



**Taber & District
HOUSING FOUNDATION**

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

AGENDA
Regular Monthly Board Meeting
Taber and District Housing Foundation
Thursday, November 27 @ 1:30 p.m.
TDHF Admin Office - Boardroom

1. **Approval of Agenda**
2. **Approval of Minutes:**
 - a) Minutes – Board of Directors Meeting – October 30, 2025
3. **Business Arising:**
 - a) Drug & Alcohol Policy – UNDER REVIEW
 - b) Meals on Wheels – Statistics to October 31, 2025
 - Copy of MOW Fundraising Letter (attached) – November 19, 2025
4. **Financial Statements**
 - a) Income Statement & Bank Reconciliation – CVL – YTD to October 31, 2025
 - b) Income Statement & Bank Reconciliation – Social Housing – YTD to October 31, 2025
 - c) Bank Reconciliation – Security Deposit – October 31, 2025
5. **Reports**
 - a) Lodge Manager/Resident Manager Report
 - b) Operations Manager Report
 - c) Placement Officer Report
 - d) CAO Report
6. **New Business:**
 - a) 2025/6 TDHF Committees & Executive Members
 - b) 2026 TDHF Board Calendar
 - c) 2025 TDHF Admin Office – Christmas Hours
 - d) Policy T-9: Smoking
 - e) 2026 Clearview Lodge Budget
 - f) Affordable Housing
 - i) Update - Class B Costing and CMHC Application
 - g) CVL – Design Process Ideas & Schedule
 - i) Class B Costing Report - CVL
 - ii) Proforma Financial Statements
 - iii) Funding/Financing Options
 - h) 2026 Out-of-Scope Pay Proposal – Effective January 1, 2026
7. **Information**
 - a) Report – Social Housing – November 14, 2025
8. **Adjournment**

Next Meeting:	Strategic Planning Session	Thursday, Jan 22, 2026	9:00 am	Grey Room – Civic Centre
	Board of Directors Mtg.	Thursday, Jan 29, 2026	1:30 pm	TDHF Admin Office



**Taber & District
HOUSING FOUNDATION**

Provides individuals, families and seniors with affordable and caring accommodation

MINUTES
Regular Monthly Board Meeting
Taber and District Housing Foundation
Thursday, October 30, 2025
TDHF Admin Office – Boardroom

ATTENDANCE

Board:	Rosanne Horrocks Joe Strojwas (via phone)	Tom Machacek David Torrie	Dan Remfert
Absent:	Russell Norris	Jane Jensen	
Administration:	Tim Janzen (CAO), Mary Funk Klassen (Placement Officer), Carrie Wilson (CVL Resident Manager)		

Rosanne Horrocks, Chairperson, called the meeting to order at 1:33 pm.

1. Welcome to New Director

Chairperson Horrocks introduced and welcomed Councillor David Torrie, MD of Taber, to the TDHF Board of Directors.

2. Approval of Agenda

Motion 2025 - 133

MOVED by T. Machacek to approve the agenda as amended.

CARRIED

3. Approval of Minutes

Motion 2025 - 134

MOVED by D. Remfert to accept the minutes from the Board of Directors meeting of Thursday, September 25, 2025.

CARRIED

4. Business Arising

- a) **Drug & Alcohol Policy - DRAFT** – CAO reported the document is still being worked on.
- b) **Meals on Wheels** – Statistics YTD to September 30, 2025

5. Financial Statements – Financial Statements & Bank Reconciliations

Motion 2025 - 135

MOVED by J. Strojwas to approve financial statements and bank reconciliations for Clearview Lodge to September 30, 2025.

CARRIED

Motion 2025 - 136

MOVED by D. Remfert to approve financial statements and bank reconciliations for Social Housing to September 30, 2025.

CARRIED

Motion 2025 - 137

MOVED by T. Machacek to approve bank reconciliations for Security Deposits for the months of September 2025.

CARRIED

6. Reports

- a) CVL Lodge Manager/Resident Manager Report

Motion 2025 - 138

MOVED by D. Torrie to accept the Lodge Manager/Resident Manager report, as presented.

CARRIED

- b) Operations Manager Report

Motion 2025 - 139

MOVED by T. Machacek to accept the Operations Manager report, as presented.

CARRIED

- c) Placement Officer Report

Motion 2025 - 140

MOVED by D. Remfert to accept the Placement Officer report, as presented.

CARRIED

- d) Chief Administrative Officer Report

Motion 2025 - 141

MOVED by J. Strojwas to accept the Chief Administrative Officer report, as presented.

CARRIED

7. New Business

a) i) Asset Transfer

CAO reported that transaction is completed but the title registration documents have not yet been received and to date, the Maintenance Reserve funds have not been received.

ii) Class B Costing & CMHC Application

- i) CAO reported that the Class B costing exercise is complete, and discussions are underway to clarify a few outstanding points. The information will be used to submit the CMHC application in the very near future.

b) Clearview Lodge – Funding/Financing Options

CAO discussed a few options for how the final third of the CVL project costs might be covered.

Motion 2025 - 142

MOVED by T. Machacek that the CAO requests to meet the individual municipal councils (or together) re: Clearview Lodge project and financing options.

CARRIED

c) Update – Strategic Planning Session(s)

CAO reported that Karen Blewett, Community Development Officer, was booked to facilitate a strategic planning session in early 2026. Thursday, January 22, 2026, and Thursday, January 29th have been booked for the Strategic Planning session and the January monthly TDHF Board meeting. Discussion suggested a preference for the Strategic Planning session to occur on Thursday, January 22nd.

d) MOBY Contract

CAO explained the contract with MOBY to provide telecom services – phone, internet and cable in the three Taber manor buildings. It is anticipated that planning will commence, and installation will occur soon. The hope is to provide the services in early 2026.

e) Proposed TDHF Board Planning Calendar

CAO presented a draft copy of the 2026 TDHF Board Planning Calendar.

f) Policy P-19: Staff Hiring

CAO was directed to add a definition of “immediate family members” and bring back the policy document at the next meeting.

g) In-Camera Session

Motion 2025 - 143

MOVED by T. Machacek to move to In-Camera Session at 3:50 pm

CARRIED

Motion 2025 - 144

MOVED by T. Machacek to move out of In-Camera Session at 4:08 pm

CARRIED

Motion 2025 - 145

MOVED by J. Strojwas to adjust CAO salary (effective January 1, 2026) per recommendation of Personnel Committee as part of CAO performance evaluation and salary review.

CARRIED

8. Other Information

- a) Report – Social Housing – October 24, 2025

8. Adjournment

Motion 2025 - 146

MOVED by D. Remfert to adjourn this meeting at 4:11 pm

CARRIED

Next Meeting:

Board of Directors Thurs, November 27, 2025 1:30 pm TDHF Admin Office - Boardroom

Rosanne Horrocks, Chairperson

Tom Machacek, Vice-Chairperson

2025 MOW Summary

Month	# Clients	# of Meals	YTD	Days/Mon Discount	
January	29	395	395	36	1,056.00
February	32	382	777	28	1,027.50
March	27	381	1158	28	1,089.00
April	22	358	1516	31	1,054.50
May	35	351	1867	32	1,021.50
June	37	370	2237	29	1,122.00
July	26	364	2601	33	1,090.50
August	20	290	2891	29	853.50
September	22	312	3203	29	904.50
October	26	348	3551	34	589.50
November			3551		
December			3551		
YTD MEALS		3551		309	9,808.50
\$/MEAL		\$10.00		Days/Mon Discount	
Discounted to	#1 - less \$1.50	\$8.50	Oct 1, 2025 - \$11.00 -		
Discounted to	#2 - less \$6.00	\$4.00			

<u>Year</u>	<u># of clients</u>	<u>YTD # of meals</u>
2020	30	3185
2021	33	5068
2022	39	4855
2023	40	4488
2024	29	4636

3. bji

November 19, 2025

To Whom It May Concern:

Re: Meals on Wheels Program – Taber, AB

Please accept this letter about the Giving Tuesday (Tuesday, December 2nd) fundraising program for the Taber Meals on Wheels (MOW) program. The goal is to raise money to support MOW clients - individuals that are over 65 years of age, or have a recognized need (i.e., a recent accident or illness, bereavement or need for respite support). MOW clients receive a meal consisting of soup, salad, entrée, and dessert up to 5 days per week. The goal is to provide food security for individuals that may not adequately address their nutritional needs.

Taber and District Housing Foundation (TDHF) coordinates the Meals on Wheels (MOW) program in Taber, AB. Meals are prepared at Clearview Lodge and delivered to residents for weekday lunches by TDHF staff and local volunteers. Since 2020, the MOW program has delivered over 30,000 meals to Taber residents.

Fundraising is required to offer deeply discounted meals to low-income individuals. For 2025, Taber and District Housing Foundation (TDHF) is continuing to offer meals at \$5 per day if client's personal income was less than \$20,000 per annum (based on Line 15000 of most recent tax return). TDHF requires approximately \$12,000 in donations annually to offset this discount. Any amounts raised over and above the goal would allow for further expansion of the program.

TDHF is a registered charity and can supply tax donation receipts for contributions. You can contribute online at CanadaHelps <https://www.canadahelps.org/en/dn/139451>. Your donation will assist more Taber residents in achieving food security through the MOW program.

Please feel free to contact me if you have any questions or require any additional information. You can contact me at your convenience at (403) 223-2767 ext. 7 or by email at timj@taberhsg.ca.

Regards,



Tim Janzen
Chief Administrative Officer
Taber and District Housing Foundation

3.6.22

Taber and District Housing Foundation - cvlodge **Comparative Income Statement**

	Actual Jan 01, 2025 to Oct 31, 2025	Budget Jan 01, 2025 to Dec 31, 2025	Percent
REVENUE			
Rental Revenue			
Resident Rent	1,415,065.00	1,656,021.00	-14.55
Lodge Fees	575.00	800.00	-28.13
Rent Rebates	-14,259.00	-12,000.00	18.83
Total Rental Revenue	1,401,381.00	1,644,821.00	-14.80
Resident Services			
Parking	3,464.00	1,800.00	92.44
Laundry	20,854.00	13,500.00	54.47
Medication Fees	16,056.00	18,000.00	-10.80
Resident Fundraising	93.00	500.00	-81.40
Therapeutic Bath	5,100.00	1,000.00	410.00
Personal Emergency Call System	6,185.00	4,500.00	37.44
Total Sundry Resident Revenue	27,434.00	24,000.00	14.31
Tenant Maintenance Recovery	80.00	500.00	-84.00
Total Resident Services	51,832.00	39,800.00	30.23
Non Resident Services			
Facility Rental	1,500.00	1,800.00	-16.67
Meals on Wheels	35,798.00	54,000.00	-33.71
Meals on Wheels Discounts	-9,796.50	-14,400.00	-31.97
Guest Meals	2,226.00	3,000.00	-25.80
Staff Meals	5,870.00	6,000.00	-2.17
Canteen Revenue	316.55	1,000.00	-68.35
Total Other Meal Services	8,412.55	10,000.00	-15.87
Tuck Shop	660.50	1,000.00	-33.95
Sundry Revenue	0.00	50.00	-100.00
Total Non Resident Services	36,574.55	52,450.00	-30.27
Grants			
ASHC LAP Grant	289,689.00	334,000.00	-13.27
Total ASHC Grants	289,689.00	334,000.00	-13.27
Provincial Grants	2,300.00	4,000.00	-42.50
Federal Other Grants	5,666.25	0.00	0.00
Total Federal Grants	5,666.25	0.00	0.00
Total Grants	297,655.25	338,000.00	-11.94
Operation Funding			
Health Funding	742,601.99	836,303.00	-11.20
COVID Health Funding	8,784.00	0.00	0.00
Requisition Revenue	431,083.30	517,300.00	-16.67
Total Operation Funding	1,182,469.29	1,353,603.00	-12.64
Management & Administration			
Other Recovery	12,207.98	13,600.00	-10.24
NSF/Late Fees	25.00	25.00	0.00
Sundry Revenue	2,550.59	1,200.00	112.55
Total Management and Admini...	14,783.57	14,825.00	-0.28
Investment Income			
Interest	18,269.41	20,000.00	-8.65
Total Investment Income	18,269.41	20,000.00	-8.65
Charitable Revenue			
Donations	110.00	0.00	0.00
Resticted Donations	6,040.00	0.00	0.00
Total Charitable Revenue	6,150.00	0.00	0.00

4. a) i

Taber and District Housing Foundation - cvlodge **Comparative Income Statement**

	Actual Jan 01, 2025 to Oct 31, 2025	Budget Jan 01, 2025 to Dec 31, 2025	Percent
TOTAL REVENUE	3,009,115.07	3,463,499.00	-13.12
EXPENSE			
Utilities			
Heating	41,843.70	68,000.00	-38.47
Electricity	49,649.06	66,000.00	-24.77
Water & Sewer	15,306.54	20,000.00	-23.47
Waste Removal	2,032.40	2,700.00	-24.73
Telephone	7,740.92	8,030.00	-3.60
Bulk Contract Expenses	27,278.02	32,894.00	-17.07
Total Utilities	143,850.64	197,624.00	-27.21
Operating			
Bakery	24,176.72	30,000.00	-19.41
Dairy	47,606.83	56,500.00	-15.74
Groceries	130,789.65	140,000.00	-6.58
Meat	94,633.06	105,000.00	-9.87
Total Food	297,206.26	331,500.00	-10.35
Food Supplies	21,059.97	25,000.00	-15.76
Janitorial & Housekeeping	43,205.59	51,960.00	-16.85
Laundry	7,769.80	9,000.00	-13.67
Linen Supplies	0.00	4,000.00	-100.00
Total Cleaning	50,975.39	64,960.00	-21.53
Equipment & Furn Purchase	13,190.94	24,335.00	-45.79
Equipment & Furn Repairs	87.82	5,000.00	-98.24
Insurance	10,231.60	17,000.00	-39.81
Craft Supplies	364.52	250.00	45.81
Entertainment Supplies	1,578.64	3,000.00	-47.38
Recreation Supplies (Vol Apprec)	6,989.96	6,000.00	16.50
Total Resident/Volunteer Progra...	8,933.12	9,250.00	-3.43
Publicity & Promotion	1,049.95	675.00	55.55
Pest Control	0.00	2,500.00	-100.00
Sundry	395.31	670.00	-41.00
Total Operating	403,130.36	480,890.00	-16.17
Operating Maintenance			
Appliances	25,721.46	31,060.00	-17.19
Bldg Safety & Security Systems	15,538.55	25,801.00	-39.78
Sundry	148.20	325.00	-54.40
Vehicles	762.35	1,400.00	-45.55
Building Int Painting Common Area	2,670.00	800.00	233.75
Building Interior Painting Units	1,150.00	4,800.00	-76.04
Building Interior Flooring	0.00	4,900.00	-100.00
Building Interior Suite Reno	49.80	3,800.00	-98.69
Building Exterior	305.30	500.00	-38.94
Heating, Ventilation & A/C	17,163.34	13,025.00	31.77
Plumbing	9,502.87	9,850.00	-3.52
Electrical	4,417.99	4,050.00	9.09
Grounds & Maintenance	3,910.00	17,300.00	-77.40
Maintenance Equipment - Repair	6.06	1,000.00	-99.39
Maintenance Equipment - Purch...	302.60	500.00	-39.48
Maintenance - Tools & Supplies	275.10	1,000.00	-72.49
Total Operating Maintenance	81,923.62	120,111.00	-31.79
Human Resources			
Administration Salaries	315,330.51	395,030.00	-20.18
Housekeeping Salaries	242,236.99	300,997.00	-19.52
Food Service Salaries	417,688.44	548,986.00	-23.92
Maintenance Salaries	69,449.76	82,580.00	-15.90

