



Inspection Report into the Closure of Autumn Lodge in Berwyn, Alberta

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Table of Contents

	Page
1. Summary	1
2. Introduction	3
3. Scope of Work and Approach	3
4. Background	5
5. Results of the Investigation	7
6. Key Findings	12
Appendix 1: Interview List and Schedule	14
Appendix 2: Materials and Sources of Information	16

1. Summary

The Board of Directors of the North Peace Housing Foundation (NPHF) passed a motion on July 5, 2017 to close the Autumn Lodge located in Berwyn, Alberta. Due to the significant impact this decision has on the residents of the lodge and the people of Berwyn, Alberta Seniors and Housing appointed a Special Inspector to provide some insight into the decision to close the Lodge. Mr. Gary Gordon of Edmonton was retained to undertake the work and write a report on the results.

This report outlines the approach and findings resulting from an inspection into the decision to close the Autumn Lodge.

The key findings from the inspection are summarized as below:

- **Board Authority and Governance**

The NPHF Board had authority and fiscal responsibility to make the decision to adjust and realign the NPHF's portfolio with current and anticipated trends in seniors housing and care needs. The decision was based on sound strategic planning and strong financial analysis.

It is evident from discussions with Board members that there is a strong division of opinion on the Autumn Lodge closure. As outlined in Section 4, Board members are expected to speak as one voice outside of Board meetings. Although no written documentation has been found, interviews and discussions with community members and others indicate that some board members have not supported the board decision in public.

- **Implementation of the Closure**

The way the decision was implemented had a number of deficiencies and created unnecessary confusion:

- a. It did not give proper notice (6 months) to the Minister, as required by the legislation;
- b. Residents were initially only given 17 days to make a decision on where to move, and;
- c. Changing deadlines increased confusion and created uncertainty and fear among some of the Autumn Lodge residents.

- **Residents**

The residents who have not moved out of Autumn Lodge are feeling betrayed and bitter about the closure. They do not understand why this has to happen. The efforts of the Friends of Autumn Lodge¹ have emboldened them, but also fueled some of the feelings of bitterness that are evident among the remaining residents.

¹ The Friends of Autumn Lodge formed to lobby the provincial government, local Councillors and the NPHF Board of Directors to reverse the decision to close Autumn Lodge.

Residents who have moved to Heritage Tower are happy overall. The building is bigger than Autumn Lodge and there is a lot more to do in Peace River. NPHF covered all of their moving expenses including utility hookups. Many of them feel that the government should stop asking questions and get on with implementing the decision.

Some of the people interviewed, including residents of Autumn Lodge, feel that the approach and tone used by the Friends of Autumn Lodge created a lot of the stress and confusion among the residents. There is a feeling that this has gone on long enough.

- **Communication**

Communication ended up being an issue, especially with the way in which the residents were informed. Some residents feel that more communication with the NPHF head office in Peace River after the initial announcement and throughout the process would have helped clear up some of the confusion. This perceived lack of communication has helped create a sense of distrust with NPHF head office.

The initial error in the notice of closure by NPHF opened the door for the Friends of Autumn Lodge and they used it to further their cause. The Friends have mounted an effective lobbying campaign that has dominated the media and any discussion regarding the closure of Autumn Lodge.

2. Introduction

The Board of Directors of the North Peace Housing Foundation (NPHF) passed a motion on July 5, 2017 to close the Autumn Lodge in Berwyn, Alberta. Due to the significant impact this decision has on the residents of the lodge and the people of Berwyn, Alberta Seniors and Housing decided to appoint a Special Inspector to provide some insight into the decision to close the Lodge. Mr. Gary Gordon of Edmonton was retained to undertake the work and write a report on the results.

This report outlines the approach and findings resulting from an inspection into the decision to close the Autumn Lodge in Berwyn, Alberta.

3. Scope of Work and Approach

a. Scope of Work

The Scope of Work for this special inspection was provided to Mr. Gordon and involves preparing a report that answers the following questions in relation to the decision to close the Autumn Lodge in Berwyn:

- i. The accuracy of the financial information provided to the NPF Board versus the information provided to the Government of Alberta by NPF;
- ii. The extent and consistency of the written communication between the NPF, the residents and the Government of Alberta;
- iii. Key decision points that led the Board to close Autumn Lodge immediately rather than over the next five years as indicated in the NPF 2016-20 Business Plan;
- iv. Reasons the Board decided the facility was no longer viable, and any documentation supporting this decision, and considerations that were taken into account in making this decision;
- v. How the original effective date closure was reached;
- vi. The extent to and manner in which the Board considered the health and well-being of the senior residents; and
- vii. The communication plan to inform the residents, staff and community.

b. Approach and Timelines

The approach used to gathering information and feedback for the investigation involved researching and reviewing written materials and direct communication through group and one-on-one discussions and interviews. A detailed listing of the materials reviewed and individuals and groups interviewed is included in Appendices 1 and 2.

