals who could not be housed in Community Housing to assist in paying security deposit or one month's rent. Most of the individuals were single but under the age of 55 and therefore were not eligible for Community or Senior Self-contained housing. There is need for single bedroom units in Taber and area.

VACANCIES

Seniors Self-Contained Apartments Portfolio

In the self-contained apartment portfolio, TDHF manage 101 units in buildings owned by Alberta Social Housing Corporation (AHSC). The occupancy rate is healthy and steady at approximately 92 to 96%.

Filling vacancies in Barnwell and Grassy Lake can be challenging. These locations typically achieve 60 to 80 % occupancy.

Average Building Vacancy % by Year

	# UNITS	2014	2015	2016
Harmony Home - Taber	25	4.85%	6.09%	6.73%
Pioneer Place - Taber	30	1.12%	3.81%	4.51%
Homestead Manor - Taber	30	2.40%	3.43%	3.92%
Prairie Rose Manor - Vauxhall	8	0.00%	1.85%	8.33%
Bountiful House - Barnwell	4	23.56%	10.87%	21.64%
Sunshine Manor – Grassy Lake	4	33.56%	45.21%	37.05%
Overall Vacancy Rate		3.70%	5.53%	7.05%

Community Housing

Average Building Vacancy % by Year

	2014	2015	2016
Phase 1 - Taber	10.52%	8.90%	7.27%
Phase 2 - Taber	2.97%	12.79%	5.11%
Phase 3 - Taber	2.81%	5.96%	3.49%
Phase 4 - Taber	0.00%	0.00%	0.00%
R & N - Barnwell	33.42%	20.82%	18.90%
R & N Vauxhall	33.56%	45.21%	0.00%
Overall Vacancy Rate	9.44%	10.83%	5.81%

It should be noted that while occupancy rates have increased recently (and are expected to continue remain high), rental revenues from Community Housing have declined significantly in the past few years. This is due to decrease in tenant income (or income that is excluded from rental calculation by regulation). In 2016, a similar trend has been noticed in Senior Self-Contained Housing (particularly Harmony Home, which is a 55+ building)

As a result, it is anticipated that overall rental revenues will continue to decline for Community Housing and Senior Self-Contained Housing in the future. These revenue declines are reflected in **Appendix C: Financial Plan**.

Senior Assisted Living (Clearview Lodge)

	2014	2015	2016
Overall Vacancy Rate	0.83%	1.00%	0.57%

It is interesting to note that the vacancies are distributed evenly across all of the rooms for 2014 & 2015. In 2016, the 200 (15 units) and 500 (15 units) wings have a vacancy rate of over 1.00%, which is nearly double what would be anticipated. These units have numerous transfers throughout the year as residents find the rooms quite small and not all of the rooms have a full bath.

GOALS, STRATEGIC PRIORITY INITIATIVES, EXPECTED OUTCOMES AND PERFORMANCE MEASURES

Goal One: Organizational Sustainability

Strategic Priority Initiatives:

- 1.1 Maximize our effectiveness by making the best use of our real estate assets
- 1.2 Identify and implement financial practices to increase the stability and self-sufficiency of TDHF
- 1.3 Seek government funding that will allow TDHF to regenerate government-owned physical assets to meet the expectations of current and future residents.
- 1.4 Identify and maintain sound financial risk management processes.

Expected Outcomes:

- 1.1 Increase in residents living in TDHF facilities
- 1.2 Financial approval from GoA to regenerate GoA owned facilities
- 1.3 Steady financial growth for financial sustainability.
- 1.4 Physical assets improved to prolong their usable life.
- 1.5 Meeting or exceeding budget projections.

Performance Measures

- 1.1 Occupancy level to remain steady or slight growth (Senior Self-Contained and Community)
- 1.2 Capital renovation project and expansion project at Clearview Lodge.
- 1.3 Capital renovation project to move Sunshine Manor units (4) from Grassy Lake to Taber.
- 1.2 Clean Auditors Report
- 1.3 Satisfactory Facility Condition Index (FCI) and/or Facility Condition Rating (FCR) reports of 15% or lower
- 1.4 Actual year end results which meet or exceed budget projections

Occupancy Level

Priority Initiative	Performance Measure	2014 Results	2015 Results	2016 Results	2017 – 2020 Target
1.1	Occupancy Percentage - Self-contained Apartments	3.70%	5.53%	7.05%	5.00%
1.1	Occupancy Percentage - Community Housing	9.44%	10.83%	5.81%	5.00%
1.1	Occupancy Percentage – Clearview Lodge	0.83%	1.00%	0.57%	0.60%

Facility Condition Index (FCI)*

Less than 15%	Good
16 to 39%	Fair
40% and over	Poor

Facility Condition – Lodge

Project Name	Address	Number of Units	Ownership	Building Type	Facility Condition / Date of Rating
Clearview Lodge	4730 – 50 th Street, Taber	77	TDHF	Lodge	*

*FCI reports have not been completed or were not available at the time of this report.

Facility Condition – Senior Self-contained Housing

Project Name	Address	Number of Units	Ownership	Building Type	Facility Condition / Date of Rating
Harmony Home	4710 – 50 th Ave., Taber	25	ASHC	Manor	FCR – 19.94% 2011
Homestead Manor	4900 – 48 th Street, Taber	30	ASHC	Manor	FCR – 24.55% 2011
Pioneer Place	4705 – 49 th Ave., Taber	30	ASHC	Manor	FCR- 5.04% 2011
Bountiful House	508 – 1 st Street E, Barnwell	4	ASHC	Manor	*
Prairie Rose Manor	624 – 3 rd Ave., Vauxhall	8	ASHC	Manor	*
Sunshine Manor	437 – 2 nd Street S, Grassy Lake	4	ASHC	Manor	*

*FCI reports have not been completed or were not available at the time of this report.

