



## ANNUAL GENERAL MEETING

Tuesday, May 28, 2024, 7:00 p.m.

Trinity Christian Reformed Church, 13427 57 St, Edmonton

### AGENDA

- |   |                                  |
|---|----------------------------------|
| 1. Opening and Welcome  | Peter Jonkman                    |
| 2. Introduction of Board Members  | Peter Jonkman                    |
| 3. Transition Committee – Introduction of the new CEO   | Peter Jonkman, Coby Benoit       |
| 4. Minutes of 2023 AGM Meeting  | Andrew Yskes                     |
| 5. 2023 Audited Financial Statements Presentation   | Curt Friesen                     |
| 6. Interim CEO Report   | Laura Pothoven                   |
| <b>Long Term Service Staff Awards</b>   |                                  |
| <ul style="list-style-type: none"><li>• Tammy Grumley – 5 years</li><li>• Tini Oort – 5 years</li><li>• Yatta Foryoh – 5 years</li><li>• Tricia Bouwmeester – 10 years</li><li>• Rachel Molenkamp – 10 years</li><li>• Rachel Spriensma – 15 years</li><li>• Laura Pothoven – 15 years</li><li>• Marina Badger – 20 years</li></ul> |                                  |
| a) Lighthouse Presentation  | Laura Pothoven                   |
| 7. 2024 Budget Presentation   | Henry Baker                      |
| 8. Presentation of Board Member Nominees  | Peter Jonkman                    |
| 9. Call for Nominations from the Floor  | Peter Jonkman                    |
| 10. Question Period   | Peter Jonkman/<br>Laura Pothoven |
| 11. Results of Election for new Board Members   | Peter Jonkman                    |
| 12. Closing   | Peter Jonkman                    |



### **Board Nominations – Introduction**

The Board has done a lot of work over the past year, focusing on ensuring that the Society is positioned appropriately for both growth and sustainability over the next few years. In light of the amount of work that is ongoing, as well as the construction of the West End site, the Board is presenting the Society the following nominees for consideration. To help the Board maintain its momentum and keep up with its work, there are two board members who have completed three-year terms and are willing to stand for re-election, and two new members for election to the Board.

#### **Coby Benoit**

Coby Benoit has spent most of her working career in the areas of fundraising, communication and administration. She has a MA in Non-profit Leadership from Trinity Western University, and until 2021, had a Certified Fund Raising Executive (CFRE) designation. She has also volunteered with the Alberta Government Board Development Program conducting training workshops for non-profit boards.

Coby was employed at The King's University as Director of Development for over 20 years. For the last six years of her working career, she was employed in senior living facilities, including Emmanuel Home! Over the years, she has also volunteered on several non-profit boards. Coby is now retired and serves as an Elder and Chair of Council at Inglewood Christian Reformed Church where is has been a long-time member. Coby has two adult children and six wonderful grandchildren!

Coby has served one term on the board and is the incumbent board member. She looks forward to continuing to serve the board with her experience and enthusiasm.

#### **Andrew Yskes**

Andrew Yskes is a member of Cornerstone United Reformed Church of Edmonton. He is employed by the Government of Alberta as a web content strategist, writer, and editor. Andrew is a member of the Mighty Power Singers and has sung at Emmanuel Home many times. As a former fitness trainer, Andrew is passionate about health and understands the importance of having a healthy body, mind, and spirit, with the goal of being fit for life.

Andrew is married to Sharon, and they have two grown children.

Andrew has served one term on the board as secretary and is the incumbent board member. He looks forward to serving the society for another term.



## **Marian Brennan**

Marian grew up in the Reformed Church here in Edmonton. She accepted Jesus as her Saviour in 1973. She has a Bachelor's degree in Education, and had the privilege to attend Reformed Bible College in Grand Rapids, MI for one year.

Marian worked for the Government of Alberta for 28 years, first doing administrative work and Human Resources (HR) in Learning and Development where she consulted with line managers and employees to determine what areas of learning were needed. She then would develop training programs, hire consultants and even do some training herself. For three years, she was a manager in the Learning and Development Branch, Corporate HR department for the AB Government, providing support and expertise to HR consultants in various ministries, where she led a cross-ministry team to develop a supervisor curriculum which became an all AB government certificate program.

