



**Taber & District
HOUSING FOUNDATION**

Provides individuals, families and seniors with affordable and caring accommodation.

**Annual General Board Meeting (AGM)
Taber and District Housing Foundation (TDHF)
Thursday, May 22, 2025 at 1:30 pm
Clearview Lodge - Atrium**

AGENDA

- 1. Call to Order**
- 2. Agenda Approval**
- 3. Review of last AGM Minutes**
 - a) Minutes from Annual General Meeting (AGM) held May 23, 2024**
- 4. 2024 Audited Financial Statements & Auditor's Report**
 - a) TDHF Financial Statements; including Clearview Lodge financials**
- 5. Annual Report 2024: Chief Administrative Officer**
- 6. Questions**
- 7. Adjournment of TDHF Annual General Meeting**

Please Note: As a Society under the Societies Act we are required to have an AGM and not because we are a Management Body.

Management Bodies do not require an AGM and therefore most do not have one. The TDHF Board Members are considered the 'members' of the Society in our Bylaws. This is why the minutes from the last AGM have already been approved. We provide them to those in attendance for information only. The Financial statements are presented to the audience for information as well. They can be approved by the Board members at the AGM, at a Special Board meeting, or a Regular Board Meeting.



**Taber & District
HOUSING FOUNDATION**

Providing individuals, families and seniors with affordable and caring accommodation.

**Annual General Board Meeting (AGM)
Taber and District Housing Foundation (TDHF)
Thursday, May 23, 2024 at 1:30 pm
Clearview Lodge - Atrium**

Directors in Attendance: Rosanne Horrocks (Chair) Joe Strojwas
Dan Remfert Tamara Miyanaga
Sandy Watts

Administration: Tim Janzen, CAO Corey Beck, Operations Manager
Joan Hart, Lodge Manager Carrie Wilson, Placement Officer
Coleen Hill, HCA Coordinator Tanya Fallon, Operations Coordinator

Absent: Tom Machacek

MINUTES

The Chair, Rosanne Horrocks, called the Annual General Meeting to order at 1:30 pm and will be acting as the Meeting Chair. R. Horrocks welcomed everyone and introduced the other members of the TDHF Board, the CAO, and Managers and Supervisors present. All members of the Board introduced themselves and indicated the municipality they represented or that they were members-at-large.

1. Agenda Approval

Motion 2024 - 050

MOVED by T. Miyanaga to approve the agenda as presented.

CARRIED

2. Review of 2022 AGM Minutes

The minutes from Annual General Meeting (AGM) held March 24, 2022, were circulated to those in attendance for their information only.

As a Society under the Societies Act, we are required to have an AGM and not because we are a Management Body. Management Bodies do not require an AGM and therefore most do not have one. The TDHF Board Members are considered the 'members' of the Society in our Bylaws. Therefore, the minutes from the 2022 AGM were already approved by the Board last spring.

3. 2023 Audited Financial Statements & the Auditors Report;

a) Consolidated Financial Statements – TDHF

CAO stated that the Auditor's Report shows a clean opinion and outlines the responsibilities of the auditor and Taber and District Housing Foundation.

He noted that there was a slight decrease in Total Assets to \$5.82 million:

- Due to \$120,000 increase in Cash
- Due to \$20K decrease in Accounts Receivable
- \$23K decrease in GST Receivable
- Accumulated amortization of \$200,00

A review of the Statement of Operations showed that Clearview Lodge had a deficit of \$188,434 and Social Housing had a deficit of \$820.

Motion 2024 - 051

MOVED by R. Horrocks to accept the Consolidated Financial Statements as information, for the year ending December 31, 2023.

CARRIED

4. Annual Report 2023: Chief Administrative Officer

The CAO Tim Janzen presented a report as a compilation of information from the 2023 Annual Lodge Manager's report and 2023 Annual Maintenance Manager's report. The highlights of 2023 included:

- Successfully lobbying the Town of Taber and MD of Taber to provide equity funding for the proposed expansion and modernization of Clearview Lodge, in the amount of \$8.5 million.
- Applying for the proposal to be considered by Government of Alberta through the Affordable Housing Partnership program
- Receiving our highest score yet on an external Health & Safety audit

Motion 2024 - 052

MOVED by J. Strojwas to accept the CAOs report as presented.