Facility Condition – Community Housing

Project Name	Address	Number of Units	Ownership	Building Type	Facility Condition / Date of Rating
Bountiful House (R&N 2)	508 – 1 st Street E, Barnwell	2	ASHC		*
Barnwell (R&N 1)	102 – 4 th Ave. E., Barnwell	1	ASHC		*
Prairie Rose Manor (Vaux. R&N 1)	624 – 3 rd Ave., Vauxhall	4	ASHC		*
Vauxhall (R&N 2)		2	ASHC	House House	FCR – 7.86% 2011 FCR – 7.72% 2011
Taber Phase 1		20	ASHC	Fourplex	*
Taber Phase 2		6	ASHC	Duplex	*
Taber Phase 3		4	ASHC	Duplex	*
Special Needs		4	ASHC	House	*

*FCI reports have not been completed or were not available at the time of this report.

Goal Two: Make Taber & District Foundation a Great Place to Live

Strategic Priority Initiatives:

- 2.1 Identify and implement new and/or improved accommodations and services
- 2.2 Exemplify the qualities of a superior property management organization
- 2.3 Maintain good resident relations through information sharing and feedback

Expected Outcomes:

- 2.1. Positive feedback on newly implemented services
- 2.2. Resident satisfaction

Performance Measures

- 2.1 Apartment resident satisfaction survey score of 85% or higher in the following areas:
 - Cleanliness & Maintenance
 - Delivery of Service
 - Satisfaction with the staff
 - Condition of Suite
 - Recommend TDHF to others
- 2.2 Lodge resident satisfaction score of 90% or higher in the following areas:
 - Cleanliness & Maintenance
 - Safety & Security
 - Personal Care
 - Satisfaction with the Staff
 - Meals

2.1 Senior Self-contained Apartment Resident Surveys

Priority Initiative	Performance Measure	2012 Results	2014 Results	2017/20 Target
2.1	Cleanliness & Maintenance	93.7%	84.6%	85%
2.1	Delivery of Service	85.7%	81.5%	85%
2.1	Satisfaction with the staff	88.9%	90.8%	85%
2.1	Condition of Suite/Buildings	93.7%	83.1%	85%
2.1	Recommend TDHF to others	87.1%	80.3%	85%

2.2 Clearview Lodge Resident Survey Results

Priority Initiative	Performance Measure	2014 Results	2016 Results	2017/20 Target
2.2	Cleanliness & Maintenance	99.0%	98.3%	90%
2.2	Safety & Security	97.4%	96.7%	90%
2.2	Personal Care	83.8%	85.2%	90%
2.2	Meals	86.7%	91.7%	90%
2.2	Satisfaction with Staff	96.5%	100%	90%

Goal Three: Make Taber & District Foundation a Great Place to Work

Strategic Priority Initiatives:

- 2.1. Provide superior service delivery through training and development of staff
- 2.2. Maintain a desirable work environment to attract and retain employees
- 2.3. Maintain staff relations through open communication, information sharing and feedback
- 2.4. Maintain a focus on safety in the workplace
- 2.5. Development of Human Resources Management system

Expected Outcomes:

- 3.1 Better service delivery from competent, trained staff
- 3.2 Staff remaining committed to TDHF
- 3.3 Staff satisfaction
- 3.4 Fewer staff injuries
- 3.5 Improved Human Resources information management

Performance Measures

- 3.1 Staff survey results of 85% or higher related to the following areas:
 - Sufficient training provided to staff
 - Open communication between Management and co-workers
 - Safety perception survey
- 3.2 Certificate of Recognition (COR) Audit results 90% or better in all Elements:

The Certificate of Recognition program (COR) is an occupational health and safety accreditation program that verifies a full implemented safety and health program which meets national standards. The objectives of COR are to provide industry employers with an effective safety and health management system to reduce incidents, accidents and injuries as well as their associated human and financial costs.
- 3.3 WCB performance results – achieve PIR discount of 10% or higher and continue to rate favorably against average industry rate claims

Staff Survey

Priority Initiative	Performance Measure	2012 Results	2016 Results	2017 - 2020 Target
3.1	Open Communication between Management and co-workers	81.25%	77.87%	85%+
3.1	Sufficient training provided	85.83%	84.27%	85%+
3.1	Recommending people for a position at TDHF	83.33%	81.18%	85%+

Certificate of Recognition (COR) Audit Results

Priority Initiative	Element Number	2014 External Results	2015 Internal Results	2016 Internal Results	2017/20 Target
3.2	1. Management Leadership and Organizational Commitment	94	93	91	90
3.2	2. Hazard Identification and Assessment	86	57	68	90
3.2	3. Hazard Control	94	71	82	90
3.2	4. Ongoing Inspections	99	100	87	95
3.2	5. Qualifications, Orientation and Training	100	98	100	95
3.2	6. Emergency Response	100	65	82	90
3.2	7. Accident and Incident Investigation	98	98	100	95
3.2	8. Program Administration	90	95	80	90
	Total	94	82	85	90

WCB Performance Results

Priority Initiative	Performance Measure	2015 Results	2016 Results	2017 Results	2018/20 Target
3.3	Lodge – PIR Discount Achieved	20%	20%	20%	10%
3.3	Lodge – Discount Achieved from favorable industry rating	5%	8%	8%	5%