In her final seven years of employment, she worked for the Ministry of Municipal Affairs as manager for Staff Development. With a team of four staff, they delivered programming in learning, occupational health and safety, new employee orientation and career counselling.

Marian has attended Beulah Alliance Church since 1992, and has been involved in Sunday school, marriage mentoring, facilitating groups (Safe People, Boundaries (Cloud & Townsend)) and is currently a table leader for Alpha.

Marian's interest in serving on the Society board lies in her belief that the work of Emmanuel Home and the Lighthouse, to provide a Christ-centred home for our seniors, is so important. Her parents have lived in Emmanuel Home since 2015, and have been so blessed by the care and support of the staff. That support was monumental when her Dad was ill and received palliative care from the nursing staff. God calls us to honour our fathers and mothers, and Marian believes that the safe and friendly life provided at Emmanuel Home does much to fulfill that commandment. She is committed to following Jesus and hope that serving on the board is another way to serve Him.

## **Jack Vandepol**

Jack Vandepol has a strong commitment to service, strong leadership skills, and deep commitment to issues of justice. He has been a member of the Christian Reformed Church community his whole life and is currently attending Inglewood CRC. Jack has the following educational background: Bachelor of Science (Ped), University of Guelph, Bachelor of Education, Queens University, Numerous summer courses in Administrative Leadership (Trinity Western University) Advanced Trustee Management Standards Certificate in both pension and benefits.



His work history included being a Principal at Central Alberta Christian High School, Lacombe , Alberta, and a teacher at Edmonton Christian High School.

Jack is active in volunteering his time as the current Board trustee for the Canadian Ministers Pension plan of the CRCNA. The Treasurer for Christian Stewardship Services, Chair of the Audit Committee and member of the Investment Committee. He also finds time to volunteer Tuesday and Thursday afternoons for Youth Unlimited. This is an after-school program for at risk youth in Edmonton.

Previous to this, Jack extensive volunteering was in the following.

- Board member of Charis Village Housing Society, an aging in place development project in Lacombe Ab.
- The Chair of the Practice Review Appeal Committee Appointed by the Minister of Education.
- The Board member for the Christian School International - Canadian Pension and Benefits Trustee.
- The Board member and Chair of Prairie Centre for Christian Education 2011 - 2017
- Teacher Member: Alberta Education – Practice Review Panel – Appointed by the Minister of Education 1998 – 2011
- Chair/past chair/ board member of the Association of Independent Schools and Colleges of Alberta.
- Treasurer of the Federation of Independent Schools of Canada
- Served in the capacity of both elder and deacon in the congregation.



**Minutes of the Annual General Meeting of the Christian Senior Homes Society of  
Northern Alberta**

*Held Thursday, May 25, 2023, 7:30 p.m.*

*Trinity Christian Reformed Church, 13427- 57 Street, Edmonton, Alberta*

1. *Opening:* Board Chair, Peter Jonkman, welcomed everyone, read from Psalm 103: 1-22, and opened in prayer.
2. *Introduction of Board Members:* Peter introduced the Board members present: Bert Kamphius, Coby Benoit, Anko Buwalda, Hilda VanVeen-Gritter, Allan Brennan, Andrew Yskes, Tony Vandermeer. Absent with notice: Mary Velthuisen Absent without notice: Francine Drisner.  
Approximately 82 members were present to achieve quorum.
3. *Minutes of 2022 AGM:* Secretary Anko Buwalda presented the minutes of the May 17, 2022, Annual General Meeting. **Motion seconded and carried: to accept the minutes of May 17, 2022, AGM as recorded.**
4. *Auditors' Financial Statements:* Curt Friesen, our auditor, presented the 2022 audited financial statements. **Motion seconded and carried: to accept the 2022 Financial Statements.**
5. *CEO's Report:* Darren Sinke presented his report.
  - 1.) *Society Update:* Emmanuel Home celebrates 50 years in operation this year! Having opened officially in 1973. We celebrated with a Open House earlier this year. The Lord was thanked for the many blessings and provisions over the years.
  - 2.) *Post Covid:* Covid is further in the rear-view mirror at this time. This was a struggle for us as operators, and especially a struggle for the residents that moved in during this time. The challenge with vacancy has been felt, which peaked at 17 suites, which was a revenue challenge not faced in many years of operations. We are full now, with the exception of a few studio suites. These suite vacancies were a direct result of the cancellation of the DSL program. We are thankful to be at this point now and thank the Lord for his continued blessing.
  - 3.) *Emmanuel Home Update:* Darren provided an update on the upgrades happening in the West Wing. The centre Wing hallways are receiving upgrades in the air exchange and make-up air.



