

Community Services Report to  
Priorities and Finance Committee  
2017 September 5

CITY OF CALGARY  
**RECEIVED**  
IN COUNCIL CHAMBER

SEP 11 2017 ISC: UNRESTRICTED

PFC2017-0666

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ITEM: PFC2017-0066  
URGENT BUSINESS  
CITY CLERK'S DEPARTMENT

**SILVERA FOR SENIORS FINANCIAL REVIEW**

**EXECUTIVE SUMMARY**

Silvera for Seniors (Silvera) provides affordable housing to approximately 1,600 seniors in 25 communities, and has been supported by The City of Calgary for more than 50 years. It is the sole Housing Management Body under the *Alberta Housing Act* responsible for operating the provincially funded seniors' lodge housing program in Calgary. Under provincial Ministerial Order H:029/16, The City holds two Council-appointed positions on Silvera's Board of Directors, has the authority to review and approve Silvera's annual budgets, and may be requisitioned by Silvera for the amount of its operating losses and reserve contributions under the seniors' lodge program. Instead of the requisition, The City has chosen to fund Silvera through a grant, which has been static at \$1.365M annually since 2009. This grant is funded by the mill rate via the Calgary Housing - Affordable Housing business unit's annual operating budget of \$3.65M.

In light of certain financial challenges and funding uncertainty that Silvera is now facing, Administration is proposing that The City exercise its authority under the Ministerial Order to initiate an annual review of Silvera's capital and operating budgets, with the intention that this become an ongoing practice. Specifically, Silvera has relied since 2015 on an annual gap funding grant of \$1.16M from the Province, which is a unique approach in Alberta. The Province has indicated a preference to align its approach to funding Silvera to match common practice in the seniors' lodge program, which would mean that this provincial grant may not be available in future years. This represents a significant financial risk to both Silvera and The City. This report is to provide Council, through the Priorities and Finance Committee, with an opportunity to review Silvera's available financial information and strategic plan in advance of The City's 2018 budget adjustment process.

**ADMINISTRATION RECOMMENDATIONS:**

That the Priorities and Finance Committee recommend that Council:

1. Accept this report and its attachments for information;
2. Direct Silvera to report back to Council through the Priorities and Finance Committee with its full 2018 budget for consideration of Council approval no later than 2017 December;
3. Direct Administration to work with Silvera and the Government of Alberta to prepare a transition plan to address the expected discontinuation of Provincial gap funding for Silvera, reporting back to Council through PFC by 2017 Q4;
4. Request that Attachment 8 and recommendations remain confidential under sections 23(1)(b), 24(1)(a), 24(1)(c), 24(1)(g) and 25(1)(b) of the *Freedom of Information and Protection of Privacy Act* until such time as this matter is resolved; and
5. Direct this report as an item of urgent business to the 2017 September 11 Combined Meeting of Council.

**RECOMMENDATIONS OF THE PRIORITIES AND FINANCE COMMITTEE, DATED  
2017 SEPTEMBER 05:**

That Council:

1. Accept this report and its attachments for information;

## SILVERA FOR SENIORS FINANCIAL REVIEW

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2. Direct Silvera to report back to Council through the Priorities and Finance Committee with its full 2018 budget for consideration of Council approval no later than 2017 December;
3. Direct Administration to work with Silvera and the Government of Alberta to prepare a transition plan to address the expected discontinuation of Provincial gap funding for Silvera, reporting back to Council through PFC by 2017 Q4; and
4. **Approve the recommendations contained in Attachment 8 and keep Attachment 8, In Camera discussions** and recommendations confidential under sections 23, 24 and 25 of the *Freedom of Information and Protection of Privacy Act* until such time as this matter is resolved.

### Opposition to Recommendation 4:

Opposed: A. Chabot, E. Woolley

Excerpt from the Minutes of the Regular Meeting of the Priorities and Finance Committee held 2017 September 05:

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"5. Direct that this report be added as an item of urgent business to the 2017 September 11 Combined Meeting of Council

CARRIED".

### **PREVIOUS COUNCIL DIRECTION / POLICY**

On 2014 November 24, Council approved the 2015-2018 Action Plan as well as the associated operating and capital budgets. The 2015-2018 operating budget included a \$1.365M annual grant to Silvera.

### **BACKGROUND**

Silvera for Seniors, established in 1952 as the Metropolitan Calgary Foundation, is the largest seniors affordable housing provider in Calgary. It provides affordable housing to approximately 1,600 seniors in 25 communities, including 16 independent living and 9 seniors' lodge communities. It is the sole Housing Management Body under the *Alberta Housing Act* responsible for operating the seniors' lodge housing program in Calgary. The lodge program, which provides a room, housekeeping and meals to low- and moderate-income seniors, requires ongoing subsidies to operate.

The relationship between The City and Silvera is defined by the Government of Alberta under the *Alberta Housing Act* and Ministerial Order H:029/16 (Attachment 1). The City holds two Council-appointed positions on Silvera's Board of Directors, which are now occupied by the Director of Calgary Housing and Councillor Sutherland. Under the *Alberta Housing Act*, Silvera

Approval: Hanson, Kurt concurs with this report. Author: Plotnick, Katherine  
City Clerk's: J. Darragh

## **SILVERA FOR SENIORS FINANCIAL REVIEW**

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has the authority to requisition The City for operating losses and reserves for identified facilities in the lodge program, but it has not exercised this authority since 1997. As a more collaborative approach to meeting the Ministerial Order's intent, The City has been contributing a grant to be applied towards a portion of the operations and reserves related to the lodge program, which has been static since 2009 at \$1.365M annually. This mill-rate-funded grant is provided through the Calgary Housing - Affordable Housing business unit's annual operating budget of \$3.65M. Finally, Ministerial Order H:029/16 stipulates that Silvera's Board of Directors is required to submit its annual capital and operating budgets to The City for approval. To date, The City has not asked Silvera to meet this requirement.

For several years, Silvera's annual operating deficits and capital reserve contributions for the seniors' lodge program have exceeded the amount of The City's grant, as shown in Silvera's 5 Year History of Lodge Operations (Attachment 5). As the primary funder of the seniors' lodge program, the Government of Alberta provided Silvera with \$3.2M annually of Lodge Assistance Program (LAP) funding in 2015 and 2016. However, the annual operating deficits and associated reserve contributions, before grant funding from The City, were negative \$2.02M in 2015 and negative \$2.58M in 2016. In line with this trend, recent estimates from Silvera's Chief Administrative Officer (CAO) have projected the 2017 operating deficit and reserve contributions at \$2.7M. In addition to the customary LAP funding, the Government of Alberta has provided an annual \$1.16M gap funding grant to Silvera for 2015, 2016, and 2017 to fund the amount of operating losses not covered by The City's grant. This is a unique approach in Alberta, and the Province has indicated a preference to align the approach to funding Silvera to match common practice in the seniors' lodge program. As a result, the future status of this provincial gap funding grant is uncertain. The Government of Alberta has indicated a willingness to collaborate with Silvera and The City to develop a transition plan as this funding source is being discontinued. Nonetheless, the potential loss of this gap funding grant represents a significant financial risk to both Silvera and The City.

## **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

This report is to provide Council, through the Priorities and Finance Committee (PFC), with an opportunity to review Silvera's financial performance and future direction, as authorized under Ministerial Order H:029/16. Administration is recommending that Council, through PFC, receive for information the following documents that Silvera has provided:

1. Letter to Manager of Affordable Housing re: Silvera Budget (Attachment 2)
2. Silvera for Seniors Letter to The City (Attachment 3)
3. MCF/Silvera for Seniors Requisition History 1992-2016 (Attachment 4)
4. Silvera for Seniors 5 Year History of Lodge Operations 2012-2016 (Attachment 5)
5. CEO Executive Summary, Silvera for Seniors Business Plan 2017-2021 (Attachment 6)
6. Silvera for Seniors Strategic Capital Development Plan 2017-2021 (Attachment 7)

Due to the timing of Silvera's fiscal year, which is aligned with the Provincial fiscal year, the Board of Directors will not approve its 2018 operating and capital budgets until 2017 December. As a result, Administration is also recommending that Silvera report back to Council through PFC in 2017 December to submit these documents for Council approval. In order to facilitate closer collaboration and alignment between The City and Silvera, the review of Silvera's capital

## **SILVERA FOR SENIORS FINANCIAL REVIEW**

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and operating budgets is intended to become an annual process going forward. The City and Silvera will work together to realign Silvera's current budget cycle to match The City's in future years.

Concurrently, Administration recommends working collaboratively with Silvera and the Government of Alberta to develop a transition plan that will address the eventual discontinuation of provincial gap funding for Silvera. This could potentially include a request for additional City funding to support the seniors' lodge program in future years, which could be brought forward through the 2019-2022 budget cycle. Administration wishes to have a further discussion with Council, through PFC, on Provincial considerations related to Silvera's Ministerial Order, as outlined in the attached In-Camera Provincial Discussion (Attachment 8).

### **Stakeholder Engagement, Research and Communication**

Administration has worked with Silvera to provide this update to Council. Administration has also had conversations with the Government of Alberta regarding Silvera's financial position and the Province's desire and ability to continue providing gap funding going forward.

### **Strategic Alignment**

Council's support of Silvera is aligned with The City's Corporate Affordable Housing Strategy, which formalizes affordable housing as a Council Priority and provides a direction to "utilize all appropriate municipal tools to support affordable housing providers." It is also aligned with The City's Seniors Age-Friendly Strategy and Implementation Plan 2015-2018, specifically with Result 2 under the Housing Priority Area: "Older adults live in homes that they can afford."

### **Social, Environmental, Economic (External)**

Silvera is an important non-profit organization that provides much needed homes to low- and moderate-income seniors in Calgary. Council's review of Silvera's financial performance and strategic plan will enable continued partnership between Silvera and The City to deliver affordable housing. Development of a transition plan between Silvera, The City, and the Province to address anticipated funding challenges will ensure that Silvera is able to work toward greater financial sustainability while preserving homes and continuing to deliver services for citizens in need.

### **Financial Capacity**

#### **Current and Future Operating Budget:**

This report is for information only. The risks to the current and future operating budget and Administration's mitigation strategy are outlined above.

#### **Current and Future Capital Budget:**

There is no impact to the capital budget arising from this report.

### **Risk Assessment**

Based on recent conversations with the Government of Alberta, the Provincial gap funding will not be available starting in 2019. If this funding were discontinued with no plan to address the shortfall, Silvera would be unable to cover its operating costs. This could negatively impact the scope of services offered to low- and moderate-income Calgarians under the seniors' lodge

## **SILVERA FOR SENIORS FINANCIAL REVIEW**

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program or could lead Silvera to requisition The City for the full amount of its operating deficit and reserve contributions (estimated at \$2.7M for 2017). This report is intended to facilitate early awareness of this potential challenge, enabling The City to develop a plan for Silvera's financial needs going forward.

