



Westwinds
Communities
BUSINESS PLAN 2021-2023

Westwinds Communities

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EXECUTIVE SUMMARY

Quality, affordable housing is critical to the health of individuals, families and communities. Homes provide shelter, safety, and a place to rest and recharge. They protect us from the elements and help ensure our children get a good night's sleep. Without a home, we lack a sense of privacy, security and community.

In 2020, Westwinds Communities celebrated its sixtieth year of supporting the Foothills Region by working tirelessly to maintain the safety of our vulnerable seniors. Society has shifted significantly in the past year, as we weather an economic crisis and a global pandemic. These two factors have created intensified demand for our affordable and near market housing, and tarnished the image of the senior's retirement industry.

Westwinds Communities has adapted to this unprecedented challenge by meeting the increased safety and security needs of our seniors and employees, enhancing services, adopting new methods of service delivery and shifting operations to embrace a virtual world. Our new reality in 2021, is a senior's housing industry at the epicenter of COVID-19 outbreaks, Westwinds as a safe, resilient and nimble organization, and a housing sector under transformation.

Westwinds Communities 2021-2023 Business Plan, while incorporating the priorities of the 2017-2021 Strategic Plan, recognizes the increasing pressures on all levels of government, growing demand for our services and the need to be sustainable, adaptable and agile in today's transforming society.

Westwinds Communities will continue to remain judicious with our resources, to ensure sound financial management and enhancing mechanisms for increased operational sustainability and capital development.

There's a critical need for affordable housing within the Foothills Region and innovative solutions are required to meet the demand. Together with our key stakeholders, Westwinds is targeting transformative change in aligning partnerships with all our future developments and new services. Westwinds will continue to enhance the visibility of housing as a basic need.

Westwinds does more than provide affordable housing solutions. We connect people with the services and resources needed to build stable homes.

At Westwinds, we care.

We care about our people, our properties and the communities we call home.

CORPORATE PROFILE

Guiding Principles

Our Vision is safe, affordable homes, sustainable communities.

Our mission is to provide safe, high-quality affordable homes and services that strengthen our communities and enhance the well-being of the seniors, families and individuals who call them home.

We model our values.

Respect We cultivate inclusive environments where every person is valued, personal choice is embraced, and independence is respected.

Accountability We are accountable to our clients, stakeholders, employees, and communities. Our commitment to excellence is reflected in every decision we make and how we manage our resources.

Service Excellence We are professional in all that we do and work hard to exceed expectations. We take time to do the little things that brighten peoples' days and are committed to improving the way community members live.

Safety We are committed to the safety of our clients, employees, and stakeholders. We follow protocols and take responsibility for ourselves and those around us.

Innovation We foster a culture of continuous improvement; developing creative solutions that deliver on our mission and meet the emerging needs of our communities.

Community We strive to build and sustain community in the places where we live, work, and grow. We are mindful of how our decisions affect our families, friends, neighbours and the Foothills Region.

Overview

The Westwinds Communities Board of Directors is the governing body of the organization. The Board of Directors is represented by six municipally appointed directors, one municipality appointed member at Large and three members-at-large appointed by the Board. The Westwinds Communities' members are the Foothills County, Town of Black Diamond, Town of High River, Village of Longview, Town of Okotoks and Town of Turner Valley.

Westwinds Communities is established by a Ministerial Order (MO) and is governed by the provincial Alberta Housing Act and its Regulations. In accordance with the Act and by Agreement of the participating partner municipalities, Westwinds Communities operates three Seniors Supportive Living Communities (Lodges). By Agreement Ministry of Alberta Seniors and Housing, manages seven Seniors' Independent Living Communities (Self Contained Apartment Buildings) plus, the Region's: Community Housing and Rent Supplement programs.

The Westwinds Communities owns High Country Lodge and Medicine Tree Manor in addition twenty-two near market housing units and operates a sixty-two unit apartment in High River as a mixed model market/affordable/subsidized product.

The 2021-2023 business plan is developed based on priorities of the 2017-2021 Westwinds Communities Strategic Plan and created in 2021 following a Board of Directors retreat in spring 2020. The plan aligns with previous Westwinds Communities business plans and the demographic analysis compiled by IBI Group in March 2017.

STRATEGIC PRIORITY INITIATIVES AND PERFORMANCE MEASURES
1. Plan for Targeted Growth

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

1.1. Investigate alternative methods of funding for operational sustainability and capital development.

Strategies	Timeline & Key Lead	Performance Measures
1. Annually secure and complete capital funding of \$200K for HMB projects.	2021-23 CAO, Maintenance Manager	<ul style="list-style-type: none"> ➤ Adequate capital budget. ➤ Well maintained communities. ➤ Capital projects completed on time and on budget.
2. Annually secure operating and capital grants for supportive living program.	2021-23 CAO, Maintenance Manager, Controller	<ul style="list-style-type: none"> ➤ Adequate operational and project funding. ➤ Sufficient operational cashflow to meeting operational guidelines. ➤ Well maintained communities. ➤ Participate in casino, dedicate funds to resident quality of life.
3. Formal Board evaluation of new capital initiatives including five year operational proformas.	2021-23 Board, CAO, Maintenance Manager, Controller	<ul style="list-style-type: none"> ➤ Confirmed funding commitments. ➤ Viable proformas and capital budgets. ➤ Available resource allocation. ➤ Achievable timeline.
4. Corporate office basement renovation	2021 CAO, Maintenance Manager	<ul style="list-style-type: none"> ➤ Good work environment. ➤ Projected service needs for operations can be supported by corporate office.

1.2. In Partnership with the Town of Okotoks, develop a 60 unit mixed market rental apartment in Okotoks where the focus is on affordable housing for families, seniors and non-senior households.

Strategies	Timeline & Key Lead	Performance Measures
1. Formalize land partnership with the Town of Okotoks.	2021 CAO, Board	<ul style="list-style-type: none"> ➤ Viable land transaction that allows Westwinds ability to finance/leverage property. ➤ Preferred location best maximizes features for tenants, developable costs and energy efficiency.
2. Secure CMHC Seed funding.	2021, CAO	<ul style="list-style-type: none"> ➤ Approval for CMHC funding. ➤ Adherence to grant guidelines.

