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**PRESENT:**

**Directors**

Member at Large	T. Mills
Foothills County	A. Alger
Town of Black Diamond	S. Hart
Town of Okotoks	R. Watrin
Village of Longview	K. Wight
Member at Large	M. Boake
Member at Large	K. Robson
Town of Turner Valley	B. Crane
Member at Large	D. Zabloski
Town of High River	C. MacMillan

**Management**

Chief Administrative Officer	L. Ingalls
Controller	K. Ogada
Administrative Assistant	J. Robinson
Program Manager – SSL & SRH	B. Bell

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**1. CALL TO ORDER AND INTRODUCTIONS OF WESTWINDS REPRESENTATIVES**

Chairperson – T. Mills called the meeting to order at 7:16 p.m. There were no residents in attendance.

Note: one resident joined the meeting at 7:30 p.m. and another resident joined the meeting at 8:10 p.m.

**2. CALL TO ORDER**

The regular board meeting was called to order at 7:20 p.m.

**3. ADDITIONS TO THE AGENDA**

The May 28, 2019 meeting minutes were removed from the agenda as they were not circulated in the package.

**4. APPROVAL OF AGENDA**

MOTION: By K. Robson to approve the agenda as amended.

CARRIED.

**5. CONSENT AGENDA ITEMS**

**5.1. Minutes of the April 23, 2019 Regular and Public Board Meeting**

These meeting minutes were tabled until the September 23, 2019 board meeting.

**5.2. Executive Committee**

None.

**5.3. Strategic Planning Committee**

Meeting minutes from June 18, 2019.

**5.4. Finance Committee**

Meeting minutes from May 28, 2019.

**5.5. Ad Hoc Call to Action Committee**

No report.

## 5.6. Chairperson

No report.

## 5.7. Chief Administrative Officer Report and Policies

L. Ingalls highlighted a number of items for the Board's consideration including the following:

- a. Item 1.d. - Annual Seniors Week picnic held on June 5 with 140 seniors in attendance at High Country Lodge. Westwinds rented a bus to enable 80 seniors from Medicine Tree Manor to attend. The Maintenance staff and the chefs from all the communities did an amazing job.
- b. Item 1.f. - Home Care meeting to transition residents to eliminating the medication cart in the dining room. As part of their new strategy Home Care will no longer refill prescriptions on the residents' behalf. It is a bit of a rough ride. Westwinds has contacted Calgary Co-op pharmacy to provide for the residents and Sandstone Lodge and the local pharmacies in Black Diamond to provide for High Country Lodge.
- c. Item 2.k. – Employee conference June 27, 2019.
- d. Item 4.a. - Town of Black Diamond is meeting for the Glen Mead Park pathway closure demolition. The contractor was called on Friday June 21<sup>st</sup> and on Monday, June 24<sup>th</sup> the pathway was removed. J. Brown updated the status and confirmed it has been hydro-seeded and big rocks will be placed at either end of the pathway today June 25. L. Ingalls did an interview with the Western Wheel regarding the cost of the pathway demolition and how Westwinds had obtained seed funding to cover the expenses.
- e. Item 6. Policy Amendments:
  - 5.305 Workplace discrimination, Harrassment and Violence - Inclusion of psychological implications.
  - 7.143 Health and Safety Committee - Committee scope expanded to include incident investigation.
  - 7.200 Health and Safety Program - Inclusion of Occupational Health and Safety Rights.

D. Zabloski asked about leaves under Human Resources – L. Ingalls explained Westwinds is starting to feel the impact of employee protected leaves as two employees' commenced leave – personal leave (30 days) and compassionate care leave (30 weeks). In addition, one employee extending maternity leave from 52 weeks to potential of 85 weeks. Recruitment underway for coverage.

S. Hart asked about #5 Projects – Will the Okotoks affordable housing land size change. L. Ingalls replied that discussion about bare land condos and having a joint use component which could further reduce the land purchase from the 1.73 acres is being considered.

- f. Item 5.d. – Capital tender holds have been lifted. Westwinds hopes to secure the originally awarded contractors instead of having to re-tender them.
- g. Five management body CAO's have planned a meeting with Roger Reid to provide an overview of Housing Management Bodies in the region on June 28.

MOTION: By S. Hart that the Board of Directors approve policy amendments 5.305, 7.143 and 7.200 as presented. CARRIED.

MOTION: By K. Robson that the Board of Directors receive consent agenda items 5.1 to 5.7 as presented. CARRIED.

## 5.8. MAINTENANCE MANAGER REPORT

J. Brown highlighted some maintenance department items:

- It has been a challenging year with the amount of different projects and renovations going on.
- On the investment side (provincially owned properties) there are five tenders that we hope to get approved. On the grant side we are currently working on the 2016-2018 grant.
- Maintenance completed unit inspections for High Country Lodge and Sandstone Lodge- they both passed with flying colors.
- Ecofitt is conducting affordable housing energy upgrades throughout the communities in High River, Okotoks, Black Diamond and Turner Valley.
- Some challenges:
  - February weather;
  - Summer plan is weed control;
  - Windows need to be replaced in three houses and two 4-plexes all at once; and
  - 131 Thorson and 411 Sunset need to be renovated to be put up for sale.
- Overall, maintenance has had a really good year and a productive year. We have been fortunate to receive the funding to be able to complete all of these projects.

T. Mills asked what company Westwinds uses for weed control and window washing. J. Brown responded that we use MacKillop for town service and affordable and near market housing. Westwinds uses Men in Kilts for window cleaning.