### **REASONS FOR RECOMMENDATIONS:**

The recommendation to receive Silvera's financial analysis, strategic plan, and budget for information is in line with the authority granted to Council under the Ministerial Order that defines The City's relationship with Silvera. Instituting an annual review of Silvera's budget by Council in future years will facilitate better alignment and collaboration between The City and Silvera to address financial risks associated with the seniors' lodge program. In addition, the current situation poses significant financial risks to The City and this report is being brought forward to facilitate early awareness of this potential challenge, with further recommendations to be brought by Administration in 2017 Q4.

### **ATTACHMENTS**

1. Ministerial Order H:029/16
2. Letter to Manager of Affordable Housing re: Silvera Budget
3. Silvera for Seniors Letter to The City
4. MCF/Silvera for Seniors Requisition History 1992-2016
5. Silvera for Seniors 5 Year History of Lodge Operations 2012-2016
6. CEO Executive Summary, Silvera for Seniors Business Plan 2017-2021
7. Silvera for Seniors Strategic Capital Development Plan 2017-2021
8. Silvera for Seniors In-Camera Provincial Discussion



ALBERTA  
SENIORS AND HOUSING

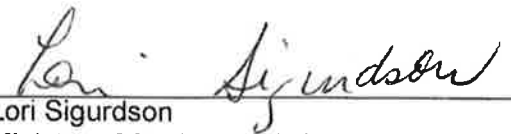
*Office of the Minister*  
*MLA, Edmonton-Riverview*

MINISTERIAL ORDER NO. H:029/16  
DEPARTMENT OF SENIORS AND HOUSING  
PROVINCE OF ALBERTA  
SILVERA FOR SENIORS

I, Lori Sigurdson, Minister of Seniors and Housing, pursuant to Section 5 of the *Alberta Housing Act*, make the following order:

1. Ministerial Order No. H:018/96 as amended, establishing the **Silvera for Seniors** as a management body, is amended:
  - (a) by replacing the Appendix of Silvera for Seniors as amended, attached to Ministerial Order No.H:006/16, with the attached Appendix of Silvera for Seniors.
2. This Ministerial Order comes into effect on the date it is signed by the Minister.

Dated at Edmonton, Alberta, this 15<sup>th</sup> day of August, 2016.

  
Lori Sigurdson  
Minister of Seniors and Housing

## APPENDIX

### SILVERA FOR SENIORS

1. **Silvera for Seniors** (hereafter referred to as the "management body") is hereby established as a management body.
2. The **City of Calgary** is the only member of the management body.
3. (1) The management body shall be governed by a board (hereafter referred to as the "board"), comprised of a maximum eleven (11) members appointed as follows, and in accordance with subsections (2) and (3):
  - (a) A maximum of two (2) members of the board shall be appointed by the City of Calgary from Senior Administration or from Council.
  - (b) Nine (9) members of the board shall be selected from the public at large by the selection committee of Silvera for Seniors and adopted to the board by the City of Calgary.
- (2) For the purposes of subsection (1), the City of Calgary and the board of the management body respectively have the sole discretion to determine:
  - (a) the boundaries of the areas from which members of the board may be appointed;
  - (b) the eligibility requirements, including:
    - (i) members shall be residents of the City of Calgary;
    - (ii) members shall be Canadian citizens;
    - (iii) members shall be the age of majority, mature and of some expertise in community matters;
    - (iv) board members, persons of their family or business associates shall not be employed or contracted by Silvera for Seniors; and
    - (v) members must satisfactorily comply with a criminal records check as outlined under the Protection of Persons in Care Act and found acceptable by Silvera for Seniors.
- (3) The board shall be appointed as follows:
  - (a) Members of the board referred to in subsection (1)(a) shall be appointed at the annual organizational meeting of the City of Calgary in accordance with this Order and at the times the board requests the City of Calgary.
  - (b) Members of the board referred to in subsection (1)(b), shall be appointed by the board of the management body and adopted at the annual organizational meeting of the City of Calgary in accordance with this Order and at the times the board requires.
  - (c) The term of office for each member of the board shall be as follows:
    - (i) board members shall be appointed for a term of three (3) years and may be re-appointed up to a maximum of nine (9) years; and
    - (ii) for continuity, no more than three (3) Board Members' terms may expire in each year.
  - (d) The chairperson, vice-chairperson, treasurer or any other officers of the board that the board determines necessary, shall be appointed from among the

board members in the manner and at the times the board determines appropriate.

- (e) The term of office for the chairperson, vice-chairperson, treasurer or any other officers of the board shall be for a one (1) year term.
- (f) A board member shall only be elected Chairperson by the Board for three (3) consecutive years and shall vacate the Chair for at least one (1) year before further consideration as Chair for the board.
- (g) Each member of the board is entitled to deal with all matters of the board arising from the policies and programs, and operation and administration, of the management body, except where otherwise provided under the Act and its Regulations.

(4) The board is a continuing body.

(5) The board shall provide the Deputy Minister with the name of its chairperson and vice-chairperson as soon as possible on selection, and shall notify the Deputy Minister of any change of chairperson and vice-chairperson.

4. The board shall:

- (a) designate the offices of the management body, and
- (b) immediately notify the Deputy Minister of the location of its primary place of business in Alberta and any other offices, the management body's address for service, and any change in the location of such offices or address for service.

5. For the purposes of providing lodge accommodation, the management body may requisition the City of Calgary.

6. (1) The management body is responsible for the operation and administration of the housing accommodation listed in Schedule "A".

(2) In addition to the housing accommodation operated under subsection (1), the management body may operate Rent Supplement housing accommodation as designations are allocated to the management body by the Minister under the Rent Supplement Regulation.

7. The board shall annually submit for approval to the City of Calgary operating and capital budgets, as may require revision from time to time, which shall include an estimate of the funding required to requisition the City.

8. For the purposes of the Act, the management body has and is subject to the powers, functions or duties as provided in the following Regulations:

- (a) Management Body Operation and Administration Regulation;
- (b) Social Housing Accommodation Regulation;
- (c) Housing Accommodation Tenancies Regulation;
- (d) Rent Supplement Regulation; and
- (e) Lodge Assistance Program Regulation.





ALBERTA  
SENIORS

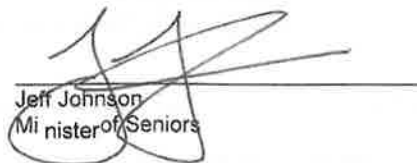
Office of the Minister  
MLA, Athabasca - Sturgeon - Redwater

MINISTERIAL ORDER NO. H:006/15

I, Jeff Johnson, Minister of Seniors, pursuant to section 5 of the *Alberta Housing Act*, make the following order:

- 1) Ministerial Order No. H:018/96 as amended, establishing the **Metropolitan Calgary Foundation** as a management body, is amended:
  - a) by changing the name of Metropolitan Calgary Foundation to Silvera for Seniors.
  - b) by replacing the Appendix of Metropolitan Calgary Foundation as amended, attached to Ministerial Order No. H:020/2007, with the attached Appendix of Silvera for Seniors.
  - c) by replacing the Schedule "A" of Metropolitan Calgary Foundation, as amended, attached to Ministerial Order No H:001/12 with the attached Schedule "A" of Silvera for Seniors.
- 2) This Ministerial Order comes into effect on the date it is signed by the Minister.

Dated at Edmonton, Alberta, this 1 day of April, 2015

  
Jeff Johnson  
Minister of Seniors

424 Legislature Building 10800 - 97 Avenue, Edmonton, Alberta T5K 2B6 Canada

*Printed on recycled paper*

## **APPENDIX**

### **SILVERA FOR SENIORS**

1. **Silvera for Seniors** (hereafter referred to as the "management body") is hereby established as a management body.
2. The **City of Calgary** is the only member of the management body.
3. (1) The management body shall be governed by a board (hereafter referred to as the "board"), comprised of a maximum nine (9) members appointed as follows, and in accordance with subsections (2) and (3):
  - (a) A maximum of two (2) members of the board shall be appointed by the City of Calgary from Senior Administration or from Council.
  - (b) seven (7) members of the board shall be selected from the public at large by the selection committee of the Silvera for Seniors and adopted to the board by the City of Calgary.
- (2) For the purposes of subsection (1), the City of Calgary and the board of the management body respectively have the sole discretion to determine:
  - (a) the boundaries of the areas from which members of the board may be appointed;
  - (b) the eligibility requirements, including:
    - (i) members shall be residents of the City of Calgary;
    - (ii) members shall be Canadian citizens;
    - (iii) members shall be the age of majority, mature and of some expertise in community matters;
    - (iv) board members, persons of their family or business associates shall not be employed or contracted by Silvera for Seniors; and
    - (v) members must satisfactorily comply with a criminal records check as outlined under the Protection of Persons in Care Act and found acceptable by Silvera for Seniors.
- (3) The board shall be appointed as follows:
  - (a) Members of the board referred to in subsection (1)(a) shall be appointed at the annual organizational meeting of the City of Calgary in accordance with this Order and at the times the board requests the City of Calgary.
  - (b) Members of the board referred to in subsection (1)(b), shall be appointed by the board of the management body and adopted at the annual organizational meeting of the City of Calgary in accordance with this Order and at the times the board requires.
  - (c) The term of office for each member of the board shall be as follows:
    - (i) board members shall be appointed for a term of three (3) years and may be re-appointed up to a maximum of nine (9) years; and
    - (ii) for continuity, no more than three (3) Board Members' terms may expire in each year.

- (d) The chairperson, vice-chairperson, treasurer or any other officers of the board that the board determines necessary, shall be appointed from among the board members in the manner and at the times the board determines appropriate.
  - (e) The term of office for the chairperson, vice-chairperson, treasurer or any other officers of the board shall be for a one (1) year term.
  - (f) A board member shall only be elected Chairperson by the Board for three (3) consecutive years and shall vacate the Chair for at least one (1) year before further consideration as Chair for the board.
  - (g) Each member of the board is entitled to deal with all matters of the board arising from the policies and programs, and operation and administration, of the management body, except where otherwise provided under the Act and its Regulations.
- (4) The board is a continuing body.
  - (5) The board shall provide the Deputy Minister with the name of its chairperson and vice-chairperson as soon as possible on selection, and shall notify the Deputy Minister of any change of chairperson and vice-chairperson.
- 4. The board shall:
    - (a) designate the offices of the management body, and
    - (b) immediately notify the Deputy Minister of the location of its primary place of business in Alberta and any other offices, the management body's address for service, and any change in the location of such offices or address for service.
  - 5. For the purposes of providing lodge accommodation, the management body may requisition the City of Calgary.
  - 6. (1) The management body is responsible for the operation and administration of the housing accommodation listed in Schedule "A".
    - (2) In addition to the housing accommodation operated under subsection (1), the management body may operate Rent Supplement housing accommodation as designations are allocated to the management body by the Minister under the Rent Supplement Regulation.
  - 7. The board shall annually submit for approval to the City of Calgary operating and capital budgets, as may require revision from time to time, which shall include an estimate of the funding required to requisition the City.
  - 8. For the purposes of the Act, the management body has and is subject to the powers, functions or duties as provided in the following Regulations:
    - (a) Management Body Operation and Administration Regulation;
    - (b) Social Housing Accommodation Regulation;
    - (c) Housing Accommodation Tenancies Regulation;
    - (d) Rent Supplement Regulation; and
    - (e) Lodge Assistance Program Regulation.