CARRIED

5. Questions & Comments

- CAO and Board were asked to update the TDHF website more frequently and include upcoming events and annual financial statements.
- CAO was asked about parking in west parking lot. The concern was about individuals double parking behind resident's cars.
- Comments were made about the dining room survey and thanks given to the Food Services team for their service and quality improvement.

5. Adjournment

There being no further business, the Chair moved the AGM be adjourned at 2:28 pm. The next Annual General Meeting will be held in March 2025.

Motion 2024 - 053

MOVED by D. Remfert that Annual General Meeting be adjourned at 2:28 pm

CARRIED

June 26 / 2024
Date

Rosanne Horrocks
Rosanne Horrocks, Chair

June 26 / 2024
Date

[Signature]
Tim Janzen, CAO

TABER AND DISTRICT HOUSING FOUNDATION

CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2024

TABER AND DISTRICT HOUSING FOUNDATION
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December 31, 2024

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INDEPENDENT AUDITOR'S REPORT

To: The board of directors of
Taber and District Housing Foundation

Opinion

We have audited the consolidated financial statements of Taber and District Housing Foundation, which comprise the consolidated consolidated statement of financial position as at December 31, 2024, and the consolidated statements of operations, changes in net assets and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Organization as at December 31, 2024, and the consolidated results of its operations and its consolidated cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matter

The consolidated financial statements of the Organization for the year ended December 31, 2023 were audited by another auditor who expressed an unmodified opinion on those consolidated financial statements on March 27, 2024.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

INDEPENDENT AUDITOR'S REPORT, continued

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- ♦ Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ♦ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- ♦ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- ♦ Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- ♦ Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- ♦ Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Organization to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Lethbridge, Alberta

March 27, 2025

Chartered Professional Accountants

TABER AND DISTRICT HOUSING FOUNDATION
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
As at December 31, 2024

	2024	2023
ASSETS		
Current		
Cash	\$ 464,522	\$ 362,238
Cash in trust - security deposits (note 3)	54,213	50,301
Short term investment (note 4)	28,800	28,800
Accounts receivable	27,818	37,349
GST receivable	41,688	38,161
Prepaid expenses	39,663	43,450
Inventory	34,067	31,210
	690,771	591,509
Capital assets (note 5)	5,111,677	5,117,376
	\$ 5,802,448	\$ 5,708,885
LIABILITIES AND FUND BALANCES		
Current		
Accounts payable and accrued liabilities (note 6)	\$ 354,962	\$ 456,634
Security deposits	51,145	50,151
Unearned revenue (note 7)	33,525	33,525
	439,632	540,310
Due to related party (note 8)	6,389	15,368
Deferred operating reserve fund	36,000	36,000
Restricted operating reserve fund	28,800	28,800
Unamortized capital contributions (note 9)	2,833,157	2,777,103
	3,343,978	3,397,581
Fund balances		
Unrestricted	179,950	(28,970)
Invested in capital assets (note 10)	2,278,520	2,340,274
	2,458,470	2,311,304
	\$ 5,802,448	\$ 5,708,885

Approved on behalf of the board:

Director Rosanne Honrocks

Director Russell Lewis

TABER AND DISTRICT HOUSING FOUNDATION
CONSOLIDATED STATEMENT OF OPERATIONS
For the year ended December 31, 2024