Strategies	Timeline & Key Lead	Performance Measures
3. Evaluate partnership options to increase project viability which compliments Westwinds proposed development.	2020-2022 CAO, Board	<ul style="list-style-type: none"> ➤ Satisfies Westwinds partnership guidelines. ➤ Board approval of MOU/operational contract. ➤ Materially saves capital and or operating. ➤ Materially benefits Westwinds tenant's services and or quality of life.
4. Develop project incorporating operational efficiencies.	2021-2022 CAO, Maintenance Manager	<ul style="list-style-type: none"> ➤ Eligible for grant funding. ➤ Satisfies CMHC and affordable design criteria. ➤ Energy and operationally efficient design. ➤ Acceptable community design.
5. Secure provincial and federal capital funding and or financing.	2021-2022 CAO, Controller	<ul style="list-style-type: none"> ➤ Approval for capital funding to allow project to proceed.
6. Construct a new 60 units mixed market development.	2022-2023 Maintenance Manager	<ul style="list-style-type: none"> ➤ Project constructed within specified timelines at or below budgeted costs. ➤ Project constructed to expected standards. ➤ No material warranty issues.
7. Commission and operation new 60 unit mixed market development.	2023-2024 Management Team	<ul style="list-style-type: none"> ➤ Full occupancy within six month of opening. ➤ Tenant service and property satisfaction rating meets 80% benchmark. ➤ Operational and financial objectives materializes. ➤ Satisfactory partnerships.

1.3. Develop options to increase long term viability at High Country Lodge

Strategies	Timeline & Key Lead	Performance Measures
1. Conduct feasibility analysis of supportive and assisted rental living in the High Country Region. a. Develop proformas based on most viable approaches.	2021 CAO, Board	<ul style="list-style-type: none"> ➤ Board of Directors determine a viable options to proceed with High Country Lodge.
2. Seek Board and stakeholder support for preferred option.	2022 CAO, Board	<ul style="list-style-type: none"> ➤ Confirmed stakeholder support for impact Town of Black Diamond. ➤ Majority stakeholder support for High Country Lodge project.

Strategies	Timeline & Key Lead	Performance Measures
3. Confirmed capital grant funds for project and explore additional partnerships.	2022-2023 CAO, Board Maintenance Manager, Controller	<ul style="list-style-type: none"> ➤ Confirmed funding commitments. ➤ Viable operating financial proformas and capital budgets. ➤ Available resource allocation. ➤ Achievable timeline.
4. Complete Lodge spa room and millwork renovation.	2021 CAO, Maintenance Manager	<ul style="list-style-type: none"> ➤ Maintain quality of life for residents. ➤ Increase lodge functionality. ➤ Increase lodge marketability.

1.4. Develop partnership options with local municipalities, agencies and community groups to increase the supply of affordable housing in Black Diamond and High River.

Strategies	Timeline & Key Lead	Performance Measures
1. Conduct a feasibility analysis of affordable rental housing needs for one & two bedroom accommodation for Black Diamond and High River.	2021-2022 CAO, Board	<ul style="list-style-type: none"> ➤ Board decision on priorities for one and two bedroom affordable housing rental needs.
2. Secure land lease with the province for the Glen Mead Park III properties.	2021-2022 CAO	<ul style="list-style-type: none"> ➤ Low cost land lease. ➤ Land lease completed by 2022.
3. Explore Town of High River's interest in Westwinds supporting the Town's affordable housing operation. Explore any emerging partnerships.	2021 CAO, HR Program Manager, Controller, Maintenance Manager	<ul style="list-style-type: none"> ➤ Maintain favorable working relationship between Westwinds Communities and Town of High River. ➤ Westwinds ensures viable operation and appropriate level resource allocation of any proposed partnership.
4. Partner with the Town of High River to increase the supply of affordable housing for the community.	2023-2024+ CAO	<ul style="list-style-type: none"> ➤ Low cost land lease or acquisition. ➤ Support for project development of affordable housing. ➤ Reduce affordable housing waitlists.
5. Transition an additional seven units at Coal Trail Residences to social housing (target 25% of building).	2021-2022 CAO, HR Program Manager	<ul style="list-style-type: none"> ➤ Adherence to proposed financial proformas. ➤ Property adheres to tenant benchmark satisfaction ratings.

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.

2.1. Maintain strong communication and working relationships with key community and provincial stakeholders.

Strategies	Timeline & Key Lead	Performance Measures
1. Implement and evaluate effectiveness of 2019-2021 Communication plan.	2019-2022 CAO, Board Communication Coord.	<ul style="list-style-type: none"> ➤ Increased corporate visibility. ➤ Increased community profile and recognition. ➤ Increased social media profile.
2. Develop and implement 2022-2024 communication strategies.	2022-2024 CAO, Board Communication Coord.	<ul style="list-style-type: none"> ➤ To be determined.
3. Supplemental strategies: <ol style="list-style-type: none"> a. Invite key stakeholders to our facilities to be exposed to Westwinds and knowledgeable about where funding is going. b. Build relationships early with target groups before they need Westwinds. c. Creative funding options – create legacy groups. d. Increased visits to council – annual with focus all aspects of operation. 	2021-2023 Management Team, Board Communication Coord.	<ul style="list-style-type: none"> ➤ Increased positive perception and knowledge of Westwinds services and facilities. ➤ Legacy fundraising.

2.2. Expand partnerships to increase community housing options and provide community housing education.

Strategies	Timeline & Key Lead	Performance Measures
1. Develop a partnership policy.	2021-2022 CAO, Board, Communication Coord.	<ul style="list-style-type: none"> ➤ Effective partnership framework. ➤ Formalized partnerships.
2. Explore and seek a partnership with Capital Regional Housing Authority (Edmonton) for an app development for the ready to rent program.	2022-2024 CAO	<ul style="list-style-type: none"> ➤ App use extending beyond Westwinds Communities, ➤ Successful partnership.

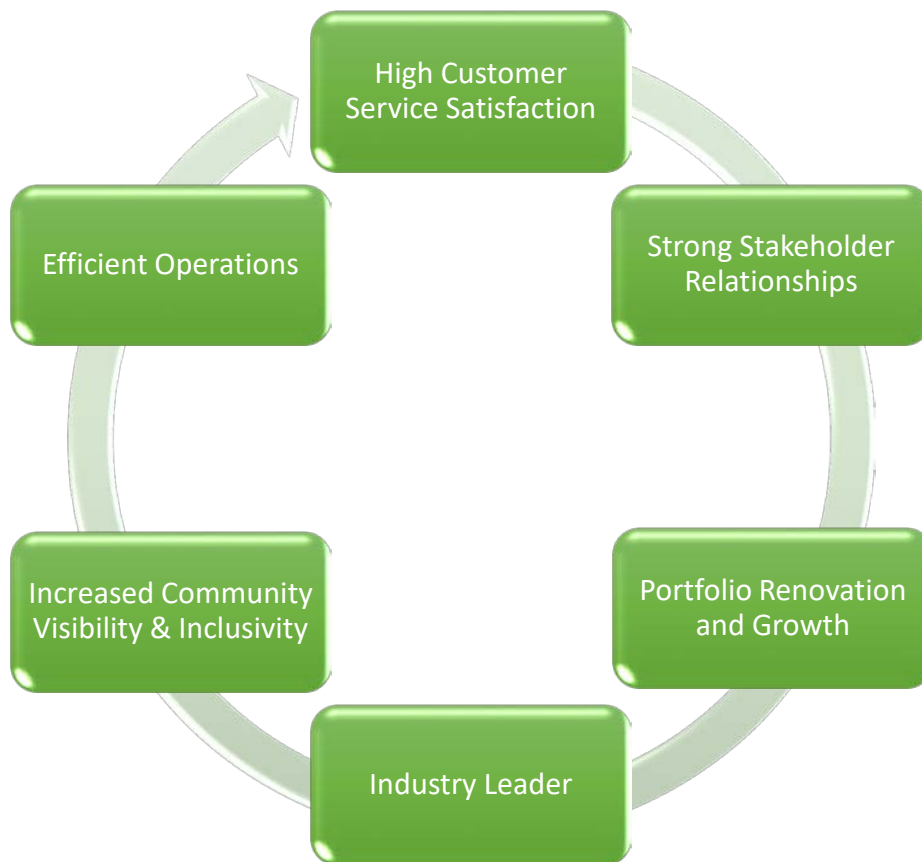
Strategies	Timeline & Key Lead	Performance Measures
3. Lobby and explore funding options for tenant support worker for senior's independent living. <ol style="list-style-type: none"> Apply for new horizon grant and FCSS for social housing. 	2022-2023 CAO, Controller	<ul style="list-style-type: none"> ➤ MLA support for role. ➤ Ministerial support for role. ➤ Successful grant applications for a minimum two year period. ➤ Successfully pilot the program.