APPENDIX A: CORPORATE PROFILE

APPENDIX B: PROPERTY PROFILE

APPENDIX C: OPERATING FINANCIAL PLAN

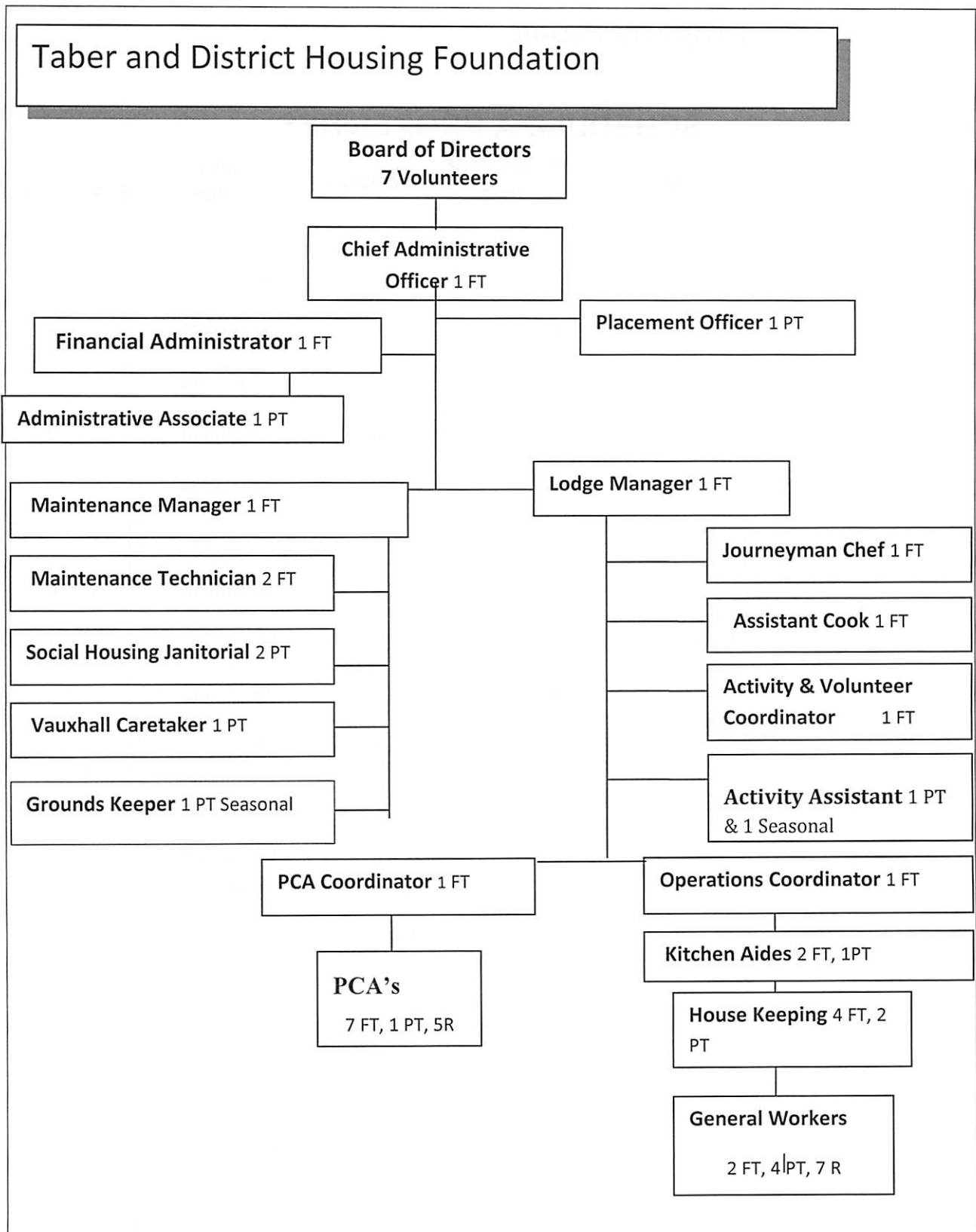
APPENDIX D: CAPITAL DEVELOPMENT PLAN

APPENDIX E: CAPITAL IMPROVEMENTS PLAN

Appendix A – Housing Management Body Corporate Profile

Organization details	
Housing Management Body name	Taber and District Housing Foundation
Incorporation type	☒ Alberta Housing Act ☐ Societies Act ☐ Part 9, Alberta Companies Act ☐ Other (please specify)
Board of Directors	Linda English Myrna Garner Rosanne Horrocks, Chair Deanna Killinger Christy Lund Tom Machacek, Vice Chair Joe Strojwas
Senior management team	Tim Janzen, CAO Joan Hart, Lodge Manager Corey Beck, Maintenance Manager Beverly Mikalson, Financial Administrator
Governance structure (including any other organizations associated with the HMB)	Taber and District Housing Foundation is established by Ministerial Order as a Housing Management Body and is governed under the Alberta Housing Act, its Regulations, and the Board Governance Policy and Bylaws.
List of contracts to provide services on behalf of other organizations / contracts to have services provided by another organization (e.g. with AHS or other HMBs).	Alberta Health Services – Master Services Agreement and Agreements for the provision of HCAs for 20 beds at Clearview Lodge

Number of full time employees	
Number of part time employees	
Number of employees earning minimum wage. N.B. PLEASE DO NOT DISCLOSE IF THIS NUMBER IS 5 OR LOWER	
Categories of staff (e.g. management, maintenance, administration, housekeeping, catering, resident services etc.).	Management Maintenance Housekeeping Kitchen Health Care Aides Recreation
2014 Annual Employee Turnover (average monthly employment / number of separations * 100)	
Are staff unionized?	Yes. CUPE 2038



Appendix B – Property Profile

SCHEDULE A PROPERTIES					
Project name	Address	Number of units	Ownership	Building Type	Maximum Basic Rent
Clearview Lodge	4730 – 50 th Ave., Taber	77	TDHF	Lodge	\$1,000
Harmony Home	4710 – 50 th Ave., Taber	25	ASHC	Apartment	\$ 754
Homestead Manor	4900 – 48 th Street, Taber	30	ASHC	Apartment	\$ 754
Pioneer Place	4705 – 49 th Ave., Taber	30	ASHC	Apartment	\$ 754
Bountiful House	508 – 1 st Street E, Barnwell	4	ASHC	Apartment	\$ 550
Prairie Rose Manor	624 – 3 rd Ave., Vauxhall	8	ASHC	Apartment	\$ 754
Sunshine Manor	437 – 2 nd Street S, Grassy Lake	4	ASHC	Apartment	\$ 550
Bountiful House (R&N 2)	508 – 1 st Street E, Barnwell	2	ASHC	Apartment	\$ 550
Barnwell (R&N 1)	102 – 4 th Ave. E., Barnwell	1	ASHC	House	3 bed \$715
Prairie Rose Manor (Vaux. R&N 1)	624 – 3 rd Ave., Vauxhall	4	ASHC	Apartment	\$ 754
Vauxhall (R&N 2)		2	ASHC	Duplex	3 bed \$900
Taber Phase 1		20	ASHC	Townhouses (5 by 4 units each)	3 bed \$1,148 4 bed \$1,458
Taber Phase 2		6	ASHC	Duplex (3)	\$ 1,148
Taber Phase 3		4	ASHC	Duplex (2)	2 bed \$985 3 bed \$1,148
Special Needs		4	ASHC	House	N/A