4. a) ii

Taber and District Housing Foundation - cvlodge **Comparative Income Statement**

	Actual Jan 01, 2025 to Oct 31, 2025	Budget Jan 01, 2025 to Dec 31, 2025	Percent
Resident Care Salaries	98,156.74	122,951.00	-20.17
Total Salaries & Wages	1,142,862.44	1,450,544.00	-21.21
CPP	58,629.55	82,000.00	-28.50
EI	24,424.53	32,000.00	-23.67
EE Benefits	60,558.64	90,000.00	-32.71
Other Pension Contributions	25,391.33	40,000.00	-36.52
WCB	39,468.31	27,000.00	46.18
Total Benefits	208,472.36	271,000.00	-23.07
Personal Recruitment	3,907.39	3,900.00	0.19
Staff Functions & Recognition	6,869.51	13,000.00	-47.16
Training & Development	9,880.17	32,922.00	-69.99
Health & Safety	8,299.60	16,876.00	-50.82
Legal Fees	19,442.95	5,000.00	288.86
Total Human Resources	1,399,734.42	1,793,242.00	-21.94
Administration			
Bank Charges	2,614.50	3,650.00	-28.37
Courier & Postage	715.49	1,000.00	-28.45
Stationery & Other Supplies	6,807.18	7,500.00	-9.24
Office Rent	6,223.15	8,610.00	-27.72
Office Equipment & Furn Purchase	1,501.97	440.00	241.36
Office Equipment & Furn Repairs	1,004.19	1,500.00	-33.05
Vehicle & Travel	2,670.00	3,840.00	-30.47
Board Expenses	1,945.95	8,200.00	-76.27
Association Fees	2,613.43	4,805.00	-45.61
Legal Fees	0.00	150.00	-100.00
Audit Fees	17,645.00	18,000.00	-1.97
Consulting Fees	0.00	1,200.00	-100.00
IT Services	15,250.32	17,170.00	-11.18
Sundry	251.89	725.00	-65.26
Accreditation	889.56	10,000.00	-91.10
Total Administration	60,132.63	86,790.00	-30.71
Health Expenditures			
Salaries - Resident Care	568,768.55	677,089.00	-16.00
Total Salaries - Resident Care	568,768.55	677,089.00	-16.00
Benefits - Resident Care	96,993.94	139,107.00	-30.27
Total Benefits - Resident Care	96,993.94	139,107.00	-30.27
Materials & Supplies Resident C...	19,163.53	15,000.00	27.76
Total Health Expenditures	684,926.02	831,196.00	-17.60
TOTAL EXPENSE	2,773,697.69	3,509,853.00	-20.97
NET INCOME	235,417.38	-46,354.00	-607.87

4. a) iii

**MONTHLY BANK RECONCILIATION
TABER AND DISTRICT HOUSING**

CLEARVIEW LODGE
MONTH ENDING OCTOBER 31, 2025

<u>GENERAL LEDGER BALANCE END OF PREVIOUS MONTH</u>		773,614.69
		0.00
RECEIPTED DEPOSITS FOR THE MONTH		10,775.10
PADS		155,773.50
Misc DD		0.00
Intercompany		104,000.00
GIC PURCHASE		0.00
GIC INTEREST EARNED		0.00
Direct Deposit Requisitions		0.00
DEPOSIT INTEREST		1,939.76
LESS DISBURSMENTS FOR THE MONTH	Eft's	-139,381.51
	RBC Express / PAD's	-149,111.63
LESS DISBURSMENTS FOR THE MONTH	Payroll	-170,574.11
	RRSP	-10,243.66
	Bank Error	0.00
	Deposit Forms ordered	0.00
Miscellaneous		-255.00
RBC DIRECT DEBIT AGREEMENT		31,725.00
AB Seniors LAP		74,536.25
AHS Funding - Direct Deposit		0.00
PAD Return		-17,998.00
DRSP - PDS		
<u>GENERAL LEDGER ENDING BALANCE</u>		<u>\$664,800.39</u>
<u>BALANCE PER BANK STATEMENT</u>		664,800.39
LESS OUTSTANDING CHEQUES		0.00
OUTSTANDING DEPOSITS		
<u>NET BALANCE END OF MONTH</u>		<u>\$664,800.39</u>

4. a) IV



ROYAL BANK OF CANADA
P.O. BAG SERVICE 2650
CALGARY AB T2P 2M7

Business Account Statement

RBBDA30000_1095982 E D 09179 00588
TABER AND DISTRICT HOUSING FOUNDATION
5318 48 AVE
TABER AB T1G 1S2

September 29, 2025 to October 31, 2025

Account number: 09179 100-146-0

How to reach us:

Please contact your RBC Banking representative or call
1-800-Royal®2-0
(1-800-769-2520)
www.rbcroyalbank.com/business

Account Summary for this Period

Business Current Account

Royal Bank of Canada
4818 53RD ST, TABER, AB T1G 1W4

Opening balance on September 29, 2025	\$773,935.69
Total deposits & credits (12)	+ 378,749.61
Total cheques & debits (40)	- 487,884.91
Closing balance on October 31, 2025	= \$664,800.39

Account Activity Details

Date	Description	Cheques & Debits (\$)	Deposits & Credits (\$)	Balance (\$)
	Opening balance			773,935.69
01 Oct	Direct Payment (PAD's) service total GRADS1097890000		155,773.50	929,709.19
	Misc Payment AHS AP EFT CAD		74,536.25	
	Misc Payment COINAMATIC CANA	185.64		
	Misc Payment TOWN OF TABER Pre-Author	1,703.87		
	Cable TV Bill Pmt SHAW CABLE TV	2,948.60		
	Business PAD Bnfts by Dsgn	15,044.97		
	Cheque 321.00 Serial # 19865			984,041.36
	Deposit interest		1,939.76	985,981.12
02 Oct	Bill payment - 5507 SECURTEK MS	49.30		
	Bill payment - 5510 TABER HM HARDWR	240.66		
	Bill payment - 5505 MEDLINE CANADA	308.70		

4/2/25 ✓



Business Account Statement

September 29, 2025 to October 31, 2025
Account number: 09179 100-146-0

Account Activity Details - continued

Date	Description	Cheques & Debits (\$)	Deposits & Credits (\$)	Balance (\$)
02 Oct	Bill payment - 5502 CENTENNIAL FOOD	3,846.79		
	Bill payment - 5508 SYSCO-CALGARY	4,212.14		
	Bill payment - 5503 GFS CANADA LTD	7,310.33		
	Bill payment - 5511 WCB-ALBERTA	14,079.12		955,934.08
06 Oct	Deposit 0133		3,176.00	
	Bill Payment DE BUSINESS	1,009.75		958,100.33
07 Oct	Misc Payment Government of A		31,725.00	
	Activity fee	255.00		989,570.33
08 Oct	COMMERCIAL TAXES EMPTX 4771062	51,548.62		938,021.71
09 Oct	Direct Deposits (PDS) service total GRADS7204090000	2,209.66		935,812.05
10 Oct	Account transfer Intercompany		20,000.00	955,812.05
	Deposit 0134		1,814.00	
	Bill payment - 9992 TABER HM HARDWR	18.45		
	Bill payment - 9997 CENTENNIAL FOOD	2,627.65		
	Bill payment - 9988 SYSCO-CALGARY	4,476.86		
	Bill payment - 9983 GFS CANADA LTD	8,350.24		
	Direct Deposits (PDS) service total GRADS7204090000	34,494.01		
	ACCOUNT TRANSFER 9528360038	914.18		906,744.66
14 Oct	Bill Payment Telus Comm	131.92		906,612.74
16 Oct	Direct Deposits (PDS) service total GRADS7204090000	15,259.26		891,353.48
17 Oct	Cable TV Bill Pmt SHAW CABLE TV	155.48		891,198.00
20 Oct	Deposit 0135		275.00	891,473.00
22 Oct	Direct Deposits (PDS) service total GRADS7204090000	2,391.94		889,081.06
24 Oct	Deposit 0136		3,195.00	892,276.06
29 Oct	Deposit 0137		600.00	
	Direct Deposits (PDS) service total GRADS7204090000	150,713.25		
	Misc Payment RBC PAYROLL	3,295.62		
	Misc Payment RBC PAYROLL	6,948.04		
	Misc Payment TransAlta Enrgy TEM-25-1421362	5,429.05		726,490.10
30 Oct	Account transfer Interoffice		84,000.00	810,490.10
	Bill payment - 8268 SECURTEK MS	49.30		
	Bill payment - 8270 TABER HM HARDWR	67.24		
	Bill payment - 8251 CENTENNIAL FOOD	4,753.09		

4. a) vi



ROYAL BANK OF CANADA
P.O. BAG SERVICE 2650
CALGARY AB T2P 2M7

Business Account Statement

September 29, 2025 to October 31, 2025
Account number: 09179 100-146-0

Account Activity Details - continued

Date	Description	Cheques & Debits (\$)	Deposits & Credits (\$)	Balance (\$)
30 Oct	Bill payment - 8261 SYSCO-CALGARY	7,265.13		
	Bill payment - 8255 GFS CANADA LTD	10,612.41		
	Direct Deposits (PDS) service total GRADS7204090000	62,438.05		
	ACCOUNT TRANSFER 9530381041	10.49		
	ACCOUNT TRANSFER 9530381043	198.18		725,096.21
31 Oct	Deposit 0138		1,715.10	
	Direct Deposits (PDS) service total GRADS7204090000	60,447.45		
	Misc Payment TOWN OF TABER Pre-Author	1,563.47		664,800.39
	Closing balance			664,800.39
Deposit Interest Earned: \$1,939.76		Account Fees: \$255.00		

Taber and District Housing Foundation - sochsg **Comparative Income Statement**

	Actual Jan 01, 2025 to Oct 31, 2025	Budget Jan 01, 2025 to Dec 31, 2025	Percent
REVENUE			
Rental Revenue			
Resident Rent (Note 1)	856,896.16	1,005,942.00	-14.82
Rent Rebates	-4,421.00	-1,300.00	240.08
Rent Loss COVID	0.00	0.00	0.00
Sundry Rent Revenue	0.00	0.00	0.00
Total Rent Revenue	852,475.16	1,004,642.00	-15.15
Resident Services			
Parking	13,233.94	14,904.00	-11.21
Utility Recovery	42,190.24	47,844.00	-11.82
Sundry Resident Revenue	10,842.50	11,440.00	-5.22
Tenant Maintenance Recovery	3,635.00	6,050.00	-39.92
Total Resident Services	69,901.68	80,238.00	-12.88
Non Resident Services			
Sundry Revenue	6,571.51	7,250.00	-9.36
Total Non Resident Services	6,571.51	7,250.00	-9.36
Grants			
ASHC - Rent Supplement Grant	15,160.00	9,600.00	57.92
Total Grants	15,160.00	9,600.00	57.92
Management & Administration			
PCMgtFee	6,245.69	0.00	0.00
Maintenance Recovery	5,645.00	0.00	0.00
Total Management & Administr...	11,890.69	0.00	0.00
Charitable Revenue			
Restricted Donations	20,000.00	0.00	0.00
Total Charitable Revenue	20,000.00	0.00	0.00
TOTAL REVENUE	975,999.04	1,101,730.00	-11.41
EXPENSE			
Utilities			
Heating (Gas/Heat/Fuel)	61,867.88	93,249.00	-33.65
Electricity	57,508.27	70,978.00	-18.98
Water & Sewer	89,274.03	105,000.00	-14.98
Waste Removal	13,736.75	20,000.00	-31.32
Telephone	10,092.70	17,065.00	-40.86
Total Utilities	232,479.63	306,292.00	-24.10
Operating			
Cleaning	5,396.19	17,950.00	-69.94
Equipment & Furniture Purchase	1,656.96	8,040.00	-79.39
Equipment & Furniture Repairs	68.99	100.00	-31.01
Insurance	12,060.90	23,000.00	-47.56
Resident/Volunteer Programs	3,848.26	4,090.00	-5.91
Bad Debt Expense	0.00	10,000.00	-100.00
Publicity & Promotion	502.00	1,400.00	-64.14
Pest Control	1,678.06	3,000.00	-44.06
Sundry	0.00	0.00	0.00
SUBTOTAL GRANTS IN LIEU	0.00	0.00	0.00
Toal Operating	25,211.36	67,580.00	-62.69
Operating Maintenance			
Appliances	8,427.00	12,175.00	-30.78

4. b) i

Taber and District Housing Foundation - sochsg **Comparative Income Statement**

	Actual Jan 01, 2025 to Oct 31, 2025	Budget Jan 01, 2025 to Dec 31, 2025	Percent
Bldg Safety & Security Systems	33,238.79	37,176.00	-10.59
Sundry	331.89	650.00	-48.94
Vehicles	8,378.15	11,000.00	-23.84
Building Int Painting Common Area	0.00	0.00	0.00
Building Interior Painting Units	10,627.66	17,600.00	-39.62
Building Interior Flooring	28,439.46	25,419.00	11.88
Building Interior Suite Reno	39,357.24	25,450.00	54.65
Building Exterior	20,084.65	27,875.00	-27.95
Building Remediation	0.00	0.00	0.00
Heating, Ventilation & A/C	26,043.23	27,500.00	-5.30
Plumbing	62,546.75	67,000.00	-6.65
Electrical	1,839.53	5,750.00	-68.01
Grounds & Maintenance	78,017.81	68,450.00	13.98
Elevators	5,325.37	6,085.00	-12.48
Maintenance Equipment - Repair	1,273.28	2,200.00	-42.12
Maintenance Equipment - Purch...	302.59	1,000.00	-69.74
Maintenance - Tools & Supplies	243.87	900.00	-72.90
Facility Condition Inspection	1,163.75	0.00	0.00
Total Maintenance	325,641.02	336,230.00	-3.15
Human Resources			
Salaries & Wages	0.00	0.00	0.00
Administration Salaries	156,553.45	243,286.00	-35.65
Maintenance Salaries	149,446.52	188,091.00	-20.55
Total Salaries & Wages	305,999.97	431,377.00	-29.06
Benefits	0.00	0.00	0.00
CPP	15,000.29	19,358.00	-22.51
EI	6,422.12	7,828.00	-17.96
EE Benefits	19,589.50	30,264.00	-35.27
Other Pension Contributions	8,237.29	14,374.00	-42.69
WCB	318.01	4,690.00	-93.22
Total Benefits	49,567.21	76,514.00	-35.22
Contract Employment	50.00	2,000.00	-97.50
Personal Recruitment	560.97	3,850.00	-85.43
Staff Functions & Recognition	978.83	4,425.00	-77.88
Training & Development	3,205.24	15,150.00	-78.84
Health & Safety	612.19	750.00	-18.37
Legal Fees	0.00	500.00	-100.00
Labour Relations	0.00	0.00	0.00
Total Human Resources	360,974.41	534,566.00	-32.47
Administration			
Bank Charges	1,798.65	4,550.00	-60.47
Courier/Postage	550.11	750.00	-26.65
Stationery & Other Supplies	2,141.02	3,500.00	-38.83
Office Rent	16,631.52	20,022.00	-16.93
Office Equipment & Furn	1,871.40	7,140.00	-73.79
Office Equipment & Furn Repairs	740.09	1,700.00	-56.47
Vehicle & Travel	3,870.00	4,758.00	-18.66
Board Expenses	1,945.95	11,550.00	-83.15
Association Fees	3,808.17	4,415.00	-13.74
Professional Fees	0.00	0.00	0.00
Legal Fees	6,908.25	6,000.00	15.14
Audit Fees	15,480.00	16,000.00	-3.25
Consulting Fees	7,500.00	0.00	0.00
IT Services	6,008.21	7,250.00	-17.13
Sundry	527.94	550.00	-4.01
Total Administration	69,781.31	88,185.00	-20.87
Amortization			
Amortization	0.00	0.00	0.00

4. b) ii

Taber and District Housing Foundation - sochsg **Comparative Income Statement**

	Actual Jan 01, 2025 to Oct 31, 2025	Budget Jan 01, 2025 to Dec 31, 2025	Percent
Total Amortization	<u>0.00</u>	<u>0.00</u>	0.00
Capital Maintenance			
Building Interior (Cap)	<u>5,645.00</u>	<u>0.00</u>	0.00
Total Capital Maintenance	<u>5,645.00</u>	<u>0.00</u>	0.00
TOTAL EXPENSE	<u>1,019,732.73</u>	<u>1,332,853.00</u>	-23.49
NET INCOME	<u><u>-43,733.69</u></u>	<u><u>-231,123.00</u></u>	-81.08

4, b) iii

**MONTHLY BANK RECONCILIATION
TABER AND DISTRICT HOUSING FOUNDATION**

SOCIAL HOUSING
Month ending October 31, 2025

GENERAL LEDGER BALANCE END OF PREVIOUS MONTH_{THIS} \$160,322.81

RECEIPTED DEPOSITS FOR THE MONTH		\$	21,848.00
Deposit	\$	21,848.00	
Auto Deposit	\$	-	
Interac	\$	-	
PAD's(pre-authorized Debit)			\$94,581.00
Sec Dep Transfer			\$320.69
Govt of AB - LAP			\$0.00
Govt of AB			\$20,259.04
Govt of AB - RAB			\$19,742.00
DEPOSIT INTEREST			\$512.02
RBC Express cheque'			(\$5,246.00)
Vendor PAD			(\$28,182.45)
LESS DISBURSMENTS FOR THE MONTH			\$0.00
PAD return / NSF			\$0.00
GIC Investment INT			\$0.00
Deposit forms/safety box			\$0.00
Interac Administration Fee pos Sep & Oct			(\$156.12)
RBC Activity Fee			(\$97.90)
Bank dep correction #			\$0.00
CVL Transfer			(\$104,000.00)
			\$0.00

