

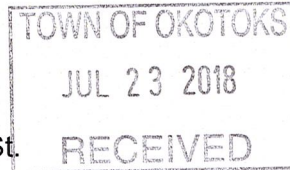
Quality • Choice • Living



Westwinds  
Communities

July 4, 2018

Mayor Robertson and Council  
Town of Okotoks  
PO Box 20, Station Main, 5 Elizabeth St.  
Okotoks, AB T1S 1K1



Dear Members of Council;

Westwinds Communities is exploring ways we can increase the supply of seniors' affordable housing in the Foothills Region. Our demographic research shows the need for 259 homes over the next ten years to meet the demand for modest and low income seniors (Attachment - IBI Group, March 2017).

Westwinds cares about housing and for our community that means integrating deep subsidy and moderately affordable units within the community.

We invite your community to respond to this Request for Information with your ideas about how seniors housing and public assets can be combined for public benefit. Your participation -- or lack thereof -- in this RFI does not help or hurt your chances of partnering with us in the future.

Following the submission period, Westwinds may invite municipal respondents to tell us more about their vision and ideas for their community. We may also showcase responses at community public events so you can tell us what you think about the ideas we received. These steps will help us better understand if this type of development makes sense for the Community and where in the Community we should pursue it.

To be very clear, a Request for Information allows the Community to explore new ideas without committing resources to a particular concept. A Request for Information is a call for input only. Responses will inform conversations about how our public assets can be redeveloped for enhanced public good. This Request for Information does not replace or interrupt the normal municipal process. Should Westwinds Communities choose to pursue any specific development ideas, we will engage in a public process with local residents and community members.

Thank you for your interest, and we look forward to hearing from you.

Sincerely,

Ted Mills  
Chairperson

C/Enclosure



# Westwinds Communities

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

Support Level	2016			2021			2027			
	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										
Subtotal Continuing Care	452	500	48	667	166	215	921	255	421	469

- 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





**Westwinds**  
Communities

## **REQUEST FOR INFORMATION (RFI)**



## **Affordable Seniors Housing Development Foothills Region**

833-9 Street SW  
High River, AB, T1V 1C3  
Telephone 403-652-8600  
[www.westwindscommunities.ca](http://www.westwindscommunities.ca)



## Request for Information

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## Request for Information

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### Corporate Profile

Westwinds Communities, is a dynamic not-for-profit organization that provides accommodation and support services to low and moderate income seniors, individuals and families within the Foothills Region of Alberta along with our partnering municipalities. Westwinds operates five distinct programs under three portfolios, namely the Supportive Living (Lodge), Affordable Housing (independent living and social housing) and Near Market Housing.

### Background

Westwinds Communities 2018-2020 Business Plan identifies the need to manage sustained growth for seniors in our communities.

Westwinds market demographic analysis (IBI Group, March 2017) identifies the need for 259 additional affordable low and moderate income homes for seniors and 1,884 additional homes for market rental and purchase over the next nine years. It is anticipated the private sector will take care of the demand for market housing and Westwinds is positioning its resources to support the need for affordable seniors housing options.

### Our Vision

Our Strategic Plan speaks to this need, by having an over-arching goal - to develop partnership options with local municipalities, agencies and community groups to increase the supply of affordable senior's independent living throughout the Foothills Region up to 50 units by 2023. Our target population are households age 50 and older with an annual income below 33,500 (singles) / 37,500 (couples) who are able to live independently in their own home.

As a first priority, we want to work collectively with our municipalities to identify projects that help us achieve these goals:

1. Innovative Housing

Baby boomers have a divergence of needs and have lifelong experiences and lifestyles we hope to continue through our housing developments. These can range from small homes, to a community farm/acreage, cottages, apartment building, container housing, special needs, retrofit of an existing under-utilized building, partnership with services that compliment senior's interests (volunteerism, education, art, music, etc.). As a consequence, Westwinds is not proposing a minimum home size, configuration or land size. We feel the developments should reflect local community needs and its residents.



## Request for Information

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### 2. Promote Affordability

We want to promote affordability and make the Foothills accessible for all, by providing housing for low and moderate income senior's households, all of whom are finding it difficult to find housing they can afford.

### 3. Economies of Scale

We also need to ensure the development is of sufficient size to ensure viability and have identified a preliminary minimum size of 10 units but are willing to explore options (for example service agreements with municipalities for landscaping) which would reduce operational costs and allow consideration of smaller developments.