Financial Forecast Summary

Organization: **Taber & District Housing Foundation**

		2016				
		Social Housing	Lodge	Affordable Housing	Other	Total
400000	Rent	684,710.42	1,222,416.00	-	-	1,907,126.42
410000	Resident Services	58,609.85	38,064.00	-	-	96,673.85
420000	Non-Resident Services	5,595.97	56,715.00	-	-	62,310.97
Grants						
430050	ASHC - LAP Grant	-	289,201.00	-	-	289,201.00
430060	ASHC - Rent Supplement Grants Received	-	-	-	-	-
430010	Other (Accounts: 430010 to 430040, 430110 to 433000)	-	-	-	-	-
Operational Funding						
460010	Municipal Requisition	-	269,921.00	-	-	269,921.00
450010	Provincial	-	526,202.00	-	-	526,202.00
450030	Other	-	390.00	-	-	390.00
470000	Management and Administration	-	27,242.00	-	-	27,242.00
475000	Investment Income	-	2,946.00	-	-	2,946.00
480000	Charitable Donations	-	21,353.00	-	-	21,353.00
Total Revenue		748,916.24	2,454,450.00	-	-	3,203,366.24

		2016				
		Social Housing	Lodge	Affordable Housing	Other	Total
550000	Human Resources	305,012.29	1,741,175.00	-	-	2,046,187.29
520000	Operating	28,522.44	337,859.00	-	-	366,381.44
530000	Operating Maintenance	125,064.90	97,262.00	-	-	222,326.90
510000	Utilities	245,047.32	141,810.00	-	-	386,857.32
500000	Taxes and Land Leases	-	-	-	-	-
560000	Administration	43,142.89	50,653.00	-	-	93,795.89
540000	Charitable Costs	-	-	-	-	-
Total Expenses		746,789.84	2,368,759.00	-	-	3,115,548.84

Net Excess (Deficiency) of Revenue over Expenses from Operations

		2016				
		Social Housing	Lodge	Affordable Housing	Other	Total
590000	Interest costs	-	-	-	-	-
591000	Other	-	13,734.00	-	-	13,734.00
592000	Amortization	1,987.00	-	-	-	1,987.00

Net Excess (Deficiency)

		2017				
		Social Housing	Lodge	Affordable Housing	Other	Total
677,863.32		677,863.32	1,306,892.00	-	-	1,984,755.32
58,023.75		58,023.75	39,300.00	-	-	97,323.75
5,540.01		5,540.01	55,500.00	-	-	61,040.01
-		-	269,918.00	-	-	269,918.00
-		-	-	-	-	-
-		-	2,000.00	-	-	2,000.00
-		-	288,815.00	-	-	288,815.00
-		-	524,604.00	-	-	524,604.00
-		-	-	-	-	-
-		-	5,250.00	-	-	5,250.00
-		-	2,500.00	-	-	2,500.00
-		-	20,000.00	-	-	20,000.00
741,427.08		741,427.08	2,514,779.00	-	-	3,256,206.08

		2017				
		Social Housing	Lodge	Affordable Housing	Other	Total
311,112.54		311,112.54	1,868,291.00	-	-	2,179,403.54
29,378.11		29,378.11	362,595.00	-	-	391,973.11
130,067.50		130,067.50	83,364.00	-	-	213,431.50
257,299.69		257,299.69	147,138.00	-	-	404,437.69
-		-	-	-	-	-
44,437.18		44,437.18	55,846.00	-	-	100,283.18
-		-	-	-	-	-
772,295.01		772,295.01	2,517,234.00	-	-	3,289,529.01

(30,867.93) (2,455.00) - - (33,322.93) (64,786.59)

		2017				
		Social Housing	Lodge	Affordable Housing	Other	Total
-		-	-	-	-	-
-		-	-	-	-	-
-		-	-	-	-	-

(30,867.93) (2,455.00) - - (33,322.93) (64,786.59)

2018

Lodge	Affordable Housing	Other	Total
1,346,400.00	-	-	2,017,484.68
45,000.00	-	-	102,443.51
58,000.00	-	-	63,484.61
250,000.00	-	-	250,000.00
-	-	-	-
2,000.00	-	-	2,000.00
309,032.00	-	-	309,032.00
575,000.00	-	-	575,000.00
-	-	-	-
7,500.00	-	-	7,500.00
2,500.00	-	-	2,500.00
20,000.00	-	-	20,000.00
2,615,432.00	-	-	3,349,444.81

1,905,656.82	-	-	2,222,991.61
373,472.85	-	-	403,732.31
86,698.56	-	-	221,968.76
154,494.90	-	-	424,659.57
-	-	-	-
57,521.38	-	-	103,291.67
-	-	-	-
2,577,844.51	-	-	3,376,643.91
37,587.49	-	-	(27,199.10)

-	-	-	-
-	-	-	-
-	-	-	-

37,587.49	-	-	(27,199.10)
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2019

Social Housing	Lodge	Affordable Housing	Other	Total
664,373.84	1,391,351.94	-	-	2,055,725.78
56,869.08	45,000.00	-	-	101,869.08
5,429.76	58,000.00	-	-	63,429.76
-	250,000.00	-	-	250,000.00
-	-	-	-	-
-	2,000.00	-	-	2,000.00
-	330,664.00	-	-	330,664.00
-	575,000.00	-	-	575,000.00
-	-	-	-	-
-	7,500.00	-	-	7,500.00
-	2,500.00	-	-	2,500.00
-	20,000.00	-	-	20,000.00
726,672.68	2,682,015.94	-	-	3,408,688.62