Mr. Gordon started to work on the project on October 2, 2017. He spent 3 days in Peace River and Berwyn conducting discussions with residents and key stakeholders. Several group discussions were held with the remaining residents at the Berwyn Lodge. As well, several one-on-one discussions were held with lodge residents. Mr. Gordon also held one-on-one discussions with the Board of Directors, the Executive Director of the NPHF and staff at the lodge. A schedule of his activities during the 3 days is included in Appendix 1.

Mr. Gordon explicitly made it clear that all of the one-on-one discussions were confidential and no comments would be attributed to anyone. The findings represent the culmination of all of the discussions and feedback he received during his investigation.

In addition to gathering background information from Alberta Seniors and Housing, Mr. Gordon also gathered significant amounts of information (report, minutes, correspondence, emails, etc.) from the NPHF during his visit to Peace River.

The Friends of the Autumn Lodge provided significant amounts of information through direct meetings (one-on-one) and via written accounts of meetings and events regarding the lodge and copies of articles from various local newspapers.

Mr. Gordon made a return visit on October 30 to Autumn Lodge and Heritage Towers. He met with the remaining seniors and three of their parents in a group setting at Autumn Lodge from approximately 10:00am to 12:00pm. He also met in a group from 1:30 to 3:00pm with the seniors at Heritage Tower who had moved from Autumn Lodge.

4. Background

a. Autumn Lodge

Autumn Lodge opened in 1960 and is one of the original u-shaped lodges built across Alberta. It was originally designed with 44 rooms. An addition with another 14 beds was constructed in 1983 and included some renovations that included combining two smaller rooms into one larger room. In 1995, a repair and maintenance program was completed for the older portion of the lodge. Autumn Lodge currently has 41 rooms.

While the building has been kept in a good state of repair - it is visually appealing and well kept - the facility does not meet the standards or expectations of many new seniors today. NPHF must ensure that any major capital investments are used to create modern, state of the art facilities where seniors can truly age with the all of the amenities and supports they need and desire now and into the future.

b. Role of the Housing Management Body (HMB) and the Board of Directors

The North Peace Housing Foundation (NPHF) is a Housing Management Body (HMBs) that was created by Ministerial Order pursuant to the provisions of the Alberta Housing Act. As such, HMBs are subject to the provisions of several different regulations, including the Management Body Operation and Administration Regulation and the Social Housing Accommodation Regulation, both of which apply to seniors lodges.

The following quote is from the NPHF Board of Directors Orientation Booklet, which every Board member is required to read:

“The Board of Directors are charged with the responsibility to ensure the efficient and effective management of the Management Body and the housing properties within their area of responsibility. They are to provide the Province with sufficient documentation to support that they are, in fact, managing in an appropriate manner. Part of that documentation is presentation of five year business plans which outline the short and long term building maintenance plans, the projected revenue and expenditures and an estimate of any capital expenditures.

It is here where the role of the Board of Directors can come into conflict with the role as a municipal councilor. When developing a business plan, the Board of Directors may endorse a strategic direction that may carry with it the potential for positive and negative effects to one or more individual municipalities. Because of this possibility, once appointed to the Board of Directors of the management body, it is necessary for the Director to separate the two often distinctive roles and ensure he or she comes

unencumbered to the Board table, to review and debate the business of the Board as it relates to the management body's duty to provincial government and the housing clients of the region.

To be sure, this does not mean that the councils cannot discuss the direction the management body is taking and funnel their praise, concerns, opinions, etc. through their representative, but must allow their representative to make decisions unencumbered by the opinions of council.

These positions are supported by Alberta Regulation 243/94, Alberta Housing Act, Management Body Operation and Administration Regulation, the Alberta Business Corporations Act, the Ministerial Order - as well as the Supreme Court of Canada²."

HMBs across Alberta are being challenged to become less reliant on governments as a capital and operating funding source. As a result, they are searching for ways to become more financially sustainable. As outlined in the 2017 Alberta's Provincial Affordable Housing Strategy, the provincial government is encouraging "mixed-income models because they will result in decreased operating costs". Other ways of reducing operating costs include constructing more efficient (and greener) and larger (economies of scale) buildings that improve overall operations.

