

Lasqueti Last Resort Society Life/ Development/ Maintenance/ Plan

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Introduction -

This document attempts to provide an alternative to a business plan for an organization that by definition or practice is NOT a business. The Lasqueti Last Resort Society is a registered charitable non-profit Society.

That is, it relies on generosity as a foundation of its existence and forms a basis for its activities. This Generosity comes from individuals, organizations, businesses, agencies and governments.

The vision of LLRS is to build a village of cottages for elders while promoting health and the prevention of illness for the entire community through its Health Centre and outreach activities.

The Judith Fisher Center, the physical home of the LLRS, is the manifestation of Lasqueti Island community generosity. It was built, for the greatest part, by the generous donations of time, labor and money of the community.

One measure of a small community's health is the degree to which generosity for the common good is found. Any community whose generosity is open-handed, unselfish, and focused on care for others in need is indeed a healthy community. This plan relies on Lasqueti's continuing community good health and generosity. It depends on both civic and human generosity through property taxes and more volunteer effort. With those combined efforts the JFC can become more self sustaining and eventually far less dependent on civic generosity – though always dependent upon local volunteer efforts.

Keys to Success –

The main drivers for the success of this project will be: local, low-key, low cost, and livable. Lasqueti is not a place that “suffers” the other side lightly. A health and elder living facility that hopes for success on Lasqueti needs to feel like

Lasqueti – from the management style to the type of living accommodations and health care services it needs to feel like our island home.

Local – To be successful services can not be delivered from afar in a vacuum. Everything from the nature of what is offered by the JFC to the way services are delivered needs to centre around connecting local resources whenever possible.

Much of what “local” means is “volunteer”. The facility will never run on dollars alone, there will always be a need for local efforts be they fundraising, wood chopping, weeding or a host of other things large and small that people will need to help out with.

A key element to the success of this project will be having a strong cohort of committed and active board directors. Through out this document there are key elements that will need to be driven by board level volunteer effort.

Local also means using as much energy as possible from our own Lasqueti environment. Much of the electricity is produced by solar and there is hope for future micro hydro potential. Another example is using wood heat with wood that was grown and regrows on the island.

Voluntary taxation is also local. Much of the financial plausibility of this plan hinges on the tax requisition request being approved and funded.

Low-key – Understanding that the “institutional” market on Lasqueti is different, and how those differences manifest is another key to success. No one wants to go to a place that feels like the other side. This holds true to the physical plant and the type of human interaction that the community and the facility have. It will remain a challenge to balance the need to meet standards with the desire to do things casually in the “Lasqueti” way.

Low Cost – Lasqueti is not a place for “fancy things”. Or programs either. It will be important to connect the impact of volunteer effort with cost containment. Lasqueti can enjoy a well run and very high quality health and wellness centre providing human effort is generously and frequently offered up. Even without frills the level of service that is envisioned by this

plan will be too expensive if everything must be paid for. Other organizations thrive on Lasqueti and elsewhere thanks to the tireless efforts of their board directors and dedicated volunteers.

Liveable – Liveability extends well beyond the borders of the JFC property. A strong focus of this plan is to develop revenue streams that drive programs that promote wellness and help people stay at home longer. Lasquetians will consider the JFC a great success if they get to stay out of it and live their lives out at home. They will be pleased to help others that do want/need to live on site. Any additional facilities built at the JFC should be easily liveable and simple to construct and maintain. The transition from home to JFC should feel no worse than moving to a clean, tidy cabin or suite in a lovely location. If it is successful, islanders moving in will feel relieved and as if they've found a new home.

Risks –

The numbers presented in the 5-year cash flow prediction are plausible so it's entirely reasonable to expect that this plan can be executed and that at the end there will be more to show than there is today. However, there are some key risk elements that could negatively affect the outcome of this plan, they include: board commitment; leadership; community engagement; and, of course, the rejection of the tax requisition.