GENERAL LEDGER ENDING BALANCE

\$179,903.09

ENDING BALANCE PER BANK STATEMENT

\$179,903.09

PLUS OUTSTANDING DEPOSIT -

\$0.00

LESS OUTSTANDING CHEQUES

\$0.00

RECONCILED BANK BALANCE

\$179,903.09

4. b) iv



ROYAL BANK OF CANADA
P.O. BAG SERVICE 2650
CALGARY AB T2P 2M7

Business Account Statement

RBBDA30000_1095982 E D 09179 00581
TABER AND DISTRICT HOUSING FOUNDATION
5318 48 AVE
TABER AB T1G 1S2

September 29, 2025 to October 31, 2025

Account number: 09179 100-106-4

How to reach us:

Please contact your RBC Banking representative or call
1-800-Royal®2-0
(1-800-769-2520)
www.rbcroyalbank.com/business

Account Summary for this Period

Business Current Account

Royal Bank of Canada
4818 53RD ST, TABER, AB T1G 1W4

Opening balance on September 29, 2025	\$162,222.81
Total deposits & credits (8)	+ 157,262.75
Total cheques & debits (119)	- 139,582.47
Closing balance on October 31, 2025	= \$179,903.09

Account Activity Details

Date	Description	Cheques & Debits (\$)	Deposits & Credits (\$)	Balance (\$)
	Opening balance			162,222.81
01 Oct	Deposit		20,000.00	
	INT FEE01071695	0.72		
	MON FEE01071695	77.70		
	Cable TV Bill Pmt SHAW CABLE TV	59.27		
	Cable TV Bill Pmt SHAW CABLE TV	59.27		
	Misc Payment COINAMATIC CANA	78.75		
	Cable TV Bill Pmt SHAW CABLE TV	85.52		
	Misc Payment ADT Security	88.04		
	Misc Payment COINAMATIC CANA	92.64		
	Misc Payment TOWN OF TABER Pre-Author	120.44		
	Misc Payment TOWN OF TABER Pre-Author	121.83		
	Misc Payment TOWN OF TABER Pre-Author	124.79		

4. b) ✓



Business Account Statement

September 29, 2025 to October 31, 2025

Account number: 09179 100-106-4

Account Activity Details - continued

Date	Description	Cheques & Debits (\$)	Deposits & Credits (\$)	Balance (\$)
01 Oct	Misc Payment TOWN OF TABER Pre-Author	127.56		
	Misc Payment TOWN OF TABER Pre-Author	127.81		
	Misc Payment TOWN OF TABER Pre-Author	129.41		
	Misc Payment TOWN OF TABER Pre-Author	129.68		
	Misc Payment TOWN OF TABER Pre-Author	131.11		
	Misc Payment TOWN OF TABER Pre-Author	134.79		
	Misc Payment TOWN OF TABER Pre-Author	135.05		
	Misc Payment TOWN OF TABER Pre-Author	135.27		
	Misc Payment TOWN OF TABER Pre-Author	137.18		
	Misc Payment TOWN OF TABER Pre-Author	141.15		
	Misc Payment TOWN OF TABER Pre-Author	141.94		
	Misc Payment TOWN OF TABER Pre-Author	143.89		
	Misc Payment TOWN OF TABER Pre-Author	145.37		
	Misc Payment TOWN OF TABER Pre-Author	146.27		
	Misc Payment TOWN OF TABER Pre-Author	148.45		
	Misc Payment TOWN OF TABER Pre-Author	152.83		
	Misc Payment TOWN OF TABER Pre-Author	155.81		
	Misc Payment TOWN OF TABER Pre-Author	156.52		
	Misc Payment TOWN OF TABER Pre-Author	164.07		
	Misc Payment TOWN OF TABER Pre-Author	168.73		
	Misc Payment TOWN OF TABER Pre-Author	177.75		
	Misc Payment TOWN OF TABER Pre-Author	182.67		
	Misc Payment COINAMATIC CANA	185.29		
	Misc Payment COINAMATIC CANA	188.73		
	Misc Payment COINAMATIC CANA	189.09		
	Misc Payment TOWN OF TABER Pre-Author	197.03		
	Misc Payment TOWN OF TABER Pre-Author	213.70		
	Misc Payment TOWN OF TABER Pre-Author	224.93		
	Misc Payment TOWN OF TABER Pre-Author	229.24		
	Misc Payment TOWN OF TABER Pre-Author	236.67		
	Misc Payment TOWN OF TABER Pre-Author	345.53		
	Misc Payment TOWN OF TABER Pre-Author	1,037.59		
	Misc Payment TOWN OF TABER Pre-Author	1,124.15		
	Misc Payment TOWN OF TABER Pre-Author	1,607.08		
	Cheque 1,500.00			
	Serial # 14613			170,821.50
	Deposit interest		512.02	171,333.52

4. b/vi



ROYAL BANK OF CANADA
P.O. BAG SERVICE 2650
CALGARY AB T2P 2M7

Business Account Statement

September 29, 2025 to October 31, 2025
Account number: 09179 100-106-4

Account Activity Details - continued

Date	Description	Cheques & Debits (\$)	Deposits & Credits (\$)	Balance (\$)
02 Oct	Direct Payment (PAD's) service total GRADS8751490000		94,581.00	265,914.52
	Deposit 0086		500.00	
	Bill payment - 5506 ROGERS 11 DIGIT	52.50		
	Bill payment - 5504 MUN OF TABER-TX	219.25		
	Bill payment - 5509 TABER HM HARDWR	392.21		
	Bill Payment Telus Comm	128.10		
	Cheque 400.00 Serial # 14612			265,222.46
06 Oct	Bill Payment DE BUSINESS	2,110.63		263,111.83
07 Oct	Misc Payment Government of A		40,001.04	
	Activity fee	97.90		
	Bill Payment Telus Mobility	50.24		302,964.73
10 Oct	Account transfer Oriod Sec Dep		320.69	303,285.42
	Deposit 0087		419.00	
	Account transfer ACTR7528300719	20,000.00		
	Bill payment - 9957 VAUXHALL-UTIL	104.85		
	Bill payment - 9942 VAUXHALL-UTIL	114.75		
	Bill payment - 9975 BLUEWAVE ENERGY	126.02		
	Bill payment - 9962 TABER, ALTA-UTL	210.95		
	Bill payment - 9972 CONSOLIDATED MO	236.25		
	Bill payment - 9980 CONSOLIDATED MO	236.25		
	Bill payment - 9947 BARNWELL-VIL-UT	236.92		
	Bill payment - 9969 MUN OF TABER-TX	323.25		
	Bill payment - 9950 VAUXHALL-UTIL	458.01		
	Bill payment - 9965 TABER HM HARDWR	638.37		
	Bill payment - 9954 BARNWELL-VIL-UT	738.32		
	Utility Bill Pmt EPCOR	252.27		280,028.21
14 Oct	Bill Payment Telus Comm	42.67		
	Bill Payment Telus Comm	72.74		279,912.80
16 Oct	Cable TV Bill Pmt SHAW CABLE TV	37.90		279,874.90
17 Oct	Cable TV Bill Pmt SHAW CABLE TV	33.42		279,841.48
20 Oct	Cable TV Bill Pmt SHAW CABLE TV	65.00		
	Cable TV Bill Pmt SHAW CABLE TV	84.19		
	Cable TV Bill Pmt SHAW CABLE TV	208.14		279,484.15
27 Oct	Cable TV Bill Pmt SHAW CABLE TV	78.75		
	Bill Payment Telus Comm	86.10		279,319.30

4. b) vii



Business Account Statement

September 29, 2025 to October 31, 2025
Account number: 09179 100-106-4

Account Activity Details - continued

Date	Description	Cheques & Debits (\$)	Deposits & Credits (\$)	Balance (\$)
29 Oct	Bill Payment Telus Comm	212.06		
	Misc Payment TransAlta Enrgy TEM-25-1421361	6,276.06		272,831.18
30 Oct	Account transfer ACTR7530300613	84,000.00		
	Bill payment - 8247 ROGERS 11 DIGIT	53.65		
	Bill payment - 8233 SECURTEK MS	147.89		
	Bill payment - 8242 SECURTEK MS	147.89		
	Bill payment - 8238 TABER HM HARDWR	580.49		
	ACCOUNT TRANSFER 9530381042	228.18		187,673.08
31 Oct	Deposit 0088		929.00	
	MON FEE01071695	77.70		
	Misc Payment TOWN OF TABER Pre-Author	117.56		
	Misc Payment TOWN OF TABER Pre-Author	118.08		
	Misc Payment TOWN OF TABER Pre-Author	121.49		
	Misc Payment TOWN OF TABER Pre-Author	124.83		
	Misc Payment TOWN OF TABER Pre-Author	129.31		
	Misc Payment TOWN OF TABER Pre-Author	129.67		
	Misc Payment TOWN OF TABER Pre-Author	130.26		
	Misc Payment TOWN OF TABER Pre-Author	133.19		
	Misc Payment TOWN OF TABER Pre-Author	135.33		
	Misc Payment TOWN OF TABER Pre-Author	136.24		
	Misc Payment TOWN OF TABER Pre-Author	137.16		
	Misc Payment TOWN OF TABER Pre-Author	142.92		
	Misc Payment TOWN OF TABER Pre-Author	142.96		
	Misc Payment TOWN OF TABER Pre-Author	142.99		
	Misc Payment TOWN OF TABER Pre-Author	143.97		
	Misc Payment TOWN OF TABER Pre-Author	144.88		
	Misc Payment TOWN OF TABER Pre-Author	145.88		
	Misc Payment TOWN OF TABER Pre-Author	149.30		
	Misc Payment TOWN OF TABER Pre-Author	149.66		
	Misc Payment TOWN OF TABER Pre-Author	151.22		
	Misc Payment TOWN OF TABER Pre-Author	156.73		
	Misc Payment TOWN OF TABER Pre-Author	159.78		
	Misc Payment TOWN OF TABER Pre-Author	167.57		
	Misc Payment TOWN OF TABER Pre-Author	177.69		
	Misc Payment TOWN OF TABER Pre-Author	183.86		
	Misc Payment TOWN OF TABER Pre-Author	193.92		
	Misc Payment TOWN OF TABER Pre-Author	196.85		

4. b) vln



ROYAL BANK OF CANADA
P.O. BAG SERVICE 2650
CALGARY AB T2P 2M7

Business Account Statement

September 29, 2025 to October 31, 2025
Account number: 09179 100-106-4

Account Activity Details - continued

Date	Description	Cheques & Debits (\$)	Deposits & Credits (\$)	Balance (\$)
31 Oct	Misc Payment TOWN OF TABER Pre-Author	202.70		
	Misc Payment TOWN OF TABER Pre-Author	210.84		
	Misc Payment TOWN OF TABER Pre-Author	232.13		
	Misc Payment TOWN OF TABER Pre-Author	325.58		
	Misc Payment TOWN OF TABER Pre-Author	998.71		
	Misc Payment TOWN OF TABER Pre-Author	1,119.83		
	Misc Payment TOWN OF TABER Pre-Author	1,568.20		179,903.09
	Closing balance			179,903.09

Deposit Interest Earned: \$512.02

Account Fees: \$97.90

SECURITY

**MONTHLY BANK RECONCILIATION
TABER AND DISTRICT HOUSING**

SECURITY DEPOSIT
Month ending October 31, 2025

<u>NET BALANCE - END OF PREVIOUS MONTH (this sheet)</u>	\$55,941.36
RECEIPTED DEPOSITS FOR THE MONTH	\$520.00
Voided cheques	\$0.00
DEPOSIT INTEREST	\$120.70
TOTAL DEPOSITS	\$640.70
<u>Cheques written or Transfers out to Current Account</u>	\$0.00
NSF	\$0.00
Deposit Slips ordered	\$0.00
Transfer	(\$320.69)
NET BALANCE END OF THE MONTH	<u>\$56,261.37</u>
<u>ENDING BALANCE ON BANK STATEMENT</u>	\$56,261.37
Add: o/s deposit	
Less: o/s cheques	\$0.00
<u>NET BALANCE END OF MONTH</u>	<u>\$56,261.37</u>



ROYAL BANK OF CANADA
P.O. BAG SERVICE 2650
CALGARY AB T2P 2M7

Business Account Statement

RBBDA30000_1095982 E D 09179 00594
TABER AND DISTRICT HOUSING FOUNDATION
DAMAGE DEPOSIT ACCOUNT(TRUST)
5318 48 AVE
TABER AB T1G 1S2

September 29, 2025 to October 31, 2025

Account number: 09179 100-158-5

How to reach us:

Please contact your RBC Banking representative or call

1-800-Royal®2-0

(1-800-769-2520)

www.rbcroyalbank.com/business

Account Summary for this Period

Business Current Account

Royal Bank of Canada
4818 53RD ST, TABER, AB T1G 1W4

Opening balance on September 29, 2025	\$55,941.36
Total deposits & credits (2)	+ 640.70
Total cheques & debits (1)	- 320.69
Closing balance on October 31, 2025	= \$56,261.37

Account Activity Details

Date	Description	Cheques & Debits (\$)	Deposits & Credits (\$)	Balance (\$)
	Opening balance			55,941.36
01 Oct	Deposit interest		120.70	56,062.06
10 Oct	Deposit 0602		520.00	
	Account transfer ACTR7528300717	320.69		56,261.37
	Closing balance			56,261.37

Deposit Interest Earned: \$120.70

4. e) ii

Lodge & Resident Manager's Board Report

November 2025

1) Resident Information:

- a. Move In's – 2**
- b. Move Outs – 2**
- c. SL3 – 18**
- d. SL2 Home Care Residents – 42**
- e. Resident Room Changes –1**
- f. Change in status – 2**
- g. Potential resident interviews – 1**
- h. Preadmission resident interviews for new H/C residents, this includes SL2/Type B HCA (SL3)/Type B LPN secure (SL4-D) – 2**
- i. Waitlist – 13**
- j. Residents in total – 74**
- k. Residents on MAP – 41**
- l. Residents receiving laundry services -42**
- m. Residents with in-house pendants – 24**
- n. Family case conferences held – 8**
- o. Residents paying for extra baths –4**

2) Monthly Meetings:

- a. HCA, kitchen, recreation, and housekeeping meetings held with minutes completed and distributed.**
- b. Homecare Huddle meeting.**
- c. CVL Management meeting.**
- d. Emergency preparedness meeting held with minutes, and updating of policies & procedures completed.**

3) Weekly AHS & Data reports completed.

4) Updating service hours spreadsheet as CLSP's from Home Care are updated.

5) Monitoring Senior Care to ensure care being provided by HCAs coincides with care outlined in CLSP's.

6) Monitoring and documenting all Medication errors, Fall reports, and hospital transfers, Ensuring all documents have been followed by HCA Coordinator and Home Care. Also documenting these in the quarterly spreadsheet for the AHS quarterly report.

7) Budget meeting attended with items needed budgeted for.

8) Health & Safety:

- a. Completed the Health and Safety Audit for 2025 received a score of 99%.**
- b. Action plan is being developed for Internal audit 2025.**
- c. JHSC Meeting was held with only 1 incident reported and completed. Minutes completed and distributed.**

5.a) 1

- d. Completed Hazard assessment review for November.**
- e. SWP review and competency checks completed for all departments.**
- f. First aid training & N95 mask fitting completed for all staff for 2025.**
- g. Safety Board completed for the month.**

9) Employees:

- a. Working on performance reviews.**
- b. Scheduling/Payroll for Oct/Nov completed. Scheduling/payroll for Nov/Dec on-going.**
- c. Staff appreciation luncheon planning for December 4, 2025.**

SUMMARY SCORE SHEET

ELEMENT		Points possible	Points not applicable	Points available	Points scored	Percentage
1	Management Leadership and Organizational Commitment	100	0	100	100	100%
2	Hazard Assessment	150	5	145	141	97%
3	Hazard Control	130	0	130	130	100%
4	Joint Health and Safety Committees (HSC) and Health and Safety Representatives (HS Representatives)	100	5	95	93	98%
5	Qualifications, Orientation and Training	90	0	90	90	100%
6	Other Parties at or in the Vicinity of the Work Site	50	0	50	50	100%
7	Inspections	80	0	80	80	100%
8	Emergency Response	75	0	75	75	100%
9	Incident Investigation	100	0	100	96	96%
10	System Administration	70	0	70	70	100%
Total		945	10	935	925	99%

5. a) iii

Dear Resident, We are interested in your feedback regarding how we are doing at Clearview Lodge. Please complete the following survey by **October 31, 2025** and place your completed survey in the mail slot in Carrie Wilson's office. All surveys and comments will be held in the strictest of confidence. Thank you in advance for your participation.