The NPHF Board has the responsibility to look down the road to ensure that the decisions they make today are in the best interest of seniors now and in the future. It is the Board's responsibility to ensure that capital investments are made in facilities that provide state of the art accommodation and supports in an efficient and effective way. While buildings like the Autumn Lodge are common throughout Alberta and many seniors have no complaints with the standards they provide, the Board would not be responsible in exercising its duties if they did not consider current trends and advancements in seniors housing.

² Orientation Booklet, Board of Directors, North Peace Housing Foundation

5. Results of Investigation

The key findings of the investigation are outlined below in accordance with the purpose and scope of work as outlined earlier in this report. The questions posed by Alberta Seniors and Housing are repeated below, followed by the answers.

1. The accuracy of the financial information provided to the NPF Board versus the information provided to the Government of Alberta by NPF.

Budget and other financial information on the NPHF housing portfolio, including the Autumn Lodge, was provided to the Board of Directors through regular reporting and budget updates³ at meetings and in the numerous business plans developed by the NPHF from 2009 through 2016. The Board had been discussing the significant deficits and vacancies experienced by Autumn Lodge at Board retreats going back to 2009, and especially in recent years, after the two new seniors facilities opened in Peace River and Grimshaw.

The 2016 deficit for NPHF Lodges was \$1.5 million, of which \$340,000 was from Autumn Lodge. The 2017 budget deficit is estimated to be \$1.9 million of which \$460,000 is attributed to Autumn Lodge. Part of the NPHF strategy is to eliminate the projected \$460,000 deficit by closing Autumn Lodge and reducing the deficit in other lodges by improving their occupancy rates.

Some of the documents containing the same financial information discussed above, including annual audited financial statements, were provided to the provincial government. The provincial government also conducts operational reviews on a regular basis, which would provide similar financial information to what the Board received.

2. The extent and consistency of the written communication between the NPF, the residents and the Government of Alberta.

The NPHF Board passed a motion on July 5, 2017 to begin the process of closing Autumn Lodge. The Minister was notified on July 5 that the Autumn Lodge would start the process of closing with an anticipated date of being empty by September 30, 2017. The contributing municipalities were notified the following day. On July 7, the residents and families of Autumn Lodge were given a generic letter informing them of the Board decision. The Executive Director and the Lodge Manager came to talk to the residents when the letter was handed out to them on July 7. Residents were advised that if they made the decision to move to another NPHF lodge by July 24, 2017, they would have until at least September 30, 2017 to make the move. The Board was hoping most residents would make a choice by July 24 and move before September 30. Anyone who did not make the

³ This included revenues and expenses and occupancy rates for each lodge within the NPHF portfolio.

decision to move by July 24 would have to move to whatever lodge has an available room at that time.

Many of the seniors expressed shock and dismay upon hearing the news, especially the short window to close the building and the pressure on the seniors to make a decision. Some wondered why they had not been notified first - they were the last ones to find out and it made them feel like their concerns were not been considered in the decision.

On August 2, 2017, the Deputy Minister of Alberta Seniors and Housing notified the NPHF Board Chair that a notice of closure to the Minister of at least six months was required by the Regulation governing Housing Management Bodies in Alberta. On August 8, 2017, the NPHF Board held a special meeting and passed motions to (1) extend the closure to April 30, 2018, and (2) to give residents until October 15, 2017 to select an alternative lodge room in another location. This date was extended to November 30, 2017 to allow the special investigation to be completed.

While the remaining seniors and Friends of the Autumn Lodge expressed relief with the extension, the changing dates did confuse some and make others wonder what was going on. It also made some feel hopeful that the closure may be prevented.

3. Key decision points that led the Board to close Autumn Lodge immediately rather than over the next five years as indicated in the NPF 2016-20 Business Plan

The idea of closing and replacing the Autumn Lodge was the subject of many board discussions and was included in several business plans.⁴ These discussions also included NPHF building a 120 unit seniors housing facility in Peace River with different levels of supportive care (levels SL2, SL3, SL4 and potentially SL4D) that would also accommodate the seniors displaced from Autumn Lodge. The majority of the NPHF Board and the member municipalities expressed support for this direction. Even the residents of Autumn Lodge and the Friends of the Autumn Lodge supported this position initially, as long as they could all move together to the same facility.