2.3. Develop an industry leadership role with respect to best practices and innovation.

Strategies	Timeline & Key Lead	Performance Measures
1. Complete Yardi implementation – Payscan, asset management, inventory control, capital development and purchasing.	2019-2022 Controller, Maintenance Manager	<ul style="list-style-type: none"> ➤ High system utilization. ➤ Increased capacity for growth.
2. Integrated a human resource information system into Westwinds.	2022-2024 CAO, HR Generalist	<ul style="list-style-type: none"> ➤ High system utilization. ➤ Most effective use of human financial resources.
3. Maintain service benchmarks at 85%: <ol style="list-style-type: none"> Resident and tenant surveys. Employee surveys. Board of Director surveys. Volunteer survey. PIR Certification. 	2021-2023 All managers, HR Generalist, H&S Coordinator	<ul style="list-style-type: none"> ➤ High customer service satisfaction levels for internal stakeholders.
4. Explore service scope enhancements: <ol style="list-style-type: none"> COVID 19 response. Volunteer web platform. Evaluate E-transfer and DocuSign pilots. Formalize and streamline Human resource functional processes. Evaluate dining experience in Supportive living and resource allocation. Explore pharmacy contracts for High Country and Sandstone Lodges. Explore contract options for personal care attendants for all Westwinds facilities. 	2021-2023 All Managers, HR generalist,	<ul style="list-style-type: none"> ➤ Enhanced use of existing technology. ➤ Reduced resource use. ➤ Enhanced human resource on boarding, leave and information access.

Strategies	Timeline & Key Lead	Performance Measures
5. Explore service streamlining: <ul style="list-style-type: none"> a. Conduct documentation review in small groups. b. Simplify internal reporting. c. Two bus viability. d. Coin operated laundry. 	2021-2022 Management Team, HR Generalist, H&S Coordinator, Recreation	<ul style="list-style-type: none"> ➤ Enhanced use of existing technology. ➤ Reduced resource use.

Performance Indicators:



CAPITAL DEVELOPMENT – Summary

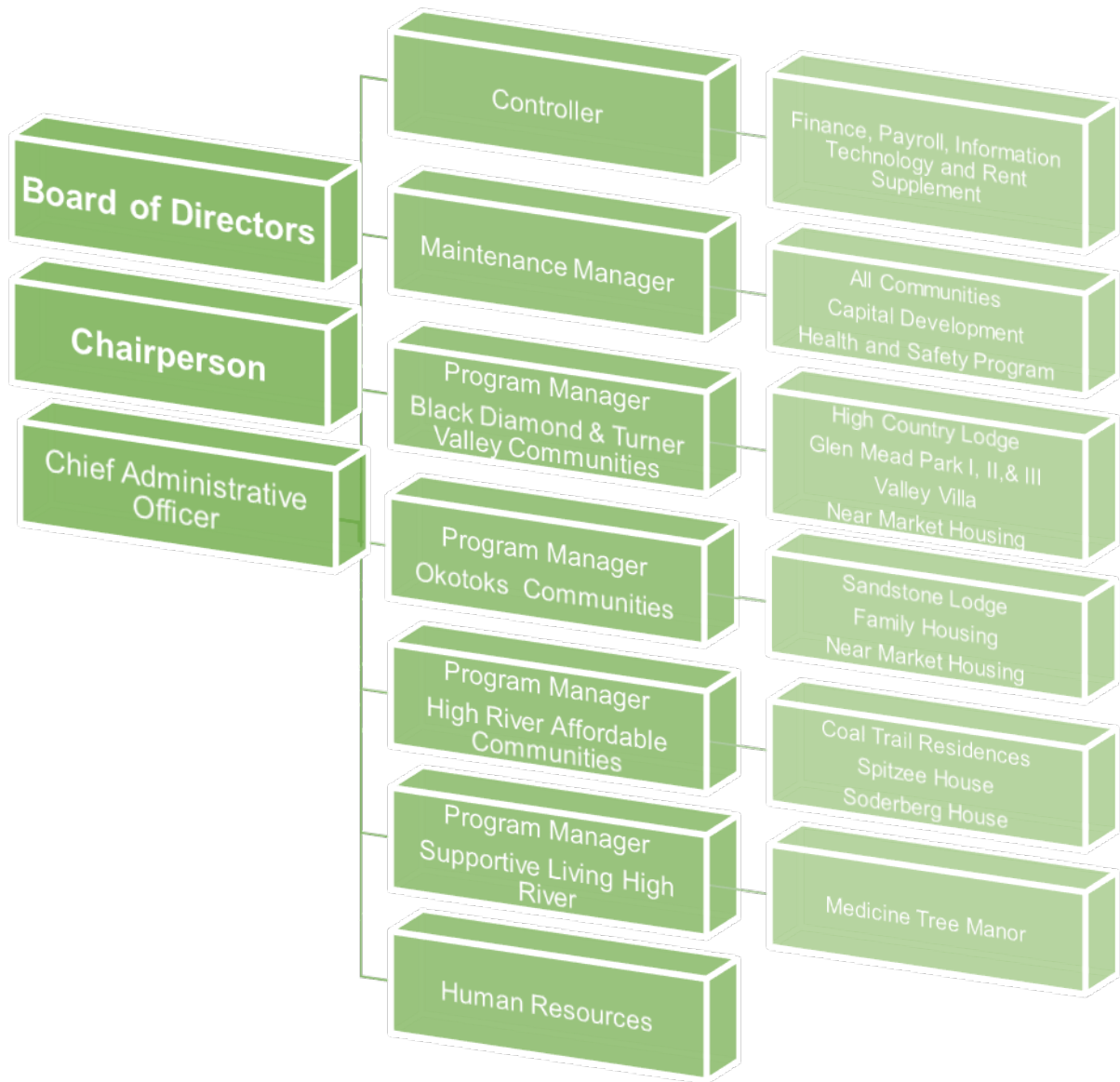
Year	Project	Budget	Funding Mechanism
2021	Supportive Living Annual Capital grant funding – various: <ol style="list-style-type: none"> 1. High Country Lodge therapeutic spa room renovation and millwork replacement. 2. Corporate Office basement development. 3. Medicine Tree Manor bathroom suite renovation. 4. Sandstone bathroom suite renovation. 5. Glen Mead Park pathway replacement. 	\$0.536M	Westwinds Communities
2021	Affordable Housing Annual Capital grant funding – various: <ol style="list-style-type: none"> 1. Glen Mead II suite renewal, building envelope and building settlement. 2. Sheep River House suite renewal & security camera. 3. Spitzee House suite renewal. 4. Glen Mead I building envelope and exterior siding. 5. Glen Mead III flooring. 6. Glen Mead Park pathway. 	\$0.34M	Governments of Alberta and Canada
2021-2023	Okotoks Affordable Housing Project <ol style="list-style-type: none"> 1. Minimum 20 units' affordable housing. Dependent on securing funding. 	Minimum \$6.4M	Westwinds Communities, CMHC and financing
2022-2025	High Country Lodge Building renovation <ol style="list-style-type: none"> 1. Suite renovation to accommodate barrier free and larger suites. 2. Recreation amenities. Dependent on securing funding.	\$4.66M	Westwinds Communities, Government of Alberta and financing
2022	Supportive Living Annual Capital grant funding – various: <ol style="list-style-type: none"> 1. High Country Lodge: Perimeter hardware - card readers/security system, kitchen flooring. 2. Medicine Tree Manor: Bathroom suite renovation, concrete sidewalk repairs and replacements. 3. Sandstone Lodge: Dining room expansion, perimeter hardware, window replacement, interior common area lighting upgrades. 	\$0.148M \$1.38M	Westwinds Communities Government of Alberta