323,681.48	1,953,298.24	-	-	2,276,979.72
31,167.24	384,677.04	-	-	415,844.28
140,681.00	90,166.50	-	-	230,847.51
283,672.90	162,219.65	-	-	445,892.55
-	-	-	-	-
47,143.40	59,247.02	-	-	106,390.42
-	-	-	-	-
826,346.03	2,649,608.44	-	-	3,475,954.48
(99,673.35)	32,407.50	-	-	(67,265.86)

-	-	-	-	-
-	-	-	-	-
-	-	-	-	-

(99,673.35)	32,407.50	-	-	(67,265.86)
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2020

Social Housing	Lodge	Affordable Housing	Other	Total
651,086.36	1,410,750.00	-	-	2,061,836.36
55,731.70	50,000.00	-	-	105,731.70
5,321.17	60,000.00	-	-	65,321.17
-	250,000.00	-	-	250,000.00
-	-	-	-	-
-	2,000.00	-	-	2,000.00
-	353,811.00	-	-	353,811.00
-	575,000.00	-	-	575,000.00
-	-	-	-	-
-	7,500.00	-	-	7,500.00
-	2,500.00	-	-	2,500.00
-	20,000.00	-	-	20,000.00
712,139.23	2,731,561.00	-	-	3,443,700.23

330,155.11	1,992,364.21	-	-	2,322,519.32
32,102.26	396,217.35	-	-	428,319.60
146,308.24	93,773.16	-	-	240,081.41
297,856.55	170,330.63	-	-	468,187.18
-	-	-	-	-
48,557.70	61,024.43	-	-	109,582.13
-	-	-	-	-
854,979.87	2,713,709.77	-	-	3,568,689.64
(142,840.64)	17,851.23	-	-	(124,989.41)

-	-	-	-	-
-	-	-	-	-
-	-	-	-	-

(142,840.64)	17,851.23	-	-	(124,989.41)
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2018			
Lodge	Affordable Housing	Other	Total
1,346,400.00	-	-	2,017,484.68
45,000.00	-	-	102,443.51
58,000.00	-	-	63,484.61
250,000.00	-	-	250,000.00
-	-	-	-
2,000.00	-	-	2,000.00
309,032.00	-	-	309,032.00
575,000.00	-	-	575,000.00
-	-	-	-
7,500.00	-	-	7,500.00
2,500.00	-	-	2,500.00
20,000.00	-	-	20,000.00
2,615,432.00	-	-	3,349,444.81

1,905,656.82	-	-	2,222,991.61
373,472.85	-	-	403,732.31
86,698.56	-	-	221,968.76
154,494.90	-	-	424,659.57
-	-	-	-
57,521.38	-	-	103,291.67
-	-	-	-
2,577,844.51	-	-	3,376,643.91
37,587.49	-	-	(27,199.10)

-	-	-	-
-	-	-	-
-	-	-	-

37,587.49	-	-	(27,199.10)
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2019				
Social Housing	Lodge	Affordable Housing	Other	Total
664,373.84	1,391,351.94	-	-	2,055,725.78
56,869.08	45,000.00	-	-	101,869.08
5,429.76	58,000.00	-	-	63,429.76
-	250,000.00	-	-	250,000.00
-	-	-	-	-
-	2,000.00	-	-	2,000.00
-	330,664.00	-	-	330,664.00
-	575,000.00	-	-	575,000.00
-	-	-	-	-
-	7,500.00	-	-	7,500.00
-	2,500.00	-	-	2,500.00
-	20,000.00	-	-	20,000.00
726,672.68	2,682,015.94	-	-	3,408,688.62

323,681.48	1,953,298.24	-	-	2,276,979.72
31,167.24	384,677.04	-	-	415,844.28
140,681.00	90,166.50	-	-	230,847.51
283,672.90	162,219.65	-	-	445,892.55
-	-	-	-	-
47,143.40	59,247.02	-	-	106,390.42
-	-	-	-	-
826,346.03	2,649,608.44	-	-	3,475,954.48
(99,673.35)	32,407.50	-	-	(67,265.86)

-	-	-	-	-
-	-	-	-	-
-	-	-	-	-

(99,673.35)	32,407.50	-	-	(67,265.86)
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2020				
Social Housing	Lodge	Affordable Housing	Other	Total
651,086.36	1,410,750.00	-	-	2,061,836.36
55,731.70	50,000.00	-	-	105,731.70
5,321.17	60,000.00	-	-	65,321.17
-	250,000.00	-	-	250,000.00
-	-	-	-	-
-	2,000.00	-	-	2,000.00
-	353,811.00	-	-	353,811.00
-	575,000.00	-	-	575,000.00
-	-	-	-	-
-	7,500.00	-	-	7,500.00
-	2,500.00	-	-	2,500.00
-	20,000.00	-	-	20,000.00
712,139.23	2,731,561.00	-	-	3,443,700.23

330,155.11	1,992,364.21	-	-	2,322,519.32
32,102.26	396,217.35	-	-	428,319.60
146,308.24	93,773.16	-	-	240,081.41
297,856.55	170,330.63	-	-	468,187.18
-	-	-	-	-
48,557.70	61,024.43	-	-	109,582.13
-	-	-	-	-
854,979.87	2,713,709.77	-	-	3,568,689.64
(142,840.64)	17,851.23	-	-	(124,989.41)

-	-	-	-	-
-	-	-	-	-
-	-	-	-	-

(142,840.64)	17,851.23	-	-	(124,989.41)
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Financial Forecast Summary