The NPHF plans to build a new senior housing facility in Peace River were put on hold when two new privately-owned supportive living facilities in Peace River and Grimshaw were funded and built. Once these new facilities with higher levels of care were operational, NPHF started to experience increasing vacancies in a number of lodges, due mainly to seniors living in NPHF lodges deciding to move into one of the two new facilities⁵. The rising vacancies resulted in the deficits of the NPHF lodges going up, which must be covered through municipal requisitioning.

⁴ Several business plans included the statement “Over the next four years, the North Peace Housing Foundation will look to replace the Autumn Lodge in Berwyn.

⁵ Rising vacancies in many rural communities are related a number of factors including the successful delivery of homecare services to seniors in their own homes.

A facility evaluation report⁶ was completed by the provincial government in 2009 that identified significant upgrades and renovation requirements that would cost \$6.5 million to complete. The NPHF stated in writing that this estimate was likely about \$10 million now due to inflation⁷. When the Government of Alberta announced \$410,000 in funding for installing a sprinkler system in Autumn Lodge, the Board was confronted with the decision of whether to make a significant capital investment when the remaining life of the building was questionable. It should be noted that the grant from the Alberta Seniors and Housing would cover approximately 80 - 85% of the costs of the sprinkler installation, with the NPHF being responsible for an estimated \$75,000 - \$100,000. This would ultimately impact the amount of the municipal requisition.

The presence of hazardous materials in the building envelope was identified during a building inspection⁸ in March 2017 and again raised the question of making further capital investments in Autumn Lodge questionable. Over the next several months, the Board discussed and ultimately decided against making the investment. At a Planning and Services Committee Meeting of the Board on May 16, members discussed “the timelines associated with a move to decommission Autumn Lodge and the stages that we would need to go through as part of that process”. The Board members subsequently discussed a deadline of September 30 to close the facility and brought the motion to close forward to the July 5 Board meeting.

4. Reasons the Board decided the facility was no longer viable, and any documentation supporting this decision, and considerations that were taken into account in making this decision

The Lodges in Berwyn and Hines Creek have experienced fluctuating levels of occupancy for several years now. More recently, the two privately-owned assisted living facilities built in Peace River and Grimshaw have reduced occupancy rates at Heritage Tower and Autumn Lodge. One impact of adding 80+ Designated Assisted Living (DAL) units in the Peace River area is competition with seniors lodges. Many lodge residents in both urban and rural settings receive homecare and may be more appropriately housed in one of these facilities where they can access the care they need in-house and can age in place.

The vacancies and relatively high operating costs (small size and inefficient infrastructure) have resulted in annual operating deficits in several NPHF lodges. These deficits are covered by the Municipal Requisition that NPHF levies on the contributing municipalities. As the deficits rise, so does the municipal requisition.

The NPHF strategy is to consolidate the residents from Autumn Lodge into other NPHF lodge units and thereby increase overall occupancy rates. This will reduce or eliminate the deficit at Heritage

⁶ Alberta Social Housing Corporation, RECAP Facility Evaluation Report of Autumn Lodge, 2009

⁷ No evidence could be found to support the \$10 million estimate.

⁸ Hazardous Materials Assessment Report - Autumn Lodge - March 2017

Towers (about \$200,000 annually) by reducing the number of vacancies and increasing overall revenues

As mentioned earlier, HMBs across Alberta are searching for ways of becoming less reliant on governments for capital and operating funding. As outlined in the 2017 Alberta's Provincial Affordable Housing Strategy, the provincial government is encouraging "mixed-income models because they will result in decreased operating costs". Other ways of reducing operating costs include constructing more efficient (and greener) and larger (economies of scale) buildings that improve overall operations.

5. How the original effective date closure was reached

After discussing the potential closure of Autumn Lodge, the Board and administration felt they could have all the residents move voluntarily to the other locations and that they could achieve the move by the end of September. As a result, September 30 was set as the date the NPHF would like to have everyone moved by, and then they would start to decommission the building. The date was subsequently changed by the Board to April 30, 2018.

The Board and administration failed to respect the requirements of the legislation by not providing the Minister with the 6 months' notice of the closure. Even though the residents require only one month notice, more time for them to make an important decision would have been appropriate.

6. The extent to and manner in which the Board considered the health and well-being of the senior residents.

The Board members and Executive Director all agree that the health and well-being of the residents is paramount. While there was recognition that the move would be difficult for some residents initially, the Board felt that over time they would adjust. NPHF tried to accommodate everyone's choice of location and covered all of the costs and made arrangements (moving furniture and personal items, cable hook-ups, etc.) for each move.