Year	Project	Budget	Funding Mechanism
2022	Affordable Housing Annual Capital grant funding – various: <ol style="list-style-type: none"> 1. Glen Mead Park I – Furnaces, unit renovations. 2. Glen Mead Park II - Concrete sidewalk repairs and replacements, unit lighting upgrades, unit renovations. 3. Glen Mead Park III - Repair/replace asphalt parking lot, interior common area lighting upgrades, window replacements. 4. Okotoks Affordable housing – roof replacement, unit renovations. 5. Sheep River House - Replacement of corridor MUA unit, interior unit lighting upgrades, roof replacement, unit renovations. 6. Soderberg House - Commercial hot water tank replacement, concrete sidewalk repairs and replacements, garbage bin enclosure. 7. Spitzee House - Concrete sidewalk repairs and replacements, unit renovations. 8. Valley Villa - Exterior building painting, roof replacement. 	\$0.5995M	Government of Alberta
2023	Supportive Living Annual Capital grant funding – various: <ol style="list-style-type: none"> 1. High Country Lodge: Handrail upgrades, garbage enclosure, eaves and downspouts. 2. Medicine Tree Manor: Bathroom suite renovation, concrete sidewalk repairs and replacements, studio suite cabinetry. 3. Sandstone Lodge: Elevator modernization. 	\$0.176M \$0.125M	Westwinds Communities Government of Alberta
2023	Affordable Housing Annual Capital grant funding – various: <ol style="list-style-type: none"> 1. Glen Mead Park I - Interior common area lighting upgrades, garbage bin enclosure (joint), unit renovations. 2. Glen Mead Park II - garbage bin enclosure, unit renovations. 3. Glen Mead Park III - Boiler replacement, garbage bin enclosure, concrete sidewalk repairs and replacements, perimeter fencing. 4. Okotoks Affordable Housing – roof replacement, unit renovations. 5. Sheep River House - Replacement of corridor MUA unit, unit renovations. 	\$0.303M	Government of Alberta

Year	Project	Budget	Funding Mechanism
2023	Affordable Housing Annual Capital grant funding – various - Continued: 6. Spitzee House - Concrete sidewalk repairs and replacements, commercial hot water tank replacement, garage relocation to increase number of parking stalls within the lot, unit renovations. 7. Soderberg House - Exterior building painting.	\$0.303M	Government of Alberta

APPENDICES

1. ORGANIZATION CHART & PORTFOLIO SUMMARY



Portfolio	Lodge	Management Body - Affordable			Near Market
Program	<u>Supportive Housing</u> Accommodation and support services for seniors who do not require a health care centre. Services include private rental of studio accommodation, a safe and accessible environment, meals and snacks, housekeeping, social and recreational activities, 24 hour non-medical monitoring, emergency response, basic living services and access to personal care.	<u>Independent Living</u> Self-contained rental units for seniors who are functionally independent. Each unit has its own living space, bathroom and kitchen facilities. Westwinds provides property management to these communities.	<u>Family Housing</u> Affordable rental accommodation to low and moderate income families, senior citizens, the physically challenged, and others who are unable to obtain adequate and affordable housing in the private sector.	<u>Rent Supplement</u> Assists households in need to obtain affordable and suitable rental accommodation by subsidizing rents in approved private sector rental accommodation.	<u>Near Market Housing</u> Rental accommodation to working families and those with special needs at a rate of not less than 10% below current market rent within the respective community.
Annual Budget	\$11M	\$900K		\$850,000	\$1.2M
Operational Funders	Municipalities within Foothills County (33%) & Alberta Seniors & Housing (14%)	Alberta Seniors & Housing			None
Ownership: Westwinds Communities (book value)	Medicine Tree Manor –100 suites (\$23M) High Country Lodge – 41 suites (\$4M)				Okotoks – 9 Black Diamond – 6 Turner Valley – 7 (\$4.76M)
Ownership: Alberta Social Housing Corporation	Sandstone Lodge – 46 suites	Soderberg House – 20 Spitzee House – 30 Glen Mead Park – 40 Sheep River House - 24 Valley Villa - 4	Okotoks – 12 (3 four plexes)		Coal Trail Residences – 62 affordable and mixed market (property management)
Households Served - Monthly	187	118	21	120 households	84 households
Level of Care	Supportive living Level 2-3	Community Living No Supports			
Similar to:	Cruise Ship Retirement residence	Apartment cottages	4 plex, house	n/a	Apartment, duplex, house