	2024 Budget (Unaudited)	2024 Actual	2023 Actual
Revenue			
Rent	\$ 2,519,396	\$ 2,559,395	\$ 2,401,640
Alberta Health Services	836,303	867,114	681,221
Municipal requisitions (note 12)	483,459	483,459	445,584
Provincial grants	241,448	405,162	270,421
ASHC - Grants for restricted purposes	-	238,021	156,249
Resident services	82,528	100,226	88,936
Non-resident services	122,162	95,830	112,022
Investment income	16,000	37,274	27,661
Municipal and other grants	-	21,950	114,821
Management and administration	10,325	13,459	9,505
Rent supplement	5,580	11,440	5,828
Income from partnership	-	9,895	4,830
AHS COVID-19 funding	4,000	3,800	153,309
	4,321,201	4,847,025	4,472,027
Expenses			
Human resources	2,102,626	2,068,958	2,062,724
Health	771,312	761,133	764,456
Operating maintenance	386,702	511,903	490,698
Utilities	461,674	419,797	439,496
Food supplies	346,214	365,209	361,462
Administration	196,728	287,193	211,772
Operating	189,294	172,332	179,787
	4,454,550	4,586,525	4,510,395
(Deficiency) excess of revenue over expenses from operations	(133,349)	260,500	(38,368)
Other income (expenses)			
Amortization of deferred capital contributions	-	104,138	104,385
Loss on disposal of capital assets	-	(16,613)	-
Amortization	-	(200,859)	(204,843)
	-	(113,334)	(100,458)
(Deficiency) excess of revenue over expenses	\$ (133,349)	\$ 147,166	\$ (138,826)

TABER AND DISTRICT HOUSING FOUNDATION
CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS
For the year ended December 31, 2024

	Unrestricted	Invested in capital assets	Total 2024	Total 2023
Balance, beginning of year	\$ (28,970)	\$ 2,340,274	\$ 2,311,304	\$ 2,500,558
Excess (deficiency) of revenue over expenses	147,166	-	147,166	(138,826)
Purchase of capital assets	(211,773)	211,773	-	-
Loss on disposal of capital assets	16,614	(16,614)	-	-
Capital contributions received	160,192	(160,192)	-	-
Amortization of capital assets	200,859	(200,859)	-	-
Amortization of capital contributions	(104,138)	104,138	-	-
Due to Alberta Social Housing	-	-	-	(50,428)
Balance, end of year	\$ 179,950	\$ 2,278,520	\$ 2,458,470	\$ 2,311,304

TABER AND DISTRICT HOUSING FOUNDATION
CONSOLIDATED STATEMENT OF CASH FLOWS
For the year ended December 31, 2024

	2024	2023
Cash flows from operating activities		
Excess (deficiency) of revenue over expenses	\$ 147,166	\$ (138,826)
Adjustments for items which do not affect cash		
Amortization	200,859	204,843
Loss on disposal of capital assets	16,614	-
Amortization of capital contributions	(104,138)	(104,385)
	260,501	(38,368)
Change in non-cash working capital items		
Accounts receivable	9,531	77,566
GST	(3,527)	22,936
Prepaid expenses	3,787	(9,731)
Inventory	(2,857)	22,167
Accounts payable and accrued liabilities	(101,673)	152,769
Security deposits	994	11,845
Unearned revenue	-	(42,037)
Due to related party	(8,979)	15,168
Due to Alberta Social Housing Corporation	-	(50,428)
	157,777	161,887
Cash flows from investing activity		
Purchase of capital assets	(211,773)	(52,978)
Cash flows from financing activities		
Deferred operating reserve fund	-	36,000
Capital contributions	160,192	-
	160,192	36,000
Net increase in cash	106,196	144,909
Cash, beginning of year	441,339	296,430
Cash, end of year	\$ 547,535	\$ 441,339
Cash consists of:		
Cash	\$ 464,522	\$ 362,238
Cash in trust - security deposits	54,213	50,301
Short term investment	28,800	28,800
	\$ 547,535	\$ 441,339

TABER AND DISTRICT HOUSING FOUNDATION
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2024

1. Nature of operations

Taber and District Housing Foundation (the "Organization") is a not-for-profit organization that operates and manages affordable supportive living housing for senior citizens of Taber and the surrounding area in the province of Alberta. The Organization is established as a management body by provincial ministerial order and is governed by Alberta Housing and, as such, is exempt from income taxes.

2. Significant accounting policies

These consolidated financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations. The significant accounting policies are detailed as follows:

(a) Revenue recognition

The Organization follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted investment income is recognized as revenue in the year in which the related expenditures are incurred. Other unrestricted investment income is recognized as revenue when earned.

Rental revenue is recognized monthly based on rental agreements.

(b) Cash and cash equivalents

The Organization includes cash on hand and amounts held by financial institutions in operating accounts in the determination of cash and cash equivalents.

