



AGENDA
Regular Monthly Board Meeting
Taber and District Housing Foundation
Friday, August 14 @ 1:30 p.m.
Clearview Lodge – Activity Room

1. **Approval of Agenda**
2. **Approval of Minutes:**
 - a) Minutes – Board of Directors Meeting – July 23, 2026
3. **Business Arising:**
 - a) Drug & Alcohol Policy – UNDER REVIEW
 - b) Meals on Wheels – Statistics to July 31, 2026
- 4.. **Reports**
 - a) Lodge Manager/Resident Manager Report
 - b) Operations Manager Report
 - c) Placement Officer Report
 - d) CAO Report
5. **New Business:**
 - a) CVL Project Update:
 - Construction Manager Process
 - 100 Wing Plan
 - PrimeBuild360 Information
 - Construction Financing
 - b) Harmony Home Manor Update – Boiler Replacement & HVAC controls
 - c) Nurse-call System Update
 - d) Policy:
 - a. P-10: Out-of-Scope Vacation Time
 - e) Action Plan: Strategic Planning Session 2026
6. **Information**
 - a) Report – Social Housing – August 7, 2026
7. **Adjournment**

Next Meeting:	Building Committee Meeting	Wed, Aug 26, 2026	2:00 pm	Zoom– Jen-Col Constr.
	Building Committee Meeting	Wed, Sept 9, 2026	2:00 pm	Zoom– Jen-Col Constr.
	Building Committee Meeting	Wed, Sept 13, 2026	2:00 pm	Zoom– Jen-Col Constr.
	Board of Directors Mtg.	Thurs, Sept 24, 2026	1:30 pm	TDHF Admin Boardroom



**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, July 23, 2026
TDHF Administrative Office - Boardroom

ATTENDANCE

Board:	Rosanne Horrocks Joe Strojwas (by video)	Tom Machacek	Tamara Miyanaga
Absent:	Jane Jensen	Paul Ballard	Dan Remfert
Administration:	Tim Janzen (CAO), Corey Beck (Operations Manager), Tanya Fallon (CVL Lodge Manager), Carrie Wilson (CVL Resident Manager) & Beverly Mikalson (Financial Administrator)		

Rosanne Horrocks, Board Chair, called the meeting to order at 1:31 pm.

1. Approval of Agenda

Motion 2026 - 101

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

CARRIED

2. Approval of Minutes

Motion 2026 - 102

MOVED by T. Machacek to accept the minutes from the Board of Directors meeting of Thursday, June 25, 2026.

CARRIED

3. Business Arising

- a) **Drug & Alcohol Policy - DRAFT** – CAO reported the document is still being worked on.
- b) **Meals on Wheels** – Statistics YTD to June 30, 2026

4. Financial Statements – Financial Statements & Bank Reconciliations

Motion 2026 - 103

MOVED by T. Miyanaga to approve financial statements and bank reconciliations for Clearview Lodge to June 30, 2026.

CARRIED

Motion 2026 - 104

MOVED by J. Strojwas to approve financial statements and bank reconciliations for Social Housing to June 30, 2026.

CARRIED

Motion 2026 - 105

MOVED by T. Machacek to approve bank reconciliations for Security Deposits for the month of June 2026.

CARRIED

5. Reports

a) Financial Administrator Report

Motion 2026 - 106

MOVED by T. Machacek to accept the Financial Administrator report, as presented.

CARRIED

b) CVL Lodge Manager/Resident Manager Report

Motion 2026 - 107

MOVED by J. Strojwas to accept the Lodge Manager/Resident Manager report, as presented.

CARRIED

c) Operations Manager Report

Motion 2026 - 108

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

CARRIED

d) Placement Officer Report

Motion 2026 - 109

MOVED by T. Machacek to accept the Placement Officer report, as presented.

CARRIED

e) Chief Administrative Officer Report

Motion 2026 - 110

MOVED by T. Miyanaga to accept the Chief Administrative Officer report, as presented.

CARRIED

6. New Business

a) Clearview Lodge – Project Update

- **Continuing Care Capital Grant Debrief**

CAO presented the information provided by ALSS representatives of why the Clearview Lodge application was deemed non-compliant and that it may be difficult to make it so for any subsequent applications.

CAO was encouraged to continue to make applications for grant in any subsequent opportunities.

- **Construction Manager Process & 100-wing update**

CAO reported the progress made to date by Jen-Col Construction and that within days, a report should be issued about Class A costing for the 100-wing move and a Class B costing for the overall project.

CAO presented different phases of the project for:

- 100-wing relocation and reconnection
- Expansion Wing
- Renovation of existing facility.

- **PrimeBuild360**

CAO reported that more information had been received from PrimeBuild360 and representatives would be in Taber on Tuesday, August 11. TDHF Board members would be invited to the meeting once scheduling is completed.

- **Construction Financing**

CAO reported that property appraisers had visited Clearview Lodge recently and the appraisal report should be in hand by July 29th. CAO reported that RBC has expressed a preference that Clearview Lodge add continuing care beds to 25% of building capacity (closer to 25 rooms) as they would be able to offer preferred rates and terms with additional continuing care spaces.

- **Sod Turning Ceremony**

There was good conversation around the design of the poster announcing the sod-turning ceremony and a more complete list of invitees. CAO to finalize the logistics of invitations and the event. CAO to work with Tom Machacek, who will perform Master of Ceremonies duties for the event.

- **Town of Taber – Questions about Debenture Financing**

CAO reported a meeting with Troy Shewchuk, Town of Taber CFO, yielded that the Town of Taber had been denied debenture borrowing by Treasury Board, due to not owning or managing the Clearview Lodge.

Motion 2026 - 111

MOVED by T. Machacek to direct CAO to draft a letter, jointly from TDHF and municipal partners to Minister Nathan Neudorf, Assisted Living and Support Services to enquire as to the ability of municipalities to access debenture borrowing for equity contributions to the Clearview Lodge project. CAO to contact municipal partners to let them know of the letter being sent and give opportunity for signatures to added from MD of Taber Reeve and Town of Taber Mayor.

CARRIED

b) Harmony Home Manor Update

CAO reported that renovations had been held up for some permitting issues, but those had been resolved this week. A new timeline will be coming out shortly.

There will be some days where domestic water is shut down for the day. Late in the project, there may be days of hot water disruption. Discussion ensued and several options were discussed:

- Use of CVL 100-wing showers
- Use of CVL 200-wing bathing room
- Use of Town of Taber portable water tank

c) Fundraising Ideas

CAO presented information about fundraising process and discussion yielded a number of good ideas, including:

- Use of municipal grant writers to prepare handout for fundraising purposes. They might also be on the lookout for potential grants to assist in fundraising.
- Use of video with social media and website. An example is of the Activity Department leading CVL residents and taking them on outings.

d) Nurse Call System Update

CAO reported that the Poltys system is to be installed on August 17 – 19, 2026.

e) Policy Documents:

Motion 2026 - 112

MOVED by T. Machacek that Policy P-3: Recognition & Service – Staff, Volunteers and Board be approved as amended.

CARRIED

Motion 2026 - 113

MOVED by J. Strojwas that Policy P-25: Personal Days be approved as presented.

CARRIED

Motion 2026 - 114

MOVED by T. Machacek that Policy P-23: Employee Classifications (Out-of-Scope) be approved as presented.

CARRIED

7. Other Information

- a) Report – Social Housing – July 16, 2026
- b) TDHF Social Housing Budget Approval – July 21, 2026

8. Adjournment

Motion 2026 - 115

MOVED by J. Strojwas to adjourn the meeting at 3:52 pm

CARRIED

Next Meeting:

CVL Resident & Family BBQ	Friday, August 14, 2026	11:30 am	CVL Atrium
CVL Sod-Turning Ceremony	Friday, August 14, 2026	2:00 pm	CVL Parking Lot
TDHF Board of Directors	Thursday, Sept 24, 2026	1:30 pm	TDHF Admin Office Boardroom

Rosanne Horrocks, Chairperson

Tom Machacek, Vice-Chairperson

2026 MOW Summary

Month	# Clients (inv)	# of Meals	YTD	Days/Mon	Discount
January	29	411	411	36	733.50
February	33	396	807	28	963.00
March	34	438	1245	30	819.00
April	31	402	1647	34	778.50
May	32	408	2055	28	810.00
June	33	454	2509	30	829.50
July	32	424	2933	33	789.00
August			2933		
September			2933		
October			2933		
November			2933		
December			2933		
YTD MEALS		2933		219	5,722.50
\$/MEAL		\$11.00		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># of meals</u>
2021	36	3,941
2022	35	3,430
2023	35	3,140
2024	37	3,522
2025	26	2,601

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Lodge & Resident Manager's Board Report

August 2026

1) Resident Information:

- a. Move In's – 0**
- b. Move Outs – 3**
- c. SL3 – 15**
- d. SL2 Home Care Residents –36**
- e. Resident Room Changes –2**
- f. Change in status – 0**
- g. Potential resident interviews – 2**
- h. Preadmission resident interviews for new H/C residents, this includes SL2/Type B HCA (SL3)/Type B LPN secure (SL4-D) – 0**
- i. Waitlist –24**
- j. Residents in total – 66**
- k. Residents on MAP – 38**
- l. Residents receiving laundry services -32**
- m. Residents with in-house pendants – 24**
- n. Family case conferences held –4**
- o. Residents paying for extra baths –4**
- p. 100 wing is now empty**

2) Monthly Meetings:

- a. HCA, kitchen, recreation, and housekeeping meetings held with minutes completed and distributed.**
 - b. Homecare Huddle meeting held with minutes completed and distributed.**
 - c. CVL Management meeting.**
 - d. IDT Meeting held with minutes completed and distributed.**
- 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) Peri-care Inservice was held for HCAs.**
 - 8) Coffee Chat with Tanya & Carrie held with residents to discuss any concerns or questions they may have.**

9) Health & Safety:

- a. Completed Hazard assessment review for July**
- b. SWP review and competency checks completed for all departments.**
- c. Safety Board completed for the month with 2 lucky winners for the game!!**

10) Employees:

- a. Scheduling/Payroll for Jul/Aug completed. Scheduling/payroll for Aug/Sept on-going.**
- b. Completed 2 interviews for new staff members.**
- c. Resident BBQ held August 14th, 2026.**
- d. Planning for Cornfest parade float is in process.**
- e. First Aid training and N95 mask fitting set up for August 24th, 2026**
- f. CCHSS Training being set up for September 2026.**
- g. Carrie & Carlos are in the process of being enrolled to take their HCA Certificate Course.**

ROLL CALL

101 VACANT
102 VACANT
103 VACANT
104 VACANT
105 VACANT
106 VACANT
107 VACANT
108 VACANT
109 VACANT
110 VACANT
111 VACANT
112 KRIZSAN, MARY

NORTH WING

201 OEVERING, TINA
202 HAIRDRESSER ROOM
203 SMART, VERNON
204 HAYDU, HEATHER
205 TAMS, GERDA
206 JANZEN, LENA
208 SENNEKER, GEORGE
210 BOLEN, HAROLD
211 HAZELL, JOAN
212 OWEN, EMMA
213 PAYNE, RUTH
214 HOOGE, MARY
215 SOPEL, BARILYN
216 ZADNIK, HELEN
217 OEVERING, GERALD
218 LIPTAK, VERLA

WEST WING

515 MAGNUSON, HAZEL
514 D'CUNHA, SANDRA
513 ENGELSON, WANDA
512 HALL, GERALD
511 VANDERWIELEN, LUCIA
510 FERROS, CLARA
508 CORVERS, JAKE
507 CARLSON, MARJORIE
506 FETTIG, AMOS
505 SEKURA, JOLANE