April 24, 2015

Ms. Arlene Adamson  
Chief Administrative Officer  
Silvera for Seniors  
804, 7015 McLeod Trail SW  
Calgary, Alberta T2H 2K6

Dear Ms. Adamson:

We noticed a minor error on the first page of the Schedule A of the MO just sent to you regarding the name change.

Attached is the new copy along with a copy indicating where the error was noticed and corrected.

Thanks,



Sonya Burak-Bernard

Assistant to the Director  
Housing Strategies and Program Support

**Schedule "A"**  
**SILVERA FOR SENIORS**  
**Housing Accommodation**

Document 1

Housing Accommodation Type		Legal Description							No. of Units	
Project Name	Project Number	Meridian	Plan	Block	Lot	Unit	LINC	Municipal Address		
COTTAGE UNITS										
JAMES SHOULDICE	221827566005		7810845	1			9560000014	4730 - 19 AVENUE NW	CALGARY	20
LODGE										
ASPEN LODGE	221827512200		273JK	C	1		9510000009	1171 BOW VALLEY LANE NE	CALGARY	267
BEAVER DAM LODGE 1200	221827510124		8652 GP	7			0013682471	2012 - 66 AVENUE SE	CALGARY	61
BOW VALLEY LODGE 1100	221827510123		8410639	2			0014635355	1020 BOW VALLEY DRIVE NE	CALGARY	61
CONFEDERATION PARK 1000	221827510010		7510987	1			0017002403	1320 - 21 AVENUE NW	CALGARY	57
JAMES SHOULDICE LODGE 1300	221827510125		7810845	1			0013682166	4730 - 19 AVENUE NW	CALGARY	61
SHAWNESSY LODGE	221827516063		8111812	15	35		0015157407	30 SHANNON PLACE SW	CALGARY	81
SPRUCE LODGE	221827512118		4897HE	A			0017042540	1055 BOW VALLEY DRIVE NE	CALGARY	133
VALLEY VIEW LODGE 1400	221827516006		7811669	1	1		0016604928	2736 - 19 AVENUE SE	CALGARY	59

# **Schedule "A"** **SILVERA FOR SENIORS** **Housing Accommodation**

Attachment 1  
DATED

Housing Accommodation Type	Legal Description								No. of Units	
Project Name	Project Number	Meridian	Plan	Block	Lot	Unit	LINC	Municipal Address		
SENIORS SELF CONTAINED										
ALDER COURT	221827550304		2864 AF	13	24-25		0018087395	1633 - 20 AVENUE NW	CALGARY	6
AUSTIN H. NIXON MANOR	221827556133		8011461	18	2A		0016270209	10660 ELBOW DRIVE SW	CALGARY	46
BEAVER DAM PLACE	221827556048		8652 GP	7			9550000078	19 STREET & CRESTWOOD ROAD SE	CALGARY	32
BEAVER DAM SENIOR CITIZENS	221827556196		8652 GP	7			9550000079	2012 - 66 AVENUE SE	CALGARY	8
BOW VALLEY TOWNHOUSES (ATCO)	221827556180		8410639	2			9550000080	1060 BOW VALLEY DRIVE NE	CALGARY	16
BOXWOOD PLACE	221827556148		4479 P	13	9-10		0019451046	1818 - 28 AVENUE SW	CALGARY	6
CHESTNUT GROVE	221827556034		4031 N	B	13-14		0019631621	828 - 4 STREET NE	CALGARY	8
DREAM HAVEN	221827556194		4879 L		3		0016065287	1518 - 8 AVENUE NW	CALGARY	28
ELMWOOD COURT	221827556049		4610 AJ	21	9		0019438019	3606 TO 3613 - 63 STREET NW	CALGARY	6
FRIENDSHIP MANOR	221827556154		5705GD	IF	1		0016596240	1923 - 33 STREET SW	CALGARY	57
			5705GD	IF	1		0016596258			

**Schedule "A"**  
**SILVERA FOR SENIORS**  
**Housing Accommodation**

Comment 1

Housing Accommodation Type		Legal Description							No. of Units	
Project Name	Project Number	Meridian	Plan	Block	Lot	Unit	LINC	Municipal Address		
SENIORS SELF CONTAINED										
			3696FR	IF	A		0018113076			
			3696FR	IF	A		0018113084			
GILCHRIST GARDENS (ATCO)	221827556182		7510782	32	13		0013681218	3011 - 56 STREET NE	CALGARY	20
GILCHRIST MANOR	221827556035		7510782	32	13		9550000006	3003 - 56 STREET NE	CALGARY	49
JAMES SHOULDICE MANOR	221827556075		7810845	1			9550000081	2003 - 46 STREET NW	CALGARY	18
MCCANN COURT	221827556027		1367 O	3	4-89&E		0020424396	207 - 21 AVENUE NE	CALGARY	12
			1367 O	3	4-89&E		0020424396	209 - 21 AVENUE NE	CALGARY	
			1367 O	3	4-89&E		0020424396	211 - 21 AVENUE NE	CALGARY	
			1367O	3	50-51		0020424404			
MOUNTVIEW 2	221827556000		4930 GV	1			0021826615	710 - 16 AVENUE NE	CALGARY	102
QUEENS COURT	221827556101		4348 AN	30	19-27		0016024911	UNITS 1-10, 4500 - 47 STREET SW	CALGARY	24
			4348 AN	30	19-27		0016024911	UNITS 11-24, 4500 - 47 STREET SW	CALGARY	



PFC2017-0666  
Attachment 2

Suite 804, 7015 Macleod Trail SW  
Calgary, AB  
T2H 2K6

Phone: 403.276.5541  
Fax: 403.276.9152

2 August 2017

Teresa Goldstein  
Manager, Affordable Housing  
Calgary Housing Business Unit  
The City of Calgary | Mail code #21  
PO Box 2100, Station M  
Calgary, AB, T2P 2M5

**RE: Community Services Report to Priorities and Finance Committee 2017 – Update of Silvera for Seniors Budget**

Dear Teresa,

As requested we are providing you with some background materials for the city-drafted report for the City of Calgary Priorities and Finance Committee.

We have reviewed the covering report **Community Services Report to Priorities and Finance Committee 2017 – Update of Silvera for Seniors Budget** and Silvera is of the view that there are jurisdictional and other inaccuracies in that document.

Board and Management understand that the Priorities and Finance Committee will be reviewing the material and that Silvera will be invited to participate in a meeting on September 5, 2017, at which time we look forward to providing background and to address any questions the committee may have relative to our future planning.

Silvera's planning cycle is mandated through the Alberta Housing Act wherein our year-end is the calendar year. As such, our Board reviews and approves our 2018 budget in December 2017. Therefore we are pleased to undertake to provide board-approved documents to Priorities and Finance Committee and Council as they become available.

As the largest affordable seniors housing provider and only Lodge operator in Calgary, Silvera is committed to affordable housing for lower income seniors and is pleased to share this priority with both our municipal (City of Calgary) and provincial (Ministry of Housing and Seniors) partners. As such we look forward to the opportunity to meet with both The Province and The City to advance the housing and services needed for Calgary's growing senior population.

In closing, we look forward to meeting with the Committee and councillors this fall.

**Building Community**



Thank you,

A handwritten signature in black ink, appearing to read 'Arlene Adamson', with a long horizontal flourish extending to the right.

Arlene Adamson  
CEO, Silvera for Seniors

Building Community



Suite 804, 7015 Macleod Trail SW  
Calgary, AB  
T2H 2K6  
Phone: 403.276.5541  
Fax: 403.276.9152

26 July 2017

Dear Sarah,

Thank you for your recent communication requesting Silvera's 2018 budget and your offer to present same to the City.

We are encouraged with the City's efforts to revisit funding support to the Lodge program and we are eager to work collaboratively on a way forward.

We are also committed to transparency and are prepared to share detailed information with the City. Unfortunately, due to the timing of the request, we are not able to provide you with 2018 capital and operating budgets at this time. Our 2018 budgets are not yet approved by our board, and the meeting to do so occurs in December 2017. This also precludes us from presenting non-approved budgets to any City committee or Council until then as well.

We are, however, happy to attach information on previous years' (pre- 2016) operating deficits. Particularly, our lodge operating deficits, which are of utmost importance to our ongoing conversations. In support of this, we are also including further information about our capital plans.

We want to reinforce that we are more than willing to work with the Priorities and Finance Committee and incoming Council members to provide a better understanding of our current operations and future plans. By working together in this way, both the City and Silvera can forge a way forward to secure appropriate funding agreements and help ensure the very best housing and care for Calgary's lower-income older adults.

Thank you for your understanding our governance constraints. If you have any further questions or would like to discuss the information we included in more detail, please do not hesitate to contact me at 403.828.8404.

**Building Community**

Sincerely,

A handwritten signature in black ink, appearing to be 'Kelly J. Ogle'.

Kelly J. Ogle  
Chair, Silvera for Seniors

A handwritten signature in black ink, appearing to be 'Doug Ng'.

Doug Ng  
Treasurer, Silvera for Seniors

.cc The Hon. Lori Sigurdson, Minister, Seniors and Housing  
.cc Arlene Adamson, CEO, Silvera for Seniors

**Building Community**

## MCF / Silvera for Seniors Requisition History

Year	Amount \$	Description
1992	2,314,000	
1993	2,283,100	
1994	2,201,000	
1995	2,147,000	
1996	1,488,000	
1997	1,600,000	MCF stops formally requisitioning the City of Calgary
1998	1,600,000	
1999	1,600,000	Spruce is complete
2000	1,600,000	Aspen is complete
2001	1,600,000	
2002	1,122,100	The informal requisition drops as MCF's 1997-2001 business plan with Spruce and Aspen is complete. MCF is more viable with Aspen and Spruce.
2003	1,120,600	
2004	1,166,000	Aspen Wings completed but MCF exempts the City of Calgary from requisition for Aspen Wings for the duration of the grant MCF received to fund the lodge addition. The exemption lasts 20 years. MCF agrees to the exemption because MCF must seek City approval of new units prior to adding them to the Ministerial Order.
2005	1,189,000	
2006	1,225,000	
2007	1,261,800	
2008	1,299,654	
2009	1,365,000	
2010	1,365,000	
2011	1,365,000	MCF changes its name to Silvera for Seniors
2012	1,365,000	
2013	1,365,000	
2014	1,365,000	
2015	1,365,000	
2016	1,365,000	
37,737,254		

# Silvera for Seniors 5 Year History of Lodge Operations

	Funded Lodge Program				
	2012	2013	2014	2015	2016
Lodge units served	777	777	777	777	777
Occupancy	95.70%	96.65%	95.98%	94.66%	95.86%
Operating Revenue	11,255,179	11,472,648	11,864,237	11,736,101	12,021,135
Operating Expenses	14,876,606	16,061,689	15,596,181	15,852,248	16,749,542
Net Surplus/(deficit) from operations	(3,621,427)	(4,589,041)	(3,731,944)	(4,116,148)	(4,728,406)
Provincial Lodge Assistance Program (LAP)	3,061,737	3,319,423	3,299,125	3,206,199	3,212,404
City Grant	1,365,000	1,365,000	1,365,000	1,365,000	1,365,000
Reserve - Furniture Fixtures & Equipment	(881,873)	(834,672)	(792,708)	(713,080)	(662,760)
Reserve - Capital Maintenance (1)	0	(400,000)	(400,000)	(400,000)	(400,000) (1)
Lodge requisitionable amount	(76,563)	(1,139,290)	(260,526)	(658,028)	(1,213,763)
Provincial Operating funding (gap)	0	0	0	1,162,944	1,162,944
Remaining funding gap	(76,563)	(1,139,290)	(260,526)	504,916	(50,819)
				(2)	

(1) Aspen and Spruce only.