Portfolio Demographics- December 2020

Number of Program Occupants:	Child	Adult	Senior	Total
Seniors Supportive Living		2	191	193
Seniors Independent Living		6	118	124
Affordable Housing	22	15	0	37
Private Landlord Rent Supplement	10	7	0	17
Direct to Tenant Rent Supplement	108	106	13	227
Near Market Housing	40	56	24	120
TOTAL	180	192	346	718

Highest Source of Income for Household for Clients/Residents/Tenants								
	Under 65 years of age				65 and over		Other	Total
	Singles	Singles with Children	Couples	Couples with Children	Singles	Couples	Other	Total
Pension	8	1			269	23	0	301
Employed	10	29	5	9	15	2		70
Income Support	8	12		0	1			21
AISH	40	7	0	1			1	49
Other		7						7
No Income	0	14						14
Total	66	70	5	10	285	25	1	462

Households by Program for Clients/Residents/Tenants								
	Under 65 years of age				65 and over		Other	Total
	Singles	Singles with Children	Couples	Couples with Children	Singles	Couples	Other	Total
Seniors Supportive Living	2				155	15		172
Seniors Independent Living	6				104	7		117
Affordable Housing		11		1				12
Private Landlord Rent Supplement	2	3					1	6
Direct to Tenant Rent Supplement	41	50	1	5	10	1		108
Near Market Housing	15	6	4	4	16	2		47
Total	66	70	5	10	285	25	1	462

Households on Waiting Lists by Highest Source of Income							
	Under 65 years of age				65 years and over		Total
	Singles	Singles with Children	Couples	Couples with Children	Singles	Couples	Total
Pension	0	0	1	0	63	10	74
Employed	1	11	0	2	0	0	14
Self-Employed	0	0	0	0	0	0	0
Income Support	2	8	0	1	0	0	11
AISH	0	1	1	3	0	0	5
Other	1	11	0	0	0	0	12
No Income	1	0	0	0	0	0	1
Total	5	31	2	6	63	10	117

2. ENVIRONMENTAL SCAN AND SITUATIONAL ANALYSIS

Organizational Strengths

Client Service

- High satisfaction with Westwinds services with a ninety-five percent satisfaction rating of agree or strongly agree in the supportive living program, one hundred percent satisfaction rating of agree or strongly agree in near market/affordable housing, and ninety-six percent satisfaction rating of agree or strongly agree in the independent living program (spring 2019). The results are consistent and slightly higher than the 2017 and 2015 survey.
- Westwinds has a depth of knowledge and insight into the client population. Westwinds' employees are an excellent source of anecdotal information about Residents particularly in the supportive and independent living programs.
- Westwinds continues to experience demand for its products and services (93% occupancy).
- The only provider of subsidized seniors housing in Foothills County.
- Westwinds provides a diversified portfolio (location, unit size & amenities) for various community groups (senior's, individuals, families) at differing income points.
- Strong demand for one bedroom seniors independent living – 58 households
- Strong demand for Okotoks affordable housing 3 bedroom accommodation –41 households.
- Demand maintained for discontinued rent supplement program.
- Direct assistance for seniors to access government income and support programs.
- Strong demand for affordable housing at Coal Trail Residences (95% occupancy).
- Extended community services – meals on wheels (Okotoks) and internally meals for independent living seniors.
- The Westwinds Communities remains highly responsive to the Ministry of Seniors and Housing as demonstrated in our ability to property manage Coal Trail Residences.

Human Resources

- 88% of employees indicated they are satisfied or very satisfied with their employment with the Westwinds Communities (2020) and 100% of employees indicated Westwinds is a good place to work.
- Stable board with strong governance structure and good succession planning.
- Westwinds has a stable, informed and cohesive management team.
- Stable employee component that is committed, caring, compassionate and adaptable to change.
- Diversity of employee age demographics.
- Minimal turnover in full and part time employees.
- Increasing long service for employees.
- Initiatives that support options for employee to choose Westwinds as an employer including a competitive compensation, economical benefits program, length of service program, RRSP program, uniform allowance, recognition program, employee assistance program, certified health and safety program and performance recognition. Very competitive management retention program.
- Employees are better informed about Westwinds activities and programs.
- Strong certified health and safety program with extensive employee professional

development.

- Management active participation in the provincial housing sector.
- Strong and consistent orientation program.
- Strengthen human resource practices.

Public Relations

- New brand. Strong recognition of the lodges in the community.
- Significant increase in social media presence. Communication plan implemented to increase awareness for the need for affordable housing with municipalities, province and the general public. Includes resident testimonials.
- Significant increase in external media relations in local print media and radio.
- Well respected in the industry.
- Positive perception in the community.
- Actively engagement with local municipalities – strong sense of community engagement through seniors supportive living with local organizations and resident interaction.
- Strong internal communication particularly with employees as newsletter 3 times per year and emergency communication tool.
- Good board visibility in annual tenant meetings.
- External participation in provincial organizations and Ministry working groups.
- Soup for seniors.
- Meals on Wheels – Okotoks.

Governance

- 89% of the board reported they work well together (Sept 2020) and were most proud of the following achievements in 2020 (consistent with prior years):
 - Continued progress on the partnership with the Town of Okotoks on the D'Arcy lands for affordable housing.
 - Dealing with the impact of COVID.
- Strong Board of Directors functionality and commitment.
- Strong leadership and governance.

Infrastructure/Operations

- COVID response.
- Long term certification for accommodation standards and health and safety.
- Quality home cooked meals in the supportive living program providing variety and choice (2 dinner entrees, open breakfast).
- No or low cost fundraising actively occurring at supportive living sites.
- Standardization of services.
- Strong recycling program.
- Low capital enhancement needed in High River due to condition of properties.
- Five-year plan for capital improvements to all sites.
- Established performance objective – annual governance survey, employee and tenant surveys completed every second year, regular interaction with local municipal councils.
- Integrated finance and property management software.
- Effective use of technology in operations.
- Stabilized operational structure.
- Effective business continuity plan.

Financial

- Established reserve structure in place.
- Stable finances.
- Good capacity to finance.
- Near market portfolio has strong reserves and good cash flow.
- Supportive living has good reserves and cash flow.
- Strong financial performance ratios.
- Cost savings in natural gas contract to materialize Q1 2021 offsetting carbon tax.

Organizational Weaknesses

Supportive Living Program:

- 30% of Residents exhibit mild to moderate dementia. The general observation is that Residents that are now being housed in supportive living sites that would have been long-term care. Consequently, Westwinds periodically houses seniors who require a higher level of care than operations and facility permit.
- Resident turnover remains consistently high as seniors enter the program later and stay for a shorter duration (33% in 2019 – supportive living). Westwinds is experiencing increases in seniors moving onto to hospice/assisted living/long term care or residents pass away. Reflects a strong Home Care program and good community support.
- All communities encounter periodic to routine vacancies and have minimal waitlist (exception small one bedroom Medicine Tree Manor)

Facilities

- Supportive living building design does not meet current design standards (except Medicine Tree Manor's 67 units) and lacks options for client housing options.
- Sandstone and High Country Lodges have only one staff member on a night which is an evacuation concern in non-peak operating hours.
- No Wi-Fi available for tenant access except Medicine Tree Manor.
- Low demand for tubs in supportive living.

