



MISSION

Founded and inspired by faith to provide respectful, integrated, intergenerational care and housing.

VISION

Creating communities of people who are connected, fulfilled and secure.

VALUES

As an organization, we value:

- Accessible, appropriate and innovative housing and services
- Person-directed care that creates autonomy and personal freedom
- Quality of life that is characterized by fulfilment, empowerment, and engagement
- Belonging, community, and connection
- Healthy relationship and meaningful companionship
- Adaptation and proactivity that is characterized by strategic response to change
- Servant leadership that affirms, involves and encourages inclusive decision-making
- Mutual respect that is characterized by inclusivity, acceptance of diversity, love, and respect for those with other faiths
- Ethical Stewardship that is characterized by integrity and mutual accountability

STRATEGIC VISION

By 2025 Eden Care Communities will be known for our intergenerational and integrated service delivery culture and model of care. We will be known for our community service based on passion, principles, and person-directed care in the pursuit of excellence. We will be known as builders. We will be the "option". We will lead others in the enhancement and promotion of our Eden Alternative philosophy of faith-based, person-centered and person-directed care.

We will be collaborating with a broad array of national, provincial, regional, municipal, for-profit and not-for-profit service providers to provide best in class evidence-based care service to an intergenerational community throughout the birth to death life cycle.

We will provide intergenerational care services across the broadest spectrum of care to residents of all cultures, faiths, beliefs, social strata and ages.

Our homes and programs will provide best in class long-term care services including respite, palliative and hospice services. These same non-segregated homes will provide young adult housing and cater to disabilities for that age group.

We will be known as advocates and navigators in addition to providing care services to the vulnerable.

Our care team will be empowering and innovative, and dedicated to promoting increased quality of life and growth. We will be one of the nation's employers of choice in the provision of intergenerational care services.





*BACK ROW: Jim Farney, Darrel Chastkiewicz, Derrick Bellows, Simon Graham
FRONT ROW: Sheila Wilson, John Miller, Brian Krienke, Marianne Weston
MISSING: Catherine Geldart, Woodrow Leippi*

BOARD CHAIR MESSAGE

Eden Care Communities has a long history of growth and this past year is no exception. In 1963, the Regina Lutheran Housing Corporation was established and provided our first housing and care facility consisting of hostel and level 1 and 2 care for seniors in the community. In 1965, the Board learned that CMHC and the Provincial Housing Corporation would soon provide capital funding for level 3 nursing homes and planning was underway for the expanded Regina Lutheran Home we know today. However, the government portion of funding did not allow the level 3 wing to open until

December 1978. In 1985, level 4 was introduced and rooms were added for another 11 people.

In 2000, the Regina Lutheran Care Society developed a plan to build a new 11 story assisted living facility, which when completed became what we know today as Broadway Terrace. On June 1, 2002 the Lutheran Care Society took possession of Tower Gardens, an 11 story apartment which was renovated with the help of Sask Housing and was renamed Milton Heights. Today this facility houses low income residents.



In 2006, the Board also began to implement a new service delivery philosophy called the Eden Alternative. In 2011, the Regina Lutheran Care Society became Eden Care Communities to reflect our commitment to this new philosophy. Our three housing facilities and the new service delivery model provided the core of our care services until 2011 when the Board established a new growth vision which was labelled “The Village” that successive Boards governing the organization have worked to implement.

In 2014, Jill Beatty, our CEO, who was instrumental in bringing us the Eden Alternative Philosophy of care, said goodbye and we hired Alan Stephen, our current CEO. We had stabilized our three existing facilities and were ready to expand our care and housing services to more of those in need. This commitment to growth over the past 4 years has moved us from serving 400 Elders and Residents to serving over 1,000. We have continued to request funding for an Eden Village, which is at the heart of the new vision, and have provided Requests for Proposal to advance our cause. We have also updated our mission and set our new vision for growth that includes an integrated and intergenerational approach.

In 2016, the Village Vision and our new approach led us to establish Saplings, an Early Learning and Child Care Centre, a Home Care Program for the community, and a Community Day and Wellness Program. In 2017, Foot Care Services and 12 Supportive Independent Living beds were established. And in this current year, Primary Health Care Services for our Residents, 8 additional Supportive Independent Living suites, and 6 new homes in Saskatoon and Moose Jaw were established, thus expanding our mission, philosophy, and care model to two other cities.

During the year staff also worked to advance our Eden Alternative Certification and did so in Broadway Terrace, Milton Heights and the Regina Lutheran Home. One of our staff (Ryan Bahan) was even recognized as an Eden Builder at this year’s Eden Alternative Conference in Atlanta, Georgia.

The Board is proud of what the organization has accomplished, recognizing it was only made possible through the hard work of our CEO and staff. We applaud the extreme dedication of all of the staff who have supported this new growth agenda. Without their dedication and hard work, it simply would not have been possible.