## 6. NEW BUSINESS

### 6.1. 2019-20 - 2020-2022 Provincial Business Plan Submission

Westwinds received written feedback on the plan in 2018 requesting inclusion of our mission statement in the executive summary, more detailed statistics on the region and process used to establish the plan. No capital items were approved in 2018.

Westwinds annual submissions mirrors the current business plan less objectives completed in 2019 (see attachment). The plan also reflects a number of underlying objectives Westwinds strives to attain annually – high occupancy, meet budget, client and employee satisfaction, etc. In summary, the plan is used as a tool and management ties it as close as possible to the business plan and 2019 budget priorities.

Capital initiatives include Okotoks affordable housing, Sandstone lodge dining room expansion and High Country Lodge renovation and expansion to include assisted living.

MOTION: By C. MacMillan that the Board of Directors approve the 2020-2022 provincial business plan as presented. CARRIED.

### 6.2. 2019-21 – 2018-2020 Westwinds Business Plan Update

The Strategic Planning Committee reviews and monitors business plan program progress including adjusting and shifting priorities due to a change in the environment, board philosophy, emerging opportunities, trends or other key priorities. No material changes were noted since the board retreat update in March 2019.

MOTION: By C. MacMillan that the Board of Directors receive the June 2019 update to the Westwinds Communities 2018-2020 business plan update for information. CARRIED.

**6.3. 2019-22 Westwinds Communication Plan**

L. Ingalls highlighted items from the communication plan:

- New Mission and Vision statement;
- Social media strategy;
- Web development and print material; and
- Possibly hiring a communication consultant (20 hours per month). A more experienced consultant will be better, will take less time and no infrastructure needed. A consultant can be complimented, with a STEP student or a practicum placement to supplement resources, at a nominal cost.

The projected annual communication costs for implementing medium and high priorities of the communication plan beyond the current budget activities are:

<b>Component</b>	<b>Sept. - Dec. 2019</b>	<b>2020</b>	<b>2021</b>
Web development & internet advertising	\$4000	\$4,000	\$4,000
Desktop publishing	\$1,500	\$1,000	\$1,000
Communications Coordinator	\$15,000	\$18,000	\$19,500
Forum (in strategic plan)		\$6,000	
<b>Total</b>	<b>\$20,500</b>	<b>\$29,000</b>	<b>\$24,500</b>

The CAO anticipates ongoing annual costs to communications of \$25,000 beyond 2021. Westwinds will need to develop mechanisms to evaluate the need and effectiveness of these initiatives. For example – increased occupancy in supportive living, increased partnerships, increased visibility verified by media articles, etc.

M. Boake asked where the \$74,000 will come from. L. Ingalls replied that there is a budget surplus. But Westwinds will do a formal costs breakdown and it could possibly come from reserves. The new communication plan will greatly benefit the Affordable (Management Agency), Lodges and Coal Trail Residences. The budget for this is taken from the whole portfolio, not just the Lodge portfolio.

MOTION: By C. MacMillan:

1. That the Board of Directors adopt the messaging platform including new guiding principles;
  2. That the Board of Directors adopt the communications plan and allocate resources for 2.5 year totaling \$74,000; and
  3. That the Board of Directors direct administration to develop evaluation mechanisms for the effectiveness of the communications plan and report to the board semi-annually.
- CARRIED.**

**6.4. 2019-23 Westwinds 2019 Tenant Survey – Independent Living**

Generally the most contentious survey is the seniors independent living as they have the time and engagement to be critical of service. Westwinds management is pleased to report an overwhelming positive survey with material improvement in service feedback. Areas for improvement are summarized in the survey summary.

The smoking issue identified in Sptizee House was alleviated with the eviction of a problematic tenant in May (took two years of diligence to verify). Westwinds continues to monitor units to ascertain if there are any remaining smoking issues.

In addition, Spitzee House which has the least amount of parking and is situated on alley adjacent downtown and commercial buildings has the most valid security concerns which have been filed with RCMP/by-law.

Westwinds will continue to monitor tenant expectation especially in relation to aging in place as seniors bend rules (doors propped open, suite doors unlocked, requests for personal assistance) to manage and provide lodge options and education.

C. MacMillan asked if a complaint was made about a certain resident bullying another resident, what would be the outcome? L. Ingalls replied that Program Manager will actually go and speak to the resident and ask if it can be rectified.

M. Boake asked if other agencies do this type of survey. L. Ingalls responded that they do not. There was an agency wide survey put out quite a few years ago, but the response rate in other communities was very low. Westwinds has kept some of the original questions, and tried to stay within the format, but we have changed the majority of the questions so that they are easy to understand and are more specific to our communities.

MOTION: By B. Crane that the Board of Directors receive the Westwinds 2019 independent living survey for information. CARRIED.

**6.5. 2019- 24 Westwinds Communities Unaudited Financial Statements for the period ending May 31, 2019**

- 6.5.1. Supportive Living
- 6.5.2. Affordable (Formerly Management Agency)
- 6.5.3. Near Market (Formerly Affordable Housing)

Dashboards of the above financial statements were presented and explained by K. Ogada.

MOTION: By K. Robson that the Board of Directors receive the unaudited financial reports for the period ending May 31, 2019 for information. CARRIED.

**7. MUNICIPAL REPORTS**

Each municipal councilor in attendance provided information on current community activities.

**8. CORRESPONDENCE/INFORMATION**

None.

**9. NEXT MEETING DATE**

The next Regular Board meeting is scheduled for September 23, 2019 at 9:00 a.m. at the Corporate Office, 833 – 9 Street SW, High River.

**10. ADJOURNMENT**

MOTION: By A. Alger to adjourn the meeting at 8:50 p.m. CARRIED.