504 CEMULINI, VICTOR
503 SASAKI, ELSIE
502 SPARKS, JOHN
501 KRIZAN, MARY

CENTER WING

318 WIEBE, HELENA
317 FISHER, SHIRLEY
316 SMITH, FLORENCE
315 RONSPIES, MEL
314 BANMAN, JOHAN
313 CUDRAK, ANNE
312 LEAHY, MARIE
311 WYNKER, WILLY
309 ELL, ARLENE
307 MANDER, JANET
306 TOLLESTRUP, MARYBELLE
305 VANDERWAL, LILLIAN
304 RISTO, ANN
303 THIBODEAU, PAUL
302 HILDEBRAND, GEORGE
301 DAVIDSON, ALVIN

SOUTH WING

421 MACHACEK, JOE
420 NOWAKOWSKI, DIANNE
419 MACHACEK, LILLIAN
418 VACANT
417 CHIPMAN, GWEN
416 OXLEY, WAYNE
415 COUSLEY, JOHN
414 IMMONEN, ANJA
413 CURSONS, VICTOR
412 PEKANOV, EMMA
411 ROBERTS, ROSS
410 BILINSKY, STEVE
409 KANOMATA, MAE
408 ANTONIUK, BERNICE
407 WAGNER, ERIKA
406 MURTONEN, HELMI
405 MILLER, FLORENCE
403 ANDERSON, KATHLEEN
401 JOHNSON, RUTH ANN

Updated: AUGUST 5, 2026

Monthly Report (Clearview Lodge)			
Aug-26			
	CVL	Unit #	
New Applicants	3	101	111
Move In's	0	102	418
Move Outs	1	103	
Wait List	22	104	
# SL3 Residents	15	105	
Vacant Units	12	106	
(As as the end of Month)		107	
		109	
		110	
New Residents (Move In's)			
CVL			
Resident Name	Move In	Unit Number	Resident
Resident Name	Move Out Date	Unit Number	Resident SL Status
Susan Dyck	05-Aug-26	418	SL3
Change in Resident Supportive Lvg Status			
CVL			
Resident Name	Change Date	Previous Status	New SL Status

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CLEARVIEW LODGE (4730-50 Ave Taber AB T1G 1N6)					
By Room			Alphabetical		
RM	SUITE TYPE	RESIDENT	RM	SUITE TYPE	RESIDENT
101	D	VACANT	403	E	Anderson, Kathy
102	D	VACANT	314	C	Banman , Johan
103	D	VACANT	210	C	Bolen Harold
104	D	VACANT	111	D	VACANT
105	D	VACANT	507	A	Carlson, Marjorie
106	D	VACANT	109	D	VACANT
107	D	VACANT	417	D	Chipman, Gwen
108	D	VACANT	306	C	Tollestrup, MaryBelle
109	D	VACANT	110	D	VACANT
110	D	VACANT	508	B	Corvers, Jake
111	D	VACANT	313	C	Cudrak, Annie
112	D	Krizsan, Mary	510	F	Ferros, Clara
201	C	Oevering, Tina	301	C	Davidson, Alvin
203	C	Smart, Vernon	514	B	D'Cunha, Sandra
204	C	Haydu, Heather	106	D	VACANT
205	C	Tams, Gerda	418	D	VACANT
206	C	Janzen, Lena	309	D	Ell, Arlene
208	C	Senneker, George	103	D	VACANT
210	C	Bolen, Harold	101	D	VACANT
211	C	Hazell, Joan	318	C	Turnbull, Donna
212	C	Owen, Emma	506	E	Fettig, Amos
213	C	Payne, Ruth	317	C	Fisher, Shirley
214	C	Hooge, Mary	415	C	Cousley, John
215	C	Sopel , Barilyn	512	B	Hall, Gerald
216	C	Zadnik, Helen	201	C	Oevering, Tina
217	C	Oevering, Gerald	211	C	Hazell, Joan
218	C	Liptak, Verla	217	C	Oevering, Gerald
301	C	Davidson, Alvin	302	C	Hildebrand, George
302	C	Hildebrand, George	504	D	Cemulini, Victor
303	C	Thibodeau, Paul	102	D	VACANT
304	C	Risto, Ann	410	D	Bilinski, Steve
305	C	Vanderwal, Lillian	408	D	Antoniuk, Bernice
306	C	Tollestrup, MaryBelle	413	D	Cursons, Victor
307	C	Mander, Janet	108	D	VACANT
309	C	Ell, Arlene	401	E	Johnson, Ruth Ann
311	C	Wynker, Wilhelmina	409	D	Kanomata, Mae
312	C	Leahy, Marie	501	D	Krizan, Mary
313	C	Cudrak, Annie	112	D	Krizsan, Mary
314	C	Banman, Johan	414	D	Immonen, Anja
315	C	Ronspies, Melvin	312	C	Leahy, Marie
316	C	Smith, Florence	419	D	Machacek, Joe
317	C	Fisher, Shirley	421	D	Machacek, Lillian
318	C	Wiebe, Helena	307	C	Mander, Janet
401	E	Johnson, Ruth Ann	206	C	Janzen, Lena
403	E	Anderson, Kathy	406	D	Murtonen, H
405	E	Miller, Florence	420	D	Nowakowski, Dianne
406	D	Murtonen, Helmi	416	D	Oxley, Wayne
407	D	Wagner, Erika	104	D	VACANT
408	D	Antoniuk, Bernice	213	C	Payne, Ruth
409	D	Kanomata, Mae	215	C	Sopel , Barilyn
410	D	Bilinski, Steve	412	C	Pekanov, Emma
411	D	Roberts, Ross	212	C	Owen, Emma
412	D	Pekanov, Emma	204	C	Haydu, Heather
413	D	Cursons, Victor	218	C	Liptak, Verla
414	D	Immonen, Anja	304	C	Risto, Anne
415	D	Cousley, John	411	D	Roberts, Ross
416	D	Oxley, Wayne	315	C	Ronspies, Mel
417	D	Chipman, Gwen	503	D	Sasaki, Elsie
418	D	VACANT	502	D	Sparks, John
419	D	Machacek, Joe	505	D	Sekura, Jolane
420	D	Nowakowski, Dianne	405	E	Miller, Florence
421	D	Machacek, Lillian	208	C	Senneker, George
501	D	Krizan, Mary	515	A	Magnuson, Hazel
502	D	Sparks, John	203	C	Smart, Vernon
503	D	Sasaki, Elsie	316	C	Smith, Florence
504	D	Cemulini, Victor	107	D	VACANT
505	D	Sekura, Jolane	513	B	Engleson, Wanda
506	E	Fettig, Amos	205	C	Tams, Gerda
507	A	Carlson, Marjorie	303	C	Thibodeau, Paul
508	B	Corvers, Jake	214	C	Hooge, Mary
510	F	Ferros, Clara	305	C	Vanderwal, Lillian
511	B	VanderWielen, Lucia	511	B	Vanderwielen, Lucia
512	B	Hall, Gerald	407	C	Wagner, Erika
513	B	Engelson, Wanda	311	C	Wynker, Willy
514	B	D'Cunha, Sandra	216	C	Zadnik, Helen
515	A	Magnuson, Hazell	105	D	VACANT
Updated:AUGUST 5, 2026					

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July Board Report

Monday Regular Activities: Rosary, Hand Exercises, Exercises, Senior Games w/ The Ladies

Tuesday regular Activities: Rosary, Glasses Cleaning, Nail Care, Bible Study, Walking Group, Bingo

Wednesday Regular Activities: Rosary, Hand Exercises, Exercises

Thursday Regular Activities: Rosary, Nail Care, Brain Games, Veggie Peeling, Bingo

Friday Regular Activities: Rosary, Word Games, Exercises, Movie

Saturday Regular Activities: Rosary, Movie (No Recreation)

Sunday Regular Activities: Rosary, Church of Jesus Christ of Latter-Day Saints, Movie (No Recreation)

July 1: No Recreation as it was Canada Day! Although we did see some residents at the park enjoying the entertainment on their own.

July 2: We did not have normal activities this day except for Bingo due to there being a Bonfire in the evening with Dusty Litchfield as the entertainment. The residents really enjoyed this and would like to do this again in the future.

July 3: We also did not have regular activities this day as we changed the morning into a Calgary Stampeded Watch Party in the atrium. The residents enjoy when we play events like the stampede, Olympics, and other big events, on the TV in the atrium. We also had a Walmart shopping trip and a visit from Lost Paws which the residents loved! We will definitely schedule the Lost Paws dogs to come visit a few times a month. We also had a movie in the evening.

July 4: Residents had regular activities this day as well as joining the Communities in Bloom tour with Kynlee and Alycia! We had so much fun on this garden tour and the residents would love to do it again next year. They really enjoyed exploring the community gardens while supporting a local group!

July 5: No recreation. The residents had regular activities this day.

July 6: We had regular activities this day as well as a "paint and Sip" which the residents had fun with! They enjoyed the fake wine and had fun with the painting we did. There was definitely a

lot of laughter and a lot of masterpieces made! We would like to keep doing this every other Monday to have a creative activity more often!

July 7: We had regular activities this day as well as Hearing life with Leah and our Chair Zumba. We plan to do chair Zumba weekly, preferably on a Friday, to encourage more people to join an exercise group as this activity brings out different people than regular exercises.

July 8: We had regular activities this day as well as Good Timers entertainment and a game of dice elimination in the afternoon. The residents enjoy having the Good Timers perform and we will try to schedule them every couple of months to come in!

July 9: We had regular activities this day except for brain games due to Kynlee and Alycia taking the residents to Shoppers for a day of shopping and free pharmacy tests like blood pressure and other things. The residents really enjoyed going to these 'new' stores and hopefully we can continue to do more outings in partnership with businesses! We also went to the farmers market which the residents enjoyed, and it likewise let them see hat the community has to offer.

July 10: We did not have regular activities this day except for Rosary due to Alycia and Kynlee taking the residents to Medicine Hat for a trip to the butterfly House and garden center. Caitlin stayed at the lodge and played a few games of Uno with the residents, did exercises and had a game of 100 Dice. Later in the afternoon we had entertainment performed by Walt and Delilah which the residents enjoyed as well as a movie in the evening. The residents loved seeing the butterfly house and we got many good photos and lots of big smiles. We also stopped at a local ice cream shop and got everyone a treat which they appreciated a lot and let us stretch our legs after sitting on the bus.

July 11: No recreation this day, the residents had regular activities.

July 12: No recreation this day, the residents had regular activities.

July 13: We had regular activities this day as well as our monthly Blood Pressure Clinic and Card making with Bernice which the residents enjoyed.

July 14: We had regular activities this day as well as a shopping day set up by Personal Touch Fashions which always brings out many people to buy things! The residents enjoy them coming and we have them booked for next November! We also had bracelet making which they enjoy and we will keep scheduling! In the evening the residents had a performance from the Reinland church Chior.

July 15: We had regular activities this day as ell as a picnic in the park and Clearview Karaoke! The picnic went well and everyone had a blast playing games and eating food at MD, and Clearview Karaoke has been getting better and better with each time. We had two residents

perform during this one and it was amazing! I had gotten requests to do it for longer, and twice a month, so we will try that out and see how well it goes! The residents also had Kiwanis bingo later in the evening.

July 16: We had somewhat regular activities this day as Kynlee and Alycia helped Carrie and Tanya set up for the Staff appreciation and Caitlin stayed back to do activities. They had A usually morning besides brain games, and in the afternoon had bingo and 100 Dice.

July 17: We had regular activities this day except for instead of brain games Alycia took the residents out for a walking group in the morning while Kynlee and Caitlin took some residents out to U & Me café for breakfast as well as to hit up some garage sales and the thrift stores. Unfortunately, lost paws cancelled for the afternoon, and Kynlee was gone in the afternoon, so Alycia and Caitlin played horseracing which the residents enjoyed, and later on had an ice cream Friday! In the evening the residents had a movie.