Marianne Weston

BOARD CHAIR - EDEN CARE COMMUNITIES

BOARD MEMBER BIOGRAPHIES



MARIANNE WESTON

Board Chair

Marianne has been a board member for seven years. Prior to her retirement; after graduate school she taught political science and social work courses, and worked as a Research Associate at the University of Regina and the Department of Health. For the 10 years following, she did organizational development, research and strategic planning with non-profit groups in Saskatchewan. Finally, she worked for 16 years as the Associate Deputy Minister to the Premier of Saskatchewan. She is married, has two children, three granddaughters and two great granddaughters.



JOHN MILLER

Vice Chair

John is married to Brenda, has 5 children and 2 grandchildren. He has served for over 30 years as a member of the Federal Public Service, the last half of that has been working in IT, providing computer support to clients throughout the country. He is a member of Christ Lutheran Church and has served on the Church Council in a number of positions including President and Vice President.



CATHERINE GELDART

Chair Audit & Finance Committee

Catherine was born in Ottawa and raised in Quebec prior to being transferred across the country to Regina in 1992 with a large Agriculture Chemical company. Catherine is a professional accountant CPA-CMA and has experience in the corporate, federal, provincial and non-profit sectors. Catherine is dedicated to family and actively engaged with her three children and five grandchildren.



BRIAN KRIENKE

Chair Nominating Committee

Brian has been a board member for six years. Prior to retirement he spent most of his teaching career in Earl Grey, teaching everything from English to History to Chemistry. He taught middle years and high school for 32 years. He has a family, including two sons.



JIM FARNEY

Chair Governance & Planning Committee

Jim Farney has a B.A. and M.A. in Political Studies for the University of Saskatchewan, and a Ph.D. from the University of Toronto. He is currently an Associate Professor of Politics and International Studies at the University of Regina. His research papers and publications include the book Social Conservatism and Party Politics in Canada and the United States as well as chapters and journal articles. Jim has lived in Regina for 7 years. He and Christina have two children.



WOODROW LEIPPI

Woodrow has been a board member for nine years. He is currently involved in apartment building and condominium management, and the management of a self storage facility in south Regina. He has also worked in farming and varied business interests from seed processing to elk production. He is married, has four children and two grandchildren.



DARREL CHASTKIEWICZ

Darrel began his career in Information Technology from 1986 to 2010 – spending the first 12 years as an IT Specialist and the following years in management. In 2010 he joined CHAZ Sales Corporation as a Manufacturer Representative of high voltage infrastructure products. Darrel has been married to Maureen for 29 years. Together they have raised two daughters and one son and are proud grandparents of two grandsons.



SIMON GRAHAM

Simon has been a board member for seven years. He currently works as a motorcycle service technician. Prior to this, he spent his summers working at Camp Christopher, a joint ministry of the United and Presbyterian Churches. He has also led youth groups, provided staff training for camps and co-directed camps throughout Saskatchewan. He is married, with two children.



SHEILA WILSON

Sheila has a Nursing Diploma and has a varied career in the human services area, serving as the coordinator of the Driving Without Impairment Program, Co-Director of the Adult Day Program at Sherbrooke Community Centre, Tenant Services Coordinator at WestPark Lodge, as well as a returning officer for Elections Saskatchewan. She has held many volunteer positions with Girl Guides and is active in the Children's Choir and Fellowship Committee of her church. She has been married for 56 years, has 2 children and 4 grandchildren.



DERRICK BELLOWES

Derrick has a B.Sc. in Mechanical Engineering, a Diploma in Christian Studies, and an ICD.D from the Institute of Corporate Directors. He retired from the City of Regina (Environmental Services) in 2013 and currently has a consulting practice focused on governance and municipal services. Derrick participated in the development of Saskatchewan's Environmental Code and was the chair of the Investigation and Discipline Committees of the Sask Association of Professional Engineers and Geoscientists. Derrick is married and has 3 daughters.

MESSAGE FROM THE CEO

This is our fourth Annual Report and like our companies it continues to evolve to tell our story and highlight Eden Care's major accomplishments for the fiscal year. The plagues of loneliness, helplessness and boredom continue to be the scourge of our society, regardless of age, gender, social strata or culture. We are making a difference by providing hope, a sense of independence and choice. Over the past year, with the strategic direction, support and encouragement of the Board, we continue to build human habitats where life revolves around plants, animals, children and music thus enabling people to have quality lives worth living, regardless of age, culture or situation.

This has been a tremulous year. The 2018/19 fiscal year was to be the year where we began to see the turn around from the losses of previous years. Although most of our companies, programs and services were seeing surpluses by end year, there was a lag in starting new programs and services and a higher than forecast corporate housing vacancy rate. We saw an additional \$1.3 M in revenue and achieved the Board's financial stewardship goals.