- 4.) Healthcare Update: This is the first full year that Emmanuel Home has operated without the Designated Supportive Living funding. This is a big shift for Emmanuel Home, with the focus now being only on homecare services. Some gaps are noted, and we continue to evolve in this area.
- 5.) Accreditation: As a contracted service provider for AHS, Accreditation is a requirement. Accreditation ensures a higher standard through a detailed process to ensure that Emmanuel Home provides quality care, housing, and service for seniors. This also prepares us for future growth and contract extension. Accreditation ensures stability and celebrates success. Emmanuel Home has recently passed the primer version and will proceed to the full Accreditation by fall of 2024.
- 6.) The Lighthouse Update: Darren provided an update on the year so far with the ground-breaking ceremony happening this past summer. The schedule is on track to complete 101-unit building, which is a mix of 1-2 bedrooms, by Spring of 2025. The third floor was recently poured with anticipation for the roof to be completed this fall. The Lighthouse will be different but the same service model as Emmanuel Home. In August 2023, we plan to have a sales trailer on site for appointments. Future residents can select suites, see drawings and be provided with more information.
- 7.) Board of Directors Update: The Board of Directors meet approximately 9 times in a year. The committees consist of the Executive, the Finance, and the Strategic Development. The Board will also be involved in the continued work of Accreditation. The Board planning for the future considers the significant phase of growth, which will have an impact on the organization. The organization needs time to exhale before embarking on future growth. This allows exploration of programs, healthcare, community engagement. The Board appreciates your prayers and support in this.
- 8.) CEO Restructure: Darren updated the members about the upcoming CEO restructuring. Darren has worked for Emmanuel Home for 11 years and he is looking to explore other options. He plans to see the Lighthouse project through, and provide support to the Board, the transition that will occur in a year and the new CEO. The CEO transition will happen this summer, with Laura Pothoven managing as Interim CEO. In January 2025, the Board will seek a permanent CEO, with open recruitment. This gradual transition is helpful as the organization makes this significant shift.
- 9.) Long Term Staff Recognition: Darren Sinke thanked the following staff members for their years of service:
  - Christy Antoniuk – 5 years
  - Veronica Chacon – 10 years
  - Petrena Hanoman - 10 years



- Lai Eng Lau – 10 years
- Darren Sinke – 10 years
- Vicky Tetz – 10 years

6. 2022 Budget Presentation: Henry Baker, Director of Finance, presented the 2023 budget. It was noted that the deficit in 2022 results from the after affects of Covid expenses. Staffing levels were higher, and this also had an impact on this. The 2023 budget expects to bring Emmanuel Home into the surplus again. The 5% rent increase was needed to catch up with inflation and operating expenses. Our healthcare department also made the shift out of Supportive Living and is solely receiving funds base per service under the Home Living contract. This change impacted the amount of funds received as it is per service provided, which is a reduction, and does not cover the overnight nurse. In addition, all departments analyzed their expenses and adjusted to provide quality service in efficient operations as much as possible. The Lighthouse operating budget will be presented in 2025. Currently, all Lighthouse expenses are Capital expenses at this time.

Peter thanked Henry, and the finance committee for their work over the past year to get the organization back to this point.

7. Presentation of Board Member Nominees: Peter took a moment to express thanks to Anko Buwalda for 7 years of service, wisdom and consistency for the Board of Emmanuel Home. Anko and his wife Trincy were wished the Lord's blessings in their future endeavours. Board chair, Peter, presented the new nominees for the Board, Bert Kamphuis, Allan Brennan, for an extension of a 1 year term. Francine Drisner, and Mary Velthuisen for new 3-year terms.

8. Nominations were called from the floor, none received.

**Motion Seconded and Carried: to accept the nominees as presented.**

9. Question Period/Comment Period:

**Question:** What aspects on healthcare costs are not covered by AHS Home Living?

**Answer:** AHS Home Living outlines certain services only, anything different from this outline is not included to receive funding. For example: wound care for 7 days is provided, when the Case manager decides that it is complete, they will sign off on the authorization, and stop funding. However, the resident requires help for a couple more days which our staff will provide. Those days will not receive funding. The night health care aide is also not covered by



Home Living. Emmanuel Home has historically covered these extras and fundraised to support these gaps, however with the shift from Supportive Living to Home Living, the reduction in funding is more significant.