July 18: No recreation this day, the residents had regular activities.

July 19: No recreation this day, residents had regular activities.

July 20: We had regular activities this day and instead of Alycia being in for rec, Nyeria was in for the day. We also had golf in the afternoon, which was a lot of fun, and the residents really enjoyed it! Nyeria, Caitlin and Kynlee all joined in which the residents enjoyed watching and seeing the friendly competition.

July 21: We had regular activities this day as well as our monthly visit to Lindenvue and Chair Tai Chi in the afternoon. The residents have been enjoying the chair exercises, and we plan to implement them more into our schedules.

July 22: We had regular activities this day as well as our Lunch Bunch activity, Clearview Karaoke, and a performance from David Woodruff. The residents have become more and more involved with Clearview Karaoke, and we love to see it! We are very excited for our next event in August, and so are they.

July 23: We had regular activities except for Brain Games which we switched to Kings in the Corner. In the afternoon we also played a few games such as Headbands and 100 Dice due to the weather being too warm for the farmer's market.

July 24: We had regular activities this day except for word games which was switched to a walking group which the residents enjoyed! We also had Chair Zumba instead of exercises which the residents had fun with, and our Crib tournament was this day as well. We served ice cream for an Ice Cream Friday, and got lots of good feedback! We will try to do more ice cream Fridays when we can, especially during days with hot weather.

July 25: Residents had regular activities this day, no recreation.

July 26: We had regular activities this day as well as hymn sing-along, no recreation this day.

July 27: We had regular activities this day as well as horse racing which the residents enjoyed!

July 28: We had regular activities except for bingo due to our trip to Ursula's farm which went super well! The residents and staff all had so much fun, and it was by far our best turnout/ year yet. Everyone who went had nothing but good feedback, and we are excited for or next year there! We also had a CNIB meeting and a couple games of washus when we came back which the residents enjoyed.

July 29: We had regular activities this day as well as tie dyeing clothes which they all loved! We are definitely going to do it again with hopefully a bigger setup space and more items! We also had entertainment by Karen Karaoke which went well, and she remains to be a fan favourite!

July 30: We had regular activities besides Brain games which was switched to Uno which the residents enjoyed. We also had our coffee Talk with Tanya and Carrie which the residents enjoy, and more and more people come to participate each time. Instead of bingo, we had a surprise entertainment come in which the residents loved! We hope to book them again next year when they go on tour again.

July 31: We had regular activities this day except for exercises which was switched with chair Zumba, we plan to start incorporating chair Zumba more into our workout program due to it incorporating different residents! We also took some residents down to the rink for the Return of the Rink event which they really enjoyed! We also went for an outing to Snacks and Ladders to play some games which we had fun with, and later in the evening we played Kings in the Corner and had a movie.

Volunteer Hours:

Valerie Beukema: 4Hrs

Kynlee Fallon: 3Hrs

Bernice Janssen: 2Hrs

Ann Veenstra: 45 mins

Total: 9Hrs 45Mins

Operations Report

August 2026

Clearview Lodge.

- Attended building committee meeting.
- Hood cleaning has been completed.
- G and B plumbing to fix sewer leak.
- Booked plumber to install deep fryer.
- Hobart fixed commercial washer
- Family BBQ set up
- Asbestos testing

Homestead Manor

- Ordered burners for MUA unit in Manor.
- Window replacement continues at Manor.
- Set up table and chairs for ice cream day for residents
- Schedule for duct cleaning August 25-28

Pioneer Place

- Sprinkler install at Pioneer Place is completed
- Unit 128 is ready for move in
- Unit 111 is ready for move in
- Schedule for duct cleaning August 25-28
- Called Done Right to fix fire alarm trouble at the manor

Harmony Home

- Replacement of old boiler still on going
- Move in at Unit # 108
- Water being shut off for the install of new boiler

Prairie Rose Manor

- Fixed ride on mower
- Move in Unit # 7
- Move in R&N house unit # 523
- Move out Unit # 8
- Unit # 8 is cleaned and ready for moving in.
- All season lights are scheduled for install

Sunshine Manor

- Curb installation for manor is completed.
- Fixed broken sprinkler line.
- Bought weed whipper and leaf blower
- Talk to the Director of Public works about the drainage ditch

Barnwell

- On-going maintenance.
- Ordered new sign for Bountiful House
- R&N House schedule to move out
- Contract Bevco for mowing and snow shovelings
- Move into unit #6 is scheduled

Phase One

- Pinnacle Landscaping to supply and plant trees in Phase one.
- Whipping and spraying alleys.
- Pricing tub upgrades for family housing.
- Contract Ducharme to fix Unit 5915 walls and doors at tenant expense

Phase Two

- Pinnacle Landscaping to plant trees.
- Whipping and spraying alleys.
- Give notice to Tenant to remove unregistered vehicle
- Insurance Adjuster looks on the roof of unit # 4413 for possible replacement
- Price out window for Unit # 5603
- Move out Unit # 5604
- Unit 5604 is ready for moving in

Phase Three

- Made plans with Pinnacle Landscaping to plant trees.
- Fixed sprinkler

Special Needs

- Made plans with Pinnacle Landscaping to plant trees.

General Maintenance.

- Order 4 more shower units for the Manors.
- Attended a building committee meeting.
- Hired another student worker for the remaining of the summer.

PLACEMENT OFFICER REPORT

MONTH: August 2026

SENIOR HOUSING

Applications Received – 2
Move ins – 5?
Move outs – 0
Waitlist – 14, with 6 additional applications still to be processed
Units Available – 5
Vacant Units – Pioneer Place 111 and 127, Bountiful 6, Prairie Rose Manor 8, and Homestead 102

FAMILY HOUSING

Applications Received – 1
Move ins – 2?
Move outs - 1
Waitlist – 6 after move-ins
Available Units – 2

RENT ASSISTANCE

Applications Received - 2
New Clients – 0
Client Removed – 2 on hold
Total Clients - 54
Processing – 5

NOTES:

1. Senior Housing

Annual inspections have now been completed for **all of the manors**, and the focus has shifted to completing the remaining lease renewals. I am hoping to have the last of the renewals signed within the next few days.

There has been considerable movement within the manors. The Barnwell unit that had been vacant since May was offered to six people from the waitlist, all of whom ultimately declined. It is now expected to be filled by the end of August. Vauxhall has seen a bit of a revolving door recently, with one unit being filled at the end of July only to have another become vacant shortly afterward. That unit is also expected to be filled before the end of the month.

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Before those placements can happen, there are applications to process, including a high-needs application. Applicants next on the waitlist have also been contacted and asked to update their financial information as the first step toward determining eligibility for available units.

Harmony was considered full following a move-in at the end of July, while Homestead has since had a move-out and I am currently working toward filling that unit.

There is certainly no shortage of work in the placement pipeline. The goal over the next 45 days is to work through **five applications, three move-outs, and five move-ins**. I am still looking for where to find those extra hours in the day!

FCSS also hosted an **ice cream social on August 8**, with an excellent turnout of **22 seniors**, including a few residents from CLV. The tenants greatly appreciated the opportunity to get out, socialize, and enjoy an afternoon together. I also learned that being a waitress is probably not my next career choice!

FCSS has also asked for our help in spreading the word about the **Seniors Expo**, which will be held in Taber on **October 1 at the Community Centre**. This will be a great opportunity for seniors to connect with local services, programs, and community resources.

A particularly nice moment this month involved a gentleman and his wife who recently toured Pioneer Place. They are planners and are still likely a year or two away from needing housing, but they wanted to get a head start on the application process. He returned to the office on August 10 and explained that he had been doing his research and talking to people about the different manors. Unfortunately, everyone he spoke with seemed to have a different opinion about which manor was the best!

2. Family Housing

Family Housing continues to require a fair amount of follow-up with individual households. Some situations involve cleanliness concerns, while others involve issues such as unregistered or inoperable vehicles. Summer is also the time to remind tenants to water and mow the grass. These situations take time and often require working with tenants to get things back on track.

There has also been some movement in Family Housing, with a July move-out followed by an August move-in followed up by an August move-out and hopefully August move-in.

This month provided another reminder of just how much information travels in a small community! A tenant contacted the office asking what she needed to do to be considered for the Barnwell unit. My response was that, first, the unit would need to actually be available. She replied that it would be—which was news to me, as I had not yet received the notice to vacate!

The application intake was completed, the notice was subsequently received, and I am now working toward making the timing come together. My hope is to keep this single mother and her two children in the only community they have known. With the notice to vacate and move-out date nearly overlapping with the potential move-in, the timing will be tight, but fingers crossed that everything falls into place.

3. Rent Assistance Benefit (RAB) Program

The RAB program continues to require regular follow-up and review. Two files were placed on hold for August payments because the required information had not been received. We also received notification from a landlord regarding an eviction notice, requiring follow-up on the client's file.

Currently, there are:

- **6 renewals** being processed
- **5 new applications**
- **4 additional files** requiring review due to changes such as an address change or other circumstances

August is also the month when **rent receipts are reviewed**, requiring RAB recipients to provide proof that their rent has been paid. This adds another layer of processing to an already active month, but it is an important part of ensuring program funds are being administered appropriately.

The RAB program continues to grow in both workload and importance. While there are always a few unexpected issues to work through, the benefit continues to provide meaningful support to households who might otherwise struggle to maintain their housing.

Closing Note

August has been another busy month, with movement across all three housing programs. Senior Housing is seeing increased activity as vacancies are worked through, Family Housing continues to involve a combination of placements and tenant follow-up, and the RAB program remains steadily active.

The workload continues to be full, but there are also plenty of reminders of why the work matters—from helping a family remain in the community they call home to seeing seniors come out for an ice cream social, or meeting someone who is planning ahead for a housing need that may still be years away. These are the moments that make the busy days worthwhile.

SAVE THE DATE

SENIORS' EXPO

Connect with organizations and service providers dedicated to supporting seniors. Explore a variety of information booths, enjoy refreshments, interact with engaging displays, and enter for a chance to win door prizes. Admission is free.