Organization: Housing Provider

2016						2017							
REVENUE													
	Social Housing	Lodge	Affordable Housing	Other	Total	Social Housing	Lodge	Affordable Housing	Other	Total	Social Housing		
400000 Rent	684,710.42	1,222,416.00	-	-	1,907,126.42	677,863.32	1,306,892.00	-	-	1,984,755.32	671,084.68		
410000 Resident Services	58,609.85	38,064.00	-	-	96,673.85	58,023.75	39,300.00	-	-	97,323.75	57,443.51		
420000 Non-Resident Services	5,595.97	56,715.00	-	-	62,310.97	5,540.01	55,500.00	-	-	61,040.01	5,484.61		
Grants													
430050 ASHC - LAP Grant	-	289,201.00	-	-	289,201.00	-	269,918.00	-	-	269,918.00	-		
430060 ASHC - Rent Supplement Grants Received	-	-	-	-	-	-	-	-	-	-	-		
430010 Other (Accounts: 430010 to 430040, 430110 to 433000)	-	-	-	-	-	-	2,000.00	-	-	2,000.00	-		
Operational Funding													
460010 Municipal Requisition	-	269,921.00	-	-	269,921.00	-	288,815.00	-	-	288,815.00	-		
450010 Provincial	-	526,202.00	-	-	526,202.00	-	524,604.00	-	-	524,604.00	-		
450030 Other	-	390.00	-	-	390.00	-	-	-	-	-	-		
470000 Management and Administration	-	27,242.00	-	-	27,242.00	-	5,250.00	-	-	5,250.00	-		
475000 Investment Income	-	2,946.00	-	-	2,946.00	-	2,500.00	-	-	2,500.00	-		
480000 Charitable Donations	-	21,353.00	-	-	21,353.00	-	20,000.00	-	-	20,000.00	-		
Total Revenue	748,916.24	2,454,450.00	-	-	3,203,366.24	741,427.08	2,514,779.00	-	-	3,256,206.08	734,012.81		
EXPENSES													
550000 Human Resources	305,012.29	1,741,175.00	-	-	2,046,187.29	311,112.54	1,868,291.00	-	-	2,179,403.54	317,334.79		
520000 Operating	28,522.44	337,859.00	-	-	366,381.44	29,378.11	362,595.00	-	-	391,973.11	30,259.46		
530000 Operating Maintenance	125,064.90	97,262.00	-	-	222,326.90	130,067.50	83,364.00	-	-	213,431.50	135,270.20		
510000 Utilities	245,047.32	141,810.00	-	-	386,857.32	257,299.69	147,138.00	-	-	404,437.69	270,164.67		
500000 Taxes and Land Leases	-	-	-	-	-	-	-	-	-	-	-		
560000 Administration	43,142.89	50,653.00	-	-	93,795.89	44,437.18	55,846.00	-	-	100,283.18	45,770.29		
540000 Charitable Costs	-	-	-	-	-	-	-	-	-	-	-		
Total Expenses	746,789.84	2,368,759.00	-	-	3,115,548.84	772,295.01	2,517,234.00	-	-	3,289,529.01	798,799.40		
Net Excess (Deficiency) of Revenue over Expenses from Operations	2,126.40	85,691.00	-	-	87,817.40	(30,867.93)	(2,455.00)	-	-	(33,322.93)	(64,786.59)		
OTHER EXPENSES													
590000 Interest costs	-	-	-	-	-	-	-	-	-	-	-		
591000 Other	-	13,734.00	-	-	13,734.00	-	-	-	-	-	-		
592000 Amortization	1,987.00	-	-	-	1,987.00	-	-	-	-	-	-		
Net Excess (Deficiency)	139.40	71,957.00	-	-	72,096.40	(30,867.93)	(2,455.00)	-	-	(33,322.93)	(64,786.59)		

Lodge Financial Forecast

Organization: **Taber & District Housing Foundation**

REVENUE

400000	Rent
410000	Resident Services
420000	Non-Resident Services
	Grants
430050	ASHC - LAP Grant
430060	ASHC - Rent Supplement Grants Received
430010	Other (Accounts: 430010 to 430040, 430110 to 433000)
	Operational Funding
460010	Municipal Requisition
450010	Provincial
450030	Other
470000	Management and Administration
475000	Investment Income
480000	Charitable Donations
	Total Revenue

2016	2017	2018	2019	2020
1,222,416.00	1,306,892.00	1,346,400.00	1,391,351.94	1,410,750.00
38,064.00	39,300.00	45,000.00	45,000.00	50,000.00
56,715.00	55,500.00	58,000.00	58,000.00	60,000.00
289,201.00	269,918.00	250,000.00	250,000.00	250,000.00
	2,000.00	2,000.00	2,000.00	2,000.00
269,921.00	288,815.00	309,032.00	330,664.00	353,811.00
526,202.00	524,604.00	575,000.00	575,000.00	575,000.00
390.00				
27,242.00	5,250.00	7,500.00	7,500.00	7,500.00
2,946.00	2,500.00	2,500.00	2,500.00	2,500.00
21,353.00	20,000.00	20,000.00	20,000.00	20,000.00
2,454,450.00	2,514,779.00	2,615,432.00	2,682,015.94	2,731,561.00

EXPENSES

550000	Human Resources
520000	Operating
530000	Operating Maintenance
510000	Utilities
500000	Taxes and Land Leases
560000	Administration
540000	Charitable Costs
	Total Expenses

1,741,175.00	1,868,291.00	1,905,656.82	1,953,298.24	1,992,364.21
337,859.00	362,595.00	373,472.85	384,677.04	396,217.35
97,262.00	83,364.00	86,698.56	90,166.50	93,773.16
141,810.00	147,138.00	154,494.90	162,219.65	170,330.63
50,653.00	55,846.00	57,521.38	59,247.02	61,024.43
2,368,759.00	2,517,234.00	2,577,844.51	2,649,608.44	2,713,709.77
85,691.00	(2,455.00)	37,587.49	32,407.50	17,851.23

Net Excess (Deficiency) of Revenue over Expenses from Operations

OTHER EXPENSES

590000	Interest costs
591000	Other
592000	Amortization

13,734.00				

Net Excess (Deficiency)