Taber & District Housing Foundation - Clearview Lodge

Question		Very Satisfied		Neutral		Very Dissatisfied		Comments
1	Do you feel safe and secure at the lodge?	32		2		2		
2	Is the lodge kept clean?	35		1				
3	Do you find the lodge accommodations comfortable?	33		5				1 No answer
4	Do you enjoy your table partners and surroundings?	28		4		7		
5	Are the meals served Satisfactory?	29		4		3		
6	Is the facility well maintained?	32		1				3 No answer
7	Is your personal care performed in a respectful and dignified manner?	28						8 NA
8	Do you feel you are involved in your care planning?	22		5				8 NA, 1 No Answer
9	Does the staff treat you with respect?	35						1 No answer
10	Is the staff courteous and friendly?	36						
11	How would you rate the friendliness of Management team?	35		1				
12	How would you rate the friendliness of the Maintenance staff?	36						

Please add any additional comments you may have:

Food is an issue. Would like to enjoy my meals

No shc

The staff are great

Food needs more flavour

I am very happy with the care I receive here

Resident management is friendly. Senior management doesn't mingle. Just maintain the rukes without any discussion or feeling.

Previous managemtn maintained respect & love from residents. Complaints were heard, considered. New management black & white period, get used to it.

So clean it sparkles

I feeel very lucky to be so well cared for.

I rate the lodge excellent

Too many sandwiches and pot pies

It would be appreciated if new comrs would wear name tags

Thank you for your comments? Please do not sign this survey, as we want to respect your confidentiality.

S, a) IV

Operations Report

November 2025

Clearview Lodge

- Annual inspection for Sprinkler system is done by Fire Safety.
- Boiler System has been inspected and backflows.
- Attended budget meeting.
- Put new lights in front of the Lodge.
- Had electrical plug ins fixed for scooters.

Homestead Manor

- Boiler System has been inspected and backflows.
- Resident Christmas dinner scheduled.
- Ordered new sign for the Manor.

Pioneer Place

- New Shower was installed at Unit 105 and Unit 108.
- Boiler System has been inspected and backflows.
- Resident Christmas dinner scheduled.
- New shower was replaced in Unit #103.
- Ordered new sign for the Manor.
- I attended a tenant meeting at Manor.
- Picked up one round of leaves and hauled away.

5. 1) i

Harmony Home

- Ordered a camera for front entrance.
- Replaced all locks for mailboxes.
- Boiler System has been inspected and backflows.
- Resident Christmas dinner scheduled.
- Had a resident pass away.
- Ordered new sign for the Manor.
- Cleaned the leaves up and hauled away.

Prairie Rose Manor

- Bid package for suite renewal reno had been finished.
- Move out in unit #2.
- Windows have been cleaned for the season
- Resident Christmas dinner scheduled.
- Ordered new sign for the Manor.

Sunshine Manor

- Outside windows have been cleaned for the season.

Barnwell

- On-going maintenance.
- Outside water has been shut down.

Phase One

- Unit 5102 Has had move in.
- Unit #5913 has had a move in.

Phase Two

- Bid Package for cabinet replacement is finished.

Phase Three

- Move in at Unit 3808
- Had reported mouse in units, poison and traps dropped off.
- Window fix in a unit.

Special Needs

- On-going maintenance.
- Replaced smoke detectors.

General Maintenance.

- New pad behind the shop has been made.
- Moved in place 2 sea cans behind shop.
- Removed solar light by generator and installed back of shop.

PLACEMENT OFFICER REPORT

MONTH: November 2025

SENIOR HOUSING

Applications Received – 1
Move ins – 0
Move outs – 1
Waitlist – 17
Units Available – 1
Vacant Units – 1

FAMILY HOUSING

Applications Received – 0
Move ins – 2
Move outs – 0
Waitlist – 6
Available Units – 0

RENT ASSISTANCE

Applications Received - 3
New Clients – 7
Client Removed – 0
Total Clients - 45
Processing – 4

NOTES:

- 1. Senior Housing – For the month of November the manors have seen content. The move ins last month were welcomed by the tenants associations potluck get together. At the All Tenant meeting held November 6th the Taber and Vauxhall manors were represented. Prairie Rose is the first of the manors to have had their annual Christmas lunch. The remaining manors lunches are set for December.**

- 2. Family Housing – In November thanks to the hard work of maintenance we were able to get 2 families moved in. There are no empty family units and there is nothing in the air in regard to any move outs.**

- 3. RAB Program – The RAB program saw 7 new clients added for November, 1 application was approved just before the pair decided to move to Lethbridge. They will apply to the RAB program there. Unfortunately, there was 1 application that was ineligible.**

Scji

CAO Report

November 2025

Duties & Activities

Regularly & Daily

- Ongoing review and authorization of cheque run payments.
- Ongoing review and authorization of Clearview Lodge documents
- Ongoing review and authorization of Social Housing documents
- Payroll timesheets, vacation requests, sick time, etc. for Out-of-Scope employees
- Emails & phone calls

Weekly

- weekly manager meeting with Tanya & Carrie
- Policy review

Week of Nov 3 - 7

- Nov 3 – Updated 2026 Calendar and sent out calendar invites for 2026 meetings
- Nov 3 – Followed up with Joules & Watt re: Harmony Home utility monitoring
- Nov 4 – Emails with Bergen & Associates re: CVL design options
- Nov 4 – Worked on Timetrex scheduling options and updating personnel list
- Nov 5 – CVL Management Meeting
- Nov 6 – Emails with municipal administration to find a date for a meeting re: CVL project with all municipal leadership (Council members and Administration)
- Nov 6 – Meeting with Carrie & Tanya
- Nov 6 – Email to answer questions to CVL project Electrical Engineering team
- Nov 7 – Away – Medical Appointment

Week of Nov 10 - 14

- Nov 10 – Away - Vacation
- Nov 11 – STAT – Remembrance Day
- Nov 12 – Confirmed that CVL announcement was NOT happening on November 17th
- Nov 13 – Emergency Preparedness Meeting
- Nov 13 – Family meeting (X 2)
- Nov 13 – Confirmed the location of future Building Condition Assessments on TDHF managed properties
- Nov 13 (PM) – AWAY – Funeral
- Nov 14 – Family meeting

S.dji

Week of Nov 17 - 21

- Nov 18 – AHS Continuing Care Videoconference meeting
- Nov 18 – CVL Resident Council – Executive and Resident Meeting
- Nov 19 – CVL Budget meeting with Bev, Tanya, Carrie & Corey
- Nov 20 – Meeting with Tanya & Carrie
- Nov 21 – At CVL to meet with resident & Carrie, and speak to hairdresser about salon plans for CVL Expansion project

Week of Nov 24 - 28

- Nov 24 – Budget & Audit Committee meeting – review 2026 CVL Budget
- Nov 24 – Prepare TDHF Board of Director's agenda package
- Nov 25 – Prairie Rose Manor Christmas Luncheon
- Nov 26 – Meeting at Pioneer Place Manor re: tenant concerns
- Nov 27 – Meeting with Tanya & Carrie
- Nov 27 – TDHF Board of Directors Meeting
- Nov 28 – Meet with Kimberly Lyall to discuss out-of-scope professional development options for 2026

Upcoming Events

December ->

- Building Committee (meet monthly):
 - Develop plan and costing:
 - CMHC financing
 - Discussions with municipal partners about debenture financing and timing
 - Develop income projections for construction period (impact on operating budgets throughout the next 3 to 4 years)
 - Considering plan to use 100 wing (albeit relocated) to house 12 residents during construction
 - Set up further meeting(s) with Assisted Living & Social Services (**On-going**)
 - Develop communications plan (**December->**)
- Electronic payroll system (**Dec ->**)
 - Begin repairs to iPad facial recognition timekeeping device (**Dec**)
 - Update employee listing to current staff (archive any noncurrent staff) (**Up to date**)
 - Update reporting lines for each department (**Up to date**)
 - Work with Bev on payroll calculation rules (**On-going**)
- Strategic Planning – put Goals into Action Plan
 - Transfer of ownership of ASHC assets to TDHF (**Completed**)
 - Upon successful asset transfer, develop project planning details (**Q1 & Q2 - 2026**) to update mechanical systems (boilers and controls), building envelope

- (windows and siding) and interior updates (tub to shower installs, kitchen upgrades, painting and flooring). Projects to be completed in 2026 & 2027.
- Research and develop plans for affordable housing (duplex and fourplex) embedded in community and in surrounding communities (**Dec/Jan**)
- Find partners for Cherry & Main (given new design and costing) (**On-going**)
- Develop proposals for Special Needs housing (**On hold**)
- Update business case for Clearview Lodge (based on Bergen costing) (**Completed**)
- Research and develop opportunity for third party management of housing facilities.
- Investigate and develop relationships with local investors/developers/employers.
- Professional Development for Out-of-Scope Managers
 - Research possibilities for 2025/6 team-building opportunities (**Canada-AB Job Grant eliminated funding for courses re: soft skills**)
 - Work with team members to find individual development opportunities (**On-going**)
- Human Resources & Staffing:
 - Comprehensive review of CVL Management Job Descriptions – ensure that there are no gaps in responsibilities; establish clear approval pathways and incorporate coverage for absences – *This is ongoing exercise as people change roles.*
 - Succession Planning – implement approved plan (**in perpetuity**)
 - Market Analysis of TDHF out-of-scope employee salaries (**Completed**)
- Fundraising Program:
 - Letters to previous donors, Chamber of Commerce, public appeal (for MOW – **Completed for Giving Tuesday**)
 - Develop an intentional fundraising plan for the next 1 to 5 years
 - Create a “wish” list of projects (with varying cost levels) that would be available should grantors/donors approach TDHF with funds (**Jan ->**)
- Policy Review & Updates
 - Disability Management Program & Return to Work (in progress)
 - Drug & Alcohol Policy (**Q1 - 2026**) – prepared by Steve Connors, Brownlee Law – this will need some review with Governance Committee and Management staff.
 - Pet Policy for Family Housing and Senior self-contained units (is it possible?)
 - Camera (in-room) Policy for Clearview Lodge (**Dec**)
 - CVL Resident Application form (**Dec**)

Professional Development & Committee Responsibilities:

- April 13 - 15, 2026 – ASCHA (CAO to be away on vacation but will send TDHF representatives) – Edmonton, AB
- May 12 – 14, 2026 – APHAA Conference – Edmonton, AB

Days booked out of office:

- Dec 25, 2025 – Jan 2, 2026 - Vacation
- April 6 – 24, 2026 - Vacation



October 28, 2025

File: B/C/Cs

Taber and District Housing Foundation
Attn: Tim Janzen, Chief Administrative Officer
Sent via email: timj@taberhsg.ca

Dear Mr. Janzen,

Re: Town of Taber Council Appointment

We are pleased to advise that Council of the Town of Taber at their Organizational Meeting held on October 27, 2025, appointed the following Council Member to participate on this Board:

Councillor Daniel Remfert
C/O Town of Taber
A - 4900 50 St
Taber, AB
T1G 1T1
403 223 5500 x 5515
Daniel.remfert@taber.ca

You may forward any correspondence and agendas to the above noted address. The term of this appointment will extend to our Organizational Meeting in October 2026, when either a re-appointment or a new appointment will be made. Of this, you will be advised accordingly.

Yours truly,

Derrin Thibault
Chief Administrative Officer



Municipal District of Taber

October 29, 2025

Taber & District Housing Foundation
5318 – 48th Avenue
Taber, Alberta
T1G 1S2

Attention: Mr. Tim Janzen

Dear Tim,

RE: Council Appointment

The Council of the Municipal District of Taber at their Organizational Meeting of October 28, 2025 has appointed Council David Torrie to the Taber & District Housing Foundation.

Councillor David Torrie's contact information is as follows: dtorrie@mdtaber.ab.ca

The term of this appointment will extend to the Organizational meeting in 2026 when either a re-appointment or new appointment will be made, and about which you will be advised accordingly.

Sincerely,

A handwritten signature in black ink, appearing to be "Arlos Crofts", with a long horizontal stroke extending to the right.

Arlos Crofts, CLGM
CAO
Municipal District of Taber

6.4) ii

Tim Janzen

From: Mindy Dunphy <mdunphy@town.vauxhall.ab.ca>
Sent: Tuesday, November 4, 2025 11:50 AM
To: Tim Janzen
Subject: RE: Next TDHF Board of Directors meeting - Thursday, October 30th

Good day Tim

Our Council representation for Taber & District Housing is Councillor Paul Ballard his email is jsp58@telus.net

We are working on getting his Town email set up, we will let you know as soon as it is set up.

Regards,
Mindy Dunphy
Assistant Chief Administrative Officer/Office Manager
Office Phone: 403.654.2174
www.town.vauxhall.ab.ca

CONFIDENTIALITY NOTICE This message is intended only for the use of the individual or entity to which it is addressed and contains information that is strictly confidential. If the reader of this message is not the intended recipient, you are hereby notified that any disclosure, distribution or copying of this message and any attachments is strictly prohibited. If you have received this message and any attachments in error, please notify the sender immediately, and delete this message and any attachments from your computer system, and refrain from saving or copying this communication or forwarding it to any other recipient. Thank you.

Tim Janzen

From: Angie Jensen <angie.jensen@barnwell.ca>
Sent: Tuesday, October 28, 2025 2:38 PM
To: Tim Janzen
Subject: Re: Next TDHF Board of Director's Meeting - Thursday, October 30th

Hi Tim,
I just wanted to let you know that Councillor Jane Jensen has been appointed to TDH Authority. Her contact info is jane.jensen@barnwell.ca
Regards,

Angie Jensen
CAO
Village of Barnwell
403-223-4018

From: Tim Janzen <timj@taberhsg.ca>
Sent: Wednesday, October 15, 2025 1:57 PM
To: Angie Jensen <angie.jensen@barnwell.ca>
Subject: RE: Next TDHF Board of Director's Meeting - Thursday, October 30th

Angie:
Thanks I will do so.

Regards,

Tim Janzen, B. Mgmt., CIHCM
Chief Administrative Officer
Taber and District Housing Foundation

Phone: (403) 223- 2767 ext. 7
Cell: (403) 382-7098



Provide individuals, families and seniors with affordable and caring accommodations.