WHEN



Thursday, October 1st

WHERE



Taber Community Centre

FOR MORE INFORMATION



Cindy

403-915-7063

cindy.lauwene@fcss.ca

Renee

587-370-8518

renee.white@fcss.ca



CAO Report

August 2026

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 July 27 - 31

- July 26 – Drove to Edmonton
- July 27 – Roundtable Discussion with Minister Nathan Neudorf, drove home
- July 28 – Meeting with Placement Officer, Mary Klassen
- July 28 – Meeting with SPG representative, Carl Spenard
- July 28 – Received Jen-Col budgets; Class A for 100-wing and Class B for CVL project
- July 29 – Phone call with Douglas Bergen
- July 29 – Building Committee meeting, led by Jen-Col
- July 29 – Received Colliers appraisal report – RBC Construction financing
- July 30 – Contracted Continuing Care webinar
- July 31 – Out of office

Week of Aug 3 - 7

- Aug 3- Stat Holiday
- Aug 4 – Meeting with Sunwise Engineering and ATCO Frontec re: Harmony Home Manor boiler project
- Aug 5 – CVL Managers meeting
- Aug 5 – Meeting with ALSS representatives re: municipal access to debenture financing and TDHF ability to leverage asset transfer buildings
- Aug 5 – Building Committee meeting – TDHF Board of Directors and Corey
- Aug 6 – Meeting with Tanya & Carrie
- Aug 6 – Prepare TDHF Action Plan, based on 2026 Strategic Planning session

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- Aug 7 – Meeting with Placement Officer, Mary Klassen
- Aug 7 – Filed H2 Client Information Template for ALSS
- Aug 7 – Filed Q2 Vacancy Report for ALSS
- Aug 7 – Phone call with Kaley Craddock, RBC Loan Officer, re: the possibility of borrowing additional funds (to cover the municipal equity portion)

Week of Aug 10 - 14

- Aug 10 – Met with MD of Taber and Town of Taber representatives
- Aug 11 – Videoconference with RBC representative, Javier Velarde VP Commercial Financial Markets, re: CVL construction financing. MD of Taber and Town of Taber representatives were invited but could not alter their schedule on short notice.
- Aug 11 – Lunch with ATCO Frontec representatives
- Aug 11 – Meeting with Board and PrimeBuild360 representatives
- Aug 12 – Videoconference with Jen-Col Construction
- Aug 13 – Continuing Care – Contracted Partner Connect Care Portal Implementation
- Aug 14 – Meet with Placement Officer, Mary Klass
- Aug 14 – CVL Resident & Family BBQ
- Aug 14 – TDHF Board of Directors meeting

Upcoming Events

September ->

- Building Committee (meet monthly, or more often):
 - Develop plan and costing:
 - Commercial bank mortgage financing (**On-going**)
 - Discussions with municipal partners about timing of debenture financing
 - 100 wing relocation plan options (**Sept**)
 - Set up further meeting(s) with Assisted Living Alberta & Social Services re: Continuing Care Capital grants and operating funding (**On-going**)
 - Develop communications plan (**On-going**)
- Electronic payroll system (**September ->**)
 - Begin repairs to iPad facial recognition timekeeping device (**Initiated**)
 - Update employee listing to current staff (archive any noncurrent staff) (**Aug**)
 - Update reporting lines for each department (**Aug**)
 - Work with Bev on payroll calculation rules (**On-going**)
 - **Proposed go-live – October 1??**
- Strategic Planning – put Goals into Action Plan (**Aug/Sept**)
 - Develop project planning details – Harmony Home Manor to update mechanical systems (boilers and controls) (**underway**), 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 (**Sept->**)
- Develop proposals for Special Needs housing (**Sept->**)
- Update business case for Clearview Lodge (based on Bergen costing) (**Completed**)
- Professional Development for Out-of-Scope Managers
 - Research possibilities for 2026 team-building opportunities/activities
 - 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.*
 - Market Salary Review for out-of-scope staff (**Sept/Oct**)
 - Succession Planning – implement approved plan (**in perpetuity**)
 - Hiring Plan – TDHF Admin Office – there are needs in the area of placement, book-keeping and coverage for Reception.
- Fundraising Program:
 - Develop an intentional fundraising plan for the next 1 to 5 years
 - Create a “wish” list of CVL projects (with varying cost levels) (**Aug/Sept**)
- Policy Review & Updates
 - Disability Management Program & Return to Work (**in progress**)
 - Drug & Alcohol Policy (**Q3 - 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 (**Sept**)
 - CVL Resident Application form (**Sept**)

Professional Development & Committee Responsibilities:

- October 6, 2026 – ASCHA South Zone Regional Meeting – Calgary, AB
- Oct 20 - 23, 2026 - APHAA Conference – Kananaskis Village

Days booked out of office:

- August 31 – September 4, 2026 – Vacation
- September 11, 2026 – Medical Appointment
- October 19, 2026 – Prior to APHAA Conference in Kananaskis - Vacation
- December 28, 2026 – January 1, 2027 - Vacation
- February 19, 2027 – March 5, 2027 - Vacation

Construction Manager Process At August 14, 2026

Jen-Col has been busy working on the project budget and providing some amount of update. Hopefully, we will hear much more at the regular August 13th meeting.

CAO has been reviewing a few items in the budget but has taken Douglas' advice to heart that it is not our job to find efficiency. Though, CAO did track down a few items (budget figures for paging, intercom, and CCTV systems from ProComm).

At last count, Jen-Col had made several suggestions that they were following up on to try to get the number down to \$27 million (but excluding contingencies). CAO followed up to indicate that the number should be \$25 million (including contingencies).

The follow-up meeting with Jen-Col occurred on August 12th and it appears that they are making more progress but are expecting some additional bids (from new contractors) that will hopefully get them to a lower total construction cost. I think that they are still struggling to get to where we'd like them to be but they are also putting options to us that could reduce costs.

CAO met with Shawn Bevans, Bevco Contracting, to determine how he might approach the 100-wing move and see if that might be a cost effective option.

CAO did reach out to Paul Stocco, Brownlee Law LLP, for his opinion on breaking the Construction Manager contract. Email attached.

PrimeBuild 360 Information

At August 14, 2026

On August 11, 2026, PrimeBuild360 representatives, Marni Larkin and Colleen Sklar, attended a meeting with TDHF Board of Directors and CAO.

PrimeBuild360 is a consultancy firm that will assist not-for-profit organizations and municipalities in finding federal and provincial financing/funding for different types of projects. They announced that they were going to be involved in two announcements of public daycares being built in Southern Alberta. These were purported to be examples of finding solutions for communities by bringing together municipalities, and provincial and federal government initiatives.

PrimeBuild360 tends to favor modular construction but that too is being emphasized by Build Canada Homes. But PrimeBuild360 indicated that may not mean that they wouldn't consider other methods of construction. They referred to their approach as "modular hybrid".

There was discussion about how they could provide a quantity surveyor that could be useful for the value engineering process. There was also discussion about setting up new corporate structures. Though it was unclear who would all be involved in those arrangements.

The fees were quoted as 3 to 4% (which does seem higher than their previous conversations), but the representatives indicated that they would send a proposal for us to review.

Ultimately, their greatest selling features are that they seem enthused, persistent and their fees are contingent on TDHF receiving funding from the applications.

Recommendation:

Ultimately, it comes down to the details in their contract/proposal. But it would seem to make sense to immediately engage PrimeBuild360 to work on granting and financing options for Clearview Lodge, while we continue to keep moving towards initiating construction.

Decisions about affordable housing projects can wait a couple of months so we get a bit of relationship with PrimeBuild360 under our belt.

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Also, we would need to figure out how we pay their bill for any work on affordable housing. It is much more straightforward with the Clearview Lodge project.

Tim Janzen

From: marni@primebuild360.com
Sent: Thursday, August 13, 2026 1:55 PM
To: Tim Janzen
Cc: 'Colleen Sklar'; joe@primebuild360.com
Subject: RE: Prime Build 360 Proposal - Tomorrow's Meeting

Tim,

Once you meet and decide which option or if you even would like to work with Prime Build 360 and which options you may be interested we can negotiate the full detail including breakdowns associated with each option and service. Its hard for us to provide exacts until we know if and what you may be interested in.

Following a decision a full contract will be drafted.

Marni

From: Tim Janzen <timj@taberhsg.ca>
Sent: August 13, 2026 2:16 PM
To: marni@primebuild360.com
Cc: 'Colleen Sklar' <colleen@primebuild360.com>; joe@primebuild360.com
Subject: RE: Prime Build 360 Proposal - Tomorrow's Meeting

Marni:
Just for clarify.

What value would you put on the project?

I realize that the total project cost is about \$27 million.
However, we already have in place a third from the government of Alberta (\$9ish million) and additional equity stake from our local municipalities (another \$8.5 million). Those parties are already committed and ready to contribute funds.

We really are looking for another \$9 to 10 million in long term financing (or some combination thereof with grant funding).

Would PrimeBuild 360 be looking for 4% of the total project value or of the financing sought?

Thanks for your assistance.

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: marni@primebuild360.com <marni@primebuild360.com>
Sent: Thursday, August 13, 2026 12:09 PM
To: Tim Janzen <timj@taberhsg.ca>
Cc: 'Colleen Sklar' <colleen@primebuild360.com>; joe@primebuild360.com
Subject: Prime Build 360 Proposal - Tomorrow's Meeting

Hi Tim,

It was such a pleasure meeting you and everyone from the Taber Housing team in person. Colleen and I both left the meeting incredibly enthused about the opportunity and the possibilities ahead. We have been brainstorming ever since about different options and approaches that could work well for Taber.

Ahead of our meeting tomorrow, I've attached the **Prime Build 360 proposal** for your review. We're looking forward to walking through it together, discussing some of the ideas we've been exploring, and getting your feedback on how we can best move things forward.

Thanks again for the warm welcome and the great conversation. We're really looking forward to continuing it tomorrow.

Best,

Marni

PROPOSAL FOR PROJECT ADVISORY & OWNER'S REPRESENTATIVE SERVICES

Prepared for: Taber and District Housing Foundation

Project: Clearview Lodge Expansion and Renovation

Prepared by: Prime Build 360

Date: August 2026

1. PURPOSE

Prime Build 360 is pleased to provide this proposal to Taber and District Housing Foundation ("TDHF") for advisory and Owner's Representative services in support of the Clearview Lodge expansion and renovation project.

Based on our discussions and review of the project's current status, we see three immediate areas where Prime Build 360 can provide value:

1. **Value Engineering and Cost Reduction**
2. **Funding and Long-Term Financing Strategy**
3. **Owner's Representative and Project Financial Oversight**

Our objective is straightforward: **help TDHF reduce the capital cost where possible, maximize available funding, establish a sustainable long-term financing structure, and provide independent oversight throughout project delivery.**

Prime Build 360 can provide these services individually or as one integrated project mandate.

OPTION 1 – VALUE ENGINEERING

Prime Build 360 will undertake an independent review of the current project scope, design, Class B costing and construction approach to identify opportunities to reduce the overall project cost without compromising the operational requirements or long-term objectives of Clearview Lodge.

Scope of Services

Prime Build 360 will work collaboratively with TDHF, the Construction Manager, design consultants and other project stakeholders to:

- Review the current Class B estimate and major cost drivers.
- Identify opportunities for cost reductions and efficiencies.
- Review materials, systems, specifications and construction methodologies.
- Identify potential scope alternatives.

- Review phasing and scheduling opportunities that could reduce construction and operating impacts.
- Assess proposed savings against operational and lifecycle considerations.
- Maintain a Value Engineering log identifying recommendations, estimated savings and TDHF's acceptance or rejection of each recommendation.
- Assist the project team with implementing approved Value Engineering initiatives.

Fee

3% of verified Value Engineering savings accepted by TDHF.

The fee will apply only to savings opportunities identified through the Prime Build 360 Value Engineering process that are reviewed and accepted by TDHF.

This structure aligns our compensation directly with measurable value delivered to the project.

OPTION 2 – FUNDING & LONG-TERM FINANCING STRATEGY

Prime Build 360 will work with TDHF to develop and execute a comprehensive funding and financing strategy for Clearview Lodge.

The objective will be to **maximize grant and non-repayable funding while minimizing long-term borrowing costs and interest-rate exposure.**

Scope of Services

Services may include:

- Review of the existing Government of Alberta funding and municipal contributions.
- Identification of additional provincial and federal funding opportunities.
- Review and pursuit of applicable CMHC and federal housing programs.
- Continued exploration of opportunities through Build Canada Homes and other emerging federal programs.
- Preparation and coordination of required project information, financial models, pro formas and supporting documentation.
- Development of the project's funding-gap strategy.
- Coordination with TDHF and the Province regarding approvals required before pursuing federal funding.
- Review of construction financing alternatives.

- Review and negotiation support for permanent mortgage financing.
- Exploration of opportunities for **extended amortization periods** beyond conventional commercial financing.
- Exploration of fixed or longer-term interest-rate structures to reduce refinancing and interest-rate risk.
- Financial modelling of debt-service obligations so that TDHF and its municipal partners can accurately understand and plan for the project's long-term operating requirements.

A key objective will be to establish as much certainty as possible regarding Clearview Lodge's long-term financing costs so that TDHF can develop a sustainable operating model for the completed facility.