(c) GST receivable

GST receivable is set up at the refundable rate in place at the time of expenditure.

(d) Inventory

Inventory is valued at the lower of cost and net realizable value. Cost is determined using the first-in, first-out method.

(e) Capital assets

Purchased capital assets are recorded at cost. Only assets costing \$5,000 or more are recorded in the capital asset accounts. Contributed capital assets are recorded at fair value at the date of contribution.

The Organization provides for amortization over their estimated useful life using the following rates and methods:

Buildings	40 years straight-line
Equipment	10% declining balance
Furniture and fixtures	10% declining balance
Paving	4% declining balance

TABER AND DISTRICT HOUSING FOUNDATION
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2024

2. Significant accounting policies, continued

(f) Contributed services

Volunteers contributed time to assist the Organization in carrying out its service delivery activities. Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

(g) Financial instruments

The Organization initially measures its financial assets and liabilities at fair value. The Organization subsequently measures all its financial assets and financial liabilities at amortized cost.

(h) Net assets invested in capital assets

The Organization has chosen to treat net assets invested in capital assets as a separate component of net assets.

(i) Measurement uncertainty

The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Significant items subject to such estimates and assumptions include the carrying amount and useful lives of capital assets and provisions for impairment of accounts receivable. Actual results could differ from those estimates.

3. Cash in trust - security deposits

Cash in trust consists of security deposits from tenants with the liability to the tenants recorded separately as security deposits on the statement of financial position. Cash in trust consists of security deposits from tenants within Clearview Lodge and Social Housing units within the normal course of business.

4. Short term investment

Short-term investments consist of a guaranteed investment certificate which bears interest at prime less 2.45% and matures in April 2025.

TABER AND DISTRICT HOUSING FOUNDATION
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2024

5. Capital assets

	2024		2023	
	Cost	Accumulated amortization	Net	Net
Land	\$ 4,115	\$ -	\$ 4,115	\$ 4,115
Buildings	6,909,128	2,905,230	4,003,898	4,176,627
Equipment	660,481	436,313	224,168	235,457
Furniture and fixtures	65,681	55,769	9,912	12,128
Paving	58,155	33,057	25,098	26,144
Work-in-progress	844,486	-	844,486	662,905
	<u>\$ 8,542,046</u>	<u>\$ 3,430,369</u>	<u>\$ 5,111,677</u>	<u>\$ 5,117,376</u>

6. Accounts payable and accrued liabilities

	2024	2023
Trade payables	\$ 230,266	\$ 304,362
Accrued vacation and payroll	124,696	108,115
Payroll remittances	-	44,157
	<u>\$ 354,962</u>	<u>\$ 456,634</u>

7. Unearned revenue

Unearned revenue represents unspent resources received in the current period that is related to the subsequent period. Changes in the deferred revenue balance are as follows:

	2024	2023
Alberta Health Services	\$ 33,525	\$ 33,525

8. Due to related party

As at December 31, 2024, there was a balance payable to the Housing division from Clearview Lodge for \$6,389 (2023 - \$15,368). These balances are not eliminated in the consolidated statement of financial position.

TABER AND DISTRICT HOUSING FOUNDATION
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2024

9. Unamortized capital contributions

Unamortized capital contributions relate to the unamortized amount of donations and grants received and spent for the purchase of capital assets. The amortization of capital contributions is recorded as revenue in the statement of operations.

	2024	2023
Balance, beginning of year	\$ 2,777,103	\$ 2,881,488
Capital contributions during the year	160,192	-
Amortization of capital contributions	(104,138)	(104,385)
Balance, end of year	\$ 2,833,157	\$ 2,777,103

10. Net assets invested in capital assets

Net assets invested in capital assets is calculated as follows:

	2024	2023
Capital assets (note 5)	\$ 5,111,677	\$ 5,117,376
Unamortized capital contributions (note 9)	(2,833,157)	(2,777,103)
	\$ 2,278,520	\$ 2,340,273

11. Contingent liabilities

Employees of the Organization are allowed to accrue sick leave to a maximum of 100 days. At December 31, 2024 the amount of accumulated sick leave was \$184,641 (2023 - \$213,121). This amount has not been recorded as a liability in the financial statements as there is no certainty that the full amount will be used. The amount of accumulated sick leave is not paid out to employees should they leave their employment.