71,957.00	(2,455.00)	37,587.49	32,407.50	17,851.23
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Social Housing Financial Forecast

Organization: Housing Provider

	2016				2017				2018				2019				2020			
	Seniors Housing	Community Housing	Municipality Owned		Seniors Housing	Community Housing	Municipality Owned		Seniors Housing	Community Housing	Municipality Owned		Seniors Housing	Community Housing	Municipality Owned		Seniors Housing	Community Housing	Municipality Owned	
REVENUE																				
4E-05 Rent	530 096.65	148 613.77			530 735.68	147 727.63			526 429.33	145 666.36			520 174.04	144 199.79			509 770.56	141 315.60		
4E-05 Resident Services	51 944.60	6 764.66			51 326.54	6 697.21			50 813.27	6 630.24			50 305.14	6 563.94			49 290.04	6 432.66		
4E-05 Non-Resident Services	3 637.76	1,756.23			3,799.37	1,740.64			3,761.36	1,723.23			3,723.76	1,706.00			3,649.29	1,671.66		
Grants																				
4E-05 ASHC - Lyle Grant																				
4E-05 ASHC - Rent Supplement Grants Received																				
4E-05 Other (Accounts: 430010 to 430040, 430110 to 433000)																				
Operational Funding																				
5E-05 Municipal Repetition																				
5E-05 Provincial																				
5E-05 Other																				
5E-05 Management and Administration																				
5E-05 Investment Income																				
5E-05 Charitable Donations																				
Total Revenue	591,779.39	157,136.65		-	585,861.60	155,555.48		-	580,002.96	154,006.83		-	574,202.95	152,469.73		-	562,718.89	149,420.33		-
EXPENSES																				
6E-05 Human Resources	213 031.87	91 090.42			218 210.51	92 902.03			222 574.72	94 769.07			227 009.21	96 665.27			231 666.74	98 569.36		
5E-05 Operating	11 290.72	17 231.72			11 629.44	17 748.67			11 978.32	18 281.13			12 337.67	18 629.57			12 707.80	19 394.45		
5E-05 Operating Maintenance	63 659.54	41 405.36			67 005.92	43 051.57			69 496.16	44 784.04			94 105.60	46 575.40			97 669.83	48 438.41		
5E-05 Utilities	157 888.42	67 156.90			165 782.84	91 516.65			174 071.98	96 092.69			182 775.58	100 897.32			191 914.36	105 942.19		
5E-05 Taxes and Land Leases																				
6E-05 Administration	30 791.33	12 351.56			31 715.07	12 722.11			32 666.52	13 103.77			33 646.52	13 495.68			34 665.91	13 901.79		
5E-05 Charitable Costs	487 561.88	249 227.96		-	516 343.78	257 351.23		-	531 777.71	267 021.70		-	549 891.59	276 454.44		-	568 714.64	286 265.22		-
Total Expenses	94,217.51	(92,091.11)		-	71,517.81	(102,385.74)		-	48,223.27	(113,011.87)		-	24,311.36	(123,084.71)		-	(5,985.79)	(136,544.89)		-
Net Excess (Deficiency) of Revenue over Expenses from Operations																				
OTHER EXPENSES																				
6E-05 Interest costs																				
6E-05 Other																				
6E-05 Amortization	1,393.64	593.36																		
Net Excess (Deficiency)	92,823.87	(92,884.47)		-	71,517.81	(102,385.74)		-	48,223.27	(113,011.87)		-	24,311.36	(123,084.71)		-	(5,985.79)	(136,544.89)		-