OPTION 3 – OWNER'S REPRESENTATIVE SERVICES

Prime Build 360 will act as TDHF's Owner's Representative, providing independent project oversight and serving as an additional layer of accountability between TDHF, the Construction Manager, consultants, lenders and funding partners.

Scope of Services

Services will include, as required:

- Representing TDHF's interests throughout construction and renovation.
- Monitoring project budget, schedule, scope and major risks.
- Reviewing construction progress and reporting.
- Coordinating with the Construction Manager, consultants and project stakeholders.
- Monitoring change orders and their impact on the overall project budget.
- Reviewing project cash flow and forecast-to-complete.
- Providing Quantity Surveyor/payment review and oversight.
- Reviewing progress draws and supporting documentation before payment.
- Monitoring eligible project costs and funding requirements.
- Maintaining documentation necessary to support applicable provincial and federal funding requirements.
- Supporting reporting, audit and compliance requirements associated with government funding.

- Providing TDHF with regular project status and financial reporting.
- Identifying emerging issues and providing recommendations to TDHF before decisions are required.

The purpose of this role is not to duplicate the responsibilities of the Construction Manager or design consultants, but to provide **independent representation and oversight on behalf of TDHF as the project owner.**

PROFESSIONAL FEES – OPTIONS 2 & 3

For the combined **Funding & Long-Term Financing Strategy and Owner's Representative Services**, Prime Build 360 proposes a professional fee equal to:

4% of the agreed project value.

The final definition of project value and payment schedule will be established in the engagement agreement before commencement.

OPTION 4 – INTEGRATED PROJECT MANDATE

TDHF may elect to retain Prime Build 360 under a single comprehensive mandate that covers the project from its current stage through construction and completion.

Under this option, Prime Build 360 would provide:

- Value Engineering and cost optimization.
- Funding and grant strategy.
- Federal and provincial funding coordination.
- Long-term mortgage and financing strategy.
- Financial modelling.
- Owner's Representative services.
- Quantity Surveyor/payment review and oversight.
- Progress-draw review.
- Budget, change-order and cost monitoring.
- Government funding compliance support.
- Project reporting and coordination through completion.

Integrated Fee

For the integrated mandate, Prime Build 360 proposes a professional fee equal to:

4% of the agreed overall project value.

Under this option, **Value Engineering services would be included within the overall 4% fee**, rather than being subject to the separate 3% savings-based fee.

This provides TDHF with a single Prime Build 360 mandate and fee structure from the outset while aligning cost reduction, financing, funding and project oversight under one team.

ENGAGEMENT OPTIONS AT A GLANCE

Option	Services	Fee
1 – Value Engineering	Independent cost review and identification/implementation of acceptable savings	3% of verified savings accepted by TDHF
2 & 3 – Financing + Owner's Representative	Funding, mortgage strategy, financial modelling, Owner's Representative and QS/payment oversight	4% of agreed project value
4 – Integrated Mandate	VE + funding + financing + Owner's Representative + QS/payment oversight	4% of agreed project value, with VE included

RECOMMENDED APPROACH

Prime Build 360 recommends that TDHF consider the **Integrated Project Mandate**.

The challenges currently facing Clearview Lodge are interconnected. Capital cost, Value Engineering, available grant funding, construction financing, permanent financing and future operating costs cannot be addressed effectively in isolation.

An integrated mandate allows Prime Build 360 to work alongside TDHF from the outset to:

**Reduce Cost → Maximize Funding → Minimize Debt → Improve Financing Terms
→ Protect the Owner During Construction**

The result is a coordinated strategy focused not simply on getting Clearview Lodge built, but on ensuring that the completed project has a **sustainable long-term financial and operating model for TDHF and its municipal partners**.

NEXT STEPS

Upon TDHF selecting its preferred service option, Prime Build 360 will prepare a formal Engagement Agreement that establishes the detailed scope, deliverables, responsibilities, fee calculation, and payment terms.

We appreciate the opportunity to work with Taber and District Housing Foundation and look forward to supporting the successful delivery of the Clearview Lodge project.

CVL Expansion & Modernization Project
Analysis – Construction Financing
At August 14, 2026

During the last couple of weeks, CAO has been working with RBC representatives, Kaley Craddock, to keep the application moving forward. When Kaley went on vacation, CAO met with Javier Valerde, RBC VP Commercial Financial Markets, out of Calgary.

The major wrinkle that CAO has dealt with is the fact that MD of Taber and Town of Taber have determined that they are not eligible for debenture financing with the Province of Alberta. Apparently, they have been told that they are ineligible because they do not own Clearview Lodge and they are not responsible for the operations of Clearview Lodge.

On August 12, CAO had a videoconference with Javier to discuss the project parameters. On August 13, Javier and CAO added representatives from Town of Taber, Troy Shewchuk and MD of Taber, Mike Passey. CAO believed that it made more sense for those representatives to hear RBC alternatives and then they could decide what worked for their organizations.

It appears that RBC is not averse to financing the construction loan for the amount TDHF previously requested PLUS the amounts that the municipalities had committed as equity (Town of Taber - \$4.5 million, and MD of Taber - \$4 million). Javier has indicated that he may even structure the loan for the entire project cost so that if the Province is slow in paying (according to their milestones) there is no delay in accessing financing and paying the construction team.

Javier indicated that the municipalities should only have to guarantee the amounts that they had committed as equity investments. He also indicated that there were a couple of different options in how the funds could be disbursed:

- Guaranteed amounts to the municipalities and then to TDHF
- Or directly to TDHF.

It seemed that the two municipal representatives were interested in the monies going directly to TDHF. I think it may simplify their lives somewhat.

Javier committed to having a term of reference document in our hands before the end of the month. This would allow all three parties to review and determine if this meets everyone's needs.

Analysis: (Please remember that this is for discussion purposes and is hypothetical at this time. This should remain at the TDHF boardroom discussion until we know more.)

1. It was interesting that the rate TDHF had been offered previously by RBC was better than what the municipalities were seeing from their own banks.
However, Javier did mention that having the municipalities providing guarantees should provide greater comfort to the lender because risk is reduced.
He indicated that pricing and terms depend on risk.
So all three of us made it clear that we would like to see a Prime less something as part of the offer.
2. The municipalities may want to shop this to their own banks. That means it will add time to the approval timeline.
3. The municipalities once they have a Letter of Intent need about two months to put together a "guarantee" bylaw/resolution before their Councils. They need this time for advertising and moving the resolutions through several readings/votes in Council. This too will prolong the timeline.
4. The municipal representatives are aware of our construction project budget overrun (*I didn't tell them*) and may want to step in to figure out how that could be resolved. I don't think that they want to offer more money. I think they are thinking more about whether the project as it exists works and should there be changes to design, location, etc. that could make it cheaper. This too would take time.
5. This financing is for the period of construction only. Both municipalities have made it clear their preference for TDHF to find a similar larger amount of long-term financing (preferably something with a 30+ year term and amortization). *CAO was told that it should be his absolute top priority to find this sort of financing.*
RBC indicated that each municipality could do what they want with the guaranteed amount. They could pay it off, they could refinance it, etc.
 - A) Is there any risk with the expectation of TDHF finding the larger amount of financing?
 - B) If TDHF does do a larger amount of financing and then uses the operating mechanism as a way of collecting the debt servicing costs from the municipalities, there is likely an amount of change to what each municipality will have to pay. For example, TDHF got letters of support from each municipality on the assumption that there would only be an operating requisition request for \$9 million of borrowing. (The equity investment hit the two municipalities on their own financial statements.)
However, if the total borrowing was closer to \$18 million, all of the debt serving costs would hit the individual municipalities based on their total assessed values.
This impacts the MD of Taber the most because they were contributing about 47% of the equity investment but pay over 60% of the operating requisition. It would also impact the Village of Barnwell and the Town of Vauxhall because they now pay their share on \$18 million instead of \$9 million.
This could be a VERY big deal.

Harmony Home Update

At August 14, 2026

The project is carrying on.

Domestic water was shut off on Wednesday, August 12, 2026, and turned back on at the end of the day. There were a few minor issues with repressurizing the lines and subsequent leaks.

The project timeline is slipping a bit due to some supply chain challenges, but the contractor believes that they now have all the equipment on-site and can make up a bit of time.

The next major shutdown will be September 7 – 11, for the placement of the hot water tank. This is when we will need to have some contingency planning and it does appear that the 100-wing could still be an option. Or the 200 wing shower and bath room.

The project is scheduled for completion on September 18, 2026.

Nurse call System Update

At August 14, 2026

The installation of the new Poltys equipment is scheduled for August 17 – 19, 2026.

ProComm has decided that they will delay any installation of phone systems (CVL and TDHF Admin office) until a later date. The focus must be on getting the nurse call system installed and working flawlessly.

Some time this fall, ProComm will switch us over to SIP lines and our phone system will be based at Clearview Lodge, with VOIP connections to the Admin Office. This allows for significantly lower capital costs (several thousand dollars) for the phone equipment and lower operating costs (about \$2,000 annually) for phone lines. In addition, the new equipment should provide some additional functionality while updating the reliability of the equipment.

In this configuration, we can register all of our current numbers (eight or so) but only pay for 4 to 6 SIP lines. The idea is that we never use all of our phone lines at the same time. So, we pay for less lines. However, if necessary, additional lines can be added. The two sites will be connected through the VPN that we use for our computer server and therefore, the Administration office lines are simply extensions from the CVL system. It should be a good system upgrade.

Policy P-10: Out of Scope Vacation Time

At August 14, 2026

Background:

The change being proposed is that permanent full-time Out-of-Scope (OOS) employees would be permitted to have 3 weeks of vacation leave from their start date. Currently, OOS employees start with two weeks of vacation leave. Part-time staff would receive a similar amount pro-rated against their FTE equivalent. Casual staff receive a monthly allotment but it too would be based on the new rate.

The proposed vacation entitlements would get people to higher levels of vacation leave earlier in their tenure, but the maximum would remain at six weeks of vacation leave per year.

In the next while, TDHF will be looking to add a few employees (for new positions or replacement as part of a succession plan). This increase in vacation leave (early in employment) could make it easier to attract (and retain) those individuals. It should make TDHF a more attractive option for new hires that are considering a career in housing.

It could be argued that allowing employees to reach six weeks by 15 years of continuous employment would reduce their motivation towards the end of their career. Basically, at 15 years, they've received as much vacation as they're going to get. I would suggest that six weeks is a LOT of time off, particularly if one saves some from previous years. It can become an issue if a manager/supervisor/CAO is away more than that time. It would be easy to become disconnected. Also, I would hope that an individual that has committed 15 years of their employment to our organization would be motivated by the work that they do, not that they want an additional week of holidays. I would wonder if we would want a 20 year employee who is only sticking around so that they could receive an additional week of holidays.

Another point of discussion could be that with the increased number of personal days, and some employees receiving an additional week of vacation leave, that is too much. I think that the additional personal days and vacation leave address different issues.

The only cost borne by TDHF will be the additional percentage paid to the janitors and caretakers that are very part-time. Everyone else simply gets the time off but their roles are not backfilled during their absence. And truth be told, many of the more senior people will not receive any additional vacation time. They are already at six weeks of vacation leave.

5.d) i

Section: Personnel Administration	Date Board Approved: Jan 1998
Subject: Out of Scope Vacation Time	Revision Dates: Jul/01, Jan/05, Jan/06, Apr/07, Sep/08, Jul/10, Sep/16, Aug/20, Mar/23, Apr/24, Feb 6, 2025
Department: Lodge & Social Housing	Policy Number: P - 10

Out of Scope –Vacation Time

1. Annual vacation time *will* be permitted to all permanent full-time employees, while they remain in the continuous regular employ of Taber & District Housing Foundation.

Employees who have not completed their probationary period shall accrue vacation time; however, vacation time cannot be taken during the probationary period.

