



# 2022 Civic Partner Annual Report





## Our purpose

Live your best life.

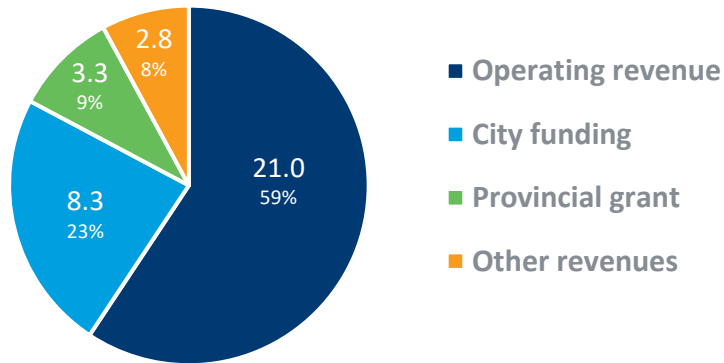
- 1**  
Create dynamic communities
- 2**  
Support seniors to live fully and age successfully with Silvera
- 3**  
Build Silvera's high-performance culture
- 4**  
Maintain financial discipline
- 5**  
Steward our trusted reputation



# 2022 Highlights – Financial

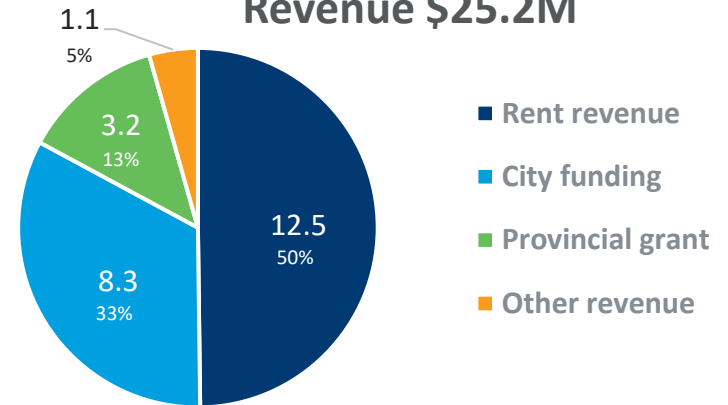
## Total

Revenue \$35.4M

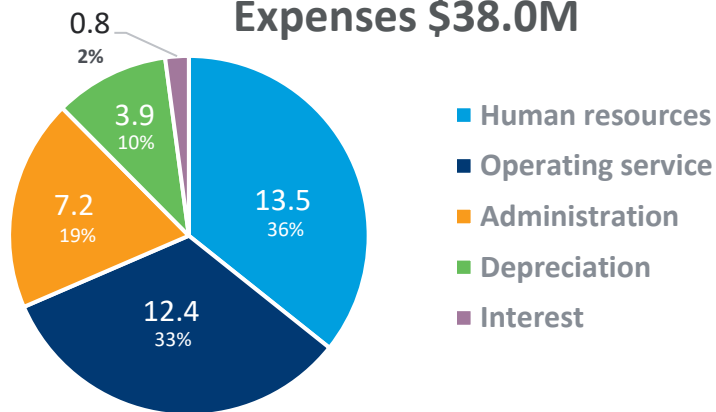


## Lodges

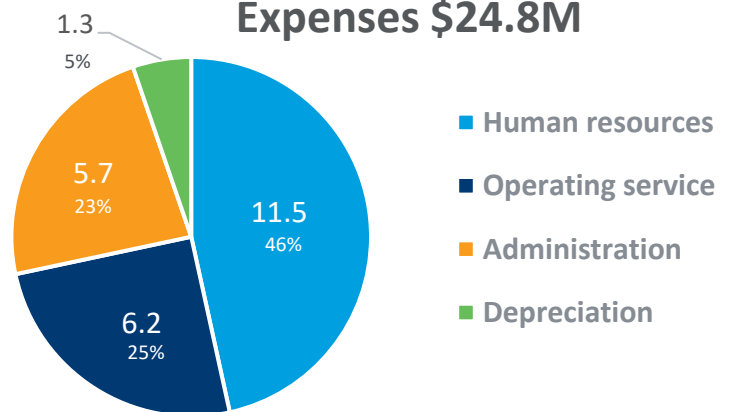
Revenue \$25.2M



Expenses \$38.0M



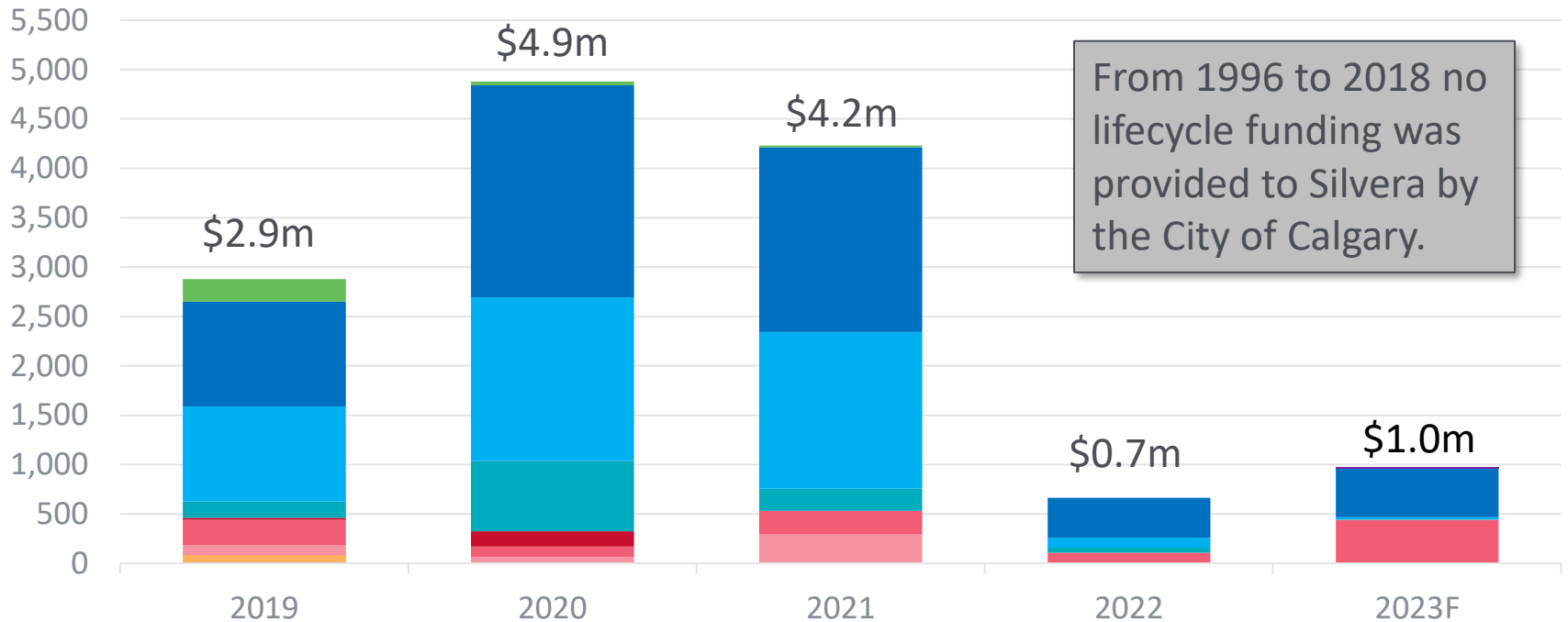
Expenses \$24.8M





## Lifecycle Spending

\$000s



From 1996 to 2018 no lifecycle funding was provided to Silvera by the City of Calgary.

- Confederation
- Valleyview
- Bow Valley
- Beaverdam
- Shouldice
- Shawnessy
- Spruce
- Aspen
- Gilchrist
- FFE for Lodges





# 2022 Highlights – Organizational Performance

## Occupancy

Lodge  
Occupancy  
**87%**

## Employees

Employee  
Turnover  
**16% / 7%**  
Full-time      Part-time

## Residents

Resident  
Satisfaction  
**97%**

## Community Recognition





# 2022 Performance Measures

## Safe & Inspiring Neighbourhoods

**247 new low-income seniors**

**placed** into supportive living accommodations (lodges)

**115 new/modern SL units opened** for low-income seniors (Gilchrist Lodge)

**82 new IL units opened** for low-to-moderate income seniors (Westview Residence West)

**47 new affordable IL units funded** by all levels of government in the community