



# Westwinds Communities

## **Mission Statement**

Westwinds Communities provides safe and affordable housing opportunities and services, not provided by the marketplace, in urban and rural communities.

## **Vision Statement**

The Westwinds Communities will be an industry leader providing quality and affordable lodge care and public housing, ensuring safety, dignity and choices for our clients.

## **Values**

- ❖ We value and respect the independence of our clients.
- ❖ We value quality customer service.
- ❖ We value a safe supportive work environment where we embrace initiative and creativity.
- ❖ We value accountability; being fiscally responsible to our clients and stakeholders.
- ❖ We value professionalism; demonstrating integrity at all times with clients, colleagues and the public.
- ❖ We value innovation; exploring new and creative opportunities to develop efficient and effective programs and services in response to changing lifestyles.

## 2017 - 2021 STRATEGIC PLAN

Westwinds Communities 2017-2021 Strategic Plan embodies strengthening the organization and its services while exploring options to meet community need and provide education. While Westwinds is rallying from two devastating disasters, the organization is positioned to benefit from significant improvements in infrastructure, increased market relevancy and a reduction in operating costs for its High River properties.

Our primary focus remains with our key stakeholders in maintaining strong relationships, an open dialogue and regular communication to support qualified seniors, families and individuals in accessing our services. In this strategic plan, we will also increase community opportunities to enhance landlord tenant relationships, eradicate social housing stereotypes, enhance our stakeholder knowledge of innovative affordable housing options for our communities and continue to explore partnership options.

Westwinds Communities remains fiscally responsible and accountable in ensuring our grants and operating dollars are used effectively. As a result, we will continue to ensure sound financial management and explore mechanisms for increased operational sustainability and capital development.

Westwinds Communities will continue to strategically enhance its services based on need, viability and opportunity. To this end, Westwinds will encourage growth by leveraging resources to secure land for future affordable housing in Okotoks, capital growth with interested local municipalities and enhancing the long term viability of High Country Lodge.

By 2021, Westwinds Communities transformation to an innovative housing organization providing choice and options for our clients and stakeholders will be fulfilled.

### **1. Plan for Targeted Growth**

**Objective: Ensure sound planning models to position the organization to capitalize on viable business opportunities and targeted growth.**

#### **Initiatives:**

- 1.1. Investigate alternative methods of funding for operational sustainability and capital development.
- 1.2. Ensure long term viability of new capital and operating initiatives.
- 1.3. Develop options to increase long term viability at High Country Lodge with a range of supported living options.
- 1.4. Develop partnership options with local municipalities, agencies and community groups to



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## STRATEGIC PLAN 2017 - 2021

### Programs

#### Supportive Living

- 187 residences and 225 seniors' households served annually in Black Diamond, High River and Okotoks.
- 563 meals served daily.
- 74 employees, 24 hour staffing.

#### Social Housing

- 138 residences and 368 households served annually in Black Diamond, Blackie, Bragg Creek, Cayley, Claresholm, High River, Lomond, Nanton, Okotoks, Turner Valley, and Vulcan.
- Rent Supplement provides \$885,000 in annual rental payments to households.
- 6 employees.

#### Affordable Housing

- 84 residences and 96 households served annually in Black Diamond, High River, Okotoks and Turner Valley.
- 3 employees.

increase the supply of affordable senior's independent living throughout the Foothills Region up to 50 units.

- 1.5. Develop a 60 unit mixed market rental apartment in Okotoks for families and non-senior households. 30 units will be developed for affordable housing for seniors, singles and families and the remaining 30 units will operate as market rentals.

#### 2. Invest for Success, Cooperative Partners

**Objective:** Maintain and enhance communication with key stakeholders. Promote a broad based understanding of the affordable housing sector including municipal opportunities, community investment, best practices and partnerships.

#### Initiatives:

- 2.1. Maintain strong communication and working relationships with key community and provincial stakeholders.
- 2.2. Expand partnerships to increase community housing options and provide community housing education
- 2.3. Develop an industry leadership role with respect to best practices and innovation.
- 2.4. Foster inclusivity in the Foothills region communities.

### Vision 2021