(2) Provincial gap funding received in Q4

## **CEO Executive Summary**

### **Silvera for Seniors Business Plan 2017 - 2021**

At Silvera for Seniors, we conduct an annual planning cycle beginning with the strategic planning work at our board level. From there, we determine/review our business goals and management sets annual priorities.

Annual priorities and clear actions guide the activities of staff over the next year. Silvera has worked hard to establish an annual cycle of planning between the board and management that mutually supports and drives each other.

Silvera has spent a number of years building foundational Service Models, setting organizational values, and building capacity in our staff by heavily investing in learning and development. We have successfully met regulated legislative compliance standards and significantly improved our systems and processes, and although there is more to do, we have made great progress. We have established excellent relations with our stakeholders, including funders, donors, and community partners. We have outlined our capital plans, re-zoned land, conducted market studies and begun the work to leverage our land. The capital development opportunity is much larger and more complex than simply constructing buildings, as our sites lend themselves to build communities with a mixed use and integrated population. We aim to provide a place where people can age in community, while at the same time strengthening ourselves as a non-profit organization. The challenge is to build in ways that not only help to meet our mandate, but also to leverage the land we currently own and to build in areas of our city where the demand is high.

We continue to make sure our board governance is strong and has the right skills and reporting for appropriate oversight. Silvera is committed to grow as an organization by increasing our housing options and our services. Through the many recent changes in government, we have worked hard to nurture positive relations with government administration and political leaders.

Silvera is reaffirming our plan making sure we harness all efforts including external partners to achieve our business priorities. We have a clear vision to ensure all we do is rooted in a philosophy of service. We are committed to our core business, to create homes where our residents have the right services that support their independence and dignity in order that they can age in community. We work hard to be highly efficient and nimble as an organization, and to have the right team in place to deliver on our plan. We are leveraging not only our land as we build more housing, but are working to influence our government(s) to leverage all the provincially owned buildings/communities for the highest and best use. One of our biggest challenges is the continued operation of outdated provincially-owned buildings that run operational deficits and thereby hinder our ability to progress our business and meet the growing and evolving needs of seniors in Calgary. Our goal is to repurpose these lodges to meet a unique housing service need until such time as they can be rebuilt or leveraged within the portfolio.

As a long-standing and successful senior's organization, it is clear to us that seniors support services need to be reformed as well as needing more affordable housing built. We must change how we are funded so we can respond to the demand and the complexity of our ageing population and to manage the growing cost of operating our communities. We will continue to nurture relationships and the right partnerships to walk alongside us to deliver on our vision.

Our plan outlines our priorities for the next three plus years and outlines a long-term capital strategy. This includes building new communities, repurposing and refurbishing old lodges, potentially selling or leveraging buildings and land owned by government, negotiating appropriate funding for operational costs, growing services, nurturing service partnerships that can offer extended life in old lodges, and, perhaps most importantly, securing an appropriate provincial/municipal funding arrangement. Governments will need to continue to support senior's affordable housing if we are to offer affordable rents. That is why we are here.

It is still important for Silvera to achieve our goal to become financially more self-reliant but it will require key changes along the journey. In order to address lodges running at a deficit, the provincial government needs to make the decision to support the optimization and/or repurposing of the old lodges. Providing a new service(s) within repurposed lodges will help to reduce deficits and meet unique population needs. These new operations within the repurposed lodges we expect to still fit within the Lodge program, thus City funding agreements need to reflect their full support to all lodges.

Silvera's key objective in this business plan is to focus on sustainable funding, which means renegotiating agreements with the City and the Province. As seniors live longer and yet continue to live on fixed incomes, the need for affordable housing remains high. This increase in our ageing populations means the demand far exceeds the supply and current seniors housing buildings are surpassing their life cycle use. This plan identifies how Silvera will leverage its own land to begin building to meet the increased need for affordable seniors housing and integrated communities, but also to meet the need to increase services. As a sector we need to be properly resourced to support the changing needs of seniors living in Independent Living (self-contained) and Supportive Living environments. Seniors' needs are increasingly complex and there is an urgent need for the Government's Ministry of Health to help Alberta Health Services and thus Homecare to more effectively respond to support seniors ageing in these environments.

Our plan assumes that government will invest or support capital development costs. It assumes government is also ready to leverage existing buildings, which includes refurbishing, repurposing, rebuilding and retrofitting. It assumes that funding to maintain buildings and update ageing buildings will be built into annual plans and funding budgets. It assumes full endorsement of a mixed rent revenue model, rather than limiting Silvera to a Rent-Geared-to-Income revenue model only. It assumes immediate support to negotiate a stable funding agreement with the municipality. It clearly assumes all options to improve and update funding models will be able to be discussed and furthered in order that seniors can be housed. If this is not done, Silvera's operations cannot subsidize government deficits, it is simply not financially sustainable. Lastly, it assumes that we will recognize that without quality staff none of this work is possible. This demands an ongoing recognition that the workforce is our greatest

asset, and we must continue to invest in staff development and fair wages. Silvera for Seniors is Alberta's second largest senior's affordable housing provider with a strong reputation and business acumen, we are a high performance operation. We are an excellent investment and need to be supported by our government funders as a partner in the delivery of vital services in our city.

Silvera is committed to deliver on the mandate to serve low-income seniors, however we need to do so in a way that is financially sustainable now and in the future. The cost of housing seniors is only going to increase and we need to manage that by making decisions that strengthen the sector.

Our plan has many capital priorities, all of which need to be advanced in a timely manner. We have many years of development and transitions to bring our long-term vision for capital development and service advancements to fruition.

To move our plan forward, we need help. We absolutely need funding support. We also need to see our Municipality act in a nimble and efficient manner during the approval processes.

Through this period as we progress on our capital plans, we must have appropriate funding until new revenue streams can be established with more units. These new units will implement a blend of near market, affordable and rent-geared-to-income rent models and we will also develop and implement new revenue generating and/or social enterprise opportunities.

We need the City to partner with us to build where senior market demands are, which means the City could offer land opportunities. The Province and City are absolutely vital active partners in finding solutions, as we can't do both. It is impossible for Silvera to grow and build more housing while at the same time absorb significant additional costs, such as those resulting from new policy changes (e.g., increased minimum wage, property tax, carbon levy and utilities costs). We are not arguing that these are inappropriate, however, without new ways to fund these additional expenses it will simply force Silvera to close provincial lodges and displace residents into hospital or homelessness in order to cut off deficits which are debilitating the operation that operates on razor-thin budgets presently. Silvera has always been prudent, resourceful and resilient, but with increasing costs we find ourselves in a new reality. To address this, we continue to refine our plan to respond to the evolving environment and at the same time keep advancing our bold vision.

With the change in government —both provincial and federal—and hearing recent announcements about capital investment being a priority, we see an opportunity to accelerate our plans. While there are challenges to our current economy, it also offers opportunity.

We want to ensure we are able to secure funding for our capital development opportunities, both on our Glamorgan (Elbow Valley) site but also our Bridgeland site. As we advance our capital developments, we want to also activate the plan to refurbish and/or repurpose the old provincially-owned lodges. In doing so, we will reduce the continued operational deficits that these old lodges create, which have long been blocking opportunities for Silvera to grow. We want to take advantage of potentially reduced costs in construction during the downturn and build the best and most economical communities. We want to acquire land to build in the Northwest and Southwest of Calgary. We want to create job opportunities,



especially during tough economic times. We want to take advantage of funding at all levels of government and the competitive pricing environment to close the infrastructure gap by investing in replacing aging infrastructure.

As we continue to execute our capital development plan, we must also meet the needs of our residents by strengthening our services. We will continue to invest and foster an empowered workforce and adapt and change. For Calgarians, we will make every effort to remain worthy of this trust—as a preferred place to call home, as an employer of choice, and as an important organization to invest in from the perspective of our funders and donors and the broader community. We will respond to the needs and the demands for service and we will be ready for the future.

We are not alone. We know that our municipal and provincial governments share the same goal—to ensure Calgary has affordable housing for seniors. The City of Calgary embraces a Poverty Reduction Plan and an Age-Friendly Strategy, while the Province has shown commitment in the newly drafted Provincial Housing Plan with a clear message they want to invest in seniors housing.

The challenges Silvera faces are not dissimilar from those of others in our sector, operating aging provincially-owned buildings and increasing costs to operate, and limited funding. What is unique to Silvera in Calgary is the challenge of the funding relationship between the Province and the City of Calgary and the impact it has on Silvera, and ultimately on the lodge residents who call Silvera home.

Respectfully,

Arlene Adamson

CEO, Silvera for Seniors



# Strategic Capital Development Plan

## 2017-2021



## Purpose

To give seniors the respect they deserve and make it great to be a senior in Calgary.

## Vision

Silvera will be a leading advocate and caring provider of affordable homes and services for seniors to live in place with dignity.

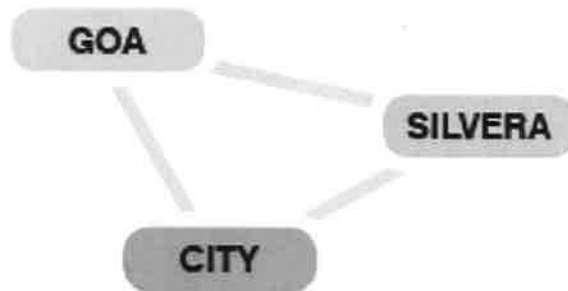
## Values

Service | Teamwork | Safety | Creating Homes | Making a Difference | Respect

# Silvera's Four Strategic Intentions

PFC2017-0666  
Attachment 7

- 
1. Build and operate communities that **support independence, dignity and aging in community.**
  2. Be a best-in-class, **results-based** organization
  3. **Empower and engage** our people
  4. Be a **voice for seniors** in Calgary
-



**Increase *Appropriate* Independent and Supportive Living Capacity** to meet future populations needs, including exploring partnerships to meet changing health and housing needs for vulnerable populations.

