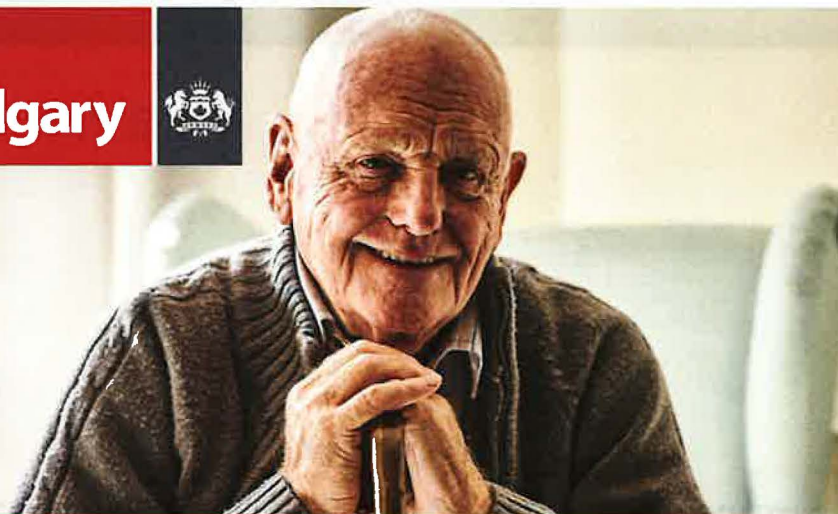


Calgary



2020 Civic Partner Annual Report



2021-05-25

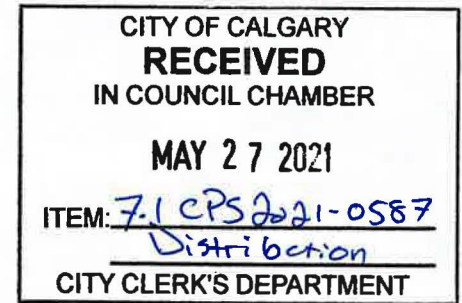
Silvera for Seniors

V01

1



Purpose and Strategic Imperatives



Our purpose

Live your best life.