A Transition Plan was developed for Autumn Lodge which included a press release, questions and answers, a letter to the residents, letters to the municipalities and two MLA's (Peace River and Fairview). The Plan went to the end of July, when it anticipated being able to make final staffing plans for Autumn Lodge.

A significant focus of the Transition Plan was having the Autumn Lodge Manager and senior staff meet with each residents (family members were welcome) to discuss their options. Residents were offered daily bus trips to the various lodges and self-contained buildings to ensure they had every opportunity to see what else was available within the NPHF portfolio so they could make informed decisions. Residents were told that they would be given priority once they made a decision on a specific location.

7. The communication plan to inform the residents, staff and community.

The Transition Plan described above included a communication plan. However, the fairly negative reaction from the community⁹ and some of the residents was not anticipated and events changed quickly and overtook NPHF's efforts to work with all of the residents and their families.

The Friends of Autumn Lodge were formed and conducted a survey and organized a public meeting at the Elks Community Hall in Berwyn in late July. They also constructed a Facebook page that allowed anyone to post comments about the events at Autumn Lodge. The efforts had the effect of polarizing the residents and community members, and some of the elected officials and board members.

The initial error in the notice of closure by NPHF opened the door for the Friends of Autumn Lodge and they used it to further their cause. The Friends have mounted an effective lobbying campaign that has dominated the media and any discussion regarding the closure of Autumn Lodge. Some of these actions have intensified the feelings of confusion and uncertainty felt by many of the residents.

⁹ The community backlash partly resulted in the formation of the "Friends of the Autumn Lodge".

6. Key Findings

The key findings from the inspection are summarized as below:

- **Board Authority and Governance**

The NPHF Board had authority and fiscal responsibility to make the decision to adjust and realign the NPHF's portfolio with current and anticipated trends in seniors housing and care needs. The decision was based on sound strategic planning and strong financial analysis.

It is evident from discussions with Board members that there is a strong division of opinion on the Autumn Lodge closure. As outlined in Section 3, Board members are expected to speak as one voice outside of Board meetings. Although no written documentation has been found, interviews and discussions with community members and others indicate that some board members have not supported the board decision in public.

- **Implementation of the Closure**

The way the decision was implemented had a number of deficiencies and created unnecessary confusion:

- a. It did not give proper notice (6 months) to the Minister, as required by the legislation;
- b. Residents were only given 17 days to make a decision on where to move, and;
- c. Changing deadlines increased confusion and created uncertainty and fear among some of the Autumn Lodge residents.

- **Residents**

The residents who have not moved out of Autumn Lodge are feeling betrayed and bitter about the closure. They do not understand why this has to happen. The efforts of the Friends of Autumn Lodge¹⁰ have emboldened them, but also fueled some of the feelings of bitterness that are evident among the remaining residents.

Residents who have moved to Heritage Tower are overall happy. The building is bigger than Autumn Lodge and there is a lot more to do in Peace River. NPHF covered all of their moving expenses including utility hookups. Many of them feel that the government should stop asking questions and get on with implementing the decision.

Some of the people interviewed, including residents of Autumn Lodge, feel that the approach and tone used by the Friends of Autumn Lodge created a lot of the stress and confusion among the residents. There is a feeling that this has gone on long enough.

¹⁰ The Friends of Autumn Lodge formed to lobby the provincial government, local Councillors and the NPHF Board of Directors to reverse the decision to close Autumn Lodge.

- **Communication**

Communication ended up being an issue, especially with the way in which the residents were informed. Some residents feel that more communication with the NPHF head office in Peace River after the initial announcement and throughout the process would have helped clear up some of the confusion. This perceived lack of communication has helped create a sense of distrust with NPHF head office.

The initial error in the notice of closure by NPHF opened the door for the Friends of Autumn Lodge and they used it to further their cause. The Friends have mounted an effective lobbying campaign that has dominated the media and any discussion regarding the closure of Autumn Lodge.

Appendix 1: Interview List and Schedule

Interview List

1. One-on-One Interviews

- NPHF Board of Directors

David Jenson	Clear Hills County
Brent Reese	County of Northern Lights
Doug Dallin (Chair)	Northern Sunrise County
Ray Skrepnek	MD of Fairview #136
Sandra Eastman	MD of Peace #135
Dennis Radbourne	Town of Fairview
Dirk Thompson	Town of Grimshaw
Brenda Kerr ¹¹	Town of Manning
Colin Needham	Town of Peace River
Harry Vanderklok	Village of Berwyn
Hazel Reintjes	Village of Hines Creek
Cheryl Novak	Village of Nampa

* Bob Regal (Town of Grimshaw) was a member until recently.

