

CHRISTIAN SENIOR CITIZENS HOMES SOCIETY OF NORTHERN ALBERTA

Minutes of Board Meeting held October 30, 2019

Roll Call: Present: Allan Brennan, Mary Velthuisen, Hilda VanVeen-Gritter, Kelvin VanDasselaar, Evert Vroon, Darren Sinke, Marjean Verseveldt and Laura Pothoven, Anko Buwalda, Bert Kamphuis. No Regrets.

1. *Opening:* Kelvin Van Dasselaar welcomed everyone, read a few verses from Psalm 119 and opened in prayer.
2. *Additions to the Agenda:* Executive Directors Salary review.
Henry Baker's letter of resignation.
3. *Minutes of September 25, 2019 Board Meeting* were reviewed as circulated. **Motion seconded and carried to accept the minutes of the September 25, 2019 meeting.**
4. *Unfinished Business:*
 - a) *Evergreening:* No Update. Allan has a template that he can modify and will send once complete.

b) *Policy Committee Report:* The Policy committee will provide an update at the next Board meeting.

c.) *Address Vacancy on the Board:* Henry's resignation letter discussed. This has been a positive transition, especially with the Director of Finance role in the upcoming Budget and Life Lease roll out projects. It was noted that Henry's 3 year term was set to expire in May 2020.

Motion seconded and carried to accept Henry Baker's resignation letter. Anko to send letter of thanks for time served.

The Society Bylaws state a minimum of 7 board members are required, we currently have 8. Discussion held whether to recruit additional member, the board decided to continue to operate with the current 8 members.

It was noted that the Treasurer's role requires budget knowledge, expertise and oversight and not specifically hands on knowledge. Allan Brennan expressed interest in filling the role of the Treasurer position.

Motion seconded and carried to appoint Allan Brennan as treasurer of the Board.

Motion seconded and carried to approve signing authority for Allan Brennan as Treasurer of the Board.

5. *Executive Director's Report:* Darren Sinke's full report is on the EH portal. Darren highlighted a few items and discussions ensued.

- 1.) Residents: The current average age of residents is 86.5 years old. The North Wing average age will be 83. There are currently 25 couples living in Emmanuel Home, The North Wing alone will bring in 22 more couples.
- 2.) Society: A General survey of the # of members over 65 in surrounding churches was sent out by Coby Benoit, Director of Development. It was noted in the current demographics of Emmanuel Home that the Resident Church Affiliation percentages are 70-75% Dutch reformed. Waitlist Church Affiliation percentages were also discussed. The Board requests a bell curve to show the ages of the residents currently. It was also discussed whether we are selecting a number of people for fundraising, in a targeted approach and what the fundraising should be for.
- 3.) Budget: Budget overview discussed. The Draft form is finalized as much as possible. An email was sent out October 24 to the Board highlighting points as to where the numbers came from.

Effectively budget planning for a 3% increase, this approach being a modest increase each year. The Staff wage increases are at minimum, the 2.5 % cost of living, which is a healthy number. The public sector is setting a lower wage with the roll out of the provincial budget, the difference in approach is that we don't employ a large amount of full-time healthcare workers. We have strived to remain competitive in comparison to the health care field year to year.

The last 5 years there has been a rent increase, which the Board discussed at length. This increase assists in providing the revenue required to apply to the budget presented. There have been many structures assessed and this seemed the most appropriate approach. Emmanuel Home provides multiple options for various income levels, and we are comparable and if not lower than market rates.

The Life Lease program affects the upcoming budget, with a conservative approach of 6 million in play, this means we can borrow less from the bank, which results in our mortgage payments being less. This will also mean less rent coming in, with those residents participating seeing a 3 % deduction. The 3% return on 6 million works out as cheaper debt for operations. The residents taking advantage of this enjoy tax free return, which in actuality is 4-5% with that savings. It's meant to be a win / win for both parties. The Life Lease committee to review documents from lawyer.

It was brought to attention that the EI and CPP are lower than the previous year. The worksheets stated a \$7000 difference, this will be looked into and can be addressed as to the reason for this.

The question was raised whether a non-profit budget has to be set to \$0? Should it not always be positive, evergreening and future planning? On paper it appears to be \$0, in actuality it is a living document and lines like contingency etc. purposely are in place for the evergreening type needs that come up year to year.

Property taxes are budgeted notably higher. This is a result of grants set in 2001 have since expired as of 2017. With the current government change in place the forecast for continuance of those grants appears to be slim.

Utilities are assessed by our broker to gauge the budget numbers.

The RRSP matching program was discussed. The 5% didn't significantly affect numbers and would be nice to offer to staff. Any 0.5 fte employees will be offered this. It is based on action from employees to start, to participate in receiving the return. Our current policy may need to have amendment to reflect % vs. dollar amount. It was decided that the compensation is operational so no motion required from the Board for approval.

The Resident Support has moved to the payroll expenses line, under wages.