1

Create
dynamic
communities

2

Support seniors
to live fully and
age successfully
with Silvera

3

Build Silvera's
high-performance
culture

4

Maintain
financial
discipline

5

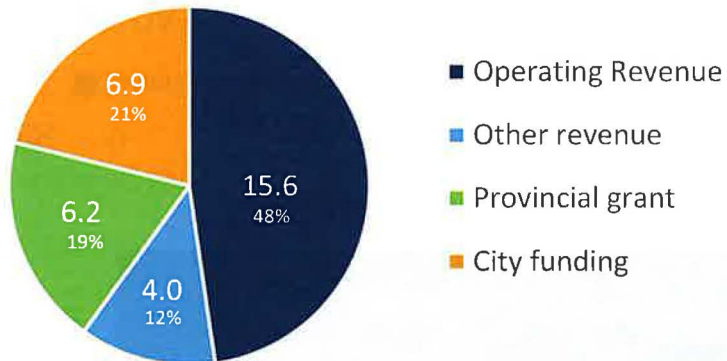
Steward our
trusted
reputation



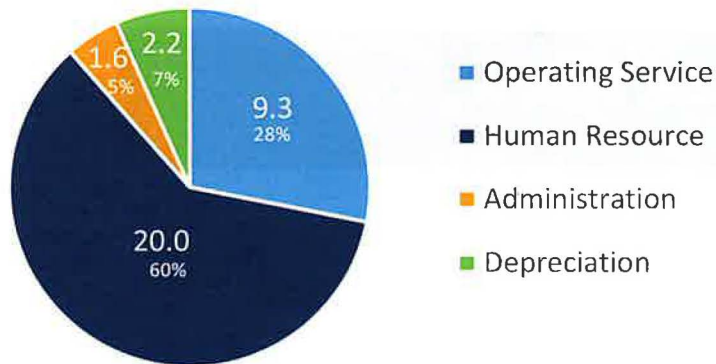
2020 Highlights – Financial

Total

Revenue \$32.7M

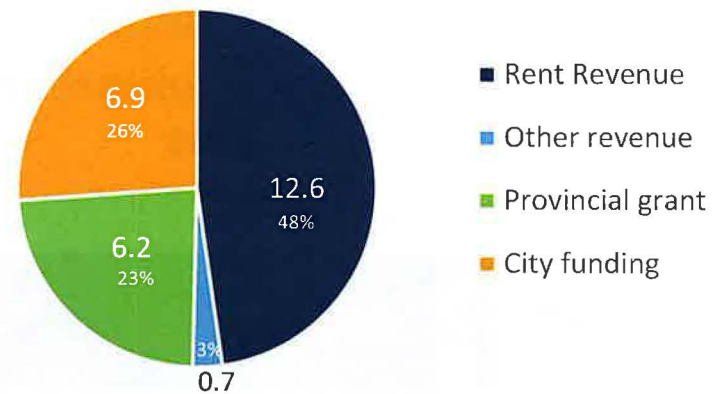


Expenses \$33.2M

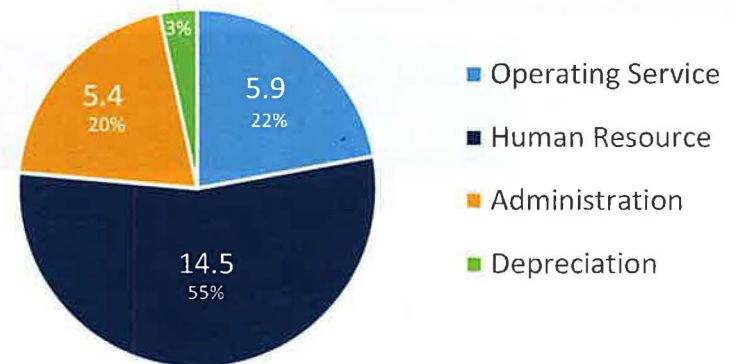


Lodges

Revenue \$26.4M



Expenses \$26.9M



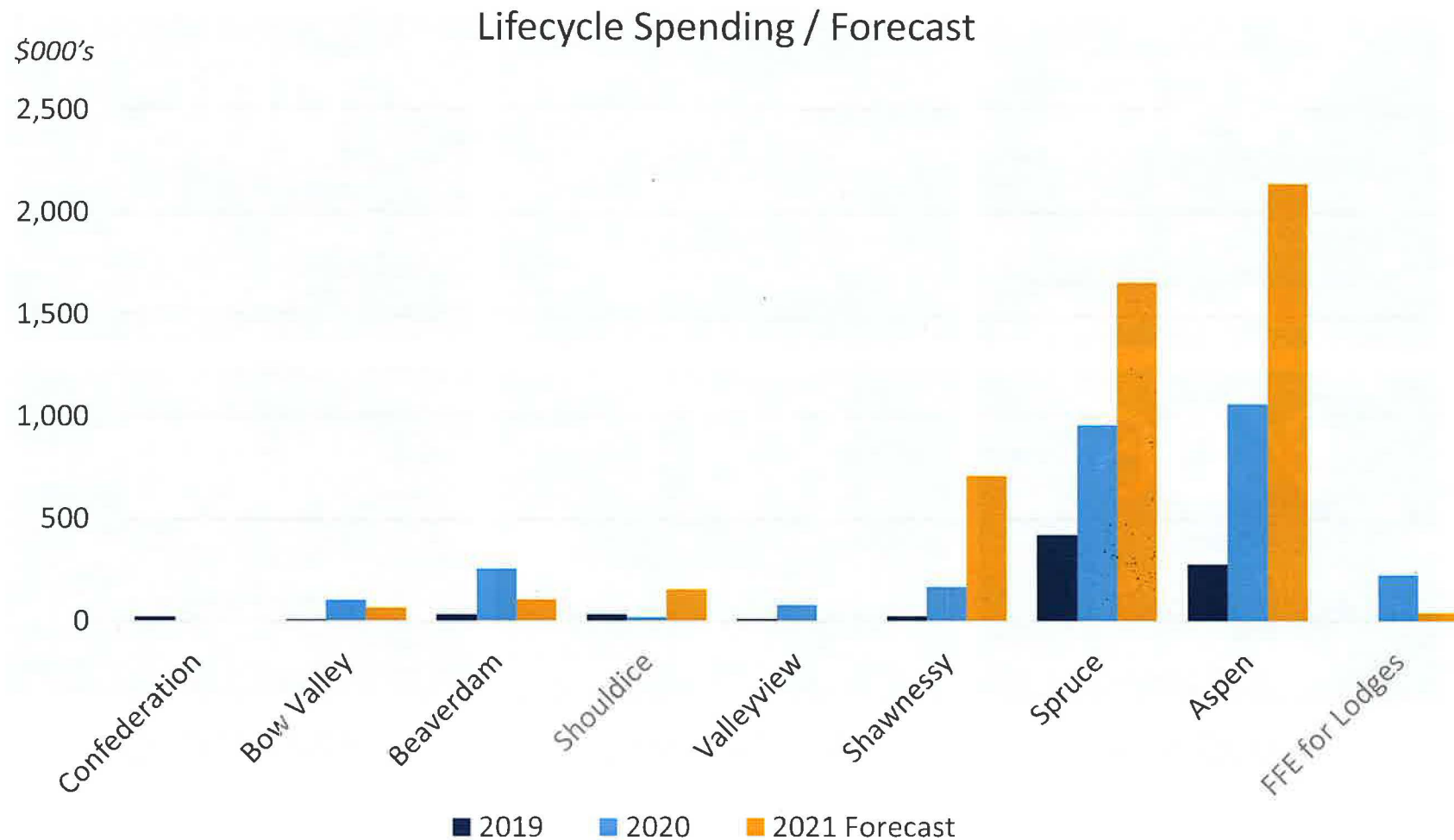
2020 Highlights – COVID-19 Financial Impact

Lodges



* The unfunded costs represent approximately \$0.4 in operating costs and \$0.1 in capital related items.

2019/2020/2021 Highlights – Capital lifecycle



Occupancy

COVID
occupancy

90%

New
applications

306

Employees

COVID hires – Avg.
15% more staff

188

Employee
Engagement

*85%

Residents

Proud to call
Silvera home

90%

Feel safe
at Silvera

95%

2020 Highlights – Performance

Outbreaks

Covid-19 Outbreaks

19

Days in Outbreak

466

+ve Resident Cases
(including 3 deaths)

42

Pandemic Impact on Residents

Coping well with pandemic

86%

Maintained meaningful relationships

89%

Mental Health needs met

71%

Average Per Day Costs

Silvera Lodge
(accommodation,
food, housekeeping,
COVID costs)

\$97

LTC
(accommodation
only)

\$70.10

Calgary in the new economy strategy

Short-listed
Canada's TOP 100
employers



Poverty reduction strategy

280 calls per month
1,107 applications
184 on waitlist (60%)
Achieved living wage
for direct service staff



Affordable housing strategy

Hotel conversion 120
units 2021
New Gilchrist 114
units in 2022
Lodge transitions
Glamorgan 82 mixed
market units in 2022



Primary Concerns / Risks of COVID-19

Staff safety and mental health
STD/LTD cases doubled in 2020 over 2019

Renewal and recovery
Vaccine access and prudent operations

Advocacy with the province
COVID costs | Rebuilding (occupancy, staff, reputation)

