



# 2021 Civic Partner Annual Report



# Purpose and Strategic Imperatives

Our purpose

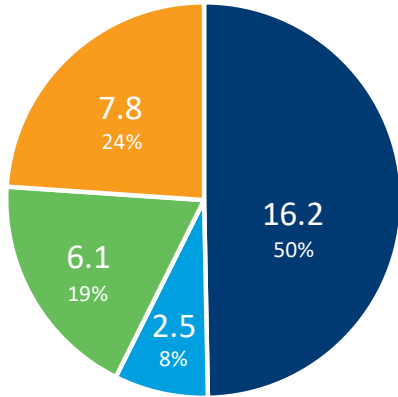
Live your best life.

- 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

# 2021 Highlights – Financial

## Total

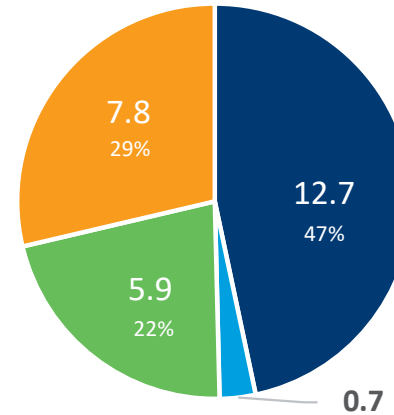
Revenue \$32.5M



- Operating revenue
- Other revenue
- Provincial grant
- City funding

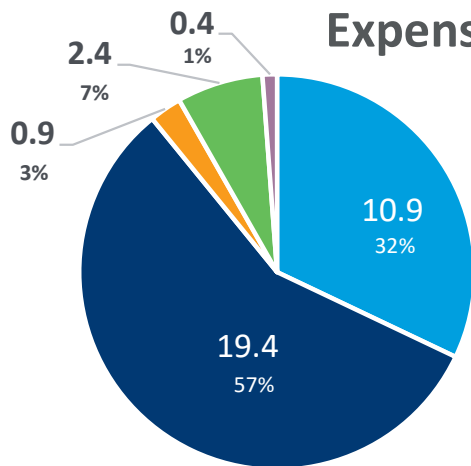
## Lodges

Revenue \$27.2M



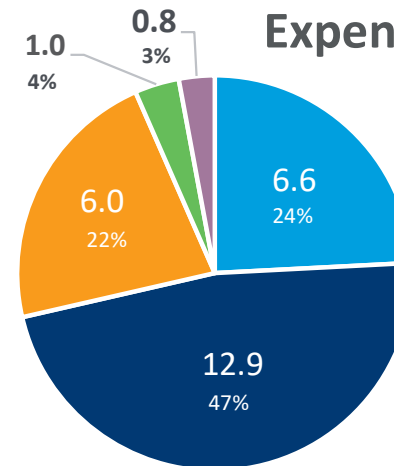
- Rent Revenue
- Other revenue
- Provincial grant
- City funding