**Question:** Where is the waitlist for Emmanuel Home now?

**Answer:** Currently we have about 8 people on the waitlist for the NorthWing, 5 for the East Wing, and about 5 for Centre-West Wing.

**Question:** Thank you for the Garden Boxes. Could we include in the budget for next year, that a gardener cleans up the bushes in the courtyards?

**Answer:** We have contracted out a Landscaper for the overall grass and shrub cutting maintenance. This has proven more efficient and consistency in work done versus volunteers in place for this. We will take this feedback for consideration for next years budget.

**Question:** On the budget, why is the maintenance allocation almost 40% less than 2022?

**Answer:** In 2022 we received a large grant from the government, and this is reflected.

**Question:** Who approves the budget?

**Answer:** Prior to Darren being CEO, the Board made the decision to approve this going forward. This approval is done by the Board in November each year and then presented to Society.

**Question:** Does the maintenance budget cover the grounds maintenance too?

**Answer:** Terrace Turf is our landscaper contractor who is budgeted for each year, after that, the Maintenance staff fills in the gaps.

**Question:** Thank you Darren for your work. This past winter the hallways were cold, why is this happening?

**Answer:** It comes down to a programming issue, with the weather being up and down, the timing is challenging. This should be addressed before next year.

**Question:** Is Emmanuel Home considering increasing homecare services to include a higher level of care? Especially, when a couple finds that one of them needs more assistance?

**Answer:** Short answer is no. However, increased care is always on the Board's radar, it is a challenge to adequately address this. There are multiple factors that are challenging which are from funding small operations like ours to staffing levels needed. It takes a certain number of patients with similar needs to make this work from a business model aspect.

**Question:** When will the Centre Wing air exchange work be finished?

**Answer:** We are waiting on the copper lines to be received. This delay is out of our hands and is a supply / shipping issue.

**Question:** What are the benefits and strengths of Accreditation? Does it hold Emmanuel Home





more accountable? Is it politically motivated?

**Answer:** Accreditation is not politically motivated. IT is a shift in healthcare in Canada, especially Alberta. It has always been something we were interested in getting done. AHS has now stated we need to have it by 2025 to qualify for our healthcare contract. Accreditation provides evidence that ensures we are providing quality care and housing, connections with our residents and family members, and that we are doing a good job in handling complaint resolutions.

10. Results of Election for new Board Members: no election held. Voted in by acclamation.

11. In Closing, Peter thanked everyone for attending and Darren closed in prayer.

Recorded by, Laura Pothoven, Director of Operations

Approved by Andrew Yskes, Board Secretary.



## BUDGET 2024



	2023 ACTUAL	2024 BUDGET
<b>REVENUE</b>		
Revenue - Residential Services	4,542,466	4,790,978
Revenue - Government Grants	135,122	48,288
Revenue - Directed Donations	79,519	37,000
Revenue - Recreation	27,455	18,600
Revenue - Home Living	791,478	864,000
Revenue - Society	<u>255,233</u>	<u>138,240</u>
<b>TOTAL REVENUE</b>	<b>5,831,273</b>	<b>5,897,106</b>
<b>EXPENSES</b>		
Payroll Expenses	1,616,247	1,702,262
Operations	217,692	235,650
Financing	706,824	689,168
Utilities	589,174	618,721
Maintenance	376,035	324,245
Contingency Reserves	0	0
Depreciation/Amortization	857,959	840,000
Kitchen	207,385	223,656
Housekeeping	15,984	15,000
Recreation	25,442	18,600
Home Living	788,174	756,988
Projects (Directed Funds)	20,782	2,000
Society	<u>38,497</u>	<u>38,640</u>
<b>TOTAL EXPENSE</b>	<b>5,460,195</b>	<b>5,464,930</b>
<b>NET INCOME</b>	<u><b>371,078</b></u>	<u><b>432,176</b></u>