### **Reduce Silvera's *Dependency* on Government Funding**

- Market housing and related partnerships
- Mixed market housing
- Leveraging assets for long term contributions
- Partnering with Government differently
- (e.g., shared equity, land ownership, market housing, etc.)

### **Managing Risk (Expanding Capacity for and Tolerance of Risk)**

- Assets (Maintaining and Securing)
- Operational
- Development
- Debt Financing
- Political
- Economic
- Taxation

## SILVERA

### Development of a Long Term Capital Strategy to Improve Corporate *Viability*

- Integration of Independent and Supported Living Communities
- Maximize Land Value and Site Utilization While Considering Different Ownership Structures
- Opportunity for Phasing/Flexibility
- Sense of Place (welcoming, organized comprehensible)
- Integrate Universal Design
- Enhance pedestrian circulation
- Enhance Aesthetic Aspects of Public Areas
- Connect to Adjacent Neighbourhoods
- Promote Long Term Viability

- 
1. Existing Communities
  2. Existing Land Opportunities
  3. Future Land and/or Communities
-

# Decision & Assessment Process

PFC2017-0666  
Attachment 7





# Capital Assets Analysis

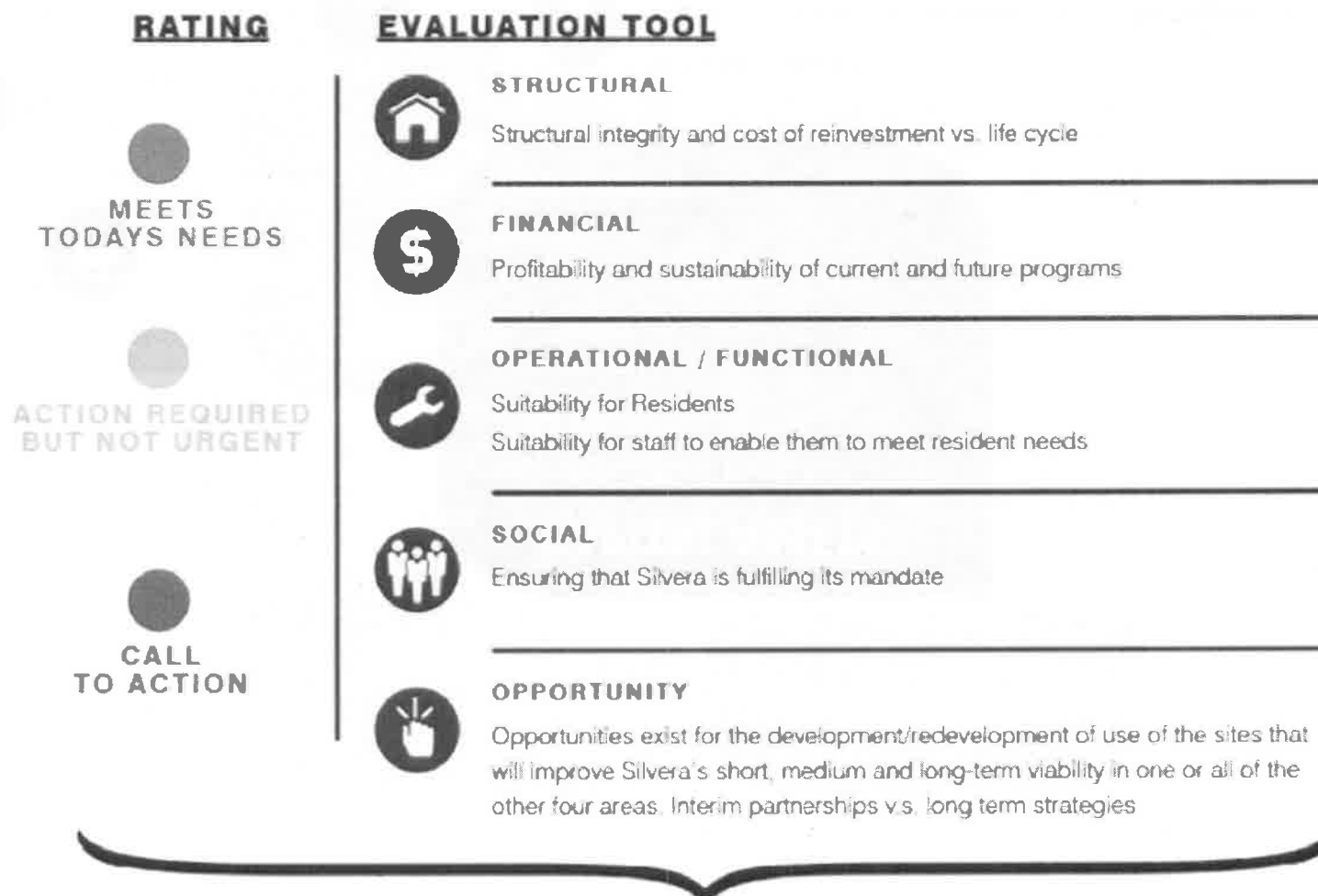
PFC2017-0666  
Attachment 7

## Medium and Long Term Viability of Existing Communities



# Existing Communities Evaluation

PFC2017-0666  
Attachment 7



## DECISION MAKING

REPURPOSE | REPLACE | REFURBISH | KEEP | DEPART | EVOLVE | ACQUIRE

# Key Capital Decisions

## Existing Communities

PFC2017-0666  
Attachment 7

**Repurpose** the asset ..... Valleyview

OR

**Replace** the asset

OR

**Refurbish** the asset for existing uses ..... Spruce

OR

**Keep** the asset as is

OR

**Depart** the asset ..... Confederation Park Lodge

OR

**Evolve** the asset to a brand new product offering

OR

**Acquire** new assets



*What Silvera is doing now*

# Key Capital Decisions

## Remaining Existing Communities

SILVERA

PFC2017-0666  
GOA  
Attachment 7

### Independent Living (IL)

Austin H Nixon  
Boxwood Place  
Friendship Manor  
Queens Court  
Beaverdam Townhouses  
Willowpark on the Bow\*\*\*  
Shouldice Manor  
Chestnut Grove  
McCann Court  
Mountview Apartments  
Alder Court  
Dream Haven  
Elmwood  
Gilchrist Community (Manor and Gardens phase 1)  
Bow Valley Townhouses

### Supportive Living (SL)

Beaverdam Community\*  
Shouldice Community  
Shawnessy Community Community\*  
Bow Valley Lodge  
Aspen Community  
Spruce Community  
Westview Community  
Valleyview Community  
Confederation Park Community

*\* Repurposed*

*\*\* Modified Supportive Living*

*\*\*\* Modified Independent Living*

# Key Capital Decisions

## Remaining Communities

PFC2017-0666  
Attachment 7

### What is Silvera Doing?



#### Structural

- Initiate Facility Condition Index and Reserve analysis to analyze structural viability and lifecycle of facilities



#### Financial

- Continuing to identify opportunities to improve performance



#### Functional

- Working with S2 Architecture to develop an assessment framework



#### Social

- Continue to identify measures to optimize the communities ability to meet Silvera's mandate



#### Opportunity

- Develop strategies for the communities to meet medium and long term opportunities

# New vision for maintenance

PFC2017-0666  
Attachment 7

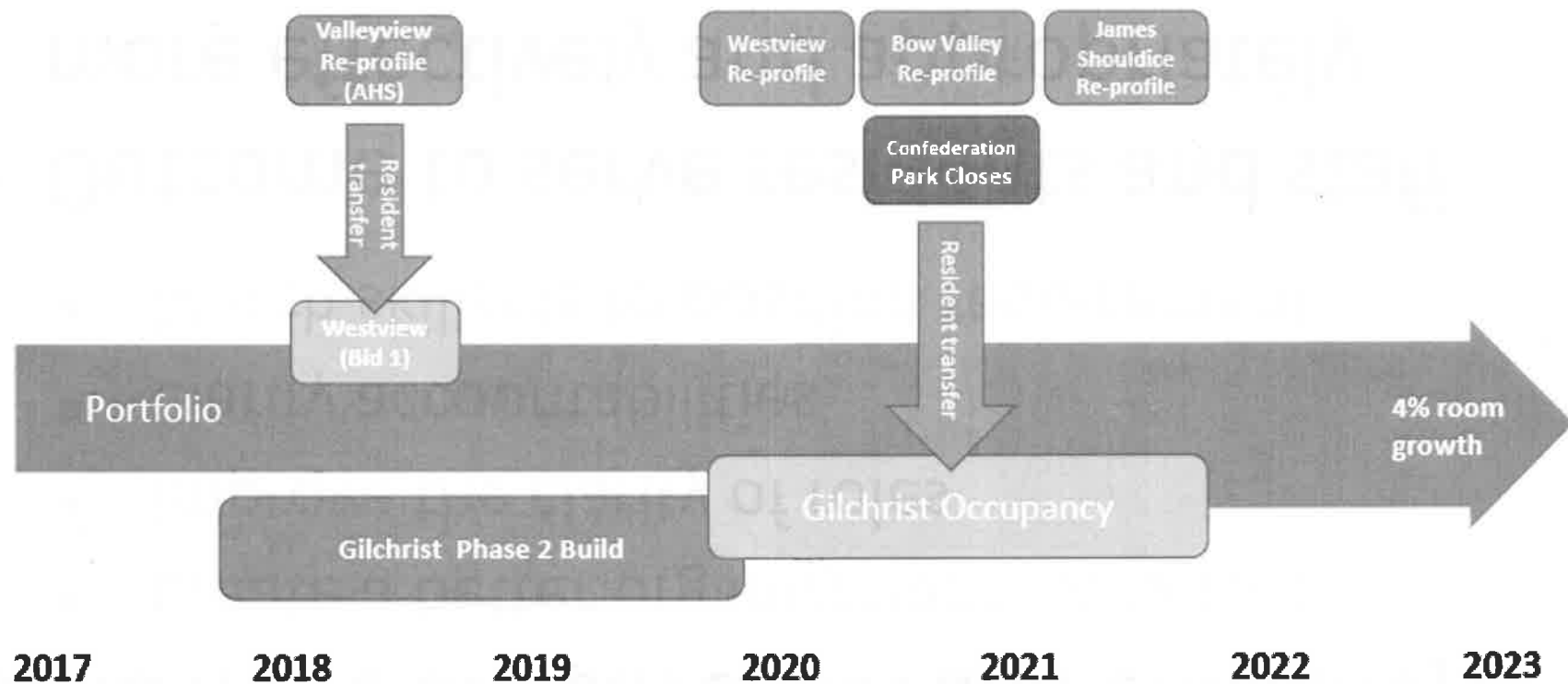
Deliver a high-quality, safe and efficient maintenance management and service to Silvera communities that is sustainable, preventative focused and incorporates general and capital maintenance as a single unified team

## Build more effectiveness and efficiency:

- Create a better organizational structure
  - Improve the clarity of roles
  - Clarify accountabilities
  - Match skillsets to position requirements
- Outcome to serve residents and staff more effectively and appropriately