Near Market Housing

- Stable demand for near market housing.
- No current mechanism outside of Core Needs Income Threshold (CNIT) to evaluate income. The CNIT affordability is proving to be too narrow.
- Small wait-list.

Affordable Housing

- Wait-lists for all programs and no ability to satisfy bent up demand.
- Low demand for studio units for seniors.
- Rent supplement program suspended until July 2021.

Human Resources

- Westwinds is challenged to attract stable casual staffing.
- Retirements of long term employees projected.

- Lack of work place diversity as workforce is female (86% which is stable over the last year.)
- Limited labour market for WWC positions.
- Increasing mental health issues affecting employee workplace performance.
- No pre-scanning for employee suitability (wellness and resilience) prior to hiring.

Operations

- Expenses increasing due to inflation and aging infrastructure at a rate which is outpacing our ability to increase revenue.
- Limited human resources available for capacity building.
- Limited detailed payroll information – largest expenditure.
- Bus under-utilized.

Leadership

- Management resources are limited to addressing only a few emerging opportunities at a given time.

Opportunities

Clients

- Extraordinary growth for senior's independent living of 271 subsidized new housing units are needed in the Foothills Region by 2021 and an additional 1900 for market senior's independent living.
- High need for Okotoks family social housing as waitlist is consistently three to four times the portfolio.
- High need for affordable housing for singles, seniors and single parent families in Okotoks.
- Strong demographic and waiting list demand for social housing which can be extrapolated to affordable housing when subsidies are used.
- More wealthy seniors, more poor seniors.
- Aging demographic – on set of baby boom population.
- Community growth increasing/maintaining demand for all programs (turnover an issue in supportive living).

Programs and Services

- Enhanced service options in housing programs including:
 - Supportive Living – personal services
 - Dementia program
 - Respite care
 - In house home care or partnership with contractor.
- 5-year projection: Community housing demand for Okotoks 40 – units (Westwinds), provincial – high priority. Community demand for senior's affordable housing in High River – provincial – high priority.
- 5 year projection: Affordable housing expansion in Okotoks (1-2 bedrooms) – 5-10 units. High River needs satisfied.
- Canada Housing Benefit to be implemented in summer 2021. Increasing funding in years 2027-2030.
- Services to support aging in place (additional home care, specialized meals, supplementary monitoring).

- Increase community profile and partnerships – educate service providers and community.
- Partner with municipalities with zoned developed land for additional housing for example D’Arcy – undeveloped land.
- Partner with municipalities on building infrastructure projects to include a housing component – integrate with other buildings.
- Partner with local municipalities and developers for affordable housing,
- Cost recovery operation on laundry services with lease of coin operated commercial laundry machines for senior’s independent living. Implemented at Spitzee House in September 2014 and Medicine Tree Manor in 2017. Potential to implement at other sites.
- Continued increase in green technology and utilization of green elements in building and retrofits. Current provincial capital grants recognize the importance of green building technologies. For example pre-wiring Medicine Tree Manor for solar technology and installation of LED lights in all sites as budgets permit.
- Private public partnerships.
- Daycare – day program for seniors or children’s daycare.
- Doggie daycare.
- Literacy program –seniors teaching reading for ESL - new horizon grant option.
- Amalgamation of agencies.
- Contracting property management to other agencies or just for capital maintenance.
- Contract out use of a bus (under-utilized).
- Ready to rent education service for community.
- Rent supplement program enhancements by provincial government.

Financial and Capital

Grants:

- Calgary Foundation, Horizons, FCSS, lottery grants, Federal Horizon grants.
- CMHC National Housing Co-investment fund and Seed funding.

Land/Expansion:

- Land acquisition in progress for affordable housing in Okotoks.
- Land options for development in Turner Valley (Lion’s Club) and Black Diamond (Glen Mead Park III).

Operations

- Human resources software.
- Replace staffing with robots – night second position, dishwasher, housekeeper, resident checks, and administrative positions.

Agency partnerships

- Revitalize partnership with Rowan House (woman fleeing violence)
- Explore synergies with Brenda Stafford Society (woman fleeing violence)
- Pilot with McMan (at risk youth) or similar organization.

Risk Management/Threats

Clients:

- COVID industry perception for senior’s retirement residences.

- Need for supportive living decreases by 150 units by 2021.
- Client preference for larger suites is significant and they would rather wait in the community for product and live at risk (thereby bypassing the lodge or residing for a shorter period of time).
- Greater divergence of seniors who have financial resources and those who do not (limited resources).
- Increasingly complexity for mental health and addictions in affordable housing. Current point scoring for priority rating for affordable housing focuses on households on income supports. No working poor.
- No transition strategy for households on income supports.

Financial

- Impact of COVID on occupancy rates in supportive living program.
- Continued or increased turnover of tenants in the supportive living program.
- Cost of living.
- Financial pressure on municipalities to keep taxes modest.
- Increasing downloading of workload and resources from the province with no additional funding.
- Economic restrictions. Currently government and not for profit sector face on going funding restrictions/reductions.
- Alberta's economy remains suppressed with a long term recovery projection and heavily in debt.

Public Relations

- Negative connotation of the senior's retirement residences as unsafe due to COVID case fatalities.
- Province continued downloading pressures to municipalities – could result in financial pressure on Westwinds.
- Governments operating in a deficit mode and reducing operational funding.
- Continued Government withdrawal and or downloading of services and programs for social housing.
- Social media slander.

Competition

- Other surrounding management agencies all have high vacancies in their supportive living programs.
- Currently most supportive living site has indirect competition in each community (Heartland – Rivera in Okotoks, Abbeyfield House and Season's – High River). Increasing indirect competition from the Calgary South Campus hospital areas.
- High competition for grant dollars, generally over-subscribed three or more times.

Human Resources

- Competition for limited labour resources.

Operations

- Impact of increased prevalence of superbugs on client population.
- Transference and impact of communicable diseases on client population.
- Technology moving at an ever increasing speed.

3. MARKET ANALYSIS

Sector

- In the housing sector, budget and capital restrictions are expected to continue. Government is motivated to transform the industry to reduce red tape, encourage P3 and leverage limited provincial and federal funding. The affordable housing sector could be deregulated and the province could get out of the business as an operator and instead only be a regulator as reference in the Affordable Housing Panel Review report, Oct. 2020. In addition the industry is plague with Ministry cross overlap in funding creating funding gaps in housing for the Housing Management Bodies.
- The lack of sprinkler systems in the independent living portfolio has become known as key government criteria.
- A clear line of communication on resident/tenant health continues to be an issue between lodges and Alberta Health Services (AHS).

