

# ELRL Series

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Article 1

## *Who and What is ELRL* How Did ELRL Come to Be?

In order to gain an understanding of Elliot Lake Retirement Living you must first understand the circumstances under which it was formed and how it is structured. Once you understand this you will better understand how it operates and is managed.

In the early 1990s the economic base of Elliot Lake was completely devastated by the closure of all mining operations. The City of Elliot Lake, through various strategic planning exercises developed a number of potential strategies it wanted to pursue in order offset the negative affects of losing its only industry, mining. One of the strategies identified was to establish Elliot Lake as a retirement destination.

The strategy of retirement was born out of the excess living units, owned by the two mining companies. The idea

was to turn the living units into an asset, by not only stabilizing the tax base, but also attracting potential new residents to the community. Pursuing retirees made sense as there was no employment to offer at the time, only quality, affordable housing.

In 1990, ELRL was established to spearhead the community's retirement strategy. Through a \$7 million dollar grant ELRL assumed ownership and responsibility of some fourteen hundred living units. This removed those units from the resale market allowing those who needed to relocate, an opportunity to sell their homes in a somewhat less unfavourable market. The challenge would be to take the negative of hundreds of empty living units and turn them into an asset by making them economically viable. By extension, this would help the

## *Not-For-Profit?*

A not-for-profit corporation is a corporation without share capital, which means that the corporation does not issue ownership shares and can include both charitable and non-charitable organizations.

They are generally dedicated to activities that improve or benefit a community. A not-for-profit may generate revenue, but must use any profit exclusively for its not-for-profit purposes. The revenue must go back into the organization to further its aims and projects.

city retain its own economic viability.

To do this ELRL was established as a private, non share "not for profit" corporation. This term is often confused with the term "non profit corporation".

As the name implies, a non-profit corporation is structured specifically to operate in order to deliver a service at the lowest possible

price without profit. This is most commonly seen in assisted housing and charities. A not-for-profit corporation is an entirely different entity. It

can generate a profit, but the profit must be used to achieve the purpose of the corporation.

## Mandate

What is ELRL Supposed to do?

The Letters Patent of the Corporation state the reason for the existence of ELRL as follows: "To provide and operate housing units with or without public space, recreation space, recreational facilities and commercial space or any other facility or building appropriate for retirees in a manner that supports the economic base and development of the City of Elliot Lake."

In the case of ELRL the expectation is that the profits will be spent on improving the assets the corporation owns and on economic and community development in the City of Elliot Lake. In this way it shares these responsibilities with the municipal, provincial and federal governments. Consequently, the Corporation in fact has a duty and a responsibility to maximize profits in order to deal with the issues created by the devastation of the mine closures. The Mission Statement of the Corporation, developed in 1991, goes on to say:

"Elliot Lake Retirement Living exists to contribute to the economic viability of the community by attracting and retaining retirees through the development and marketing of products and services of Elliot Lake Retirement Living and the community so as to become the retirement community of choice in the country."

Currently ELRL owns and operates 1,428 rental units, including 341 houses, 97 townhouses and 990 apartments. The corporation also owns the 52 room, Hampton Inn and the office building at 289 Highway 108 North. The corporation manages Stone Ridge Golf

course, under a management agreement on behalf of the City of Elliot Lake

ELRL was established to enable the community to get through very difficult economic times. The retirement living program has achieved not just national, but international recognition as one of the most successful economic turnarounds of our time. The program has allowed the community to not only survive the mine closures but to create a new economy.

The success of ELRL continues to be essential to everyone in the community and we all have a role to play in that.