- NPHF Executive Director
- Manager and Recreation Coordinator of Autumn Lodge
- Manager of Heritage Towers Lodge
- Current residents of Autumn Lodge
- Members of the Friends of Autumn Lodge
- MLA for Dunvegan-Central Peace-Notley

2. Group Interviews

- Currents residents of Autumn Lodge
- Former residents of Autumn Lodge who now reside at Heritage Towers in Peace River

¹¹ Although numerous attempts were made, Brenda Kerr could not be reached for an interview.

Interview Schedule

Wednesday, October 4, 2017

- 11:00 - 1:00 Meeting with NPHF Executive Director
- 2:00 - 4:00 One-on-one meetings with NPHF Board Members
- 7:00 - 8:30 One-on-one meetings with NPHF Board Members

Thursday, October 5, 2017

- 8:00 - 12:30 NPHF Office - Gathering material; telephone interviews; ;scheduling meetings at Autumn Lodge (tour of facility with maintenance tech, residents meeting)
- 2:00 - 3:00 Visual inspection of the Autumn Lodge; discussion with maintenance tech
- 3:00 - 8:00 Informal group discussion with seniors at Autumn Lodge; one-on-one discussions with residents and Friends of the Autumn Lodge; joined the residents for dinner

Friday, October 6, 2017

- 9:00 - 11:00 One-on-one and group meetings with seniors at Autumn Lodge
- 11:00 - 12:00 Meeting with the Friends of the Autumn Lodge
- 1:00 - 2:30 One-on-one and group meetings with seniors at Autumn Lodge; one-on-one meeting with Autumn Lodge staff member
- 3:00 - 3:30 Drop by NPHF office to pick up copies of documents; brief discussion with Executive Director

Monday, October 30, 2017

- 10:30 - 12:30 Meeting with residents at the Autumn Lodge
- 1:30 - 3:30 Meeting with former Autumn Lodge residents at the Heritage Tower

Appendix 2: Materials and Sources of Information

Report, Publications and Plans

1. North Peace Housing Foundation Business Plan 2014 - 2018
2. North Peace Housing Foundation Business Plan 2015 - 2019
3. North Peace Housing Foundation Business Plan 2016 - 2020
4. North Peace Housing Foundation Business Plan 2017- 2021
5. North Peace Housing Foundation Seniors Housing Needs Assessment 2014
6. North Peace Housing Foundation Seniors Affordable Housing Needs Assessment, June 2017
7. North Peace Housing Foundation Transition Plan July 2017
8. North Peace Housing Foundation, WestView Area Development Plan, 2011
9. North Peace Housing Foundation, Planning and Development Committee Meeting, February 7, 2017
10. North Peace Housing Foundation, Planning and Development Committee Meeting, May 16, 2017
11. North Peace Housing Foundation, Board of Directors Meeting Agenda and Package, July 5, 2017
12. North Peace Housing Foundation, Board Agenda and Package for the July 5, 2017 Board meeting
13. Alberta Social Housing Corporation, RECAP Facility Evaluation Report of Autumn Lodge, 2009
14. Seniors Action and Liaison Team (SALT), Report on the History of Autumn Lodge and media reports on the current state of affairs, October 11, 2017
15. Autumn Lodge Resident Survey, August 7, 2017
16. Looking for Answers: A Submission re: the closure of the Autumn Lodge, Berwyn, Alberta

Correspondence

17. Letter from Chair to the Minister informing of the closure, July 5, 2017
18. Letter to the residence announcing closure and options, July 7, 2017
19. Letter from Chair to Deputy Minister explaining the Closure of Autumn Lodge, July 26, 2017
20. Letter from Deputy Minister to Chair regarding 6 month notice of closure, August 2, 2017
21. Letter from Chair to the Minister announcing extension to closure (April 30, 3017) and options (October 15), August 9, 2017,
22. Press Release announcing the Closure and Questions and Answers on the Closure, July 7, 2017
23. Letter from Deputy Minister to residents and community members on the decision to appoint a special inspector, September 27, 2017

24. Letter from Chair to Residents extending the date to choose another lodge to November 30, 2017, October 6, 2017
25. Letter from Executive Director and Autumn Lodge Manager announcing the extension to close on April 30, 2018, August 10, 2017