Eden Care Communities (ECC) continues to be a well-respected and nationally recognized not-for-profit and charitable housing and health care provider with operations now in Regina, Moose Jaw and Saskatoon. Driven by the Board's vision and senior management execution, the group of companies has undergone tremendous change over the past 4 years:

- Creating seven independent charitable companies (including Eden Care Health) to hold and operate programs and services that are distinct from ECC's other business lines;
- Creating a Charitable Foundation and Foundation Board;
- Operating in three Saskatchewan cities;
- Meeting and exceeding the national Canadian Institute for Health Information standards for Long-Term Care (LTC) and exceeding the provincial and municipal housing occupancy rates for the past 3-years;
- Maintaining LTC Accreditation from Accreditation Canada, maintaining international Eden Alternative Accreditation, and receiving another award for excellence in intergenerational care and housing.

Eden Care Health has been awarded four substantial Ministry of Social Services Supportive Independent Living Group Home contracts. By the end of the First Quarter of 2019/20, we will open an additional four homes, bringing us to a total of eight homes in less than eighteen months. This year, Eden Care Health received permanent grant funding for 50 Early Childhood Education positions. There will be greater financial sustainability as we expand to 71 children, early in the Second Quarter of 2019/20.

Continued financial improvements are being made across our housing operations in response to the high housing vacancy situation of Regina:

- Eden Care Suites has been operating at a loss but with the awarding of a Sask Health Authority (SHA) Supportive Independent Living 12-bed contract, we are now sustainable and in a surplus position for 2019/20.
- Broadway Terrace, our Life Lease Assisted Living Home, experienced a very low vacancy rate until this year. Although in a very sustainable (surplus) position, we felt the economic impact of the provincial housing and employment market for the first time. We will continue to market Broadway Terrace and offer and expand programs and services designed to enable living and ageing in place for our residents.
- Milton Heights, our Supportive Housing complex, continues to function with very low vacancy, but our accounts receivable are constantly under review due to the ability of Tenants to pay, given economic hardships.
- Regina Lutheran Home, our Special Care Home, has been recognized to be underfunded by the Saskatchewan Health Authority. With spending controls and employee management strategies we have taken significant losses in the past few years to a manageable loss this year without a decline in quality or service as reflected by CIHI data. We continue to petition the Ministry of Health and SHA for equitable funding.

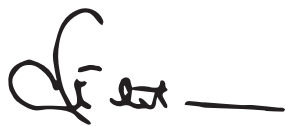


ECC is a growing and diversified not-for-profit charitable group of companies. You will have witnessed, read and heard a variety of milestones that our care partner team has achieved over this past year, the most significant of these being:

- We have now surpassed 1050 Elders, Residents, Tenants and Clients directly receiving care from a dedicated and diverse 270+ employee members of our care partner team;
- We have worked very hard to meet our forecast occupancy rate across all housing programs and achieved a 96% occupancy rate – a significant accomplishment given the economic situation of our city and province;
- We have achieved a very successful year by exceeding our industry norms in the areas of health, safety, lost time prevention and overtime rates;
- We continue to be recognized as a leading Eden Alternative™ group of companies in our person directed culture of care across an intergenerational spectrum;
- Our Creative Arts and Music Programs have expanded to all of our homes with participation from most of our programs. The results are truly amazing;
- We have accomplished the majority of our balanced scorecard objectives from the Board's Strategic Plan; and
- We have adhered to the Board's governance direction with respect to "Expectations and Limitations" and where we exceeded the restrictions of that direction, we have reported back to the Board on why we were required to do so.

We would not have been able to deliver our culture of care without the professionalism, dedication, love and support of our outstanding care partners, be they our Elders and Residents, their families and loved ones, our Ladies' Auxiliary, our Elder Family Council, our many individual and group volunteers, our Gala partners and of course our staff at our various homes, programs and services.

It has been a true pleasure to serve and support our Elders, Residents, Tenants, their families and loved ones, our community, our outstanding staff and my Board. I remain proud and very optimistic for our group of companies in showing what happens when a worthy mission creates communities of people who are connected, fulfilled and secure.



Alan Stephen

CEO – EDEN CARE COMMUNITIES



BROADWAY TERRACE

Broadway Terrace is one of Regina's favorite senior living communities. Despite the large increase in senior living complexes in Regina this past year, we continue to maintain our high occupancy rates, averaging 4.76% vacancy in the 2018-19 fiscal year. In response to the growth in Regina, we have increased our exposure on traditional advertising media and marketing and focused on strengthening the services we provide to our Residents.

We have made it our mandate to increase the services we offer to assist people in aging in place. With the increase in average age, we are improving our services to help our Residents live longer in their homes while continuing to maintain their friends and community. With this in mind, we have increased our food services from five to six days a week. Weekday lunches have also been enhanced to include hot items from just soup and sandwiches to a larger menu rotation, providing greater variety.

Our Nurse Practitioner continues to visit weekly to provide services to Residents of Broadway Terrace including Harvest Haven (the Personal Care Home within Broadway Terrace). Residents may visit him for health status assessments and disease diagnoses, medication assessments, prescriptions, referrals and health advice. He has become the primary health care provider for many of our Residents, allowing residents to meet their health care needs in house, rather than travelling to see a practitioner. To further support our Residents, we have increased access to our Wellness Center from two to three days per week and have introduced laboratory specimen collection services.