2. **Full-time Regular** employees are entitled to the following annual vacation times:

- | | | |
|-----|----------------|----------------------|
| (a) | 0 to 3 years | 2 weeks (0.83 d/mo.) |
| (b) | 4 to 7 years | 3 weeks (1.25 d/mo.) |
| (c) | 8 to 14 years | 4 weeks (1.67 d/mo.) |
| (d) | 15 to 19 years | 5 weeks (2.09 d/mo.) |
| (e) | 20 plus years | 6 weeks (2.51 d/mo.) |

Management & Supervisory staff shall be entitled to one (1) week additional vacation time in lieu of overtime pay for overtime hours worked. Weekend and statutory holiday on-call days will be compensated at a rate of \$50 per day.

3. **Part-time Regular (with benefits)** employees are entitled to the following annual vacation (Vacation time shall be on a prorated basis of vacation earned by full-time employees). Vacation time is calculated and accrued at the end of each pay period and is earned/paid as vacation time is taken:

- | | | |
|-----|----------------|----------------------|
| (a) | 0 to 3 years | 2 weeks (0.83 d/mo.) |
| (b) | 4 to 7 years | 3 weeks (1.25 d/mo.) |
| (c) | 8 to 14 years | 4 weeks (1.67 d/mo.) |
| (d) | 15 to 19 years | 5 weeks (2.09 d/mo.) |
| (e) | 20 plus years | 6 weeks (2.51 d/mo.) |

4. **Part-time (without benefits), Temporary, Seasonal and Casual employees** shall earn vacation pay on the following basis and will be paid as it is earned at the end of each pay period.

- | | | |
|-----|----------------|-------------------------|
| (a) | 0 to 3 years | 4% of regular earning |
| (b) | 4 to 7 years | 6% of regular earnings |
| (c) | 8 to 14 years | 8% of regular earnings |
| (d) | 15 to 19 years | 10% of regular earnings |



Section: Personnel Administration	Date Board Approved: Jan 1998
Subject: Out of Scope Vacation Time	Revision Dates: Jul/01, Jan/05, Jan/06, Apr/07, Sep/08, Jul/10, Sep/16, Aug/20, Mar/23, Apr/24, Feb 6, 2025
Department: Lodge & Social Housing	Policy Number: P - 10

(e) 20 plus years 12% of regular earnings

5. **Part-time (without benefits)** employees (in addition to point 4 above) are entitled to time off without pay as vacation time on a prorated basis of vacation time earned by full-time employees.
6. All employees will have a standard anniversary date of January 1 for the purpose of determining vacation entitlement. Employee's vacation entitlement will be determined on a pro rata basis for that portion of the year remaining immediately following the date of hire.
7. In the event that available vacation is not used by the end of the benefit year in which it has been earned, employees may carry unused time forward to the next benefit year. Vacation time carried forward must be used within the first 6 months of the year following the year it was earned. An employee may request in writing to have the vacation benefit carried forward for a specific event, the granting of this provision will be at the discretion of the CAO.

Benefit year is defined as a full year starting at your anniversary date. Refer to Point 6 above.

8. Employees are expected to take vacation time off, and not carry earned time from one year to the next. No pay-in-lieu of time will be approved, except under extreme or extenuated circumstances.

If approval has been granted payouts of vacation time to staff will require the following approvals:

- Under \$500.00 – CAO
- \$500.00 or more - CAO & Board.

9. No employee may continue to work and draw vacation pay in lieu of taking vacation time off.
10. The employee shall complete a 'Vacation/Absence' request form and submit the form to, the CAO, Lodge Manager or Operations Manager for approval a minimum of one (1) calendar month prior to the time the vacation is intended to commence. *The CAO has final approval or denial of all vacation requests.*
11. *The CAO, Lodge Manager or Operations Manager is expected to determine approval or decline their supervised employees' annual vacation requests in a timely manner (i.e., within 5 business days of request). While anticipated to only occur in exceptional cases, the CAO has the final authority for a vacation/absence request decision.*



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Department: Lodge & Social Housing	Policy Number: P - 10

12. *Approved vacation requests to be forwarded to CAO by Lodge Manager and Operations Manager, immediately upon approval.*
13. If one or more statutory holidays fall during a Full-time employee's vacation time, another day, or days, will be added to the employee's vacation time at the end of the vacation period, or at a time approved by the CAO, Lodge Manager or Maintenance Supervisor.
14. Vacation time will continue to accumulate during paid sick leave.
15. Vacation with pay shall not accrue during periods while an Employee is:
 - On lay off;
 - On unpaid absence when in receipt of weekly indemnity as provided for by the Long Term Disability Income Insurance Program;
 - In receipt of compensation of WCB;
 - On leave of absence in excess of thirty - (30) calendar days for any reason.
16. Upon termination of the employee, the remaining accumulated vacation time will be paid out to the employee.
17. If an employee terminates employment with Taber and District Housing Foundation, then becomes re-employed at a later date, annual vacation time entitlement will remain unchanged, providing the re-employment commences within sixty (60) calendar days of the effective date of the original termination. If the period between the effective date of the termination and re-employment exceeds sixty - (60) calendar days, eligibility for vacation time, as well as the employee's anniversary date, will coincide with the actual start date of re-employment.
18. Vacation time will not continue to accumulate during the period between employment termination and the start date of re-employment.



PROPOSED

Section: Personnel Administration	Date Board Approved: Jan 1998
Subject: Out of Scope Vacation Time	Revision Dates: Jul/01, Jan/05, Jan/06, Apr/07, Sep/08, Jul/10, Sep/16, Aug/20, Mar/23, Apr/24, Feb/25, August 14, 2026
Department: Lodge & Social Housing	Policy Number: P - 10

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| (b) | 5 to 9 years | 4 weeks (1.67 d/mo.) |
| (c) | 10 to 14 years | 5 weeks (2.09 d/mo.) |
| (d) | 15 years plus | 6 weeks (2.51 d/mo.) |

Management & Supervisory staff shall be entitled to one (1) week of additional vacation time in lieu of overtime pay for overtime hours worked. Weekend and statutory holiday on-call days will be compensated at a rate of \$50 per day.

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- | | | |
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| (d) | 15 years plus | 6 weeks (2.51 d/mo.) |

4. **Part-time (without benefits), Temporary, Seasonal and Casual employees** shall earn vacation pay on the following basis and will be paid as it is earned at the end of each pay period.

- | | | |
|-----|----------------|-------------------------|
| (a) | 0 to 4 years | 6% of regular earning |
| (b) | 5 to 9 years | 8% of regular earnings |
| (c) | 10 to 14 years | 10% of regular earnings |
| (d) | 15 years plus | 12% of regular earnings |



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Department: Lodge & Social Housing	Policy Number: P - 10

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- Under \$500.00 – CAO
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Department: Lodge & Social Housing	Policy Number: P - 10

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14. Vacation time will continue to accumulate during paid sick leave.
15. Vacation with pay shall not accrue during periods while an Employee is:
 - On layoff;
 - On unpaid absence when in receipt of weekly indemnity as provided for by Long Term Disability Income program;
 - In receipt of compensation from WCB;
 - On leave of absence in excess of thirty - (30) calendar days for any reason.
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17. If an employee terminates employment with Taber and District Housing Foundation, then becomes re-employed at a later date, annual vacation time entitlement will remain unchanged, providing re-employment commences within sixty (60) calendar days of the effective date of the original termination. If the period between the effective date of the termination and re-employment exceeds sixty (60) calendar days, eligibility for vacation time, as well as the employee's anniversary date, will coincide with the actual start date of re-employment.
18. Vacation time will not continue to accumulate during the period between employment termination and the start date of re-employment.

ACTION PLAN
At August 14, 2026

		Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27
Action	Goal #																
Finalize CVL Design & Budget	2																
Research adding more SL3 beds	3																
Grant Applications	2																
Create fundraising plan	3																
Maintain Quality of Services - CVL	4																
TDHF Employment Strategy	4																
Review Job Descriptions	4																
Review Operational Processes	4																
Increase Programming - Social Housing	4																
Develop Communication Plan	1																
Communication Plan	3																
Quarterly Newsletter	1																
Present @ Municipal Councils twice per year	1																
Refresh TDHF Documents	1																
Establish asset transfer opportunities	3																
Review FCAs for Social Housing portfolio	2																
Create an infrastructure plan	2																
Work with Taber Special Needs Society	2																
Meet with local developers/investors	2																
Research 3rd Party property management	3																
Increase Programming - CVL	4																

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GOAL 1: (What): Strengthen Community Awareness and Communication About TDHF's Work and Impact

Strategies (How):

- Develop a clear and consistent approach to communicating TDHF updates, services, and initiatives
- Strengthen relationships with residents, families, municipalities, and community partners through intentional engagement
- Increase public awareness of TDHF's programs, housing options, and community impact
- Ensure communication about major projects (e.g., CVL redevelopment) is timely, accurate, and coordinated

Objectives (SMART):

- Implement a communication plan for CVL updates by **January 1, 2027**
- Deliver at least **two** community or municipal presentations per year
- Increase resident and family communication touchpoints to **four** per year (**quarterly**)
- Refresh TDHF's marketing materials (digital or print) by **March 31, 2027**

Actions / Tactics (<u>How</u>)	Lead	Others involved	Resources	Impact	Timeline	
					Start	Complete
What specific actions / tasks / activities need to happen?	Who will lead?	Board / Staff / Committees / Partners	People, \$, time, expertise, partner support, etc.	What results do we hope to achieve? How will we measure success?		
• Develop communication plan for informing our clients, partners & stakeholders; including: • Policy Review • Website Development • Social Media approach • Newsletter & documents	CAO	Lodge Managers, Placement Officer, Admin Asst.	Time	Updated website Updated policy and training Deliberate approach to rolling out regular updates	Nov 1, 2026	
• Quarterly newsletter to • CVL residents & families • Social Housing clients	CAO	Lodge Managers, Activity Placement Officer	Time	Publish four newsletters per year	January 1, 2027	
• Present at municipal Councils at least twice per year	CAO	Board of Directors	Time	Present twice per year to keep municipal councils informed of TDHF activity	October 1, 2026->	

Action Plan Template

Actions / Tactics (<u>How</u>)	Lead	Others involved	Resources	Impact	Timeline	
What specific actions / tasks / activities need to happen?	Who will lead?	Board / Staff / Committees / Partners	People, \$, time, expertise, partner support, etc.	What results do we hope to achieve? How will we measure success?	Start	Complete
- Refresh TDHF documents: - Resident Brochure - Family Housing Orientation - SSC Orientation - Contractor – Safety Brochure - Project Specific documents	Admin Asst.	CAO, Lodge Managers, Placement Officer	Time	Review and revise the documents to ensure accurate information, phone numbers, etc. Have updated documents ready for distribution	October 1, 2026	

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GOAL 2: (What): Ensure High-Quality, Safe, and Sustainable Housing and Infrastructure

Strategies (How):

- Advance the CVL redevelopment project through clear planning, communication, and oversight
- Maintain and modernize TDHF facilities to meet resident needs and safety standards
- Expand housing options in outlying communities where feasible (affordable and special needs)
- Strengthen long-term infrastructure planning, including asset transfers and future growth

Objectives (SMART):

- Finalize CVL funding and begin construction by **August 1, 2026**
- Complete an updated infrastructure plan (including manors, lodge, and social housing assets) by **March 31, 2027**
- Review facility condition assessments (FCA) completed by the ALSS and prioritize upgrades by **December 31, 2026**
- Submit at least **one** grant or funding applications for housing or infrastructure projects per year