Appendix E: Capital Improvements Plan

Total Requests

\$1,196,500

Date: 30-Oct-15

MB Name	Units	Project Name	HIS Building Address	Project Number	Major Expense Category	Detailed Expense Description	Year	Requested Funding
Taber & District Housing Foundation	77	Clearview Lodge	4730 - 50th Avenue	2871-2751-6061	Ground Maintenance and Materials	Repave front parking lot	1	\$40,000
Taber & District Housing Foundation	77	Clearview Lodge	4730 - 50th Avenue	2871-2751-6061	Heating, Ventilation and Plumbing	Replace Domestic Hot Water Boiler	1	\$8,000
Taber & District Housing Foundation	77	Clearview Lodge	4730 - 50th Avenue	2871-2751-6061	Roofing	Replace shingles in 400 wing	1	\$25,000
Taber & District Housing Foundation	77	Clearview Lodge	4730 - 50th Avenue	2871-2751-6061	Electrical Systems	Replace Call Bell system	1	\$125,000
Taber & District Housing Foundation	77	Clearview Lodge	4730 - 50th Avenue	2871-2751-6061	Electrical Systems	Replace very old intercom system within Lodge	1	\$7,000
Taber & District Housing Foundation	77	Clearview Lodge	4730 - 50th Avenue	2871-2751-6061	Heating, Ventilation and Plumbing	Replace Make Air unit in NW wing and add air conditioning	2	\$25,000
Taber & District Housing Foundation	77	Clearview Lodge	4730 - 50th Avenue	2871-2751-6061	Building-Exterior and Interior	Replace carpets in all hallways and common areas	2	\$35,000
Taber & District Housing Foundation	77	Clearview Lodge	4730 - 50th Avenue	2871-2751-6061	Ground Maintenance and Materials	Repair Drainage issues	2	\$9,000
Taber & District Housing Foundation	77	Clearview Lodge	4730 - 50th Avenue	2871-2751-6061	Building-Exterior and Interior	Renovate 100 wing change tubs to showers (12 rooms)	3	\$45,000
Taber & District Housing Foundation	77	Clearview Lodge	4730 - 50th Avenue	2871-2751-6061	Roofing	replace roof in 100 wing	3	\$25,000
Taber & District Housing Foundation	20	Taber 1	5911 - 50th Street	2871-2731-6768	Ground Maintenance and Materials	replace asphalt driveway	1	\$12,000
Taber & District Housing Foundation	20	Taber 1	5911 - 50th Street	2871-2731-6768	Roofing	Replace roof on 4 townhouses (2 buildings)	2	\$19,000
Taber & District Housing Foundation	20	Taber 1	5911 - 50th Street	2871-2731-6768	Roofing	Replace roof on 4 townhouses (2 buildings)	2	\$19,000
Taber & District Housing Foundation	20	Taber 1	5911 - 50th Street	2871-2731-6768	Roofing	Replace roof on 4 townhouses (2 buildings)	3	\$19,000
Taber & District Housing Foundation	20	Taber 1	5911 - 50th Street	2871-2731-6768	Heating, Ventilation and Plumbing	Replace all 20 furnaces	3	\$50,000
Taber & District Housing Foundation	6	Taber 2	5602 - 47th Street	2871-2731-6091	Building Envelope	Replace 4 front windows in each building (3 buildings)	1	\$10,000
Taber & District Housing Foundation	4	Taber 3	3802,3804,3806, 3808 - 55th Street	2871-2731-6689	Building Envelope	Replace windows in 4 units	1	\$15,000
Taber & District Housing Foundation	4	Taber 3	3802,3804,3806, 3808 - 55th Street	2871-2731-6689	Roofing	Replace roof	2	\$18,000
Taber & District Housing Foundation	4	Taber 3	3802,3804,3806, 3808 - 55th Street	2871-2731-6689	Heating, Ventilation and Plumbing	Replace all 4 furnaces	3	\$12,000
Taber & District Housing Foundation	4	Public Non Profit Housing	5214 - 55th Street	2871-2735-6008	Building-Exterior and Interior	Replace Windows	1	\$8,000
Taber & District Housing Foundation	4	Public Non Profit Housing	5214 - 55th Street	2871-2735-6008	Heating, Ventilation and Plumbing	Replace furnace and build a room enclosure	1	\$6,000
Taber & District Housing Foundation	25	Harmony Home	4710 - 50th Avenue	2871-2755-6011	Roofing	Replace Tar & Grvel Roof (original)	1	\$100,000
Taber & District Housing Foundation	25	Harmony Home	4710 - 50th Avenue	2871-2755-6011	Electrical Systems	Main Electrical Service Conductor	1	\$13,000
Taber & District Housing Foundation	25	Harmony Home	4710 - 50th Avenue	2871-2755-6011	Electrical Systems	Install new addressable Fire Panel - replace old	2	\$45,000
Taber & District Housing Foundation	25	Harmony Home	4710 - 50th Avenue	2871-2755-6011	Ground Maintenance and Materials	Asphalt Parking Lot	3	\$45,000
Taber & District Housing Foundation	25	Harmony Home	4710 - 50th Avenue	2871-2755-6011	Building-Exterior and Interior	Painting common areas, hallways and stairwells (3 storey)	3	\$22,000
Taber & District Housing Foundation	25	Harmony Home	4710 - 50th Avenue	2871-2755-6011	Electrical Systems	replace front door intercom system	3	\$5,500
Taber & District Housing Foundation	30	Homestead Manor	4900 - 48th Street	2871-2755-6152	Roofing	200 & 300 wing replacement	1	\$24,000
Taber & District Housing Foundation	30	Homestead Manor	4900 - 48th Street	2871-2755-6152	Heating, Ventilation and Plumbing	Replace Hot Water Boiler (2) (age 2007,2005)	2	\$15,000
Taber & District Housing Foundation	30	Homestead Manor	4900 - 48th Street	2871-2755-6152	Ground Maintenance and Materials	Asphalt Parking Lot	3	\$75,000
Taber & District Housing Foundation	30	Homestead Manor	4900 - 48th Street	2871-2755-6152	Electrical Systems	Replace Door Intercom System	3	\$5,500
Taber & District Housing Foundation	30	Homestead Manor	4900 - 48th Street	2871-2755-6152	Building-Exterior and Interior	Paint Hallways & Common Areas	3	\$25,000
Taber & District Housing Foundation	30	Pioneer Place	4718 - 49th Avenue	2871-2755-6178	Heating, Ventilation and Plumbing	Hot Water Boiler (2) (age 1989/2002)	1	\$15,000
Taber & District Housing Foundation	30	Pioneer Place	4718 - 49th Avenue	2871-2755-6178	Roofing	Entire building (North, South & West wings)	2	\$35,000
Taber & District Housing Foundation	30	Pioneer Place	4718 - 49th Avenue	2871-2755-6178	Ground Maintenance and Materials	Landscaping	2	\$11,000
Taber & District Housing Foundation	30	Pioneer Place	4718 - 49th Avenue	2871-2755-6178	Electrical Systems	replace front door intercom system	2	\$5,500
Taber & District Housing Foundation	30	Pioneer Place	4718 - 49th Avenue	2871-2755-6178	Electrical Systems	Addressable Fire Panel	2	\$45,000
Taber & District Housing Foundation	30	Pioneer Place	4718 - 49th Avenue	2871-2755-6178	Ground Maintenance and Materials	Patch & Seal Asphalt Parking Lot	3	\$15,000
Taber & District Housing Foundation	1	Barnwell R & N - 2	508 - 1st Street E	2055-2722-6023	Building-Exterior and Interior	replace flooring entire house in 1 houses	2	\$12,000
Taber & District Housing Foundation	1	Barnwell R & N - 2	508 - 1st Street E	2055-2722-6023	Heating, Ventilation and Plumbing	replace 1 furnaces in 1 houses	3	\$3,000
Taber & District Housing Foundation	1	Barnwell R & N - 2	508 - 1st Street E	2055-2722-6023	Heating, Ventilation and Plumbing	replace 1 furnaces in 1 houses	3	\$3,000
Taber & District Housing Foundation	12	Prairie Rose Manor	624 - 3rd Avenue N	2968-2755-6078	Building Envelope	Replace windows in 12 units	1	\$48,000

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