In the past year, **Harvest Haven** has seen an increase in requirements for higher levels of care. In response to this, we are exploring options for implementing mechanical lift aids, wander care systems and a mechanical bathtub. The demand for this type of care continues to exceed resources available in our province. By increasing our ability to meet this demand, we hope to address this need as well as help our Residents remain at Broadway Terrace.

Eden Care at Home continues to be offered to Residents to provide care in their suites, allowing them to age in place. We are also in the process of reviewing our emergency pendant system, which will be upgraded to include fall protection.

In the new fiscal year, we will begin upgrading the flooring in our suites to luxury vinyl to assist in ease of mobility. We also continue to provide improved services through our preventative maintenance program, which lengthens the useful life of our building and equipment while addressing concerns in a timely fashion.

In 2019 we look forward to continuing our plan to expand our service and working together to serve people with dignity, respect and caring.



BROADWAY
TERRACE

MILTON HEIGHTS

Milton Heights is not only affordable housing, but a place of caring, assistance and community. This past year we have greatly enhanced the services we provide to our Tenants by introducing our **Community Day and Wellness Program**. Located on the main floor, this space is shared with our community care team and used to meet with our Tenants in private to assist with learning life skills, completing personal reports for the Ministry of Social services, and providing meaningful recreational activities. These activities enhance and enrich the lives of our Tenants.

The location change of the Community Day and Wellness Program has been met with positive response and has demonstrated the type of community Milton Heights is – a caring, open, collaborative group of people. Participants continue to work on person-centred goals enabling independence and promoting self determination. Our attendees learn and socialize alongside Milton Heights Tenants who encourage them to challenge themselves in what they believe is possible.

We have increased our preventative maintenance program to increase Tenant satisfaction, prevent suite damage, and support Tenants that need help with life skills relating to cleanliness and similar issues that may affect their tenancy. We have also increased the frequency of carpet cleaning in public areas and completed painting to maintain the atmosphere and condition of the building.

The overall vacancy rate in Saskatchewan **increased to 8.7%** in 2018, ranging from 8.7% in two bedroom suites to 9.8% in bachelor suite rentals. At the same time, Milton Heights continued to maintain its record low vacancy rates averaging 0.93% for the 2018–2019 fiscal year, and continues to have a wait list.

We are very excited for the new year and our upcoming projects, including external landscaping, sidewalk repairs and a new designated smoking area. We look forward to the opportunity and challenge the future presents to enhance the lives of the people we serve.





REGINA LUTHERAN HOME

Regina Lutheran Home continues to create quality of life for our Elders and care partners through on-going growth in the **Eden Alternative Philosophy of Care**. We implement person-directed principles and practices that support the unique needs of each individual by being innovative, inclusive, and empowering. We strive to enhance well-being by eliminating the three plagues of loneliness, helplessness, and boredom by creating an environment where Elders can participate in the balance of both giving and receiving care.

Regina Lutheran Home continues to be a preferred home in the Regina area. We continue to place value and emphasis on quality improvement. 88% of our Elders are on 8 medications or less (best practice). We continue to meet or exceed all measured quality indicators regionally and provincially. These quality indicators include antipsychotics without a diagnosis of psychosis, falls in the last 30 days, pain worsening, bladder incontinence worsening, daily physical restraints, and new and worsening stage 2-4 pressure ulcers. This year, we specifically focused on implementing our updated least restraint policy and successfully reduced the number of bed rails utilized. This promotes safety by reducing the potential for injury from entrapment or more serious injury from falls.

Regina Lutheran Home recognizes the importance of bridging generations together. We are proud to implement intergenerational care within our home. In October 2018, Saplings Early Learning Child Care Centre relocated onsite to another area of Regina Lutheran Home, offering the opportunity for daily interactions between

children and seniors. In addition to this, our partnerships with local schools continues to flourish because of our ability to connect our community and provide meaning in the relationships that are built between students and Elders.

Our investment to our philosophy came full circle when we celebrated **Intergenerational Day**, bringing different generations together in a common setting, sharing experiences with the goal of deepening an understanding and appreciation of one another. Concentrating on building our community partners and enhancing our intergenerational care programs is integral as we work towards achieving Milestone 4 with the Eden Alternative – “The Art of Creating a Caring Community”.

Collaboration between Elders and our art program offers creative techniques for meaningful engagement through self-expression. This program supports the creative talent of every individual regardless of their experience and encourages people to come together and explore various art mediums. With the guidance of our Art Educator, this program strengthens independent thinking, enhances mobility, removes barriers, and improves quality of life while connecting people in our community.

We recognize the importance of Recreation Therapy in the ability to provide purpose and meaning to life. Recreation Therapy focuses on planned and spontaneous activities, regardless of age or limitations, and encourages fun and play. Feelings of isolation are reduced, and friendships and supportive bonds are created.

