



# Westwinds Communities

**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.

## Programs

### **Supportive Living**

- 187 residences and 261 seniors' households served annually in Black Diamond, High River and Okotoks.
- 570 meals served daily.
- 97 employees, 24 hour staffing.

### **Affordable Housing**

- 130 residences and 265 households served annually in Black Diamond, Blackie, Bragg Creek, Cayley, Claresholm, High River, Lomond, Nanton, Okotoks, Turner Valley and Vulcan.
- Rent Supplement provides \$775,000 in annual rental payments to households.
- 4 employees.

### **Near Market Housing**

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

## 2022 - 2026 STRATEGIC PLAN

At Westwinds Communities, we care about people. We believe that safe, high-quality affordable housing is critical to the health and wellbeing of individuals, families and entire communities. Since 1960, we've provided supportive living, subsidized housing and rent supplement programs to more than 55,000 people across all life stages.

We help seniors stay in their communities, provide children with bedrooms to call their own and ensure single parents don't need to choose between putting food on the table and putting a roof over their family's heads. When people have a safe and secure place to call home, they are able to put down roots, build social supports and make meaningful contributions that strengthen their families and communities.

Our Vision, Mission and Values are foundational to everything we do from hospitality services to property management and program administration.

Westwinds Communities 2022 - 2026 Strategic Plan embodies enhancing organizational sustainability while growing to meet local community need. We recognize that housing growth is best realized through mutual understanding, successful partnerships and engaged stakeholders. We are committed to enriching our operational excellence, while introducing technology to enhance our customer service experience, and increase safety. By 2026, we will have introduced at least 60 new affordable homes in the Foothills region, increased community engagement and heightened our industry leadership role.

## **STRATEGIC DIRECTION**

### **1. Innovative Housing Solutions**

**Objective:** Explore innovative and viable housing solutions and services in targeted growth communities.

#### **Initiatives:**

- 1.1. Develop sixty units of affordable housing in Okotoks for singles, families and seniors.
- 1.2. Solidify redevelopment plans for High Country Lodge, a campus of care model for the community.
- 1.3. Identify and prioritize innovative affordable housing solutions to meet the needs of a variety of clients.

## 2. Sustainable Practices

**Objective:** Optimizing resource to support sustainable practices.

### Initiatives:

- 2.1. Enhance service excellence through training, innovative opportunities and technology.
- 2.2. Maintain an operational focus on working toward sustainable operations.
- 2.3. Safeguard our people.

## 3. Invest for Success, Cooperative Partners

**Objective:** Engage emerging and key stakeholders in enhancing the local affordable housing sector including municipal opportunities, community investment, best practices and partnerships.

### Initiatives:

- 3.1. Strengthen collaborative partnerships with local agencies, community groups, private sector and municipalities to enhance opportunities for housing and support services.
- 3.2. Foster an environment to engage, understand and meet the needs of our client and local communities.
- 3.3. Maintain an industry leadership role with respect to best practices, innovation and advocacy.

## Vision 2026



# 2022 – 2026 Strategic Plan

**At Westwinds, we care.** We care about our people, our properties and the communities we call 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.