# Reprofiling Timeline

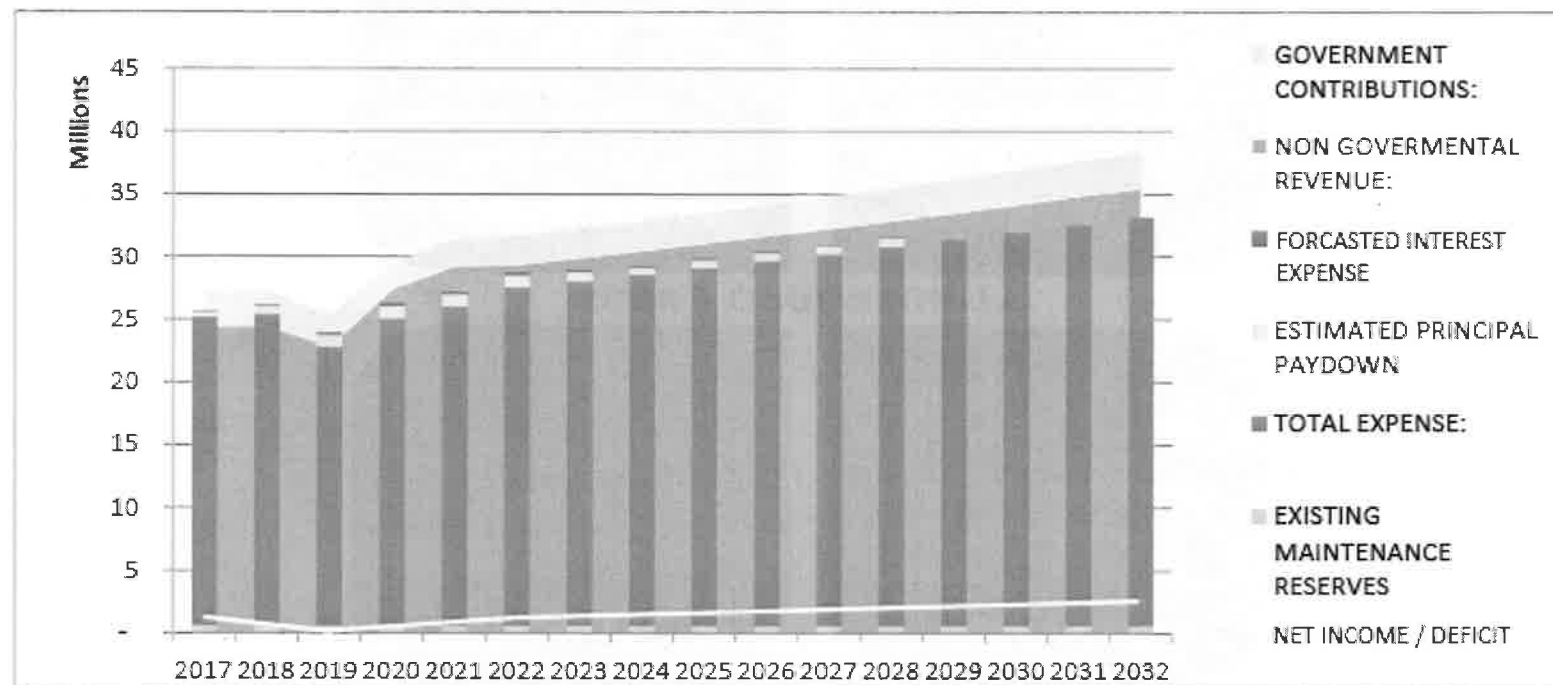
PFC2017-0666  
Attachment 7





# Revitalization Plan

PFC2017-0666  
Attachment 7



# Capital Assets Analysis

## Existing Land

PFC2017-0666  
Attachment 7



# Bare Land Assets Evaluation

## Development Components/Stages

PFC2017-0666  
Attachment 7

(A)

Area Structure Plan/  
Area Redevelopment Plan

(M)

Market Study

(L)

Land Use

(S)

Servicing Study

(P)

Programming

(DP)

Development Permit

(BP)

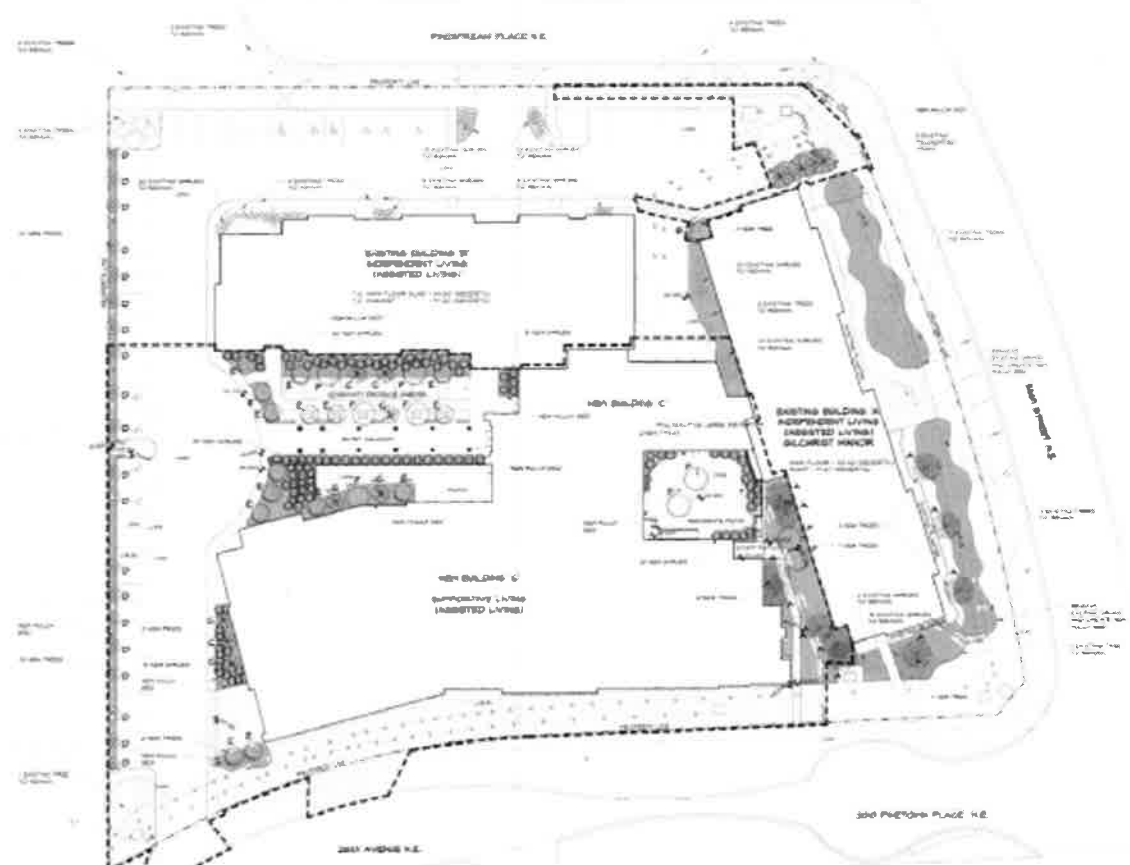
Building Permit

# Bare Land Assets

## Gilchrist Phase 2

PFC2017-0666  
Attachment 7

- (A) Not Required
- (M) Not Required
- (L) Already in place
- (S) Completed
- (P) Completed
- (DP) In Process  
Release Pending
- (BP) In Process  
Release Pending



- Development on hold until Alberta Housing approves funding plan
- Tender RFP to be released this summer

# Bare Land Assets

## Glamorgan

PFC2017-0666  
Attachment 7

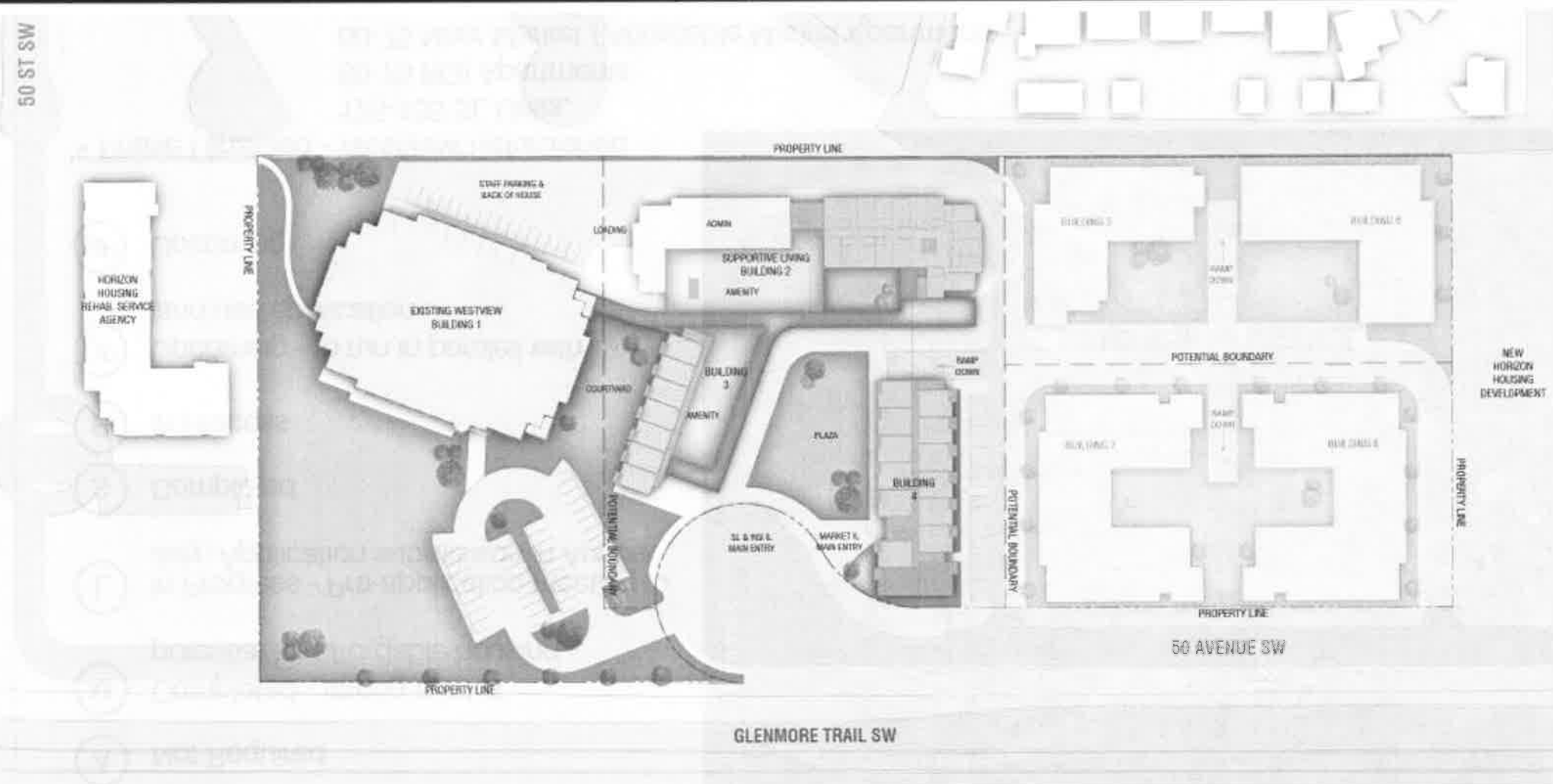
- (A) Not Required
- (M) Completed - strong market potential for affordable housing
- (L) In Progress - Pre-application meeting in July; Application submission in August
- (S) Completed
- (P) In Process
- (DP) Upcoming - to run in parallel with land use application
- (BP) Upcoming