Families have become leaders in organizing aspects of this care as well. **Family Matters** is a monthly social gathering organized by a group of family members at the Regina Lutheran Home. Elders, tenants of Memory Lane, Cozy Nook and the Nest are all invited to enjoy the potluck style treats that families and volunteers bring to share in Town Hall. This gathering creates an environment that is connected and meaningful, evident by the laughter and smiles of all.

Food and Support Services hosted many special events this year, including the **Volunteer Tea, Ladies Auxiliary Tea, Family BBQ** and 6 very successful Family Christmas Suppers. Staffing rosters have also been modified to better utilize resources and ensure continued focus on a clean environment for our Elders.

In 2018-19, we reintroduced monthly **Eden Champions** where we celebrate care partners whose dedication to the Eden Alternative Philosophy in everyday interactions help our Elders live a life worth living. We also continue to build our relations with our dedicated volunteers, who help to bring joy and meaning to our Elders by sharing their time daily. We are fortunate to welcome them into our home to foster meaningful relationships with our elders.

At Regina Lutheran Home, we envision a community of Elders, family, care partners, children, and pets who are happy, secure and empowered to reach their full potential.



REGINA LUTHERAN
HOME

EDEN CARE COMMUNITIES FOUNDATION



**EDEN CARE
COMMUNITIES
FOUNDATION**

The Eden Care Communities Foundation was registered as a charity in 2016. The Foundation came to life this year with its inaugural Board of Directors.

The Foundation Board held a planning meeting in September. At this meeting, the Board explored many options and pathways forward. By the end of the meeting, five strategic and five operational priorities were established for the next 12 months. The strategic and operational priorities will be executed simultaneously.

STRATEGIC PRIORITIES

1. *Mandate and Memorandum of Understanding with Eden Care Communities*
2. *Board Governance and Policies*
3. *Board Structure and Operational Practices*
4. *Strategic Short-Term Direction*
5. *Strategic Long-Term Planning*

OPERATIONAL PRIORITIES

1. *Fundraising Plan*
2. *Brand Awareness Plan*
3. *Budget*
4. *Operational Structure*
5. *Transition Strategy & Timetable*



FOUNDATION BOARD OF DIRECTORS

ROBERT E. HAWKINS, BOARD CHAIR

Law Professor / City Councillor

JOËL BEAUDIN-DOBSON

Senior Associate, Scotia Wealth Management

NORMAN BEUG

President of N.B. Beug Consulting Inc.

EVELYN CERDA

Business Owner

WURAOLA DASYLVA

Lawyer at Miller Thomson

MARK DOCHERTY

Politician

ASHLEE LANGLOIS

Executive Manager, Human Resources Farm Credit Canada

WOODROW LEIPPI

Property Manager

FRED TITANICH

President & CEO of CAA Saskatchewan

JIM TOMKINS

*Retired University Administrator & Professor and
Chancellor at University of Regina*



EDEN CARE HEALTH

Growth is defined by the domains of well-being through development, enrichment and expansion. This is an accurate reflection of Eden Care Health's journey, as we have not only expanded our programs in Regina, but also developed new care partner teams and services in Moose Jaw and Saskatoon.

It has been our privilege in partnership with the Community Living Service Delivery branch of the Ministry of Social Services to assist 14 men in transitioning from Valley View Centre to three community-based homes in Moose Jaw. Last April we created an opportunity to see our philosophy of care in action, enabling these individuals to live in a residential neighborhood, create meaningful relationships and define their daily rhythm. We continue to grow with these men and evolve the way we view living with a disability.

In October our Saplings Early Learning Childcare Centre also experienced growth by opening a second centre in Regina. This centre expanded our program from 20 to 51 spaces, including the addition of 6 infant spaces. Intergenerational care continues to be our focus as we instill the play and exploration model with young and old alike. Growing together through generations has encouraged genuine humane caring, enabling us to each give and receive care daily.

Footability continues to support nearly 300 clients with our professional clinical footcare services. Our nurses are trained in advanced footcare techniques and provide service to a wide variety of clients. Our main operations have been moved to Broadway Terrace to provide easy access for clients in the community as well as Residents at Broadway Terrace and Tenants at Milton Heights. Our nurses are able to travel to provide service to our Elders at Regina Lutheran Home, Memory Lane, and the Eden Care Suites. We also provide services to other care providers such as Wascana Rehabilitation Centre, William Booth Special Care Home, and other private Personal Care Homes and Assisted Living Communities. We have even expanded our service area to Moose Jaw and are able to provide professional footcare services to our Supportive Living Homes in this region.



Memory Lane continued to expand this year with the addition of 8 non-subsidized supported assisted living suites in addition to our 12 subsidized supported assisted living suites. Elders are able to live independently and are supported with meals, housekeeping, recreation and individualized personal care. Memory Lane has been very successful, offering a unique option that has helped many Residents take advantage of government subsidy and transition out of Long-Term Care. This has allowed us to support many Elders in their journey while maintaining their independence and autonomy.