From: Angie Jensen <angie.jensen@barnwell.ca>
Sent: Wednesday, October 15, 2025 1:53 PM
To: Tim Janzen <timj@taberhsg.ca>
Subject: Re: Next TDHF Board of Director's Meeting - Thursday, October 30th

Hi Tim,

6.2.14

TDHF Board of Directors
November 27, 2025

2024/2025 Board Appointees:

Town of Taber	Dan Remfert
MD of Taber	David Torrie
Town of Vauxhall	Paul Ballard
Village of Barnwell	Jane Jensen

2024/2025 Appointments

Executive Committee:	Rosanne Horrocks Chair	Tom Machacek Vice-Chair	Tamara Miyanaga
Signing Authorities:	Rosanne Horrocks Tim Janzen	Tom Machacek	Joe Strojwas

Board Committees: (bold signifies Committee Chair)

Personnel Committee Current Members:	Rosanne Horrocks	Dan Remfert	Tamara Miyanaga
Budget & Audit Committee Current Members:	Russ Norris Joe Strojwas	Rosanne Horrocks	Tom Machacek
Governance Committee Current Members:	J. Hiebert	Joe Strojwas	Dan Remfert
Fundraising Committee Current Members:	Tom Machacek	All Board Members	
Building Committee Current Members:	Tom Machacek	All Board Members	

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TDHF - Board Planning Calendar

2026	Jan	Feb	Mar	Apr	May	June	July	August	Sept	Oct	Nov	Dec
Board Meetings • Regular • AGM • Organizational	Regular Jan 29	Regular Feb 26	Regular Mar 26 Mar 26	Regular Apr 30	Regular May 28	Regular June 25	Regular Jul 23	Regular Fri Aug 14 (changed for CVL BBQ??)	Regular Sept 24	Regular Oct 22	Regular Nov 26 Nov 26	Regular Dec 11 (if necessar
Budget & Audit Committee • Budget & Audit • Financial Policy Review			Audit Review Mar 26		Review Finance Policies end of May	2027 SH Budget					2027 CVL Budget	
Personnel Committee • CAO Evaluation • Out of Scope Grid Review									2027 Salary Grid		Annual CAO Evaluation	
Governance Committee	Update Policies				Review Governance end of May							
Building Committee Monthly ?	Jan 8	Feb 12	Mar 12	Apr 16	May 21	Jun 11	Jul 9	Aug 27	Sep 10	Oct 15	Nov 19	Dec 17
Fundraising Committee Quarterly?		???			???		???			???		
Public Relations • CVL Volunteer Appreciation • CVL Resident & Family BBQ • Staff & Board Apprec.				CVL Volunteer Apprec.				CVL Family BBQ Aug 14 Staff & Board Apprec. Aug 13				
ASCHA - Southern Zone				Edmonton April 12 - 15								
Conventions					APHAA May 13 - 15					???? APHAA - Kananaskis		
Other Strategic Planning Session	Jan 22		Follow-up TBD		Action Plan TBD							
Updated: November 21, 2025												

6.5)

Proposed Christmas Schedule
TDHF Admin Office
2025

Date

Wednesday, December 24 th	Open until Noon
Thursday, December 25 th	CLOSED (Stat)
Friday, December 26 th	CLOSED (Stat)
Saturday, December 27 th	CLOSED
Sunday, December 28 th	CLOSED
Monday, December 29 th	Regular Hours
Tuesday, December 30 th	Regular Hours
Wednesday, December 31 st	Open until Noon
Thursday, January 1 st	CLOSED (Stat)
Friday, January 2 nd	Regular Hours



**Taber & District
HOUSING FOUNDATION**

HOLIDAY OFFICE HOUR CHANGES:

Wednesday, Dec 24, 2025—Christmas Eve—8:30am—Noon

Thursday, December 25, 2025—STAT— CLOSED

Friday, December 26, 2025—STAT—CLOSED

Mon & Tues, Dec 29 & 30, 2025—Regular Hours

Wednesday, Dec 31, 2025—New Year's Eve-8:30am-Noon

Thursday, January 1, 2026-New Year's Day-STAT-CLOSED



Smoking Policy Changes

November 27, 2025

On November 18, 2025, TDHF received two documents (attached) via email. One from Assisted Living Alberta outlined requirements of publicly funded continuing care homes that they had noticed that some facilities were denying smoking residents admission because “smoking” was seen as a complex case. The second email from Minister Jason Nixon was a signed Ministerial Order (2025-034) that indicated all publicly funding continuing care homes needed to amend their policies that included any admission barriers due to smoking status, as well, facilities were required to:

- Develop a smoking policy that:
 - Eliminates barriers to all spaces publicly funded through Assisted Living Alberta; and
 - Outlines the smoking guidelines of the facility and the conditions under which smoking is permissible; and
 - Verify that your facility has a smoking policy on the Assisted Living Capacity Reporting and Monitoring tool.

TDHF to date has never refused any application due to smoking status. However, upon review of **Policy T-9: Smoking**, it was clear that the policy may not have kept up with the legislative changes that have happened in the last 10 to 15 years.

As a result, **Policy T-9: Smoking** has been amended to include the most current legislation (effective 2021) and removed any reference to grandfathering of smoking in buildings (a 2008 provision – but only in the past 5 years have **ALL** the grandfathered smokers moved out of our buildings). Finally, any references to smoking distances away from doors, windows and air intakes were removed because TDHF policy has been for several years that we have designated spots for every building (often shelters) where people can smoke. They’re not supposed to smoke anywhere else.

I realize that CVL plans to date include an interior smoking room and therefore, if built to current design, the policy will need to be amended to add the smoking room as a designated area. However, plans may change and the policy need only be updated when we get ready to open a building that actually has a smoking room.

6. d) i



Date: Nov. 18, 2025

To: Type A and Type B Contracted Service Providers

cc: Alberta Continuing Care Association

Christian Health Association of Alberta

Alberta Seniors & Community Housing Association

From: Toby Schneider, Board Member and Operations Support, Assisted Living Alberta on behalf of The Government of Alberta, Ministry of Assisted Living and Social Services

Re: Removing smoking as a barrier; Action required

I am writing on behalf of the Government of Alberta to address an important matter pertaining to the admission of residents into publicly funded continuing care homes. Assisted Living Alberta's overarching goal is to ensure that all Albertans who have been assessed and identified as eligible for continuing care homes receive the support and accommodation they require.

Recent reviews have highlighted barriers to admission into continuing care homes. It has come to our attention that smokers are increasingly being classified as complex cases and, as a result, face challenges in securing placements within some facilities. As a result, the Minister has directed that continuing care home operators accept all eligible individuals, including those identified as smokers. While we recognize that accommodating smokers may require additional planning and resources, it is essential that the sector remains committed to equitable access for all eligible persons. Refusals can not be based solely on this factor.

We ask for your partnership in reinforcing admission practices that prioritize need and eligibility criteria, and in working collaboratively to identify solutions that enable facilities to provide the required care for all eligible individuals. This approach will ensure that our continuing care system remains inclusive and responsive to the diverse needs of Albertans.

Effective **December 31, 2025**, the Ministry of Assisted Living and Social Services will require that all continuing care home operators develop a smoking policy that eliminates barriers to all publicly funded spaces. The direction of the Minister is that the policy must outline the smoking guidelines of the facility and the conditions under which smoking is permissible.

For more information,
continuingcare@assistedlivingalberta.ca
assistedlivingalberta.ca

6.d) ii



Under the attached Ministerial Order, you must verify that your facility has developed and implemented a smoking policy on the Assisted Living Capacity Reporting and Monitoring tool. A new check box will be included on the website to confirm that, as the continuing care home, you are compliant.

Should you require further guidance or support in developing strategies to accommodate these individuals, please do not hesitate to reach out to Assisted Living Alberta at continuingcare@assistedlivingalberta.ca. Your inquiry will be directed to the appropriate Assisted Living Alberta Zone Leadership.

Thank you for your attention to this matter and your ongoing commitment to the well-being of Alberta's seniors and vulnerable populations.

Sincerely,

Toby Schneider
Board Member and Operational Support
Assisted Living Alberta

Att: Ministerial Order





ALBERTA

ASSISTED LIVING AND SOCIAL SERVICES
Office of the Minister

Ministerial Order No. 2025-034

WHEREAS Assisted Living and Social Services (ALSS) is committed to ensuring that all Albertans who have been assessed and identified as eligible for continuing care homes receive necessary support and accommodation;

AND WHEREAS recent reviews have highlighted admission barriers to smokers, who are increasingly being classified as complex cases, and as a result, are facing challenges in securing facility placement;

AND WHEREAS ALSS recognizes that accommodating smokers may require additional planning and resources but maintains that it is essential that the sector remains committed to equitable access for all eligible individuals;

AND WHEREAS ALSS wishes to reinforce admission practices that prioritize need and eligibility criteria and to work collaboratively to identify solutions that enable facilities to provide care necessary for their residents;

AND WHEREAS, pursuant to section 39(1) of the *Continuing Care Act* (the Act), the Minister may by order give direction to a continuing care home operator where the Minister considers it to be in the public interest or appropriate for the purposes of providing for matters relating to health or safety.

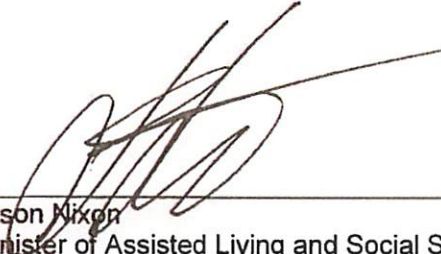
THEREFORE, I, JASON NIXON, Minister of Assisted Living and Social Services, pursuant to section 39(1) of the Act, do hereby:

1. Require all continuing care home operators to, by December 31, 2025:
 - a. develop a smoking policy that:
 - i. eliminates barriers to all spaces publicly funded through Assisted Living Alberta; and
 - ii. outlines the smoking guidelines of the facility and the conditions under which smoking is permissible; and

6. d) N.

- b. verify that your facility has a smoking policy on the Assisted Living Capacity Reporting and Monitoring tool.

DATED this 13 day of Nov., 2025.



Jason Nixon
Minister of Assisted Living and Social Services



Section: Tenant Administration and Personnel Administration	Date Board Approved: May 29, 2003
Subject: Smoking	Revision Dates: Jan 26, 2006, Jan 31, 2008, Apr 24 2008
Department: Clearview Lodge & Social Housing	Policy Number: T-9

Smoking

POLICY OBJECTIVE:

It is the policy of Taber and District Housing Foundation that a healthy lifestyle be fostered, for staff and residents/tenants alike. It has been determined that second-hand tobacco smoke (exhaled smoke and the smoke from idling cigarettes, cigars and pipes) is a health hazard or discomfort for many individuals.

Alberta's Tobacco, Smoking and Vaping Reduction Act (TSVRA) was proclaimed on July 31, 2021, prohibiting smoking in most public places (within 5 meters of doorways) and workplaces.

The Act applies to group living facilities and to the common areas of multi-unit residential facilities (including lodges and rental units).

RESIDENTS/ TENANTS, FAMILY & RESIDENT VISITORS SMOKING REGULATIONS:

Clearview Lodge:

1. Clearview Lodge is a "Smoke Free Facility". Smoking is prohibited within the Clearview Lodge. Smoking inside CVL, including the Suites, is prohibited.
2. All new residents will be **strictly** advised of the smoking policy.
3. Residents are only permitted to smoke in designated areas outside of the Clearview Lodge building and residents must ensure that all smoking matter is completely extinguished.

Social Housing:

1. There is a **"No Smoking" policy** in effect in all manor buildings.
2. All new residents will be **strictly** advised of the "no smoking" policy which includes residents and any guests.
3. Smoking is only permitted in designated smoking areas.



TABER & DISTRICT HOUSING

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

Section: Tenant Administration and Personnel Administration	Date Board Approved: May 29, 2003
Subject: Smoking	Revision Dates: Jan 26, 2006, Jan 31, 2008, Apr 24 2008
Department: Clearview Lodge & Social Housing	Policy Number: T-9

EMPLOYEE / STAFF SMOKING REGULATIONS:

1. Staff smoking is **prohibited** inside of ALL TDHF owned / operated facilities.
2. Smoking is **prohibited** in a work vehicle (a vehicle owned or leased by TDHF).
3. Smoking is **prohibited** in TDHF Maintenance Shop.
4. Employees are **only permitted** to smoke outside of TDHF owned buildings in designated areas. Employees must ensure that all smoking matter is completely extinguished.

Reference: Continuing Care Health Service Standards (Standard 1.21)



OLD

Section: Tenant Administration and Personnel Administration	Date Board Approved: May 29, 2003
Subject: Smoking	Revision Dates: Jan 26, 2006, Jan 31, 2008, Apr 24 2008
Department: Clearview Lodge & Social Housing	Policy Number: T-9

Smoking

POLICY OBJECTIVE:

It is the policy of Taber and District Housing Foundation that a healthy lifestyle be fostered, for staff and residents/tenants alike. It has been determined that second-hand tobacco smoke (exhaled smoke and the smoke from idling cigarettes, cigars and pipes) is a health hazard or discomfort for many individuals.

~~The Tobacco Reduction Act was proclaimed on January 1, 2008, prohibiting smoking in all public places and workplaces. The act also prohibits smoking within a prescribed distance from a doorway, window or air intake of a public place or workplace.~~

The Act applies to a group living facilities and to the common areas of multi-unit residential facilities (including lodges and rental units).

RESIDENTS/ TENANTS, FAMILY & RESIDENT VISITORS SMOKING REGULATIONS:

Clearview Lodge:

1. Clearview Lodge is a "Smoke Free Facility". Smoking is prohibited within the Clearview Lodge. Smoking inside CVL, including the Suites, is prohibited.
2. ~~At the time the facility became smoke free, any residents that do smoke will be grandfathered.~~ All new residents will be **strictly** advised of the smoking policy.
3. Residents are only permitted to smoke outside of the Clearview Lodge building and residents must ensure that all smoking matter is completely extinguished.
4. ~~Smoking must be more than five meters from doorways, windows and air intakes.~~

Social Housing:

1. There is a **"No Smoking" policy** in effect in the common areas.
2. ~~Effective April 24, 2008 all TDH Senior Self Contained Apartment/Manors are non-smoking with the exception of current tenants - these tenants will be grandfathered.~~ All new residents will be **strictly**



TABER & DISTRICT HOUSING

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

Section: Tenant Administration and Personnel Administration	Date Board Approved: May 29, 2003
Subject: Smoking	Revision Dates: Jan 26, 2006, Jan 31, 2008, Apr 24 2008
Department: Clearview Lodge & Social Housing	Policy Number: T-9

advised of the smoking policy. ~~If a current tenant transfers to a different unit this will be considered a new lease and that tenant / unit will be non-smoking.~~

Note: ~~Current Tenants are tenant residing in TDH Manors prior to April 24, 2008.~~

- ~~3. When smoking in private apartments, suite doors are to remain shut while smoking in a private unit. In addition guests are not permitted to smoke in the suites.~~
4. TDH reserves the right to designate certain areas and units as "non-smoking". Please assist us by advising your guests accordingly.
- ~~5. When Smoking outside the facility, smoking must be more than five meters from doorways, windows and air intakes.~~

STRICKY PROHIBITED:

~~OXYGEN & OXYGEN EQUIPMENT~~

~~**Clearview Lodge and Social Housing:** Smoking is **strictly** prohibited in proximity to pressurized oxygen equipment, under all circumstances. Tenants requiring oxygen & oxygen equipment are prohibited from smoking within any TDH owned & operated facilities. Tenants are prohibited from smoking outside on TDH owned & operated grounds and property when wearing oxygen equipment.~~

EMPLOYEE / STAFF SMOKING REGULATIONS:

1. Staff smoking is **prohibited** inside of ALL TDH owned / operated facilities.
2. Smoking is **prohibited** in a work vehicle (a vehicle owned or leased by TDH).
3. Smoking is **prohibited** in TDH Maintenance Shop.
4. Employees are **only permitted** to smoke outside of TDH owned buildings. Employees must ensure that all smoking matter is completely extinguished.
- ~~5. Employees smoking outside of the facilities must be more than five meters from doorways, windows and air intakes.~~

Reference: Continuing Care Health Service Standards (Standard 1.21)

Analysis of 2026 Clearview Lodge Budget At November 27, 2025

Revenues:

Resident Rent – the Service Package is increased by **\$25 per month**; effective April 2026

We have a few changes that we made in 2025 that are positively affecting the revenue figures:

- Change to continuing care rate – currently \$2,433 per month
- Change to increase maximum rent by \$100 per month. This change will continue for the next couple of years, until it reaches \$1,500 per month.
- Residents (other than a couple of outliers) seem to have greater income.
- New Lodge Managers are working with residents, family members and social workers (and FCSS) to ensure that residents have applied for all income support programs for which they are eligible.
- New Lodge Managers have worked through lists of services provided to residents and found more than a few instances where some residents were charged but others were not. Not a significant amount of revenue but we would like to achieve consistency in application across all residents.

MOW - Meals on Wheels demand are predicted to continue to decline but still are significantly higher than pre-COVID levels.

Guest Meals – ***Post Pandemic we have not allowed guest meals (basically Manor residents eating meals at CVL). We removed this revenue from our 2026 budget.*** But there are a few instances of family members coming in and eating with residents.

LAP Current calculations suggest that we should collect LAP for 34 residents (effective February 2026). That is 10 less than in 2025 (which represents \$78,000 in funding). ***This decrease IS reflected in the budget.***
This decrease is partly due to the change in our Ministerial Order that excluded continuing care residents from being eligible for LAP. Also, we have seen more residents have incomes that exceed the LAP threshold (expected to be about \$35,000 in 2026)

AHS Funding Our AHS funding jumped significantly in July 2023. But funding amounts have stabilized since then and we've seen modest increases in subsequent years. We've anticipated a 1% increase in 2026.

Requisition We have put in a 7% increase for requisition revenues. This is consistent with previous years (only in 2023 did we ask for 10% increase).

Interest A slightly conservative estimate (compared to our current monthly earnings) but who knows when interest rates may fall and with it our interest income. However, we do have a slightly larger bank balance that is collecting interest at this time.