- Phase I finalized - Westview Refurbished  
125-135 SL Units,  
60-75 RGI Apartments  
60-75 Near Market / Affordable Market Apartments



# Glamorgan Master Plan

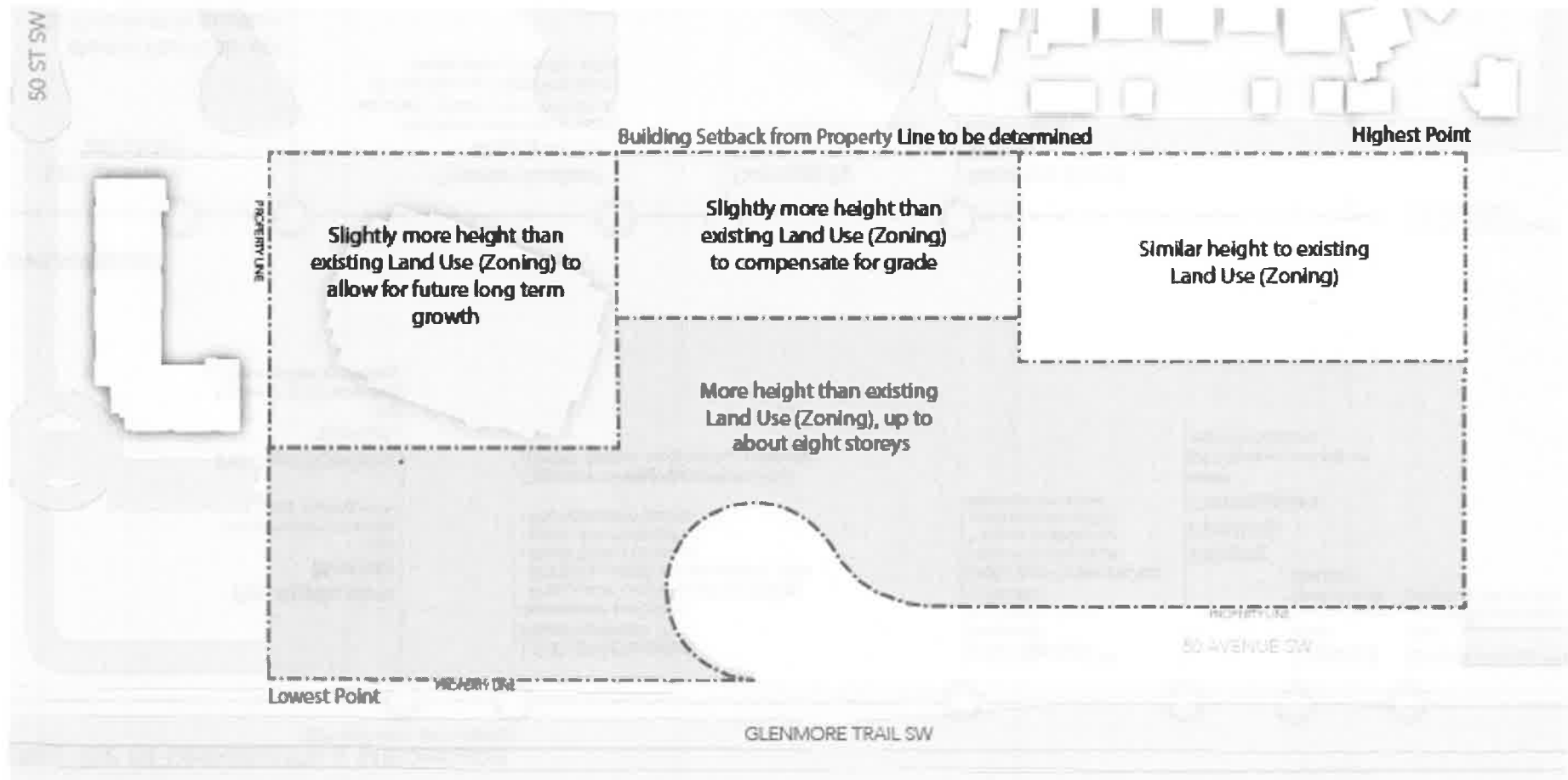
PFC2017-0666  
Attachment 7



# Land Use Strategy

## Glamorgan

PFC2017-0666  
Attachment 7



### NOTES:

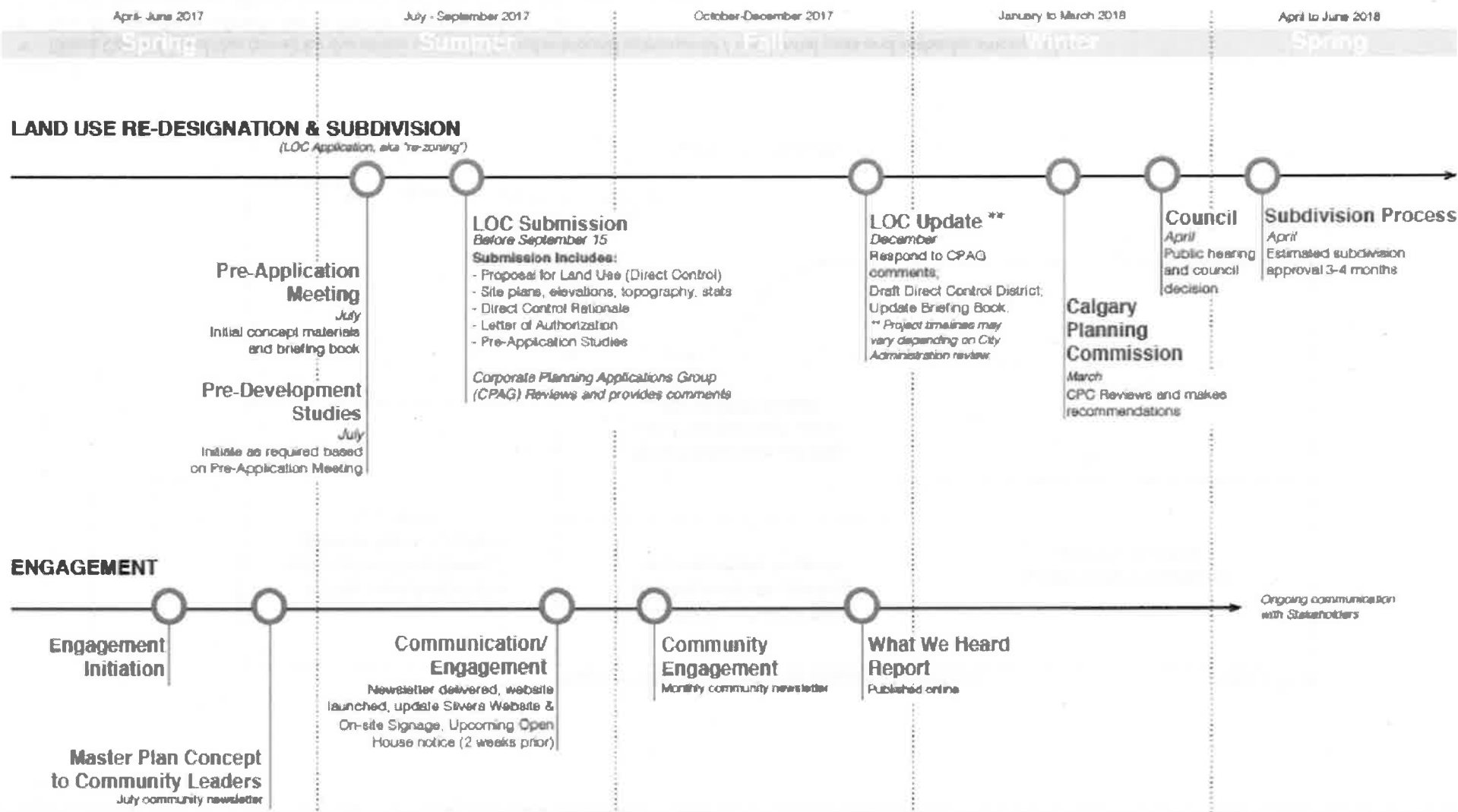
- Direct Control Land Use (zone) for the entire site includes rules around commercial / residential uses and setbacks among others
- Specific areas have refined rules for height, massing and density
- Height designed according to topography and proximity to the future Ring Road

\*outlined areas do not represent subdivision, they delineate where specific direct control rules will apply.