Eden Care at Home continues to thrive. We support clients in the community as well as within our various programs including Milton Heights and Broadway Terrace. A community bathing program has been initiated which allows Elders in the community to access the bathing space at Memory Lane with the assistance of Eden Care at Home staff.

Our most recent growth occurred in Saskatoon, where we now lead two 15 bed personal care homes as well as support three individuals in a supportive living home. Introducing ourselves to Saskatoon as well as our philosophy of care has been an exciting experience. We now look forward to journeying ahead, which will lead to innovation and communities of people who are connected, fulfilled, and secure.



EDEN CARE
HEALTH

FINANCIAL UPDATE

Eden Care continues to work towards strengthening its financial position. The 2018-2019 fiscal year brought growth in a number of areas, introducing new sustainable, government funded programs and creating new jobs in Saskatchewan.

Eden Care Suites continued its expansion into Memory Lane with the addition of 8 new privately funded suites. The first 12 suites (opened in July 2017 and funded by the Saskatchewan Health Authority) are now full, moving Eden Care Suites closer to a surplus position next fiscal year.

Regina Lutheran Home met its budget for the fiscal year, despite challenges with funding shortfalls and unfunded positions. This is a significant improvement from last year's financial situation, and we continue to forecast improvements in the coming year.

Broadway Terrace continues to show a strong surplus, although higher than normal vacancy caused it to finish under budget. Vacancy rates for the Life Lease Residential Suites increased to an average of 4.76% (up from 1.56% last fiscal year), with Harvest Haven Personal Care Home vacancy increasing to 6.30% (up from 0.60% last fiscal year). In response to the increase in senior living complexes in Regina, which has increased vacancy, Broadway Terrace has increased its advertising and marketing presence and further improved its offered services.

Milton Heights finished the year over budget due to additional maintenance work completed in the 2018-2019 fiscal year. Milton Heights continued to maintain its low vacancy with an average of 0.93% for the fiscal year. In comparison, vacancy rates in Saskatchewan averaged 8.7% for the 2018 calendar year, ranging from 8.7% vacancy for two bedroom suites to 9.8% for bachelor suites. Milton Heights continues to show a surplus projection for next year's budget.

Eden Care Health significantly improved its financial position through the addition of new government funded programs. Eden Care Health expanded into Moose Jaw with Supportive Living Homes funded by the Ministry of Social Services, and further expanded these Supportive Living Homes into Saskatoon in December 2018. Saplings Early Learning Child Care Centre also increased exponentially, adding 51 new child care spaces, 50 of which are funded by the Ministry of Education. Eden Care Health is forecast to significantly reduce its deficit again next fiscal year.

Our Foundation has hired its Chief Development Officer to continue its expansion. The Foundation is projected to see significant growth in the coming fiscal years, through additional fundraising activities as well as our first conference, which will be held in May 2020.

This year, Finance began planning for our transition to the provincial Administration Information Management System, which will create further efficiencies within our department. This new system will combine Payroll, Benefits, Human Resources and Finance into a standardized provincial system, saving time and improving lines of communication.

The following pages contain our Independent Auditor's Report and Consolidated Summarized Financial Statements.



EDEN CARE COMMUNITIES GROUP OF COMPANIES

Consolidated Summarized Financial Statements

Year Ended March 31, 2019



INDEPENDENT AUDITOR'S REPORT

To the Members of Eden Care Communities Group of Companies

Opinion

The summary financial statements, which comprise the summary statement of financial position as at March 31, 2019 and the summary statement of operation for the year then ended, are derived from the audited financial statements of Eden Care Communities for the year ended March 31, 2019. We expressed a qualified audit opinion on those financial statements in our report dated June 25, 2019.

In our opinion, the summary financial statements derived from the audited financial statements of Eden Care Communities Group of Companies for the year ended March 31, 2019 are a fair summary of those financial statements, in accordance with Canadian accounting standards for not-for-profit organizations.

Summary Financial Statements

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of each individual statement.

The Audited Financial Statements and Our Report Thereon

We expressed a qualified audit opinion on the audited financial statements in our report dated June 25, 2019. The basis for our qualified audit opinion was a scope limitation related to the completeness of donations and a qualification on the recording of sick pay accrual which constitutes a departure from Canadian accounting standards for not-for-profit organizations.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of a summary of the audited financial statements in accordance with Canadian accounting standards for not-for-profit organizations.

Auditor's Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standards (CAS) 810, "Engagements to Report on Summary Financial Statements."