OVERALL: ***We could slightly reduce the resident rent increase and our municipal requisition requests, but this would increase the amount of deficit.***

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Expenses:

<i>Utilities</i>	Based on information provided by 8760 (our energy broker). The major reason for decrease in natural gas is the elimination of carbon levy. Electrical usage has also gone down slightly. Shaw Cable continues to go up but is bound by our five-year contract.
<i>Food</i>	Based on 2025 figures and our bulk purchasing group estimates, we have put in a minor increase (2.5%) in food costs year over year; except meat (those costs we've increased 5% from 2025 actual). The Cook has become more proficient in ordering items on sale and adjusting the menu accordingly.
<i>Laundry</i>	Laundry expenses continue to increase. Luckily it is not a huge budget line item.
<i>Insurance</i>	There seems to be no upper limit for insurance costs, but the increase seems to have levelled off a bit in 2026 invoices (vs 2025 and earlier).
<i>Appliances</i>	We have budgeted a deep fryer (\$4,000) that will allow the cooks to crisp up things like breaded fish fillets and French fries. Not a huge part of the menu but something that can improve the quality of that product. The fryer will be ordered immediately but unlikely to arrive prior and be installed prior to 2026. Currently, we have a counter-top fryer but it cannot keep up with the demand to feed all the residents quickly.
<i>Painting</i>	Very little to be completed in anticipation of new project construction and renovations; mostly touch up repairs
<i>Grounds</i>	Based on 2025 Grounds Maintenance; we have maintained the budget.
<i>Salaries</i>	Administration has assumed a 3% increase – out-of-scope and CUPE 2038. Currently, there are <u>4 CVL management positions</u> included in the budget. However, a term administrative position (0.5 to 0.6 FTE) has been added for 2026 to assist in completing the accreditation process. While a term position, the hiring may provide us with an opportunity to get to know and train someone that could fill positions for potential maternity leave(s) or new positions post CVL construction.
OVERALL:	CVL has over \$2.4 million payroll. When we add benefits, RRSP/TFSA, etc. are all based on the value of the wages we pay. Once we add in training programs and professional development, the figure is around \$2.8 million. Therefore, when we contemplate a 3% increase in pay rates, that means each year we need to find an additional \$80,000 to \$90,000 just to cover payroll and payroll contingent expenses.

It is entirely possible that as Management consider what sort of offers can be made during the Collective Bargaining process, there are some costs that have yet to be contemplated. Overall, it is likely that TDHF will continue to pursue the replacement of the sick time leave conversion to short-term disability insurance. But there may be other incentives that could be offered (not limited to HCA licensing dues, training premiums, short notice coverage premiums, additional personal day(s), and attendance bonuses. These measures would be introduced to see if TDHF can assist in keeping long-term and relief staff.

CVL Expansion & Modernization Project:

The CVL Expansion & Modernization project is not just about building a new building. It is about housing more people (due to one-bedrooms that could hold more couples) and being able to provide our services to them with close to our current complement of staff. The project will dominate our work for the next 3 to 4 years and will likely tax all financial resources of the organization.

The budget as presented is “status quo” without any specific effects from the construction. But different scenarios have been considered to determine the effects of potential operational decisions:

- Closing the 100 wing (loss of 12 residential units), but also operational challenges of how long it would take to have that many open rooms.
 - Potential loss of income from rent
 - Potential loss of income from LAP (reduction of residents in subsequent years)
- Moving the 100 wing (interruption to 12 residential units but available for the bulk of the construction period)
 - Can we temporarily displace 12 residents?
 - Can we move the 100 wing?
 - Can we move it for a reasonable price?
- Can CVL handle more continuing care residents; given the new ministry appears amenable to offering more funding contracts to existing operators?
 - Does this make sense operationally?
 - Could the timing work, despite the construction project?
- Can we continue to offer a high level of service to residents & community with our current complement of staff (even in a project that has considerably more units)?
 - How would staffing be affected in different departments?
 - Food Services
 - Housekeeping
 - Healthcare Aides
 - Activity
 - Do we man the Reception Desk?
 - Is it CUPE staff or out-of-scope staff that man the Reception Desk?

2026	CLEARVIEW LODGE	WIP 2026	YTD 0	Information 2026	Approved 2025	Approved 2024	Approved 2023	Approved 2022
REVENUE								
400000	RENTAL REVENUE							
400100	Resident Rent	1,866,777	-		1,656,021	1,553,325	1,521,975	1,454,805
400150	Lodge Fees	800	-	room transfers	800	875	875	700
400200	Rent Rebates	(12,000)	-	refund moved to higher level of care	(12,000)	(12,000)	(12,000)	(12,000)
400400	Sundry Rent Revenue	-	-				-	-
410000	RESIDENT SERVICES							
410010	Parking	5,100	-		1,800	1,800	1,440	1,440
410060	Laundry	13,000	-		13,500	13,500	15,600	15,600
410140	SUNDRY RESIDENT SERVICES							
410141	Medication Fees (MAP)	18,720	-		18,000	18,000	17,400	17,400
410142	Resident Fundraising	500	-	photo and ice cream sales	500	500	500	500
410143	Therapeutic Bath	6,000	-	New item	1,000			
410144	Transportation Fee	-	-	Resident Council funding - no bus	-		-	1,000
410145	Activity Fee	-	-	Resident Council funding	-	500	500	500
410147	Personal Emergency Call System	8,400	-	Pendant	4,500	4,500	4,320	3,600
410160	Tenant Maintenance Recovery	500	-	A/C Install, lock replacement, moveout damages	500	500	500	400
420000	NON-RESIDENT SERVICES							
420030	Facility Rental	1,800	-	Hairdresser	1,800	1,800	1,800	1,800
420040	Meals on Wheels	44,400	-	MOW	54,000	54,000	54,000	48,000
420041	Meals on Wheels Discounts	(7,200)	-	MOW Discounts	(14,400)			(12,000)
420050	OTHER MEAL SERVICES							
420050	Other Meal Service	-	-	Non Resident Meal Plans	-	10,000	16,080	12,000
420051	Guest Meals	2,400	-	Resident Guest Meals	3,000	6,000	6,000	6,000
420052	Staff Meals	7,000	-	Staff Purchased meals 50% off regular	6,000	10,000	7,200	7,200
420053	Canteen Revenue	500	-	Misc coffee	1,000	1,000	1,000	1,000
420060	Tuck Shop	-	-	Residents charged for care supplies	1,000	1,500	2,400	2,400
420070	Catering	-	-		-	-	-	-
420090	Sundry Revenue	50	-		50	50	50	50
430000	GRANTS							
430005	AHSC Grants							
430020	ASHC - Maintenance	-	-		-	-	-	-
430040	ASHC Grants - Specific Restrictions	-	-		-	-	-	-
430050	ASHC - LAP Grant	266,815	-	Non SL3 Resident Funding	334,000	241,448	289,700	270,421
430100	Provincial - Grants	-	-		4,000	4,000	-	144,000
431030	Federal - Other Grants	-	-	YEP Program	-	-		
432020	Municipal - Other Grants	-	-		-	-		
450000	OPERATIONAL FUNDING							
450010	Health Funding	907,917	-		836,303	836,303	570,470	550,991
450020	COVID Health Funding	-	-		-	-	-	212,975
450030	Other Funding	-	-		-	-	-	-
460010	Requisition Funding	553,511	-		517,300	483,459	445,584	405,077
470000	MANAGEMENT & ADMINISTRATION							
470030	Insurance Recoveries	-	-		-	-	-	-
470040	Other Recoveries	14,800	-		13,600	8,600	8,900	8,900
470050	Maintenance Recovery	-	-		-	-	-	-
470090	Gain or Loss on Sale of Capital	-	-		-	-		
470110	NSF / Late Fees	25	-		25	25	25	25
470130	Sundry Revenue	1,200	-		1,200	1,200	1,200	1,200
475000	INVESTMENT INCOME							
475010	Interest Earned	17,280	-		20,000	16,000	12,000	3,500
475070	Amort Deferred Cap Contributions	-	-		-	-	-	-
480000	CHARITABLE REVENUE							
480010	Donation	-	-		-	-	-	-
480020	Restricted Donations	-	-		-	-	-	-
TOTAL REVENUE		3,718,295	-	-	3,463,499	3,256,885	2,967,519	3,147,484

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2026	CLEARVIEW LODGE	WIP 2026	YTD 0	Information 2026	Approved 2025	Approved 2024	Approved 2023	Approved 2022
EXPENSES								
510000	UTILITIES							
510005	Heating	41,000	-	8760	68,000	75,000	85,019	50,000
510010	Electricity	62,000	-	8760	66,000	70,000	64,000	60,000
510020	Water & Sewer	20,000	-		20,000	20,000	19,500	18,500
510030	Waste Removal	2,700	-		2,700	2,600	-	2,400
510040	Telephone	9,140	-		8,030	7,530	7,530	7,530
510060	Bulk Contracted Expenses (Cable)	34,540	-	Shaw Cable for Resident rooms	32,894	31,333	29,844	25,987
Total Utilities		169,380	-	17,520	197,624	206,463	205,893	164,417
520000	OPERATING							
520000	Food							
520001	Bakery	31,000	-		30,000	29,714	25,300	21,000
520002	Dairy	57,750	-		56,500	56,500	53,956	46,225
520003	Groceries	143,500	-		140,000	138,000	135,265	131,325
520005	Meat	114,000	-		105,000	100,000	84,888	70,390
520010	Food Supplies	26,000	-		25,000	22,000	26,250	18,900
520030	Cleaning							
520031	Janitorial & Housekeeping	56,435	-		51,960	52,484	50,074	44,060
520032	Laundry	9,250	-		9,000	9,000	6,300	5,250
520033	Linen Supplies	4,000	-		4,000	4,000	4,000	5,000
520040	Equip & Furniture Purchases	27,484	-		24,335	8,765	11,550	29,850
520050	Equip & Furniture Repairs	5,000	-		5,000	5,000	5,000	1,750
520060	Insurance	17,000	-		17,000	15,000	13,000	10,000
520070	Resident / Volunteer Programs	-	-		-	-	-	-
520071	Craft Supplies	500	-	Resident Craft Supplies	250	250	250	250
520072	Entertainment Supplies	3,000	-	Resident Entertainment	3,000	3,000	3,000	3,000
520073	Trip Expenses	-	-	No Bus - no revenue no expense	-	-	-	2,000
520074	Recreation Supplies	8,000	-	Resident Recreation supplies	6,000	6,000	5,600	5,300
520075	Tuck Shop Supplies (recoverable)	0	-		-	-	-	-
520080	Bad Debt Expenses	0	-		-	-	-	-
520090	Publicity & Promotion	4,675	-		675	675	675	325
520120	Pest Control	2,500	-		2,500	2,500	2,500	2,500
520130	Sundry	670	-		670	670	670	530
Total Operating Expenses		510,764	-	-	480,890	453,558	428,278	397,655
530000	OPERATING MAINTENANCE							
530005	Appliances	14,695	-		31,060	8,320	8,320	8,296
530010	Building Safety & Security Systems	27,706	-		25,801	20,487	20,486	17,100
530020	Sundry	350	-		325	325	325	225
530030	Vehicle	1,400	-		1,400	1,400	1,400	1,400
530040	Building Interior							
530041	Painting (Interior Common Area)	-	-		800	4,000	-	10,600
530042	Painting (Units)	4,800	-		4,800	4,500	4,500	4,500
530043	Flooring (Common Areas & Units)	5,000	-		4,900	4,900	4,900	4,900
530044	Suites Renovations	3,800	-		3,800	3,800	3,500	3,500
530050	Building Exterior	750	-		500	250	250	250
530060	Building Remediation	-	-					
530070	HVAC (Heating, Vent, & A/C)	15,400	-		13,025	13,000	12,200	11,700
530080	Plumbing	11,650	-		9,850	10,050	8,050	8,400
530090	Electrical	6,550	-		4,050	8,950	3,950	13,150
530100	Grounds Maintenance	22,300	-		17,300	13,300	15,050	13,300
530120	Maintenance Equip Repairs	1,000	-		1,000	1,000	1,000	1,000
530130	Maintenance Equip Purchase	500	-		500	-	-	-
530140	Maint. Tools & Supplies	1,000	-		1,000	1,000	1,000	1,000
530160	Facility Cond. Inspection	-	-		-	-	-	-
Total Operating Maintenance		116,901	-	-	120,111	95,282	84,931	99,321

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2026	CLEARVIEW LODGE	WIP 2026	YTD 0	Information 2026	Approved 2025	Approved 2024	Approved 2023	Approved 2022
550000	HUMAN RESOURCES							
550005	Salaries & Wages							
550010	Administration Wages	398,808	-		395,030	303,092	351,641	348,284
550015	Door Greeters - COVID 19	-	-		-	-	-	-
550020	Housekeeping Salaries	310,056	-	added shifts & weekends	300,997	297,174	284,797	349,403
550030	Food Services Salaries	541,788	-		548,986	549,360	459,870	526,849
550040	Maintenance Wages	85,293	-		82,580	77,604	76,036	71,194
550050	Resident Caregivers Salaries (AVC)	126,459	-	added weekends	122,951	87,603	79,803	108,109
551000	Benefits							
551010	CPP	79,476	-	All EE's except HCA's -	82,000	70,983	69,272	67,878
551020	EI	30,023	-	All EE's except HCA's -	32,000	27,661	26,464	28,535
551030	Employee Benefit Programs	95,200	-	All EE's except HCA's -	90,000	63,064	62,676	56,758
551040	Other Pension Contributions (RRSP)	45,000	-	All EE's except HCA's -	40,000	38,012	33,000	33,000
551050	WCB	43,000	-	All EE's except HCA's -	27,000	18,527	18,000	20,089
552000	Contract Employment	25,623	-		-	-	-	-
553000	Personnel Recruitment	4,400	-		3,900	3,900	3,900	2,900
554000	Staff Functions & Recognition	13,000	-		13,000	13,000	7,500	7,500
555000	Training & Development	42,000	-		32,922	21,360	21,562	25,970
556000	Health & Safety	22,076	-		16,876	12,376	15,876	16,151
557000	Legal Fees	10,000	-	HR legal fees	5,000	4,000	4,000	4,000
558000	Labour Relations	40,500	-	CUPE negotiator fee		20,000	32,000	-
Total Human Resources		1,912,702	-	-	1,793,242	1,607,716	1,546,397	1,666,620
580000	SALARIES - HEALTH SERVICES							
580200	Salaries - Resident Care (HCA's)	755,248	-	HCA Salaries including HCA Coord	677,089	646,404	588,633	617,769
581200	Benefits - Resident Care (HCA's)	135,112	-	HCA Benefits (CPP, EI, VICTOR, RRSP, WCB)	139,107	117,488	109,845	99,219
585200	Materials & Supplies - Resident Care	21,200	-	Non recoverable supplies to provide resident care	15,000	7,420	10,906	9,740
Total Salaries - Health Services		911,560	-	-	831,196	771,312	709,384	726,728
560000	ADMINISTRATION							
560000	Office & General Admin							
560001	Bank Charges	3,650	-		3,650	3,650	1,850	1,650
560002	Courier & Postage	1,000	-		1,000	1,000	1,000	1,200
560003	Stationery & Office Supplies	7,500	-		7,500	7,500	6,000	7,000
560010	Office Rent	10,074	-		8,610	8,610	8,106	8,106
560020	Office Equipment (& Furniture)	1,900	-		440	440	440	2,290
560030	Office Equipment (& Furniture) Repairs	1,900	-		1,500	1,500	1,500	1,400
560040	Vehicle & Travel	3,840	-		3,840	2,520	2,520	2,610
560060	Board Expenses	12,895	-		8,200	8,200	8,200	5,500
560070	Association Fees	4,340	-		4,805	4,305	4,430	4,430
560080	Professional Fees							
560081	Legal Fees	150	-		150	150	150	150
560082	Audit Fees	20,000	-		18,000	10,650	10,650	9,750
560083	Consulting Fees	5,200	-		1,200	1,200	1,200	1,200
560090	IT Services	19,390	-	Senior Care, Chinook IT, monthly subscriptions fe	17,170	16,720	16,370	15,950
560110	Sundry	1,075	-		725	725	725	725
560120	Accreditation	10,000	-		10,000	-	-	900
Total Administration Expenses		102,914	-	-	86,790	67,170	63,141	62,861
590000	INTEREST & BANK CHARGES							
590005	Long Term Interest (Debentures)	-	-		-	-	-	-
591000	Extra Ordinary Expenses	-	-	Emergent Funds client payouts	-	-	-	-
592000	Amortization	-	-	Amortization	-	-	-	-
Total Interest & Bank Charges		-	-	-	-	-	-	-
TOTAL OPERATING EXPENSES		3,724,221	-	17,520	3,509,853	3,201,501	3,038,024	3,117,602
NET REVENUE over EXPENSES - Operating		(5,926)	-		(46,354)	55,384	(70,505)	29,882
600000	CAPITAL MAINTENANCE							
600300	Building Interior	-	-				-	-
600400	Building Exterior	-	-				-	-
600400	HVAC	-	-					
600400	Equipment	-	-					
Total Capital Maintenance		-	-				-	-

Analysis – CVL Proforma Budget CVL Expansion & Modernization Project At November 27, 2025

Revenues

Resident Rent is expected to increase by over \$400,000. This is due to:

- More rooms (expanding from 77 to 91 total units)
- The composition and pricing of rooms:
 - Continuing with 20 SL3 rooms
 - 16 one-bedroom suites –
 - These rooms are significantly larger (450 to 480 sq. feet) and will have an increased price.
 - In addition, it is expected that couples may consider this as a viable option as it will likely be slightly cheaper than renting two rooms
 - 55 studios
 - These rooms will be significantly larger than the current rooms (350 to 360 sq. feet vs 190 to 220 sq. feet)
 - Current pricing can be maintained.