Motion seconded and carried to approve the budget proposed of \$4,162,761 as presented, to be amended per discussion items.

Appreciation expressed to Pat, former finance employee, for hard work in finalizing budget even though leaving Emmanuel Home.

Executive Directors salary presented to the Board: Increase to \$130,000 based over the next 3 years. Current year increase of \$10,000 with a fixed 2 X \$10,000 increments over the next 2 years, 5% RRSP matching, car allowance approved on mileage basis, professional development encouraged, long term disability to be pursued, and shared cost of professional membership up to \$2000. The Commitment to stay 3 years with the proposed salary amount. Template to come.

The Board thanked Darren for his work.

Motion seconded and carried to approve the Executive Directors adjustments in salary.

- 4.) A special Open House invite was extended to North Wing Residents and families. The Open House occurred this past Saturday, showcasing one-bedroom and two-bedroom dry walled suites located on the 2nd floor. Approximately 70 people came out to view the spaces and it was reviewed with mostly positive outcomes. There are 43 suites secured with deposits.

The Parking lot is now available for use again, allowing East wing residents access to park in the East Wing Parkade again. The site looks to be finished construction by end of February, the opening to be fleshed out officially with Cormode in the next couple of weeks. No promises were ever officially made on a date and so we are trying to stay on top of handling this communication to residents. Finalization of the fireplace is completed, and the approved Rooftop project will be available to do down the road as a separate project. The decision to separate this project was based on possible concerns surrounding potential unexpected costs with permitting and creating fire escape access which could potentially delay overall North Wing building completion.

- 5.) IT Project: Work set to start mid-November.
- 6.) Maintenance: Finished both projects as discussed in previous Board meeting.
- 6. *Treasurer's Report*: none. See Unfinished Business report for Henry Bakers resignation letter.
- 7. *Health Committee Report*: Board to restructure mandate in upcoming meetings. This committee is under review.
- 8. *Steering/Expansion Committee Report: now referred as the Strategic Growth and Development Committee*: The committee will meet next Monday to create the terms of reference and focus on the direction of committee. The Board to approve the newly developed terms of reference at November's meeting. They will address items such as what does strategic growth look like, expansion, culture, and service. The committee will report to the board every meeting. The Executive Director will not chair the committee, but will report to the committee. All items subject to the Boards approval, if any concerns than the committee will lower requirements and such as needed. A final draft document to come.

Westend update: In early October Darren met with Gene Dub, owner of the Inglewood community land and his realtor. They presented a letter of intent, which is an informal document expressing interest and also a preliminary offer of 6 million, to purchase land to show seriousness in interest. This was all done on recommendation from our realtor. Expectation was unknown as well as what kind of response would be from Gene Dub. Good conversation and discussion was held, including density concerns and the costs associated and reflected with that. Gene Dub was able to work out these possible concerns and what could be done to accommodate our pitch, which showed promise.

An email was sent directly from Gene Dub wondering if 170 suites would be enough, and if we had any thoughts on how to address the parking? He came to visit Emmanuel Home today with his wife, which ended up spending 45 minutes walking through the expansion, office area and common areas. They seemed pleased with the amount of common areas and the homey-ness of the areas and the non-clinical approach. He seemed impressed and stayed longer than anticipated. The Realtor will be contacted with an update as to this meeting.

The Board discussed whether 170 is high enough, and what is our ceiling growth? Do we consider a smaller complex vs. larger complex? Gene Dub mentioned he would like to offer up drawing ideas for the site. The Donor for land purchase updated with the following information and ok with the chosen land site.

- 9. *Building Committee Report*: Evert and Darren met, officially the committee could be wrapped up from a design perspective. It will be re-instituted in new site, and would be approached by the strategic growth and development committee. Evert remains involved with interior design for North wing.
- 10. *Life Lease Committee Report*: Requires to set a date to meet. Allan Brennan to accompany as new Treasurer.
- 11. *Neerlandia Seniors Home Report*: These details to come from the Strategic development and Growth committee eventually. Next week, on Friday evening, there is scheduled to have another town hall meeting in Neerlandia. The Board is welcome to attend. The Plan is to have a

meeting with parties interested to move in, and with this interest signify with a \$5000 deposit. So far, 5 people confirmed with the \$5000 already! The meeting is a 40-minute presentation on history of the project, why Emmanuel Home, why the society, and what would Neerlandia look like. If we pursue the 32-unit complex format, it would be ideal to have 20 firm interested future residents, and this commitment will confirm the shovel in the ground. The Board can decide actual number, 20 is only the messaging stand point. We should know by Christmas the state on interest for the project, with the hopes that the project is approved by late next spring. No offer to purchase land formally has been done.

12. *New Business*: none.

13. *Correspondence*: Henry Baker's letter of resignation, addressed under unfinished business.

14. *Round Table*: none.

15. *Closing*: Evert Vroon closed in prayer and the meeting was adjourned.

16. *In Camera*

NEXT MEETING: WEDNESDAY, November 27, 2019 AT 7:30 PM