### 4. Access and Location

We need to ensure new Westwinds' projects are located on serviced land with an adequate water supply. In urban settings locations with close proximity to current/future community amenities are preferred. In rural settings proximity to roadways that are well maintained for seasonal travel is preferred.

### 5. Creative Funding Mechanisms

Westwinds intends to access current Federal funding for our new seniors housing and if possible provincial funding. To meet federal criteria, Westwinds requires a contribution from municipal or provincial government, which could be in the form of a grant, below market land purchase or long term lease, gift, etc.

### 6. Dynamic Partnerships

Dynamic development involves the co-location of services with other uses that will help mitigate this reality. We are most interested in opportunities that identify how community assets currently used for core municipal services can be combined with housing.

Westwinds recognizes that the concepts we are proposing here will require considerable innovation and collaboration. We want to hear from you about the opportunities and barriers you see to these types of development (appendix A Response Format); this will help us break down those barriers and create new opportunities for generating public value.

We invite your innovative thinking on how to use municipal assets to deliver greater public value by combining housing with local services and operations. We look forward to your responses and thank you for your interest.



## Request for Information

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### Timeline and Process

#### Submission:

7/9/18: RFI made available
9/15/18, Westwinds has individual meetings with local municipalities
9/27/18: Supplementary Q&A released
11/30/18: Submissions due to <a href="mailto:lauren.ingalls@westwindscommunities.ca">lauren.ingalls@westwindscommunities.ca</a>

#### Follow Up:

1/30/2019: Westwinds will meet with local municipalities to discuss next steps.
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### Confidentiality

The information contained in this RFI is strictly confidential and propriety to Westwinds Communities. No part of this RFI may be reproduced in whole or in part, or made available to any third party, without the express, prior, written permission of the Westwinds Communities. All information contained in the RFI, or in subsequent communications shall be deemed confidential and may be used only in connection with the preparation of the consultant's proposal.

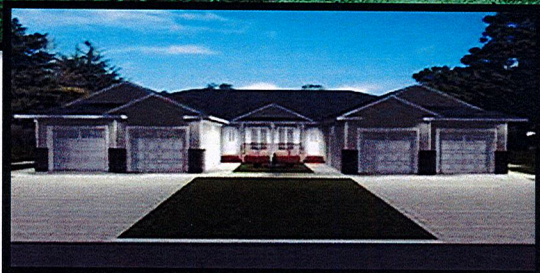
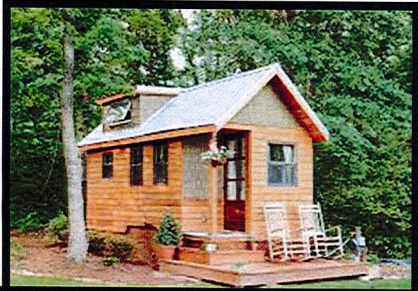
### Terms and Conditions

This RFI is for information and planning purposes only and shall not be construed as a solicitation or as an obligation on the part of Westwinds Communities to issue any competitive procurement or award a contract.



**Request for Information**

**Vision Board – Potential Community Ideas**





## Request for Information

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### Appendix A: Response Format

#### 1. Introduce Your Municipality's Ideas - up to 3 pages

Please tell us more about why your community is submitting a proposal and how this aligns with local community and Westwinds goals.

#### 2. Tell Us Where - up to 2 pages

Provide a ranked list of assets (if applicable) including the addresses that your community would be interested in discussing for development/redevelopment. Please provide commentary for each selected site, indicating why it is interesting to your municipality.

#### 3. Project Concept - up to 5 pages per representative proposal

Please provide submissions for the sites your municipality has ranked that are representative of the types of developments you might consider.

We want to know how your suggested developments would be designed, financed, owned, operated and procured.

The most compelling concepts will include the following:

- 3.1. Narrative: opportunities and barriers
- 3.2. Conceptual designs and drawings
- 3.3. Management & operational responsibilities
- 3.4. Financial back-of-the-envelope projections & key assumptions
- 3.5. Dynamic partnerships that maximize federal funding and increase viability
- 3.6. Other considerations:
  - 3.6.1. spatial design to appropriately differentiate city services from housing
  - 3.6.2. design that complements the existing context/streetscape
  - 3.6.3. levels of affordability in rental and ownership units
  - 3.6.4. parking allowances
  - 3.6.5. green space
  - 3.6.6. where applicable, the preservation of historic assets
  - 3.6.7. Ability to age in place