Board commitment - At present the JFC does not have a sufficiency of engaged or active board of directors to carry out all the tasks that are associated with this plan becoming a success. The board needs additional members of the community come forward and help carry the load. In order for this plan to be a success there are some key areas that will have to fall within the active responsibility of individual directors. A brief, and likely partial, list of the aspects of the organization that will have to be "owned" by individual directors includes:

- Membership acquisition and retention,
- Annual fundraising event,
- Capital program fund raising,
- Finance and reporting,
- Communication with the community,
- Volunteer coordinator
- New program development

- Resident relations

If the referendum is successful the directors will have a slightly lighter work load as the ongoing presence of an administrator is built into the budget. However, even with a part time administrator in place, directors or other volunteers must take leadership responsibility for the types of items listed above.

Leadership - In addition to activist directors claiming the tasks delineated above the organization needs to have some passionate leadership. There is a lot of work to accomplish and it all requires community support. It simply will not happen without a chairperson or spokesperson that can and will inspire a sense of common community vision and ownership. This type of leadership will inspire the generosity that will be required for this project to succeed.

Community engagement – As noted previously, the ultimate success of this project will lie with strong community ownership. If the Lasqueti community re-engages with the facility with the enthusiasm, and pride that was present during construction it is virtually impossible for this project to founder. However the tide needs turning. The sense of ownership and personal involvement in the centre is dropping, and more islanders are moving to the ‘them’ mode. A successful local health and wellness centre in a community as small as Lasqueti will always need to operate in “us” mode.

Another symptom of weakened community engagement is utilization of the facility. It sits ready to use but empty far too much of the time. It is discouraging to the volunteers that put in such huge efforts to see their work languish. Board leadership along with administrative staff need to find ways to significantly increase the utilization of the facility in the first two years of this plan. Attitudes towards the JFC will change as more people have good experiences using the facilities

Rejection of the tax requisition – There simply will not be sufficient revenue to operate the centre at its current standards, nor for program development or even capital projects. No organization can survive in the red for very long and there will not be sufficient revenue from a greatly reduced proposed build out to fully cover the void that would be present, especially during the first three years of this plan. While leadership and lack of volunteer effort pose real risks, the lack of tax

revenue to bridge through construction to fully operational, could prove to be a crippling blow.

Budget –

The draft budget below shows a five-year prediction for income and expenses. Over the five years, the tax requisition is lowered each year because of assumed additional revenue from the buildout of four more elder accommodations. Once again generosity comes to play in these assumptions, large and sustained amounts of volunteer effort will be required to successfully achieve the ambitious build out goals that drive the tax reductions.

It should be noted that this budget is for discussion purposes and it is expected that over the five-year period some additional streams of revenue will be created which may further lower the annual tax requisition. The main purpose of the budget in this document is to demonstrate that there is a pathway to greater financial independence for the Last Resort Society.

Lasqueti Last Resort Society Five Year Budget

	2019	2020	2021	2022	2023
REVENUE					
Island Health Contract	29255	29547	29842	30140	30441
Occupancy Fee	7800	15600	23400	31200	39000
Grant In Aid	3000	3000	3000	3000	3000
Health Centre Usage	900	1000	1100	1100	1100
LIAS	2500	2500	2500	2500	2500
Memberships	375	500	750	800	950
Fundraising	5000	7000	8000	10000	12000
Merchandising	1900	2000	2000	2000	2000
Donations	9000	9000	9000	9000	9000
qRD Tax	41500	34500	33225	25950	17625
TOTAL REVENUE	101230	104647	112817	115690	117616
EXPENSES					

Accounting	1300	1400	1400	1500	1500
Advertising & Promotion	250	300	300	300	350
Admin	20000	20000	25000	25000	25000
Bank Charges	400	450	450	500	500
Community Service Program Dev.	2400	2400	2400	2400	2400
Contingencies	2000	2500	2500	3000	3000
Energy, Water & Heat	10000	11000	12000	12000	12500
Fundraising Expenses	1000	1000	1000	1200	1200
Infrastructure Replacement	14400	15000	15500	16000	16500
Insurance	7050	7300	7800	8300	8300
Office Supplies	450	500	550	550	600
Potable Water System	4000	4000	4500	5000	5000
Repairs & Maintenance	8000	8500	8800	9000	9500
Work Safe	725	750	775	800	825
Nursing Contract	29255	29547	29842	30140	30441
	0	0	0	0	0
TOTAL EXPENSES	101230	104647	112817	115690	117616
	0	0	0	0	0
NET INCOME OR LOSS	0	0	0	0	0