Provincial

- The current state of the Alberta economy is characterized by the impact of COVID-19, even so modest recovery with GDP growth forecast at 4.4% and employment will continue to gradually rise. Over the next few years, real GDP is expected to average annual growth of 3.7% while the unemployment rate gradually declines. Recent data suggests the momentum is slowing. Business investment remains weak, and the resurgence in COVID-19 cases in Alberta poses a tremendous impediment to economic recovery. As a result, the government does not project a full recovery to 2019 levels of real Gross Domestic Product (GDP) until 2023. Despite the rebound seen this summer and fall, in 2020: the real GDP is expected to contract by 8.1%, the largest annual contraction in Alberta's modern-day history, employment is forecast to fall by a record 7% and the unemployment rate is expected to average 11.6%
- Alberta's revenue forecast has significantly declined in all three fiscal years (2020-2022). Severe revenue deterioration has forced the government to re-evaluate the time frame for balancing the budget. A great deal of uncertainty remains with respect to how soon the global pandemic will be beaten, and how it could impact the world economy and indeed our daily lives. Alberta's resource-based economy and employment have been harder hit than other jurisdictions by the pandemic and the resulting shut-down of economic activity and travel, which has severely hampered energy markets and prices. With the revenue decline and deficits deepening for several years, additional borrowing will be required. Tax payer supported debt is estimated to reach \$97.4 billion by March 31, 2021.
- It is anticipated mortgage rates will remain stable in 2021 — with the potential for a slight increase from the all-time low of 2.71% in 2020 for 30-year, fixed rate mortgages. In 2021, rates will be similar or modestly higher, growing to a maximum of 3%.
- Around 160,000 children in the province (one in six) experience the effects of childhood poverty. This number has been dramatically impacted by the COVID-19 pandemic in a negative way. Economic fallout during the pandemic has contributed to the lack of access to support services such as immigrants and refugees, and families in rural environments.
- Poverty rate indicators have been slow to show significant improvement in the last four years. Based on past post-recession recoveries it may take as long as a decade for poverty levels to return to pre-recession levels.
- Low-income households financial vulnerability is largely due to overextension of credit (low-income households have the highest debt to disposable income rate of 180%).

National

- Canada's 2021 economic outlook is similar to that of other developed countries: After the largest economic contraction since 1945 (a dip estimated at 5.5% of GDP), the economy should grow sufficiently to largely offset the losses of 2020. Strong consumption and a rebound in exports will give the Canadian economy a boost. Bringing forward government investment projects should also provide a tailwind to Canadian economic growth. Conversely, the postponement of business investments and a slowdown in the housing market will limit the extent of the recovery.
- There is no doubt that the strength of the economic recovery will depend above all on the evolution of the pandemic. Recent medical developments are encouraging: Widespread distribution of a vaccine starting in the summer of 2021 could enable the Canadian economy to grow by 4.5% or more. Beyond the virus, international uncertainty remains high, and protectionist trends continue to weigh on the prospects for an export-oriented economy such as ours. The Bank of Canada will continue its policy of extraordinary monetary stimulus until at least 2023.
- The Canadian government's relief programs have contributed to a much stronger labour market recovery: as of October, 80% of the 3 million jobs lost in March and April had been recouped in Canada.
- Looking ahead to 2021, Canada should see a favourable export environment, and consumption should be supported by a resilient labour market as well as continued household support programs. Some service sectors—particularly those dependent on tourism, such as accommodation and food services—will experience a second difficult year. The pandemic is expected to limit their activities during the first quarter before partially recovering as spring returns. The distribution of an effective vaccine will dictate their prospects for the end of the year.
- The real estate sector—so far unfazed by the crisis—is expected to stagnate at best. The significant decline of immigration in the short term, as well as the possible increase of mortgage lending restrictions, represent downside risks, particularly in urban centres.

Seniors

- Alberta's population, like the rest of Canada, is aging. As of December 2020, there were about 665,000 seniors in Alberta but by 2040, it is projected that there will be more than 1.3M seniors - meaning about one in four Albertans will be a senior. It will fundamentally affect the labour force, financial system including investments and pensions; the housing sector; the demand for health services and supports; the need for community based supports and services; and the ways that businesses, not for profits, governments and other organizations interact with society.
- The needs and circumstances of seniors are changing as they age. Formal levels of education are increasing, incomes of seniors have been rising steadily over time, Albertans are remaining in the workforce longer and there is a continued in migration of seniors into Alberta.
- The baby boomer population is entering its senior years and will remain healthier and mobile than previous seniors populations meaning their age related housing transitions will likely be delayed. In a recent survey, 85% of those 55 and over said they planned to remain in their present home for as long as possible.
- In general, the portion of seniors in the general population will increase the fastest in communities of lower population growth, which may be least equipped to meet rising

demands for services. Younger seniors (65-74), generally in better health than older seniors, are more likely to move to rural areas that often offer cheaper housing and lower crime rates. In contrast, older seniors (75 and over) are more likely to stay where they are or move to an urban center.

- When health deteriorates, and acts as a catalyst for a more, seniors tend to move into residential situations that combine personal space with personal health care. The proportion of seniors that enter supportive living Communities (in addition to Long-term care) rises steadily with age to 13% of those 75 and older. Demand is anticipated to increase for a range of independent living housing types that can be adapted and encourage aging in place. Due to the sheer size of the baby boomer cohort, demand for the full range of housing supports will likely increase.
- Since most seniors have fixed incomes, they will be more sensitive to increasing housing costs, which may necessitate a new type of housing support. The sector will be encouraged to respond to changing housing needs and demand of seniors by offering a variety of housing options and products from which seniors can choose.
- Seniors who lack the financial resources to meet their basic needs, choices will be more limited. The Alberta government will need to collaborate with its partners to support the development of a sufficient supply of affordable housing and supportive living units for seniors most in need, especially in rural and remote areas, where options are often limited.
- The prevalence of one complex health condition for seniors, dementia will double in Alberta by 2038, if there are no significant new scientific discoveries or interventions. This will have considerable implications for the province's continuing care system. In addition, statistics shows 20% of Canadian seniors current have some form of mental illness (primarily depression).
- Top resident unmet needs in supportive living settings are access to professional services and home care, health and personal care services, equipment and staffing at appropriate level to meet care needs.
- Top tenant unmet needs in independent living settings include health and personal care services, mental health support services, housekeeping and meal services and the availability of transportation services.
- Top barriers and challenges being faced by seniors housing operators include pandemic's impact, increasing complex care needs, increasing staffing requirements (qualifications, wages and scope), demands on building and infrastructure, increasing technological demands, increasing collaboration and communication needs, and increasing demands on available funding.
- CMHC recently reported vacancies in seniors housing residences (provide at least one meal per day). The vacancy rate for standard spaces in seniors' housing increased in Alberta from 13.8% in 2019 to 15.1%. Across Alberta, vacancy rates were the highest among Bachelor units at 18.6%. The vacancy rate in the Calgary Census Metropolitan Area increased from 15.0% in 2019 to 15.9% in 2020. The average rent for a standard space in Alberta increased from \$3,258 in 2019 to \$3,270 in 2020. Average rents in the Calgary Census Metropolitan Area were \$3,945. There were 14,852 seniors' housing spaces in Alberta with 5,295 in the Calgary Census Metropolitan Area (includes Westwinds).