# Land Use Timeline

## Glamorgan

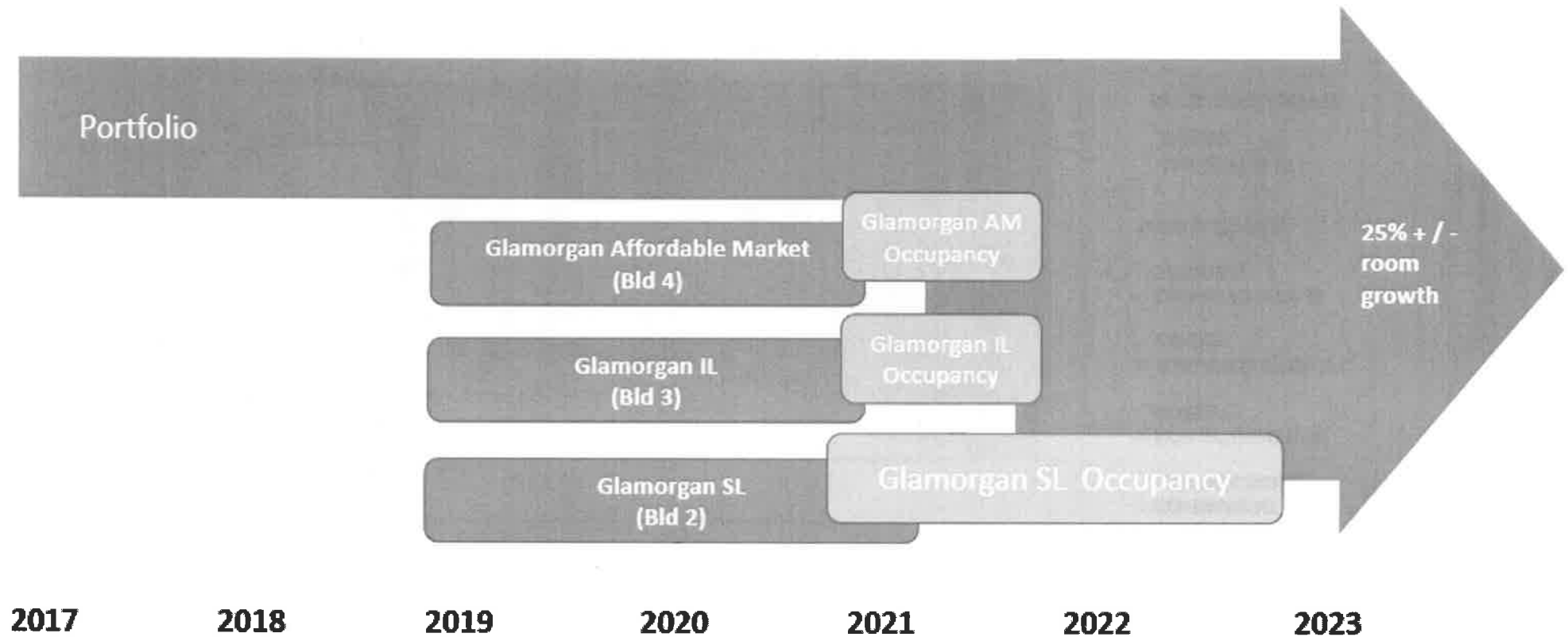
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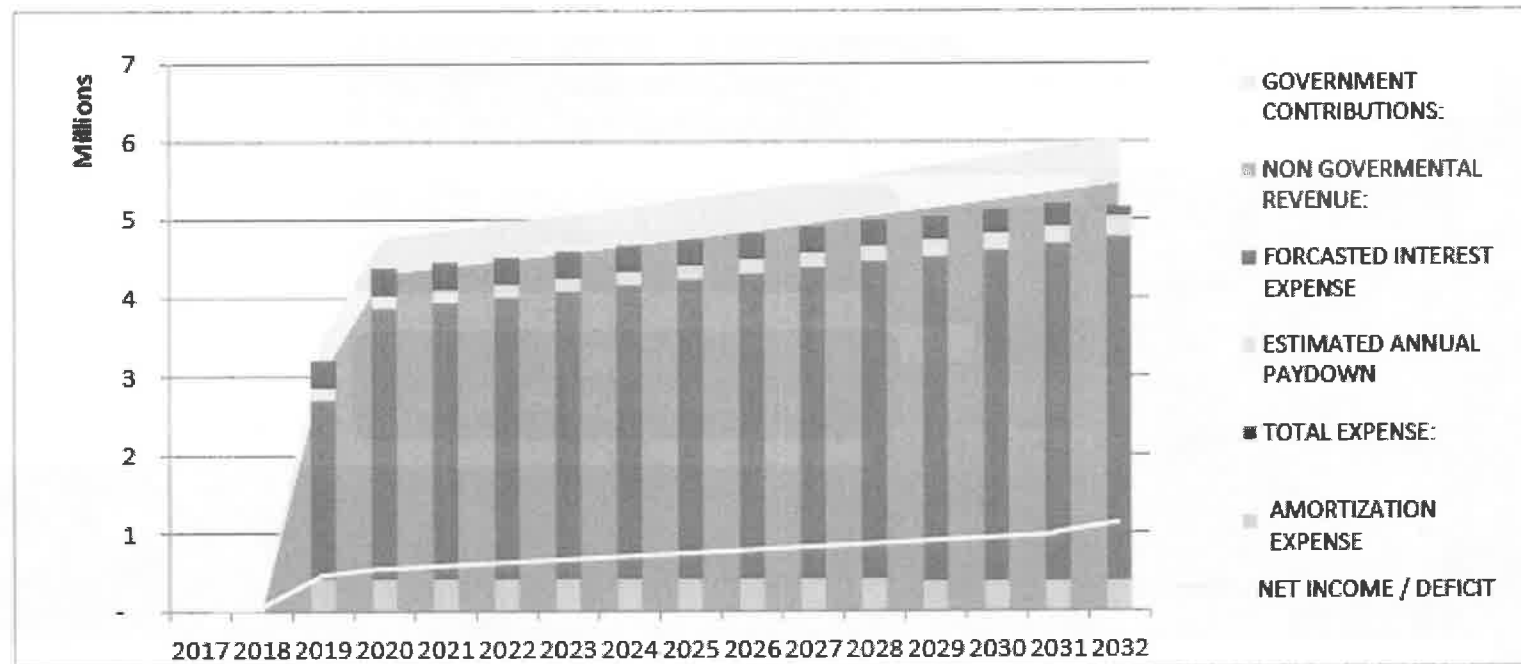
# Glamorgan Timeline

PFC2017-0666  
Attachment 7



# Proposed Developments

PFC2017-0666  
Attachment 7



# Bare Land Assets

## East Riverside

PFC2017-0666  
Attachment 7

- (A) Upcoming - City has determined funding and resources are available to spearhead the preparation of a new ARP
- (M) Completed - strong market potential for all housing types
- (I) City led re-zoning initiative
- (S) TBD
- (P) In Process Spruce
- (DP) TBD
- (EP) TBD



# Bare Land Assets

## East Riverside

PFC2017-0666  
Attachment 7



# Bare Land Assets

## Jacques

PFC2017-0666  
Attachment 7

- (A) Not Required
- (M) Completed - results show strong market potential for all housing types
- (L) Completed in 2017
- (S) Upcoming - will assist in producing an area of magnitude and phasing strategy
- (P) Unknown
- (DP) Unknown
- (BP) Unknown



# Bare Land Assets

## New Acquisitions

PFC2017-0666  
Attachment 7

- Analyzing market potential and demographic change in various parts of the City
- Positioning Silvera to be nimble enough in the future to act swiftly on acquisition opportunities
- Factors to consider when making future acquisitions
  - LRT Greenline
  - City Mainstreets initiative
  - TOD redevelopment locations (example. Anderson Station)



**Silvera**  
FOR SENIORS

silvera.ca



ISC: Unrestricted



## A) SILVERA'S FOUR STRATEGIC INTENTIONS

1. Build and operate communities that **support independence, dignity and aging in place.**
2. Be a best-in-class, **results-based** organization
3. **Empower and engage** our people
4. Be a **voice for seniors** in Calgary

PFC2017-0666  
Attachment 7

1

## B) KEY DRIVERS

GOA CITY SILVERA

GoA / City of Calgary / Silvera is increasing appropriate IL and SL Capacity: to meet future populations needs, including exploring partnerships to meet changing health and housing needs for vulnerable populations.

SILVERA CITY GOA

Reduce Silvera's Dependency on Government Funding  
Alternate Market Revenue Sources

- Market housing and related partnerships
- Mixed market housing
- Leveraging assets for long term contributions
- Partnering with Government differently (ex. Shared equity, market use housing, etc.)

## C) DECISION & ASSESSMENT MODELS



3

## D) KEY CAPITAL DECISIONS

**Repurpose** the asset

**Depart** the asset

**Replace** the asset

**Evolve** the asset to a brand new product offering

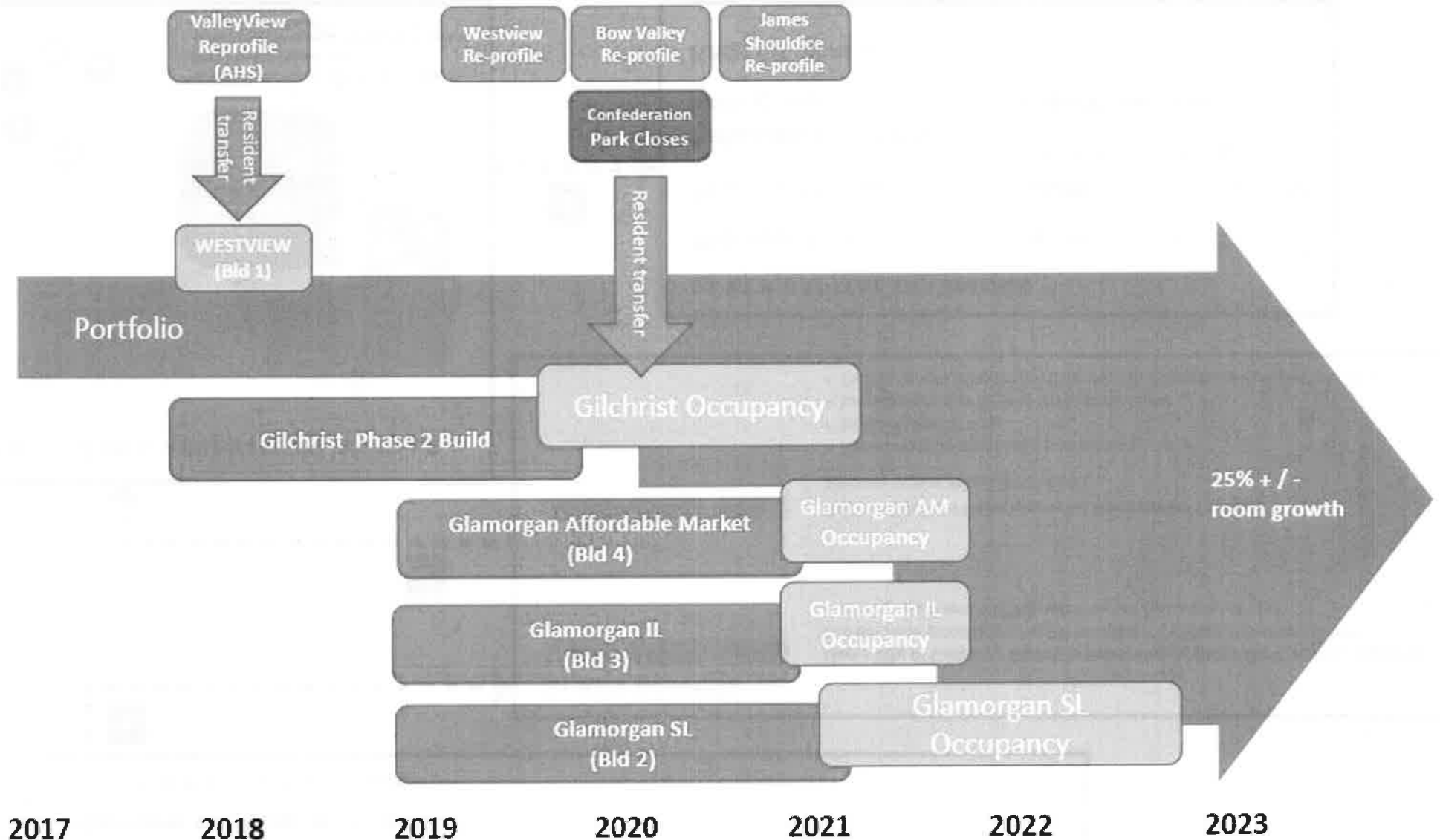
**Refurbish** the asset for existing uses

**Acquire** new assets

**Keep** the asset as is

# Summary

PFC2017-0666  
Attachment 7



2017

2018

2019

2020

2021

2022

2023