

## **Inglewood Seniors' Home – Business Case**

### **Vision**

1. Build & operate a Christian Independent & Assisted Living Seniors' home in the Inglewood neighbourhood.
2. Mirror the Christian ethos that exists at Emmanuel Home and extend the Society's offerings to more of its supporting community.

### **History**

The community that supports the Society extends much further than even just the city of Edmonton. The 'ask' for something just like Emmanuel Home, but in another location, has been frequently discussed, both informally and formally. As the population ages and the geographic boundaries of the Society's community expands, the Board has been discussing the idea of physical growth for several years.

Among all the potential areas of growth, the 'west' end of Edmonton has been the most prominent 'ask'. In 2015, the Society hosted an open town hall meeting at West End CRC, expressing its interest in pursuing this project. This interest was fueled by an effective operation, healthy financial and organizational position, and an acknowledgment of the looming and significant demand within our Christian community.

Out of that meeting, and over the past years, multiple conversations, potential sites, and possible strategies have been discussed. By the Lord's grace and leading, the site in Inglewood has become available, donors have stepped up in faith, and the Society is in a perfect position to pursue this project.

### **The Project**

The 3.7 acre site would allow for a maximum density of 170 units within a 4 storey building. Developed over 2 or 3 phases, the site would bring a Christian seniors' home closer to many people within our supporting community.

Phase 1 would be designed to meet the current needs of the community, based on feedback and input. The model of services and care would be replicated from the model that currently exists at Emmanuel Home, keeping feasibility and efficiency in mind as programs are developed. The suite options would vary more than the North Wing suite offerings, but the goal would be to offer a reasonable, quality, and affordable range of options. The 'west end' group has a wide range of requests/demands, and we want to accommodate as much as possible. However, this project will not be a luxury condo development.

### **Limitations**

1. Running a multi-site operation is new for the Society. There is certainly an opportunity for efficiency and effectiveness, but it needs to be understood that this is an 'unknown' at this time.
  - a. There will be work to do in helping Society members understand the organizational structure.
2. Accessibility to meals is a significant factor for many people when they consider a move into a place like Emmanuel Home. Although the goal, as of now, is to build and operate its own commercial kitchen, Phase 1 may not be big enough to accommodate that yet, so this service will need to be approached with innovation and open eyes. Also, communication with the target population will need to be clear and open, in order to keep expectations realistic.
3. The financial side of this project will stretch the Board and Society. It's certainly feasible, but Phase 1 will need to be significant enough to provide the right amount of staff and services to its residents. This project will require us to step out in faith over the next few years. Risk mitigation will be key throughout this entire process.

### **Approach**

#### **1. Construction**

- a. Building team will be led by Darren Sinke, with the support of Bert Kamphius (Board member) and John Oort (community volunteer who has helped build the Society's previous two major expansions)

- i. Other Board members & areas of expertise brought on as needed throughout the project
- b. Along with Dub Architects, the Building team will decide how to proceed with the design and construction phases.
  - i. First order of business is selecting the General Contractor and deciding when to bring them on.
  - ii. The size and scope of Phase 1 will be determined over the next 8-10 months, by factoring:
    - 1. Building costs
    - 2. Market Demand
    - 3. The viability of the operation as a stand-alone site, once the doors open.
- c. The financial work & planning will be spearheaded by the team of Darren Sinke, Henry Baker, and Allan Brennan.
- d. Before proceeding with the actual construction, the Board will have the final authority on the overall direction of the project. Implementation of the project will be the responsibility of the Executive Director.

## **2. Financials**

- a. See the attached document for the working financial document so far discussed within our leadership team.

## **3. Market (Residents)**

- a. On March 3<sup>rd</sup>, 160 community members came out to hear more about the Inglewood project. The meeting was only advertised within the Dutch Reformed congregations that make up our founding & supporting community.
- b. 25 people have already paid the \$500 deposit to be on the waitlist for the building, 36-40 months before the doors would open.
  - i. Note: Only 18 people were on our existing (at the time) waitlist when we started the construction of the North Wing. This was 26 months away from the project completion.
- c. The seniors demographic is only going to grow between now and when the Inglewood site opens its doors.
- d. There are multiple avenues & Christian communities that we have not even reached out to yet, to build a relationship and promote our services. Some examples:
  - i. Many churches in West Edmonton (ie. Beulah Alliance Church)
  - ii. Denomination groups that we are already drawing residents from at Emmanuel Home, but we haven't reached out to on a more formal and ongoing basis (ie. Lutheran, Catholic, etc)
  - iii. From a business perspective, the seniors' housing market continues to see big swings in stable providers and developers. There will always be a need for quality housing and care at the price point that our Society provides, regardless of the faith-based oversight and control. Financial partners will be drawn to our model and how we operate.

## **4. Organization/Structure**

- a. The Society will continue to oversee the direction, mission, and values of its' entire operation. The Board make-up will not change.
- b. A strong leadership team of the Executive Director, Director of Operations, Director of Finance, and Director of Programs will oversee the roll out and ongoing operations of the Inglewood site, as well as the existing Emmanuel Home.
- c. Outside of the Leadership Team, the Inglewood site will essentially have its own staff team and departments, separate from Emmanuel Home.
  - i. Finance will overlap and carry both sites
  - ii. Resources & existing networks (ie. Maintenance partnerships, policies & procedures, etc) will be shared

## **5. Long Term**

- a. Phase 1 will be built to:
  - i. Be self-sustaining and sufficient enough, in case that is all we build on the site
  - ii. Facilitate future growth for Phases 2 and/or 3
    - 1. There seems to be significant interest in the 60-65 year old demographic to have something built, or ready to build, in the 7-10 year window.

## **Benefits**

This project brings many significant benefits to the Society and its supporting community:

- 1. We are \$7,150,000 ahead, before we even start, through God's provision via community donations.
- 2. Current leadership of the Society has significant and recent experience with a successful similar project, Emmanuel Home's North Wing.
- 3. Lord willing, many more seniors in our Christian community can live in a place that promotes independence, helps them age with dignity, and brings glory to God.
- 4. The Society will be able to offer more employment opportunities to our community.
- 5. The current economic climate should help the Society build this project at an advantageous time.
- 6. With the North Wing completion and opening, the current capacity of the Society can take this project on.

## **Timeline**

- 1. April 2020 – The Society Board approves the purchase of the land
- 2. ~12 months - Design, re-zoning, and financial application all completed (capped off by a Board motion to proceed)
- 3. 24-28 month construction, with the intended project completion to be the summer of 2023