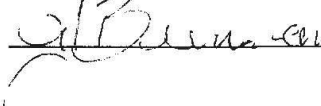
CHRISTIAN SENIOR CITIZENS HOMES SOCIETY OF NORTHERN ALBERTA

STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2023

	<u>Unrestricted</u>	<u>Internally Restricted</u>	<u>Externally Restricted</u>	<u>Capital Fund</u>	<u>Total</u>
<b>ASSETS</b>					
<b>Current</b>					
Cash and cash equivalents (Note 3)	\$ (53,059)	\$ 614,402	\$ 182,904	\$ -	\$ 744,247
Accounts receivable (Note 4)	178,730	-	-	-	178,730
Inventory	23,747	-	-	-	23,747
Prepaid expenses	68,309	-	-	-	68,309
	<u>217,727</u>	<u>614,402</u>	<u>182,904</u>	<u>-</u>	<u>1,015,033</u>
<b>Capital assets (Note 5)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>66,957,977</u>	<u>66,957,977</u>
	<b>\$ 217,727</b>	<b>\$ 614,402</b>	<b>\$ 182,904</b>	<b>\$ 66,957,977</b>	<b>\$ 67,973,010</b>
<b>LIABILITIES AND NET ASSETS</b>					
<b>Current</b>					
Accounts payable and accrued liabilities (Note 6)	\$ 406,402	\$ -	\$ -	\$ 4,945,447	\$ 5,351,849
Life lease payable	-	-	-	4,373,000	4,373,000
Deferred revenue (Note 7)	64,421	-	-	-	64,421
Damage deposits	317,379	-	-	-	317,379
Callable debt due within one year (Note 8)	-	-	-	130,000	130,000
Current portion of long-term debt (Note 9)	-	-	-	858,728	858,728
	<u>788,202</u>	<u>-</u>	<u>-</u>	<u>10,307,175</u>	<u>11,095,377</u>
Callable debt due beyond one year (Note 8)	-	-	-	19,967,251	19,967,251
	<u>788,202</u>	<u>-</u>	<u>-</u>	<u>30,274,426</u>	<u>31,062,628</u>
<b>Long-term debt (Note 9)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>21,290,745</u>	<u>21,290,745</u>
	<u>788,202</u>	<u>-</u>	<u>-</u>	<u>51,565,171</u>	<u>52,353,373</u>
<b>Net assets (deficit)</b>	<u>(570,475)</u>	<u>614,402</u>	<u>182,904</u>	<u>15,392,806</u>	<u>15,619,637</u>
	<b>\$ 217,727</b>	<b>\$ 614,402</b>	<b>\$ 182,904</b>	<b>\$ 66,957,977</b>	<b>\$ 67,973,010</b>

APPROVED ON BEHALF OF THE BOARD

 Director  
 Director



CHRISTIAN SENIOR CITIZENS HOMES SOCIETY OF NORTHERN ALBERTA

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2023

	<u>2023</u>	<u>2022</u>
<b>Operating Activities</b>		
Excess of revenue over expenses	\$ 371,078	\$ 7,058,081
Items not affecting cash and cash equivalents:		
Amortization of capital assets	<u>857,959</u>	<u>880,466</u>
	<b>1,229,037</b>	<b>7,938,547</b>
Changes in non-cash working capital:		
Accounts receivable	29,624	(167,955)
Inventory	(6,336)	(17,411)
Prepaid expenses	36,911	7,550,535
Accounts payable and accrued liabilities	3,360,422	1,690,784
Damage deposits	11,423	12,554
Deferred revenue	<u>(66,419)</u>	<u>(7,046,894)</u>
Cash flow from (used by) operating activities	<u><b>4,594,662</b></u>	<u><b>9,960,160</b></u>
<b>Investing Activities</b>		
Purchase of capital assets	<u><b>(18,782,402)</b></u>	<u><b>(15,884,915)</b></u>
<b>Financing activities</b>		
Issuance of callable debt	14,039,471	5,657,780
Repayment of long-term debt	(842,274)	(819,677)
Life lease funds received	1,185,000	328,000
Change in line of credit	<u>(100,000)</u>	<u>100,000</u>
Cash flow from (used by) financing activities	<u><b>14,282,197</b></u>	<u><b>5,266,103</b></u>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>94,457</b>	<b>(658,652)</b>
<b>Cash and cash equivalents, beginning of year</b>	<u><b>649,790</b></u>	<u><b>1,308,442</b></u>
<b>Cash and cash equivalents, end of year</b>	<u><b>\$ 744,247</b></u>	<u><b>\$ 649,790</b></u>