Chartered Professional Accountants LLP

REGINA, Saskatchewan
June 25, 2019

An asset to our clients, not an expense

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EDEN CARE COMMUNITIES GROUP OF COMPANIES

Consolidated Summarized Financial Statements

March 31, 2019

SUMMARIZED STATEMENT OF FINANCIAL POSITION

	<u>2019</u>	<u>2018</u>
ASSETS		
Current assets	\$ 1,221,502	\$ 1,282,318
Goodwill	88,766	88,766
Property and equipment	39,897,900	40,377,016
Investments - reserve	<u>1,858,824</u>	<u>2,828,432</u>
	<u>\$ 43,066,992</u>	<u>\$ 44,576,532</u>
LIABILITIES AND NET ASSETS		
Current liabilities	\$ 3,914,885	\$ 3,078,827
Long term debt	15,249,701	15,807,346
Forgivable loan	10,268,750	10,943,750
Life lease deposits	<u>11,159,322</u>	<u>11,774,189</u>
	<u>40,592,658</u>	<u>41,604,112</u>
NET ASSETS	<u>2,474,334</u>	<u>2,972,420</u>
	<u>\$ 43,066,992</u>	<u>\$ 44,576,532</u>

SUMMARIZED STATEMENT OF OPERATIONS

	<u>2019</u>	<u>2018</u>
REVENUES		
Rent and resident fees	\$ 8,004,418	\$ 7,643,056
Provincial Government funding	6,801,102	4,858,908
Programming fees	1,061,847	708,067
Forgivable loan funding from Saskatchewan Housing	675,000	675,000
Donations and fundraising	119,856	98,181
Investment income	<u>72,526</u>	<u>49,313</u>
	<u>16,734,749</u>	<u>14,032,525</u>
EXPENSES		
Salaries and benefits	10,873,510	8,846,992
Occupancy costs	1,595,668	1,230,075
Supplies	1,071,557	852,810
Repairs and maintenance	794,158	687,743
Professional fees	622,954	532,773
General and administrative	590,962	445,819
Travel and education	<u>157,072</u>	<u>64,282</u>
	<u>15,705,881</u>	<u>12,660,494</u>
EXCESS OF REVENUES BEFORE CAPITAL ACTIVITY	<u>1,028,868</u>	<u>1,372,031</u>
CAPITAL ACTIVITY		
Provincial government capital funding	780,530	218,971
Amortization of property and equipment	(1,677,979)	(1,575,880)
Interest on long term debt	<u>(629,505)</u>	<u>(647,915)</u>
EXCESS OF REVENUES (EXPENSES) FOR THE YEAR	<u>(498,086)</u>	<u>(632,793)</u>
NET ASSETS - beginning	<u>2,972,420</u>	<u>3,605,213</u>
NET ASSETS - ending	<u>\$ 2,474,334</u>	<u>\$ 2,972,420</u>

AWARDS & RECOGNITION

Once again, thank you to all our Staff, Directors, Leaders, Managers, Administrators, Educators, Communications, Pastors, Nurses, Care Aides, Clinicians, Recreation Workers, Food Services, Laundry, Housekeeping, Maintenance, Finance, Human Resources, Information Technology, Marketing and Sales Professionals.

SASKATCHEWAN SENIORS VOLUNTEER AWARD

September 2018

Saskatchewan Seniors Mechanism

We were honored to be nominated and awarded for our outstanding generosity and commitment to our community. The Intergenerational award is given to an individual senior or seniors' organization who works with youth and/or volunteer groups that inspire and create positive interaction and learning between younger and older generations.

EDEN ALTERNATIVE PATHWAYS TO MASTERY

Through a call to action, leadership commitment, empowerment and growth, we are excited and proud to report that we have reached the following levels of Eden Alternative Pathways to Mastery:



ALTERNATIVE®

Regina Lutheran Home awarded Level Three
Broadway Terrace awarded Level Two
Milton Heights awarded Level One

GREAT GATSBY FUNDRAISING GALA

The Eden Care Communities 12th Annual Fundraising Gala was held on Friday, December 7, 2018 at the Conexus Arts Centre. This was a memorable experience with entertainment provided by the Regina Symphony Orchestra to 300 guests.

EARLY CHILDHOOD EDUCATOR SECA AWARD OF EXCELLENCE

Savannah Thomas received the Early Childhood Educator SECA Award of Excellence.

This award recognizes creative and innovative approaches to early childhood development.

2018 AVIVA COMMUNITY FUND GRANT

We are the proud winners of the 2018 Aviva Grant, which provided us \$10,000 to fund our second annual Making Our Mark Art Exhibition and assist with future art project development.

INTERNATIONAL CONFERENCES 2018

DANISH HEALTHY AGEING TOUR – COPENHAGEN, DENMARK – OCTOBER 2018

Alan Stephen – Chief Executive Officer

Ryan Bahan – Director of Intergenerational Care

14TH GLOBAL INTERNATIONAL FEDERATION ON AGEING CONFERENCE – TORONTO, ON – AUGUST 2018

Alan Stephen – Chief Executive Officer

Leah Clement – Executive Director of Health Services (Presenting)

Ryan Bahan – Director of Intergenerational Care (Presenting)