While not included in this exercise, the completion of the new construction project would be an ideal time to discuss how rents are charged and what should be included in our Board package. It has come to our attention that many other Southern AB HMBs do not provide similar provisions to each room that TDHF does, such as:

- Toilet paper
- Linens
- Cable TV is not included in the Board package but rather is a charge outside and residents use their discretionary income to pay the bill
- Residents that wish to rent larger, premium rooms do indeed pay a premium and agree to move to smaller rooms if their income precludes full payment of the room rent and service package.

Lap Funding is expected to increase due to the increase in 14 additional units, many of which could have two residents in them. This is anticipated to provide an additional \$50,000 of annual revenues.

Total increase in Revenues is anticipated to be around \$450,000.

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Expenses:

Food is expected to increase by about 30% as there could be as many as 107 residents (assuming 2 per one-bedroom suite) vs 77 residents currently. The 30% assumes a consistent number of residents, 99 in total.

Food is expected to increase by \$73,250.

Utilities are expected to increase by 80%. The square footage of the total building is doubling but we do anticipate some reduction in energy consumption due to LED lighting, condensing boilers systems, energy efficient HVAC (with heat exchangers), higher levels of insulation and new windows. All of these measures should allow us to avoid doubling our utility bills.

As well, it is anticipated that water usage will increase as each room now has a viable bathing solution for the resident.

Finally, the new design is likely to implement a solution for cable, internet and phone for each room vs our current Shaw contract. The new solution is appropriate for what residents and families have been requesting but it is more costly for the monthly subscription (even at its discounted rate).

Utilities are anticipated to rise by \$129,360.

Staffing:

There is minimal staffing changes proposed but some are inevitable, given the size of the facility and the additional number of residents:

- Increase the MOW position – currently 6.75 hours per weekday to 8 hours per day
 - This will allow an additional set of hands to be able to serve at lunch AND supper meal.
- Increase the Housekeeping teams by one team
 - This involves hiring **two full-time** Housekeepers
 - Each HK team would be responsible for about 30 units (currently two teams look after 77 units). But it should be noted that there will be considerably more public areas and hallways that need cleaning.

It is anticipated that staffing charges (including benefits) will increase by \$147,466.

Total increase in expenses is anticipated to be \$396,000.

As a result, the effect of increasing revenues and a corresponding increase in expenditures, the new facility will likely operate financially with less pressure on the municipal operating requisition. The requisition will likely continue to increase each year but perhaps not at the rate of increase (7% per annum) experienced in the last decade.

It should be noted that there is no provision for debt servicing in the proforma budget. ***It is very likely that any debt servicing costs would be added to the operational requisition.***

Options:

There could be some options to potentially increase the revenues of Clearview Lodge:

- Changes in our pricing structure – should we continue with rent geared to income or simply charge a specific rate for rooms?
 - The \$365 rule would still apply to ensure that low-income residents have some discretionary income.
 - Will the waitlist increase as the amenities improve and would that allow max rents or one-bedroom rents some room to increase?
- Changes in what options are included in the service package (and therefore subject to the \$365 rule) and those that are not
- Consider adding additional SL3 continuing care beds
 - Additional funding for the staffing required
 - There may be additional efficiencies in how staff could be deployed on their shifts:
 - Three HCAs on AM shift (instead of current 2 HCAs)
 - Three HCAs on PM shift (instead of current 2 HCAs)
 - Two HCAs on Night Shift (instead of current 1 HCA working throughout the night)
- Renting out salon space as a place of business OR renting to several different providers that could provide a variety of services throughout the week.
 - Renting at a rate that is more commensurate with leased retail space.

We may find that there are some operational efficiencies that we can find in a new building:

- Utilities may not increase as much as anticipated
- Food prices may retreat slightly; or more budget-conscious decisions are made to the menu.

2026	CLEARVIEW LODGE	WIP 2026	YTD 0	Information 2026	WIP 0%	Approved 2025	Approved 2024	Approved 2023	Approved 2022
REVENUE									
400000	RENTAL REVENUE								
400100	Resident Rent	2,296,035	-		0%	1,656,021	1,553,325	1,521,975	1,454,805
400150	Lodge Fees	800	-	room transfers	0%	800	875	875	700
400200	Rent Rebates	(16,000)	-	refund moved to higher level of care	0%	(12,000)	(12,000)	(12,000)	(12,000)
400400	Sundry Rent Revenue	-	-					-	-
410000	RESIDENT SERVICES								
410010	Parking	6,000	-		0%	1,800	1,800	1,440	1,440
410060	Laundry	3,375	-		0%	13,500	13,500	15,600	15,600
410140	SUNDRY RESIDENT SERVICES								
410141	Medication Fees (MAP)	23,400	-		0%	18,000	18,000	17,400	17,400
410142	Resident Fundraising	500	-	photo and ice cream sales	0%	500	500	500	500
410143	Therapeutic Bath	6,000	-	New item		1,000			
410144	Transportation Fee	-	-	Resident Council funding - no bus	#DIV/0!	-		-	1,000
410145	Activity Fee	-	-	Resident Council funding	#VALUE!	-	500	500	500
410147	Personal Emergency Call System	10,500	-	Pendant	0%	4,500	4,500	4,320	3,600
410160	Tenant Maintenance Recovery	500	-	A/C install, lock replacement, moveout damages	0%	500	500	500	400
420000	NON-RESIDENT SERVICES								
420030	Facility Rental	3,600	-	Hairdresser	0%	1,800	1,800	1,800	1,800
420040	Meals on Wheels	44,400	-	MOW	0%	54,000	54,000	54,000	48,000
420041	Meals on Wheels Discounts	(7,200)	-	MOW Discounts	0%	(14,400)			(12,000)
420050	OTHER MEAL SERVICES								
420050	Other Meal Service	-	-	Non Resident Meal Plans	#DIV/0!	-	10,000	16,080	12,000
420051	Guest Meals	2,400	-	Resident Guest Meals	0%	3,000	6,000	6,000	6,000
420052	Staff Meals	7,000	-	Staff Purchased meals 50% off regular	0%	6,000	10,000	7,200	7,200
420053	Canteen Revenue	500	-	Misc coffee	0%	1,000	1,000	1,000	1,000
420060	Tuck Shop	-	-	Residents charged for care supplies	#DIV/0!	1,000	1,500	2,400	2,400
420070	Catering	-	-		#DIV/0!	-	-	-	-
420090	Sundry Revenue	50	-		0%	50	50	50	50
430000	GRANTS								
430005	AHSC Grants								
430020	ASHC - Maintenance	-	-			-	-	-	-
430040	ASHC Grants - Specific Restrictions	-	-			-	-	-	-
430050	ASHC - LAP Grant	313,900	-	Non SL3 Resident Funding	0%	334,000	241,448	289,700	270,421
430100	Provincial - Grants	-	-		#DIV/0!	4,000	4,000	-	144,000
431030	Federal - Other Grants	-	-	YEP Program		-	-		
432020	Municipal - Other Grants	-	-			-	-		
450000	OPERATIONAL FUNDING								
450010	Health Funding	907,917	-		0%	836,303	836,303	570,470	550,991
450020	COVID Health Funding	-	-			-	-	-	212,975
450030	Other Funding	-	-			-	-	-	-
460010	Requisition Funding	553,511	-		0%	517,300	483,459	445,584	405,077
470000	MANAGEMENT & ADMINISTRATION								
470030	Insurance Recoveries	-	-			-	-	-	-
470040	Other Recoveries	14,800	-		0%	13,600	8,600	8,900	8,900
470050	Maintenance Recovery	-	-			-	-	-	-
470090	Gain or Loss on Sale of Capital	-	-			-	-	-	-
470110	NSF / Late Fees	25	-		0%	25	25	25	25
470130	Sundry Revenue	1,200	-		0%	1,200	1,200	1,200	1,200
475000	INVESTMENT INCOME								
475010	Interest Earned	20,000	-		0%	20,000	16,000	12,000	3,500
475070	Amort Deferred Cap Contributions	-	-			-	-	-	-
480000	CHARITABLE REVENUE								
480010	Donation	-	-			-	-	-	-
480020	Restricted Donations	-	-			-	-	-	-
TOTAL REVENUE		4,193,213	-		0%	3,463,499	3,256,885	2,967,519	3,147,484

6.9.14

2026	CLEARVIEW LODGE		WIP	YTD	Information	WIP	Approved	Approved	Approved	Approved	
			2026	0	2026	0%	2025	2024	2023	2022	
EXPENSES											
510000	UTILITIES										
510005	Heating		75,000	-		8760	0%	68,000	75,000	85,019	50,000
510010	Electricity		100,000	-		8760	0%	66,000	70,000	64,000	60,000
510020	Water & Sewer		30,000	-			0%	20,000	20,000	19,500	18,500
510030	Waste Removal		2,700	-			0%	2,700	2,600	-	2,400
510040	Telephone		9,140	-			0%	8,030	7,530	7,530	7,530
510060	Bulk Contracted Expenses (Cable)		81,900	-	Shaw Cable for Resident rooms		0%	32,894	31,333	29,844	25,987
Total Utilities			298,740	-	17,520	0%	197,624	206,463	205,893	164,417	
520000	OPERATING										
520000	Food										
520001	Bakery		40,300	-			0%	30,000	29,714	25,300	21,000
520002	Dairy		75,075	-			0%	56,500	56,500	53,956	46,225
520003	Groceries		186,550	-			0%	140,000	138,000	135,265	131,325
520005	Meat		148,200	-			0%	105,000	100,000	84,888	70,390
520010	Food Supplies		30,000	-			0%	25,000	22,000	26,250	18,900
520030	Cleaning										
520031	Janitorial & Housekeeping		70,000	-			0%	51,960	52,484	50,074	44,060
520032	Laundry		14,000	-			0%	9,000	9,000	6,300	5,250
520033	Linen Supplies		6,000	-			0%	4,000	4,000	4,000	5,000
520040	Equip & Furniture Purchases		27,484	-			0%	24,335	8,765	11,550	29,850
520050	Equip & Furniture Repairs		5,000	-			0%	5,000	5,000	5,000	1,750
520060	Insurance		17,000	-			0%	17,000	15,000	13,000	10,000
520070	Resident / Volunteer Programs		-	-				-	-	-	-
520071	Craft Supplies		500	-	Resident Craft Supplies		0%	250	250	250	250
520072	Entertainment Supplies		6,000	-	Resident Entertainment		0%	3,000	3,000	3,000	3,000
520073	Trip Expenses		-	-	No Bus - no revenue no expense	#DIV/0!		-	-	-	2,000
520074	Recreation Supplies		12,000	-	Resident Recreation supplies	0%	6,000	6,000	5,600	5,300	
520075	Tuck Shop Supplies (recoverable)		0	-				-	-	-	-
520080	Bad Debt Expenses		0	-				-	-	-	-
520090	Publicity & Promotion		4,675	-			0%	675	675	675	325
520120	Pest Control		2,500	-			0%	2,500	2,500	2,500	2,500
520130	Sundry		670	-			0%	670	670	670	530
Total Operating Expenses			645,954	-	-	0%	480,890	453,558	428,278	397,655	
530000	OPERATING MAINTENANCE										
530005	Appliances		18,535	-			0%	31,060	8,320	8,320	8,296
530010	Building Safety & SecuritySystems		42,306	-			0%	25,801	20,487	20,486	17,100
530020	Sundry		350	-			0%	325	325	325	225
530030	Vehicle		1,400	-			0%	1,400	1,400	1,400	1,400
530040	Building Interior										
530041	Painting (Interior Common Area)		-	-		#DIV/0!	800	4,000	-	10,600	
530042	Painting (Units)		4,800	-		0%	4,800	4,500	4,500	4,500	
530043	Flooring (Common Areas & Units)		5,000	-		0%	4,900	4,900	4,900	4,900	
530044	Suites Renovations		3,800	-		0%	3,800	3,800	3,500	3,500	
530050	Building Exterior		750	-		0%	500	250	250	250	
530060	Building Remediation		-	-							
530070	HVAC (Heating,Vent, & A/C)		15,400	-		0%	13,025	13,000	12,200	11,700	
530080	Plumbing		11,650	-		0%	9,850	10,050	8,050	8,400	
530090	Electrical		6,550	-		0%	4,050	8,950	3,950	13,150	
530100	Grounds Maintenance		22,300	-		0%	17,300	13,300	15,050	13,300	
530120	Maintenance Equip Repairs		1,000	-		0%	1,000	1,000	1,000	1,000	
530130	Maintenance Equip Purchase		500	-		0%	500	-	-	-	
530140	Maint. Tools & Supplies		1,000	-		0%	1,000	1,000	1,000	1,000	
530160	Facility Cond. Inspection		-	-			-	-	-	-	
Total Operating Maintenance			135,341	-	-	0%	120,111	95,282	84,931	99,321	

6.9) ✓

2026	CLEARVIEW LODGE	WIP 2026	YTD 0	Information 2026	WIP 0%	Approved 2025	Approved 2024	Approved 2023	Approved 2022
555000	HUMAN RESOURCES								
550005	Salaries & Wages								
550010	Administration Wages	408,756	-		0%	395,030	303,092	351,641	348,284
550015	Door Greeters - COVID 19	-	-		#DIV/0!	-	-	-	
550020	Housekeeping Salaries	409,240	-	added shifts & weekends	0%	300,997	297,174	284,797	349,403
550030	Food Services Salaries	549,058	-		0%	548,986	549,360	459,870	526,849
550040	Maintenance Wages	85,293	-		0%	82,580	77,604	76,036	71,194
550050	Resident Caregivers Salaries (AVC)	126,459	-	added weekends	0%	122,951	87,603	79,803	108,109
551000	Benefits								
551010	CPP	87,687	-	All EE's except HCA's -	0%	82,000	70,983	69,272	67,878
551020	EI	32,876	-	All EE's except HCA's -	0%	32,000	27,661	26,464	28,535
551030	Employee Benefit Programs	102,200	-	All EE's except HCA's -	0%	90,000	63,064	62,676	56,758
551040	Other Pension Contributions (RRSP)	56,000	-	All EE's except HCA's -	0%	40,000	38,012	33,000	33,000
551050	WCB	45,000	-	All EE's except HCA's -	0%	27,000	18,527	18,000	20,089
552000	Contract Employment	25,623	-		0%	-	-	-	-
553000	Personnel Recruitment	4,400	-		0%	3,900	3,900	3,900	2,900
554000	Staff Functions & Recognition	13,000	-		0%	13,000	13,000	7,500	7,500
555000	Training & Development	42,000	-		0%	32,922	21,360	21,562	25,970
556000	Health & Safety	22,076	-		0%	16,876	12,376	15,876	16,151
557000	Legal Fees	10,000	-	HR legal fees	0%	5,000	4,000	4,000	4,000
558000	Labour Relations	40,500	-	CUPE negotiator fee	0%		20,000	32,000	-
Total Human Resources		2,060,168	-	-	0%	1,793,242	1,607,716	1,546,397	1,666,620
580000	SALARIES - HEALTH SERVICES								
580200	Salaries - Resident Care (HCA's)	755,248	-	HCA Salaries including HCA Coord	0%	677,089	646,404	588,633	617,769
581200	Benefits - Resident Care (HCA's)	135,112	-	HCA Benefits (CPP, EI, VICTOR, RRSP, WCB)	0%	139,107	117,488	109,845	99,219
585200	Materials & Supplies - Resident Care	21,200	-	Non recoverable supplies to provide resident care	0%	15,000	7,420	10,906	9,740
Total Salaries - Health Services		911,560	-	-	0%	831,196	771,312	709,384	726,728
560000	ADMINISTRATION								
560000	Office & General Admin								
560001	Bank Charges	3,650	-		0%	3,650	3,650	1,850	1,650
560002	Courier & Postage	1,000	-		0%	1,000	1,000	1,000	1,200
560003	Stationery & Office Supplies	7,500	-		0%	7,500	7,500	6,000	7,000
560010	Office Rent	10,074	-		0%	8,610	8,610	8,106	8,106
560020	Office Equipment (& Furniture)	1,900	-		0%	440	440	440	2,290
560030	Office Equipment (& Furniture) Repairs	1,900	-		0%	1,500	1,500	1,500	1,400
560040	Vehicle & Travel	3,840	-		0%	3,840	2,520	2,520	2,610
560060	Board Expenses	12,895	-		0%	8,200	8,200	8,200	5,500
560070	Association Fees	4,340	-		0%	4,805	4,305	4,430	4,430
560080	Professional Fees								
560081	Legal Fees	150	-		0%	150	150	150	150
560082	Audit Fees	20,000	-		0%	18,000	10,650	10,650	9,750
560083	Consulting Fees	5,200	-		0%	1,200	1,200	1,200	1,200
560090	IT Services	19,390	-	Senior Care, Chinook IT, monthly subscriptions fees	0%	17,170	16,720	16,370	15,950
560110	Sundry	1,075	-		0%	725	725	725	725
560120	Accreditation	10,000	-		0%	10,000	-	-	900
Total Administration Expenses		102,914	-	-	0%	86,790	67,170	63,141	62,861
590000	INTEREST & BANK CHARGES								
590005	Long Term Interest (Debentures)	-	-			-	-	-	-
591000	Extra Ordinary Expenses	-	-	Emergent Funds client payouts		-	-	-	-
592000	Amortization	-	-	Amortization		-	-	-	-
Total Interest & Bank Charges		-	-	-	-	-	-	-	-
TOTAL OPERATING EXPENSES		4,154,677	-	17,520	0%	3,509,853	3,201,501	3,038,024	3,117,602
NET REVENUE over EXPENSES - Operating		38,536	-		0%	(46,354)	55,384	(70,505)	29,882
600000	CAPITAL MAINTENANCE								
600300	Building Interior	-	-					-	-
600400	Building Exterior	-	-					-	-
600400	HVAC	-	-						
600400	Equipment	-	-						
Total Capital Maintenance		-	-					-	-

Clearview Lodge Expansion & Modernization Project

Funding, Financing & Fundraising Options

At November 27, 2025

Financing:

Two major options:

CMHC

Available until the end of the year

Not much new funding available, they received additional funding this fall to meet obligations and previous approved applications

Interest rate this year was 4.61% - rate guarantee for 5-year term

Amortization periods are offered up to 30 and 50 years

Build Canada Homes

Very few details around how to apply for funding or what might be funded

GoA has suggested that projects across the province may be bundled into a portfolio and submitted to BCH for approval.