Actions / Tactics (How)	Lead	Others involved	Resources	Impact	Timeline	
					Start	Complete
What specific actions / tasks / activities need to happen?	Who will lead?	Board / Staff / Committees / Partners	People, \$, time, expertise, partner support, etc.	What results do we hope to achieve? How will we measure success?		
• Finalize design and budget with Construction Manager and design team.	CAO & Building Committee	Building Committee, Operations Manager & CAO	Time Expertise – CM and Bergen design team \$s?	Build CVL (with all of the functionality) within budget constraints.	On-going	
• Review FCAs completed by ALSS and prioritize CMR and operational budget items.	CAO	Operations Manager & Financial Administrator	Time	Focus effort on the highest impact improvements or renovations. Optimize expenditures to focus on increasing asset value and decreased vacancy times.	On-going	
• Create an infrastructure plan	CAO	Operations Manager & Financial Administrator Placement Officer	Time	Focus on overall portfolio but particular emphasis on asset transfer possibilities and how the value could be used as	On-going	

Action Plan Template

Actions / Tactics (<u>How</u>)	Lead	Others involved	Resources	Impact	Timeline	
					Start	Complete
What specific actions / tasks / activities need to happen?	Who will lead?	Board / Staff / Committees / Partners	People, \$, time, expertise, partner support, etc.	What results do we hope to achieve? How will we measure success?		
				leverage for affordable housing projects.		
Grant Applications – AHPP, Continuing Care Capital Grant, CMHC and CBH; any others that might come up	CAO	CAO	Time Expertise – Municipal grant writers	Find ways to fund affordable housing projects throughout our region.	September 1, 2026	
Work with Taber Special Needs Society to determine housing opportunities in Taber, AB	CAO	CAO, Operations Manager, Placement Officer	Time	Add one or two houses in Taber, AB to increase special needs residential units.	September 1, 2026	
Meet with local developers/investors to gauge interest in collaboration on affordable housing projects	CAO	CAO	Time	Determine how TDHF could work collaboratively with developers or investors that are already present in the community and might be interested in affordable housing.	September 1, 2026	

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GOAL 3: (What): Increase Organizational Sustainability

Strategies (How):

- Develop a fundraising plan (predominantly for CVL Expansion & Modernization) but also long-term plan
- Consider additional sources of operating revenue – CVL and Housing
- Participate in ALSS asset transfer program; and how to use properties for debt leverage
-

Objectives (SMART):

- Communications plan to make it known within the community of TDHF charitable status and how funds can be donated by **October 1, 2026**.
- Develop fundraising plan for Clearview Lodge Expansion & Modernization project by **October 1, 2026**
- Work with ALA Continuing Care to determine funding models and operational considerations for adding SL3 beds by **January 1, 2027**
- Review proposed asset transfer schedule with ALSS by **November 1, 2026**
-

Actions / Tactics (How)	Lead	Others involved	Resources	Impact	Timeline	
What specific actions / tasks / activities need to happen?	Who will lead?	Board / Staff / Committees / Partners	People, \$, time, expertise, partner support, etc.	What results do we hope to achieve? How will we measure success?	Start	Complete
• Communication plan to increase visibility within community and ensure that donations can be received and receipted.	CAO	CAO	Time	Increase viewing on website and social media. Make it known that TDHF is a charity. Increase in gifts received by TDHF.	September 1, 2026 – Oct 1, 2026	
• Create fundraising plan for CVL project and TDHF long-term	CAO	CAO, Fundraising Committee, Financial Administrator	Time Expertise - Grant Writers, Website development	Raise funds to cover enhancements at CVL project, and use the experience to build a database of those individuals that support TDHF	September 1 to October 1, 2026	

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Action Plan Template

Actions / Tactics (<u>How</u>)	Lead	Others involved	Resources	Impact	Timeline	
What specific actions / tasks / activities need to happen?	Who will lead?	Board / Staff / Committees / Partners	People, \$, time, expertise, partner support, etc.	What results do we hope to achieve? How will we measure success?	Start	Complete
Research the possibility of adding more SL3 beds at Clearview Lodge	CAO	CAO, Lodge Managers, and Medical Services Coordinators	Time	Add up to 10 more SL3 beds at Clearview Lodge	September 1, 2026, but timing of implementation could be dependent on construction timing.	
Research 3rd party property management of local market rentals	CAO	CAO, Placement Officer Financial Administrator	Time	Add more properties to manage; but for local market landlords. The revenues would be outside of the Social Housing budget and potentially could assist in covering financing and operating costs of affordable housing projects (entirely new department)/profit center).	On-going	
Establish a timeline of properties that could be transferred to TDHF through asset transfer.	CAO	CAO	Time	Taking control of assets from ALSS will allow TDHF to update the buildings but also potentially use the asset value to underwrite debt for affordable housing projects (leverage). Success is having a plan to receive assets and having optimized operating budgets prior to transfer and negotiating maximum value of the Maintenance Reserve for future capital projects.	November 1, 2026	

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GOAL 4: (What): Effective Leadership & Operations

Strategies (How):

- Create a Leadership Staff succession plan
- Develop an employment strategy and make TDHF an “employer of choice” in Taber and community
- Develop a Board of Directors recruitment, orientation and engagement strategy
- Maintain and improve quality of services at Clearview Lodge and Social Housing department
- Create a plan for operational efficiencies through staffing, technology and understanding changing needs of our “clients” and “partners”

Objectives (SMART):

- Formalize succession plan for TDHF leadership by **January 1, 2027**.
- “Employer of Choice” Employment strategy developed by **March 1, 2027**
- Work with ALA Continuing Care to determine funding models and operational considerations for adding SL3 beds by **January 1, 2027**
- Review proposed asset transfer schedule with ALSS by **November 1, 2026**
- Complete an overall review of operational processes (by department) to determine what efficiencies can be realized and how; by **August 2027**

Actions / Tactics (How)	Lead	Others involved	Resources	Impact	Timeline	
What specific actions / tasks / activities need to happen?	Who will lead?	Board / Staff / Committees / Partners	People, \$, time, expertise, partner support, etc.	What results do we hope to achieve? How will we measure success?	Start	Complete
• Review job descriptions of affected positions. Contact recruitment agencies to plan for contingencies or budget for placing candidates	CAO	CAO, Financial Administrator, Operations Manager, Board of Directors	Time Expertise – Recruitment agency	Have plans available for inevitable contingencies required and subsequent placement of suitable candidate (based on job description and anticipated role)	September 1, 2026 – January 1, 2027	
• Create a roadmap for TDHF employment strategy for the next 5	CAO	CAO, Lodge Manager, Financial Administrator	Time Expertise – HR Resources Staff surveys	Reduce KPIs for absenteeism, turnover and scheduling issues	September 1 to May 1, 2027	

Action Plan Template

Actions / Tactics (<u>How</u>)	Lead	Others involved	Resources	Impact	Timeline	
What specific actions / tasks / activities need to happen?	Who will lead?	Board / Staff / Committees / Partners	People, \$, time, expertise, partner support, etc.	What results do we hope to achieve? How will we measure success?	Start	Complete
years. How do we hire long-term engaged and motivated employees?			Job fairs	Increase staff tenure		
- Review governance policy around Board members: - Board – Skills & Attributes Survey - Board Orientation binder - Expectations of Board members - Ensure prospective Board members (and their Municipality) understand the expected level of engagement.	CAO	CAO, Board Members, Municipal Partners	Time	An appropriate amount of workload for each Board member. Many hands make light work! In a time of opportunity (but also of turnover), the Board is the constant. The Board members have considerable influence in the community and can greatly enhance the organization's reputation.	September 1 to October 31, 2026	
Maintain quality of services in the existing programs (CVL – HK, Food, Med. Services & Activity)	CAO	CAO, Lodge Managers and Med Services Coordinators	Time	Improvement in survey scores: - Residents, Families and Staff - HQCA surveys for continuing care Compliance with operational audits: - Accommodation Standards - Continuing Care Standards Achieve CARF accreditation		
- Increase programming: - Community Housing - Senior Self-contained Apartments	CAO	CAO, Placement Officer	Time	Additional events and regular programming, such as: Increased communication to Family Housing tenants	November 1, 2026 ->	

Action Plan Template

Actions / Tactics (<u>How</u>)	Lead	Others involved	Resources	Impact	Timeline	
What specific actions / tasks / activities need to happen?	Who will lead?	Board / Staff / Committees / Partners	People, \$, time, expertise, partner support, etc.	What results do we hope to achieve? How will we measure success?	Start	Complete
Increased Activity programming for CVL:	Lodge Managers	CAO, Lodge Managers and Activity Coordinators		- Increased activity programming for SSC Improvement in survey scores: - Family housing tenants - SSC tenants Increased number and variety of activities, outings Improvement in survey scores: - Residents and Families	June 1, 2027 ->	
- Review operational processes (by department), with a goal to find efficiencies, through: - Personnel additions or re-positioning of responsibilities, and location of services provided - Technology (i.e. payroll software, accounting software, maintenance database software, cloud-based network)	CAO	CAO, Lodge Managers, Operations Manager, Housing Manager, and Financial Administrator	Time Expertise – Accounting software consultant IT provider	Implementation of TimeTrex software system and introduction of bi-weekly payroll prior to CUPE agreement requirements. Less time spent on manual processes. More time spent on analyzing where money is going and how we might spend less and/or generate more. Ability to handle potential turnover of Admin staff and leadership (ie. Unplanned leave or absences)	November 1, 2026 ->	Timetrex – Aug 1, 2026 -> Acctg Software – January 2028 Cloud-based network – January 2029 (or when we next need to consider purchasing a server)

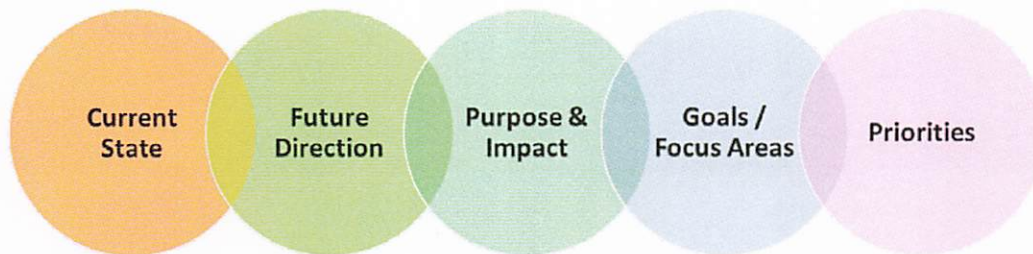
Strategic Planning Workshop

Summary Notes

January 22, 2026

Recap

The purpose of the Taber & District Housing Foundation (TDHF) Strategic Planning Workshop on January 22, 2026 was to provide an opportunity for Board and Senior Staff to discuss:



These summary notes are intended as a working guideline that can be refined, expanded or adapted to support TDHF's ongoing discussion, clarification, and decision-making.

Current State (SWOT)

1. SWOT Survey Results

The following is a compilation of key themes / categories from the SWOT survey results completed prior to the planning session (10 participants). Please refer to the SWOT Survey Report document for the detailed results.