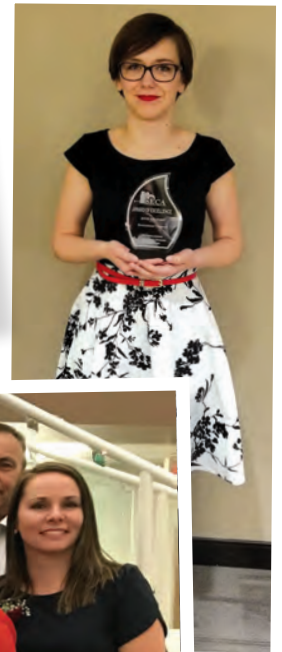
9TH EDEN ALTERNATIVE INTERNATIONAL CONFERENCE – ATLANTA, GA – MAY 2018

Marianne Weston – Board Chair

Leah Clement – Executive Director of Health Services

Ryan Bahan – Director of Intergenerational Care

Jenna Kornberger – Eden Champion Award Recipient



WHAT OTHERS HAVE TO SAY

"The integrated family approach is so important to Mom's wellness and to Margaret's. We have noticed that Margaret has improved in her communication and alertness since Mom has arrived. Mom has community around her, both at Memory Lane and at the Regina Lutheran Home where Margaret is.

"Loneliness, the enemy of seniors, is curbed and the activities have been a blessing! Eating with others and having conversation is important. As well, Mom and Margaret have always been close to one another, being companions on trips and many other activities. They are together most evenings now, watching movies, listening to music and watching concerts. Mom has even started watching Saskatchewan Roughrider games!

"Things change, but don't have to end because of the change. Mom and Margaret are still able to do things together because of the integrated nature at Eden Care, and we are so grateful."

- ANN KNUTSON

"This past October my son, Ryker, started attending Saplings Early Learning Centre... In the short time that Ryker has attended Saplings it has been nothing but a great experience for my son as well as for [my husband] and I.

"Starting daycare can bring about several emotions, questions, and fears as a parent, but the transition for Ryker has been smooth due to the loving, caring, and supportive staff. I know that when I drop him off in the morning he is in a safe, secure, welcoming, and inclusive environment.

"I know throughout the day there are many opportunities for Ryker to express his choice, learn, explore, build relationships, connect with others, play, have fun, and just be a kid!

"Over the years I have witnessed many great things that take place [at Eden Care]. One of those moments involves my son Ryker. I was in the dining room of Memory Lane and happened to look out the window and see my son playing outside with other children and then [he] turned to wave and blow kisses at an Elder through the window. Witnessing this moment melted my heart.

"I am so thankful that my son and I are connected to such an amazing organization. I am so grateful to be a part of the Eden family and I look forward to what the future holds for us on our Eden journey!"

- MICHELLE ZULYNYIAK

EDEN CARE HOMES

REGINA

Eden Care Communities Management Inc.

HOME OFFICE
B107 Albert Street
Regina S4R 2N3
306.206.0260

Broadway Terrace

SUPPORTIVE INDEPENDENT LIVING
1150 Broadway Avenue
Regina S4P 4V3
306.564.1200 ext. 1204

Eden Care at Home

HOME SUPPORT
125 Hamilton Street
Regina S4R 2A3
306.206.0256 ext. 331

Harvest Haven

PERSONAL CARE HOME
1150 Broadway Avenue
Regina S4P 4V3
306.564.1200 ext. 1210

Milton Heights

SUPPORTIVE INDEPENDENT HOUSING
1100 Broadway Avenue
Regina S4P 1E3
306.564.1220

Eden Care Suites

SUPPORTIVE INDEPENDENT LIVING
B107 Albert Street
Regina S4R 2N3
306.206.0260

Footability

FOOTCARE
1150 Broadway Avenue
Regina S4P 4V3
306.206.0256 ext. 335

Memory Lane I & II

SUPPORTIVE INDEPENDENT LIVING
1925 5th Ave N
Regina S4R 7W1
306.543.4055

Regina Lutheran Home

LONG TERM CARE
1925 5th Ave N
Regina S4R 7W1
306.543.4055

Saplings

EARLY CHILDHOOD EDUCATION CENTRES
125 Hamilton Street
Regina S4R 2A3
306.206.0267
&
100 McIntyre
Regina S4R 8R1
306.519.4394

MOOSE JAW

SUPPORTIVE LIVING HOMES

Eden View Brigham

27 Brigham Road Moose Jaw S6K 0A7

Eden View Warner

1010 Warner Street Moose Jaw S6H 5S5

Eden View Elisia

21 Elisia Drive Moose Jaw S6J 1G9

Eden View Hastings

922 Hastings Street Moose Jaw S6H 5R6
306.704.0160

SASKATOON

PERSONAL CARE HOMES

Prairie Springs

801 Kristjanson Rd Saskatoon S7S 1M9

Prairie Springs

803 Kristjanson Rd Saskatoon S7S 1M9
306.665.3336

SUPPORTIVE LIVING HOMES

Eden Springs

805 Kristjanson Rd Saskatoon S7S 1M9

Eden Springs

807 Kristjanson Rd Saskatoon S7S 1M9

Glacial Shores Manor

839 Glacial Shores Manor S7S 1N1
306.665.3336



EDEN CARE
COMMUNITIES



ANNUAL REPORT 2018/2019

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