of Livingston (Dec. 2023)

## Healthy & Green City

**4 energy efficiency projects implemented** in Silvera supportive living communities (lodges)

**12 senior friendly bicycles purchased** for Silvera supportive living communities (lodges)

**\$599K and 1,932 hours of community contributions** enhanced Silvera resident quality of life



## Well Run City

**120 inefficient lodge units decommissioned** (Confederation Park & Valleyview)

**\$1.4 Million (EBITDA) cash surplus** from lodge operations

**9.2% reduction in lodge expenses** within the context of lower provincial funding (COVID) and inflationary cost pressures (6.6% in 2022)





## Diversity, Equity & Inclusion

Launched *Respect in the Workplace* certification program

Hired Chief External Relations Officer with mandate to build relationships with organizations representing marginalized citizens

## Truth & Reconciliation

National Truth & Reconciliation Day Activities:  
Treaty education (for staff) & flower planting at Lodge (SL) communities (for residents)

Involvement of Tsuut'ina Nation elder in the opening of our Westview community



## Workforce stability

Living wage gap & key personnel retention

## Inflationary cost pressures

Capital & operating

## Insufficient maintenance funding

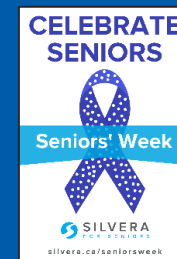
Aging buildings

## Advocacy Priorities:

- 24/7 onsite home care
- Updated outbreak funding model
- Increased affordable housing units for seniors
- Workforce stability

## 2023 Seniors' Week

June 5 -11





Moving  
forward  
together.