12. Municipal requisitions

	2024	2023
M.D. of Taber	\$ 295,461	\$ 272,885
Town of Taber	160,444	147,801
Village of Barnwell	14,457	13,100
Town of Vauxhall	13,097	11,798
	\$ 483,459	\$ 445,584

TABER AND DISTRICT HOUSING FOUNDATION
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2024

13. Economic dependence

The Organization receives the majority of its funding from the provincial government, which enables the organization to provide affordable housing to its tenants. The continuing receipt of this funding is dependent on the Organization continuing to be in compliance with its respective funding agreements with the government.

14. Financial instruments

(a) Liquidity risk

Liquidity risk is the risk that the organization will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Organization manages its liquidity risk by monitoring its operating requirements. The Organization prepares a budget and cash forecast to ensure it has sufficient funds to fulfill its obligations.

(b) Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The Organization is exposed to credit risk from tenants. However, the Organization has a significant number of tenants which minimizes concentration of credit risk. The Organization assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts.

15. Comparative figures

The prior year figures have been reclassified, where applicable, to conform to the presentation used in the current year. The changes do not affect prior year net asset balances.

**Taber and District Housing Foundation
CAO's Annual Report for 2025**

TDHF's portfolio consists of **231** households that are assisted with affordable rental accommodation in Taber, Vauxhall, Barnwell, and Grassy Lake.

154 of these households are in our Social Housing programs:

- **107** Senior Self-Contained Apartments
- **37** Family Housing units
- **9** through Supplement Programs

77 are in our Lodge Program.

Vacancy & Placement

Social Housing Operations:

2024	Senior Self Contained	Community Housing	Rental Assistance Benefit
Approved New Applicants	27	12	26
Move In's	17	5	24
Move Out's	14	6	0
Average # on the Wait List	6	11	1

CVL Operations:

2024	Clearview Lodge
Approved Applicants	36
Move In's	31
Move Out's	35
Room Transfers	11
# on Wait List	15
Resident Average Age	87 years

Program Highlights

- **The highlight for CVL** over the past year has been:
 - Hiring two HCA Coordinators.
 - Applying for the CVL building proposal to be considered by the Government of Alberta through the Affordable Housing Partnership program.
 - One Activity Coordinator completed her degree in Recreation Therapy and one Cook received his Red Seal Certificate (Journeyman Chef)
 - Receiving our highest score yet on an external Health & Safety audit (97%)

- **Highlights for Community Housing** include:
 - Summer BBQ with Taber manor residents
 - Completing many renovation projects in the various buildings around Taber and area. These projects included:
 - Installed SMART recirculating pumps that reduce hot water heating by only pumping water based on demand
 - Installing new LED lighting
 - A number of suite renewals at five different locations
 - Tub to shower conversion at Pioneer Place Manor and Homestead Manor
 - Updated many of the appliances in Senior self-contained apartments

Other Successes through 2024 have been:

Meals on Wheels - continues to be a respected program within the community. During 2024, TDHF set out to fundraise monies to be able to reduce the prices of the meals. Local donors provided over \$6,000 of donations, FCSS provided \$2,500 for packaging costs and Community Foundation of Lethbridge and Southwestern Alberta provided a \$3,000 grant. Staff and dedicated volunteers delivered over **5,299** meals in 2024.

The Rental Assistance Benefit program has increased to 35 participants.

Some of the Challenges

Our collective bargaining process was delayed until settling late in the year. As a result of a short agreement, we begin a new round of negotiations in 2026. There are significant challenges in finding staff to fill all shifts.

There have been significant changes proposed in Continuing Care regulations and some regulations have started to be implemented. These changes will be rolled out more in 2025. Many of the changes are overdue but they also represent change.

We continue to work on our capital project proposal(s). Applications for capital funding take a lot of time to prepare and then often our organization does not know the status of the request for a significant period of time. To date, we have not been successful in securing grant funding for the Clearview Lodge project.