Nothing has been stated about rates or amortization periods.

It is unlikely that approvals will happen quickly.

It is unclear whether the debt financing can be secured to begin construction prior to the expiration of the funding offer by the Province of Alberta. Delays in securing financing will likely mean that construction cannot begin until 2027. It is likely that a delayed project will see an increase in total project costs.

Estimated loan payments (30-year amortization & 4.61% loan rates):

\$7 million	\$ 435,318	Total	\$13,059,540
\$8 million	\$ 497,507	Total	\$14,925,210
\$9 million	\$ 559,696	Total	\$16,790,880

It should be noted that the interest rates are only guaranteed for the first 5 years. It is possible that they will fluctuate up or down over the entire amortization period. This would introduce a level of uncertainty in future requirements to cover the debt payments.

It is likely that debt payments would be added to the existing annual operating requisition for TDHF to cashflow the annual debt servicing.

6.9) vii

Capital Requisition:

Rather than considering the debt financing options, TDHF could pursue a capital requisition that could cover the remaining capital cost of the project, over 4 years.

The period of four years is chosen based on the construction timeline. If a capital requisition were imposed on the following dates:

- April 2026, April 2027, April 2028, April 2029

The total amount of the capital requisition would be collected by the predicted end of the construction project. The project is likely to begin in summer or fall 2026 and be completed in 36 months by summer 2029. The timing of the capital requisition would aid TDHF in meeting payment requirements as the construction project was underway.

In the Town of Taber, the mill rate attributed to the TDHF operating requisition is 0.1211 and therefore a \$300,000 house would be charged **\$48.44** per year for the TDHF requisition. If the capital requisition were levied by assessed value (split amongst the municipal partners same as the operating requisition):

Project Cost	Annual Requisition	Mill Rate	Tax (\$300,000 home)
\$7 million	\$1,750,000	0.4099	\$ 122.97
\$8 million	\$2,000,000	0.4685	\$ 140.55
\$9 million	\$2,250,000	0.5270	\$ 158.11

This amount would be required for each of the four years and would be in addition to the operating requisition (already being levied).

It should be noted that a \$300,000 assessed property in the Town of Taber would have paid a total property tax bill of \$2,960.14 in 2025. *A capital requisition for \$9 million would represent 5.34% of the total property tax bill in 2025.*

There may be other options of how to charge the capital requisition. One option would be making it a set amount of levy per title. Essentially, each landowner pays the same amount towards the funding of Clearview Lodge regardless of the value of the property.

While the Town of Taber and the MD of Taber have committed equity amounts towards Clearview Lodge (\$4.5 million and \$4 million respectively), a capital requisition should not create a financial cost to the municipalities. The cost of a capital requisition is borne by the property owners/ratepayers.

The question ultimately comes down to “do you want to pay now or pay it later?”.

6.9) viii

Please find attached copies of a survey completed by Chinook Foundation this past summer. Their CAO was trying to determine where Chinook Foundation stood (relative to other Southern AB HMBs) regarding requisitions and how much requisition funding was recorded (by bed) by each organization.

You will see from the “Annual Requisition per Lodge unit” table, TDHF is in about the middle of the pack in terms of requisition funding per housing unit, but still below the provincial average. It should be noted that the calculation used 57 units for Clearview Lodge (post 2025 Ministerial Order revision). If you used 77 units (total CVL units), the requisition funding per bed falls to \$6,715.

The Requisition Data table shows a similar picture where TDHF is the 3rd lowest mill rate for requisition funding in Southern AB. However, this can also mean that our municipalities have higher assessment values than some of the other HMBs. If you look at the highest requisition amounts, the areas tend to be rural, dryland and even mostly ranching country. It is likely that those HMBs simply don’t have a lot of assessment to draw from.

What I found most interesting is that even with proposing a four-year capital requisition, the proposed rate of requisition for TDHF would only be slightly higher than the four HMBs that are charging over 0.3000 mill rate for operational requisitions.

Fundraising Ideas:

Naming Options of Specific Areas:

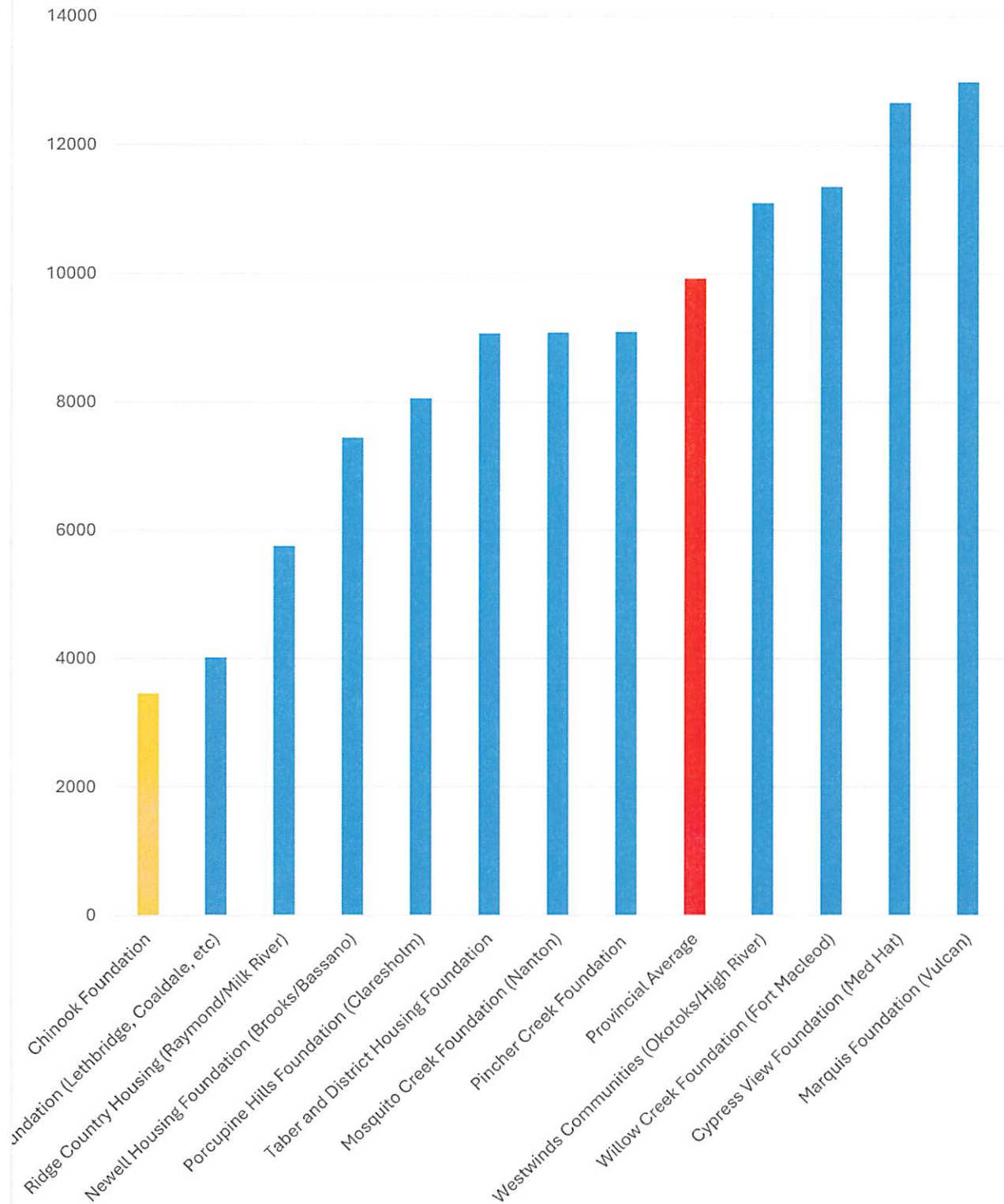
- Library
- Craft room
- Downstairs Boardroom (attached to Craft Room)
- CVL Meeting Room (existing Lodge)
- Gallery seating area (Floors 1, 2 & 3 of Lodge addition)
- Outside garden, path and pergola/pavilion
- Interior courtyard

Our previous architect had an interesting idea regarding wayfinding and signage for the Lodge addition. He proposed that each floor have a theme and color, so that residents might remember their floor by theme or color rather than by number. He had proposed thematic pictures that represented Taber and area, such as:

- Rows of corn
- Sugar beet harvesting
- Potato harvesting
- Irrigation equipment

One might be able to approach specific groups to “sponsor” the floors.

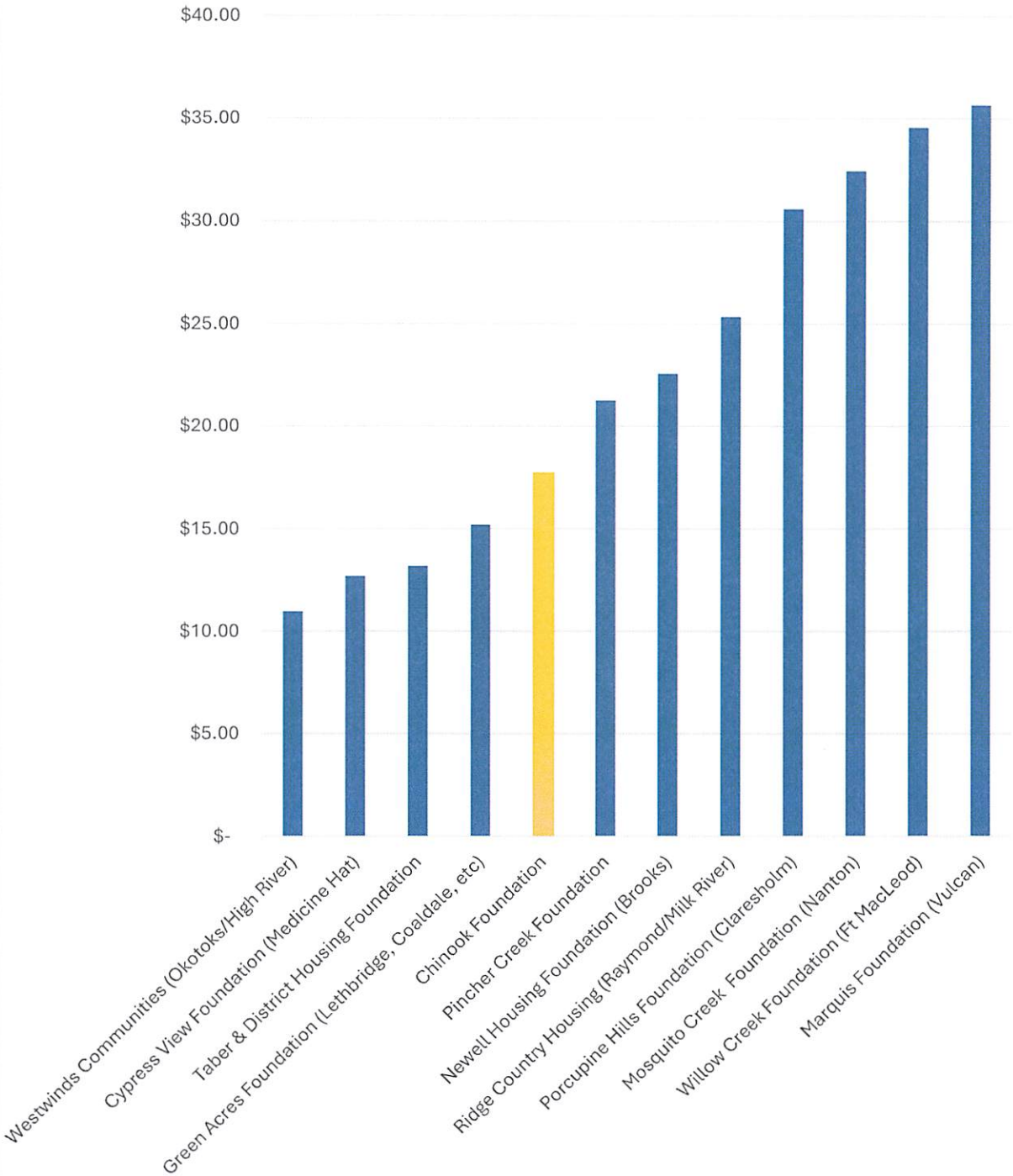
Annual Requisition per Lodge Unit Southern Alberta Foundations



6.9)x

Requisition Data

Annual Requisition per \$100,000 of property, Southern Alberta Foundations



6.9) x 1

**Taber & District Housing Foundation
Board of Directors Meeting
November 27, 2025**

Out of Scope Pay Raise (Effective January 1, 2026)

Effective January 1, 2026, I **would recommend that out-of-scope staff receive a 3% increase.**

This will be consistent with the increase included for CUPE 2038 staff (effective June 1, 2025). And consistent with what we believe will be required to get a long-term collective bargaining agreement.

It should be noted that this proposed increase was included in the 2026 Clearview Lodge budget that was presented today and in the Social Housing budget adopted at June 2025 Board of Directors meeting. As a result, there is no additional cost to either 2026 budget by formally accepting this proposal.

6. b) i

Weekly Report (Social Housing)

11/14/2025

	Senior Self Contained
New Applicants	0
Move In's	0
Move Outs	0
Wait List	17
Vacant Units	1

New Tenants (Move In's)

Sr. Apt			
Tenant Name	Move In Date	Unit Number	Phase Number

Exiting Tenants (Move Out's)

Sr. Apt			
Tenant Name	Move Out Date	Unit Number	Phase Number

Sr Self Contained Apt Vacancies:

Unit #	Status
Harmony Home Phase 11 (52040)	Full
Homestead Manor Phase 12 (52050)	Full
Pioneer Place Phase 13 (52060)	Full
Prairie Rose Manor Phase 31 (52100)	Unit 4 Empty
Bountiful House Phase 21 (52070)	Full
Sunshine Manor Phase 41 (52130)	Full

	Community Housing
New Applicants	0
Move In's	1
Move Outs	0
Wait List	6
Vacant Units	0

New Tenants (Move In's)

Community			
Tenant Name	Move In Date	Unit Number	Phase Number

Exiting Tenants (Move Out's)

Community			
Tenant Name	Move Out Date	Unit Number	Phase Number

Community Housing Vacancies:

Unit #	Status
Taber Phase 1 (52000)	Full
Taber Phase 2 (52010)	Full
Taber Phase 3 (52020)	Full
Taber Phase 4 (52030)	Full
Barnwell Phase 23 (52090)	Full
Vauxhall Phase 33 (52120)	Full

7.9) i