Government of Alberta, Alberta Weekly Economic Review, January 2021

Government of Alberta, Economic Outlook, Treasury Board and Finance, November 2020

Bdc, 2021 economic outlook – playing catch up, 2021

Alberta College of Social Workers, Edmonton Social Planning Council and Public Interest Alberta, COVID-19 impacting child and family poverty in Alberta, Dec 2020

ASCHA, Newsletter publications 2019-2020

CMHC, Housing Market Information, Seniors Housing Report 2020 CMHC, Rental Market Report, 2020

Westwinds Communities Supportive Needs Assessment, 2017

Westwinds Communities Seniors Service Area Demand Projections - IBI Group, March 2017

Support Level	2016 Estimated Population 75+: 3,769			2021 Projected Population 75+: 5,022			2027 Projected Population 75+: 6,940			
	Observed Inventory	Expected Inventory	Inventory Deficiency or (Excess Capacity)	Projected Demand	5 Year Increase from 2015 Expected Inventory	Projected Unmet Demand (Excess Capacity)	Projected Demand	5 Year Increase from 2020 Projected Demand	10 Year Increase from 2015 Expected Inventory	Projected Unmet Demand (Excess Capacity)
Independent Housing / Other	2,732			3,340			4,616			
Subsidized Self-Contained	126	307	181	410	102	284	566	156	259	440
Seniors' Community Living										
Supportive Level 1/2	459	455	(4)	606	151	147	837	231	382	378
Continuing Care										
Supportive Living Level 3	44	67	23	90	22	46	124	34	57	80
Supportive Living Level 4	240	115	(125)	153	38	(87)	211	58	96	(29)
Supportive Living Level 4 Dementia	88	53	(35)	70	18	(18)	97	27	44	9
Long-term Care	80	266	186	354	88	274	489	135	223	409
Subtotal Continuing Care	452	500	48	667	166	215	921	255	421	469
Total Seniors' Community Living	911	955	44	1,272	317	361	1,758	486	803	847

- A surplus is indicated as a negative number in red **(1)**
- Estimated and projected population of seniors based on AHS projections, ages 75+, adjusted for catchment area.
- Expected inventory and projected demand based on current provincial incidence rates for each type
- Actual distribution of supportive living levels 3, 4, and 4D may vary, the distribution indicated is based on current inventory.
- Projected unmet demand assumed no additional facilities built in catchment area

4. FINANCIAL PLAN AND FORECASTS

Consolidated Proforma	2021 Forecast	2022 Forecast	2023 Forecast
Revenue			
Rental	\$ 5,359,219	\$ 5,434,219	\$ 5,509,219
Municipal Requisition (Lodge only)	1,976,760	1,996,528	1,996,528
Rent supplement Grant (Affordable only)	745,000	950,000	1,050,000
ASHA - Lap Grant (Lodge only)	609,123	610,000	610,000
Management and Administration	554,315	562,630	571,069
Pandemic Grant (Lodge only)	363,677	0	0
Resident Services	201,423	203,000	205,000
Non-Resident Services	43,370	45,000	48,000
Amortization of Capital Contributions	692,333	710,000	710,000
Total Revenue	\$ 10,545,220	\$ 10,511,376	\$ 10,699,816
Expenses			
Human Resources	5,027,821	4,761,511	4,832,934
Utilities	950,471	964,728	979,199
Operating Maintenance	749,405	750,000	750,000
Rent Supplement Program (Affordable only)	700,576	890,000	980,000
Food (Lodge)	640,599	659,817	679,611
Administration	602,236	614,281	626,566
Operating	438,306	420,000	430,000
Interest Expense	77,435	76,000	74,000
Taxes	53,043	54,104	55,186
Amortization	1,232,278	1,239,678	1,248,478
Total Expenses	\$ 10,472,170	\$ 10,430,119	\$ 10,655,974
Net Excess (Deficiency) of Revenue over Expenses from Operation	\$ 73,050	\$ 81,258	\$ 43,841

5. DEFINITIONS

Term	Definition
Supportive Housing	It is defined as a way of providing housing to frail seniors who do not require the services of a long term care facility. It would provide private living accommodation, a safe and barrier-free environment, 24 hour monitoring and emergency response, options for meals, housekeeping, transportation, social and recreational activities and some basic living services and personal care as required. The housing may be self-contained or shared, owned or rental.
Assisted Living	There are several assisted living models. Typically, supportive living with a higher level of personal and health care services is viewed as assisted living. It is a residential long-term care alternative that involves the managed delivery of prescribed health and personal services within a residential environment. It is defined as a combination of housing.
Independent Living (self-contained)	The apartments are rental units that are generally designed for seniors who are functionally independent. Each unit has its own bathroom and kitchen facilities.
Senior Citizens Lodges (a component of the supportive living spectrum)	Senior Citizens Lodges are designed to provide room and board for seniors who are functionally independent or functionally independent with the assistance of community based services. Core services provided within lodges include basic room furnishings, meals, housekeeping services, linen services, building security, 24-hour non-medical staffing and life enrichment services.
Rent Supplement	Is a program supporting the Senior residing in private accommodation and paying an affordable rental amount. The difference between the market rent in the private accommodation and the affordable rent is supplemented by an external source usually the Province. Program admission is also based on need.
Affordable Housing (community housing, family housing, also includes independent living)	The Affordable (Community Housing) Program provides subsidized rental housing to low to moderate income families, senior citizens, and individuals with special needs who cannot afford private sector accommodation. Applicants whose income falls below local income limits are eligible to apply (Core Need Income Threshold) . Management and tenant selection is delegated to the local housing operators. Applicants are given priority based on need, as determined by income, assets, and current housing condition. A tenant's rent, which includes heat, water and sewer expenses, is based on 30 percent of a household's adjusted income. The tenant is responsible for electricity, telephone and cable television, as well as any additional services they may request (i.e. parking).
Near Market Housing	The Near Market Housing Program provides 10-20% below market rental housing for low to moderate income families who cannot afford private sector accommodation. Applicants whose income falls below local income limits are eligible to apply (Core Need Income Threshold) and are responsible for utilities.
ASCHA	The Alberta Senior and Community Housing Association – Westwinds Communities is a long term member.