STRENGTHS - Strong resident-focused services and care - Caring, experienced, and dedicated staff - Positive community reputation and trust - Strong partnerships with FCSS, AHS, and local agencies - Well-managed facilities and solid operational history	WEAKNESSES - Aging infrastructure and delayed facility upgrades - Limited marketing and public awareness - Dependence on government funding - Staff turnover and succession challenges - Limited experience managing large-scale projects
OPPORTUNITIES - Increased focus on affordable housing - Approved CVL funding - Facility and office modernization - Partnerships and community engagement - Aging population supports demand	THREATS - Funding uncertainty and economic volatility - Rising interest rates and costs - Regional competition for housing units - Staffing shortages and retirements - Infrastructure and project risks

2. SWOT Discussion

Additional ideas shared from Board and Staff during the workshop:

STRENGTHS

Community Profile and Relationships

- Well respected organization within community
- Good relationship with regional communities
- Good relationship with Municipalities
- Good relationship with agencies (FCSS, Victim Services)
- Work at developing relationships with Family & Residents
- Support from MLA (Minister Hunt)
- Reputation – longevity in community

People, Staff & Leadership

- Respected caretaker
- Diverse Board perspectives (age, gender, viewpoints)
- Diversity of staffing
- Diverse staff backgrounds (Filipino, LGM, diverse age in management)
- Leadership - innovative thinking
- Forward thinking – planning (Board, Management, Teams, Outcomes)
- Lodge Manager Role (covered by 2 people)
- Excellent maintenance team
- Flexible, adaptive

Programs & Services

- High quality service offerings
- Treat the Lodge as residents' home (not a facility)
- Caring attitude
- RAB Program
- SL3 Program
- MOW Program
- Successful programs
- Extra programming – Staff, BBQ, Christmas Meals

Assets & Infrastructure

- Buildings are in relatively good shape – excellent maintenance
- Building in several communities, not just Taber
- Taking over ownership of Social Housing assets

Operations

- Good record keeping
- Strong financial record keeping → transparency
- Use of transparency
- 23 residents – home
- Forward thinking → planning → Board, Management, Teams, Outcomes

WEAKNESSES

Housing & Facility Constraints

- Lack of available doors available
- Facilities – limited by Gov't red tape
- Limited options for future – adding transition housing
- Not having all Manors owned by TDHF / critical mass of operations (limited project update value)

Community Awareness & Promotion

- Limited Community Promotion – CV – expectations

Operations

- Staff capacity
- Admin / finance
- Critical masses and operations

Client Supports & Programming

- Lack of personal supports for clients ex: paperwork
- Keeping clients for full life / Aging in Place (ex. SL4)
- Lack of social programs in Manor for building community
- Lack of locally qualified work force – ex: LPN
- Not defining projects as clients' liabilities (ex. Health & Safety, OHS incidents– need to include)
- Awareness, self-promotion (need to be better at selling ourselves)

OPPORTUNITIES

Housing & Infrastructure

- House for special needs
- New building
- Housing in outlying communities
- Expand operation footprint

Community Engagement & Awareness

- More activities in the manors
- More awareness to community (ex. Programs)
- Use our well-respected reputation to strengthen partnerships
- Partnership in community to increase housing needs /community support (mutual benefit)
- Community support
- Be a "hub" partner with community

Operations

- Pivot to meet efficiencies (capacity) – balance of services / staff

Programs & Services

- Adding rec program – lodge & manor
- Balance of services/staff
- More activities in Manors
- CVL Management – going into manors to do Q&A
- Increase level of service RAB
- Housing in outlying communities

Strategic Positioning & Growth

- Size of community – critical mass to make things happen
- Be a "hub", therefore partner in community
- Housing interest @ Prov/Fed
- Working w/ intertown council
- Economic analysis
- Trends in demographics / adaptability ex. Boomers staying at home
- Senior & special needs

THREATS

Funding, Policy & Political Environment

- Lack of funding – Gaps change / moving goal posts
- Changes in industry – ex. ALA funding & implications
- Politics

Workforce & Organizational Capacity

- Staffing
- Org. capacity cap– time, knowledge, \$

Infrastructure & Land

- Availability of land
- Infrastructure / buildings

Economic Conditions

- Epidemic – big concern / preparedness / impact
- Rising costs / wages → inflation
- Economy – Ag industry increasing but no guarantees
- Oil ↓

Community Dynamics

- Community / region dynamics
- Competition

Strategic Risk

- Not expanding – is it a threat?

3. SWOT PRIORITIES

Summary of ideas identified as priority from the SWOT:



Purpose & Impact

Summary of ideas shared from small groups on purpose and impact of TDHF:



Future Direction

Large group reflections and small group notes from TDHF's future direction, 1, 3 and 5+ years:

1-Year

Housing & Infrastructure

- Finalize CVL funding
- Announce project — with spokesperson
- CVL manager
- Building starts (dig hole)
- Social housing — new supports
- Asset transfer
- Special needs housing application (work on this year for 2027)
- Lobbying for more RAB

Operations

- Continue increase RAB
- Service level increase — SL3
- Operational efficiencies
- CVL Project Management Plan
- Develop marketing plan - advertise who we are / what we do
- Keep open door communication with staff / feedback from staff

Community & Partnerships

- Building partnerships with municipalities (VX, Barnwell, Grassy Lake)
- Plan for engaging community - start now
- Presentations - annual basis to Municipal Boards
- Engaging residents - when & how?

3-Years

Housing & Infrastructure

- Building CVL - Grand Opening
- Acquisition of Lindenvue
- Affordable housing
- Funding needed ongoing
- Funding for staff
- Funding for affordable housing projects
- More grants - SH / Doors affordable
- Relocating 100-wing (adoption of building in way — what do we do with it?)
- Risks - Budget / Building delays
- Harmony Home, Bountiful House (2026), Special Needs Project

Operations

- Increase staff - staff needed during building
- Marketing outreach
- More staff training (ex. SL3 / SL4)
- Risk budgeting & building delays
- Different clientele coming — therefore mental health training
- More language options
- More asset transfer - Phase 1-4
- Succession planning for staff

Community & Partnerships

- Increase community awareness
- Community and resident engagement plan - ongoing
- Sustaining relationship with outlying communities (how we impact their communities/ needs)

5+Years

Housing & Infrastructure

- New CVL - buildings done and operating
- SH + 4 - more building & ownership
- Additional SL3 beds
- Area of expansion
- Additional sites
- Affordable housing
- Supportive housing
- Own portfolio — with updated building
- Manor Lodge — Living in Taber (Connect Manors to Lodge)
- Complete care facility / more integration

Operations

- Thriving organization
- Continue operations
- New leadership staff
- Larger staff
- Succession plan in place

Community & Partnerships

- New municipal relationships
- New community partners / investors
- Board composition / new members

Goals (Key Focus Areas)

Goals: “What” we want to achieve

- Help organizations figure out where they are going and how they will get to where they want to be
- Higher level statements that describe what you want to accomplish – general descriptions

The following table is a reflection of brainstorming ideas from small group discussions:

Financial Sustainability	Quality Housing, Infrastructure and Care for Residents			Effective Leadership & Operations	Community Engagement & Partnerships
Financial / Funding	Infrastructure	Org Efficiency & Capacity	Maintain Service Quality	Leadership & Operations	Partnerships & Promotion
Funding / Grants • Fundraising plan • Secure fed, prov, any grants • Funding for infrastructure projects • Funding for staff / operations Explore investors / developers • Find developers to co-develop affordable housing • Meet with entrepreneur or investor • Making it known to communities TDHF is a charity	Create Infrastructure Plan • CVL Project Management Plan • A plan to accommodate 100 wing residents • More buildings outside of Taber • Develop more special needs housing Enhance building / facilities • Connecting Manors to Lodge (more support, food, cleaning) • Finish CVL	Operational Planning • Planning and carrying out • Create plan for efficiencies Technical / Software • Computers in the cloud • Update FOB system – SSC Manors • Maintain database software • New accounting software Asset Transfer • Bountiful Asset Transfer completion • Announce asset transfer • Upgrades and asset transfer projects	Quality Service • Maintain quality of services at CVL • Caring, supportive Increase services • Increase SL3 Capacity • Investigate additional SL3 beds • Increase level of services at Taber Manors Programming • Increase recreation (bocce, crib) • Increase programming	Succession Planning • Leadership staff Succession Plan • Board Succession Plan Staff Engagement • Staff training • Employer of Choice Org (recognized as a great place to work) • Employer of Choice in Taber (more staffing for future)	Strengthen partnerships • Meet w/ elected officials, MLA, MP • Regular engagement & communication w/ municipalities • Meet w/ Lindenvue (Good Sams) on acquiring facility • Strengthen relationships (residents, resident council, clients) • Town Hall info sessions Marketing / Promo • Develop marketing plan • Communication updates to clients (CVL progress!) • Intentional communication with residents, family, community

Priorities

What are the key focus areas / priorities that stand out as important for TDHF to work on?

Board and staff identified the following priority area to further discuss:

Communication with CVL

CURRENT	OPPORTUNITY	CAPACITY	IMPACT	TIMELINES	ACTION
A lot happening w/ CVL renos	Spokesperson	Staff draft / present script	Positive – awareness	SPRING – Announce (ideal) Residents first	Communication plan written & approved by board
	Get accurate info out before gossip / media gets out	Board input/approval	Knowledge/ prepared	NOW – Prepare to have communication ready (before April)	BY: March 12 meeting (Building Committee)
	Positive news out first 'win'	Overarching plan will take time – Consultant? Different mediums	More trust	To municipal – Timeline on requisition (before April!)	
	Develop plan/strategy w/ messaging to do it right	Communication & engagement		Written letter– Residents/family, Residents Council (and how it impacts them)	
	• e.g. community, residents, family, municipalities Communicate intently	+ve mediums Risk – timing of announcement		News release/media Social media/web THEN regular communication (timelines of construction), logistics	
	• Board – script w/ info points (for consistency)	Risk if we don't get it out		Engagement w/ residents	
	• Feel good stories	Time build confidence			

Next Steps

Strat Plan Refinement

- Link ideas from planning discussion with current goals and plan

Pulling it all together

- Updated Strategic Plan
- Alignment with operations / action

Planning Review & Check-ins

- How we as a Board review / assess our progress?

Measuring Success

- Monitoring Plan, Keeping Plan Alive, etc.

Weekly Report (Social Housing)

8/7/2026

	Senior Self Contained
New Applicants	0
Move In's	0
Move Outs	0
Wait List	19
Vacant Units	5

New Tenants (Move In's)

Sr.	Apt		
Tenant Name	Move In Date	Unit Number	Phase Number
Sheila Egeland	27-Mar-26	10	52100
Calvin & Barbara Dean	1-May-26	305	52050
Robert Stewart	29-Jul-26	7	52100
Gerhard Wall	30-Jul-26	108	52040

Exiting Tenants (Move Out's)

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

Unit #	Status		
Harmony Home Phase 11 (52040)	Full		
Homestead Manor Phase 12 (52050)	102 Empty		
Pioneer Place Phase 13 (52060)	#128 Empty move in this month #111 Empty move in this month		
Prairie Rose Manor Phase 31 (52100)	#8 Empty move in this month		
Bountiful House Phase 21 (52070)	#6 Empty move in Sept		
Sunshine Manor Phase 41 (52130)	Full		

	Community Housing
New Applicants	1
Move In's	0
Move Outs	0
Wait List	8
Vacant Units	1

New Tenants (Move In's)

Tenant Name	Move In Date	Unit Number	Phase Number
Katharina Wall	13-Jul-26	17	52000
Johan Thiessen	29-Jul-26	2	52120

Exiting Tenants (Move Out's)

Tenant Name	Move Out Date	Unit Number	Phase Number

Unit #	Status		
Taber Phase 1 (52000)	Full		
Taber Phase 2 (52010)	22 Empty move in this month		
Taber Phase 3 (52020)	Full		
Taber Phase 4 (52030)	Full		
Barnwell Phase 23 (52090)	Full		
Vauxhall Phase 33 (52120)	Full		

	Rent Assistance Benefit
New Applicants	2
New to program this month	0
Left program this month	0
Waitlist/Processing	5
People on Program	52

Tenant Name	Designation number	Effective Date
Katharina	85-2026	8/1/2026
Amanda	86-2026	8/1/2026
Sky	54-2026	7/1/2026
Helen	64-2025	7/1/2026
Lisa	87-2026	8/1/2026

If they paid rent to the end of the month then it is not vacant even though they are not there: for example, the 29 th or 30th

6.21