Expenses \$34.0M



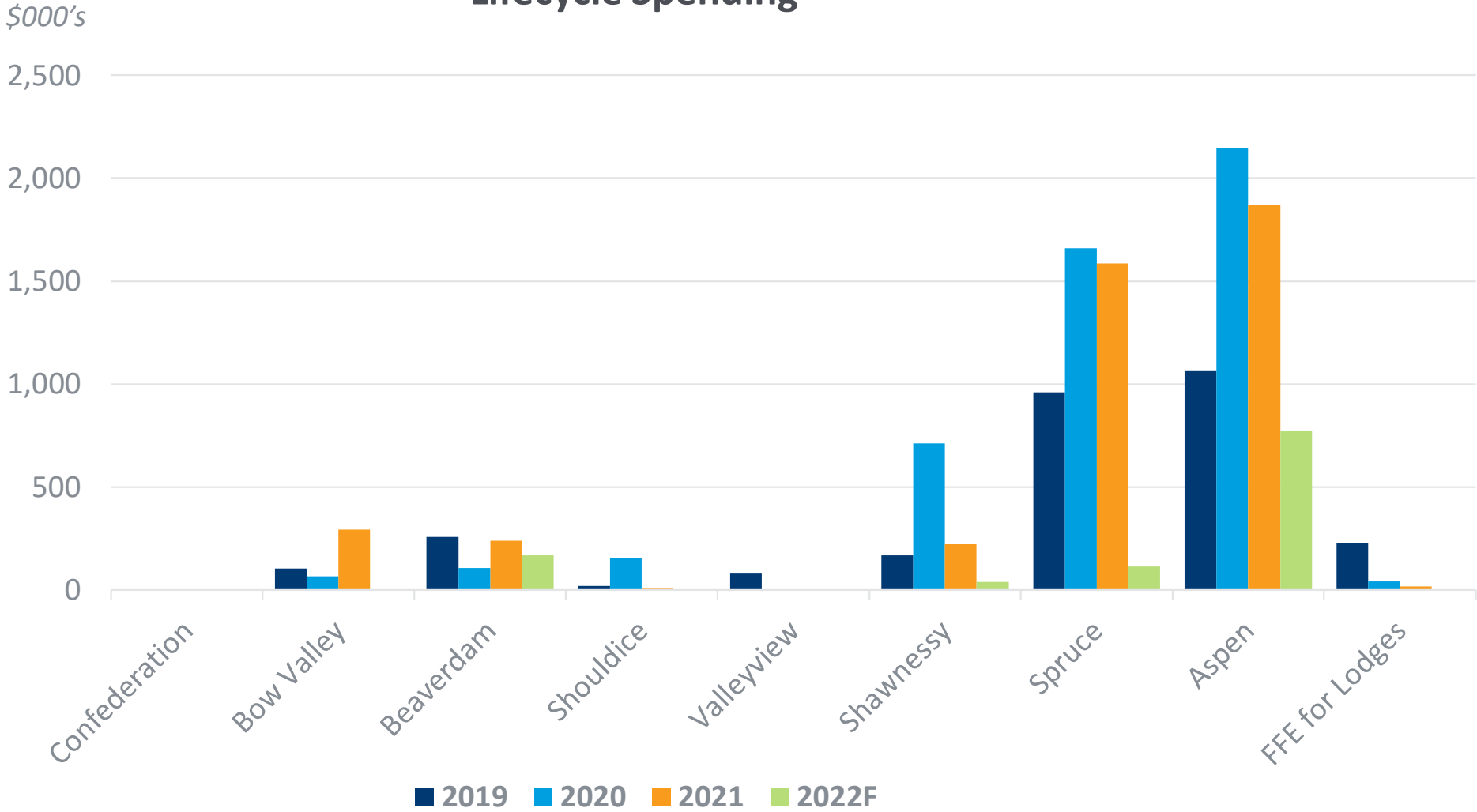
- Operating service
- Human resource
- Administration
- Depreciation
- Interest

Expenses \$27.2M



- Operating service
- Human resource
- Administration
- Depreciation
- Other

## Lifecycle Spending



# 2021 Highlights – Performance

## Occupancy



## Employees



## Residents



## Community Recognition







## Outbreaks

Covid-19 Outbreaks

13

Days in Outbreak

272

Positive Resident Cases

54 (including 3 deaths)

## Employee Vaccination Rates

Voluntary Vaccination X1

98%

Voluntary Vaccination X2

94%

Mandatory double vaccination plus booster for all new hires in 2021

# 2021 Performance Measures

## Calgary in the new economy strategy

**32 temporary jobs**

to support continued pandemic response

**\$380K raised**

to invest in program innovation



## Poverty reduction strategy

**298 calls**  
per month

**1,162 Applications**  
processed

**224 Low-Income Seniors**  
added to waitlist (40%)

**\$150K raised**  
to improve quality of life for  
low-income residents



## Affordable housing strategy

**Vista Apartments**  
120 RGI units 2021/22

**New Gilchrist**  
114 RGI units in 2022

**Westview Residence West**  
26 below market units in 2022

**Livingston Terrace**  
42 RGI units (announced)



## Workforce stability and staff safety/mental health

Aging workforce | Wage pressures | STD/LTD cases doubled in early 2021

## Inflationary cost pressures

Construction cost escalations | Operating (i.e. food, supplies, etc.)

## Collaboration between all 3 orders of government

Rapid Housing Initiative | Stronger Foundations



# Questions?

Moving forward together.

