

Civic Partner Annual Report

Presentation to City Council

May 1, 2024



Our Purpose & Strategic Imperatives

Live your best life



**Support seniors
to age well
in Silvera
communities**



**Grow our
housing options**



**Maintain a
stable, values-
driven, purpose-
focused
workforce**



**Leverage
innovation and
financial
sustainability**



**Leverage
our trusted
reputation**

STRATEGIC IMPERATIVES

Silvera's Role as a Seniors Housing Provider



	HOMELESS	EMERGENCY SHELTERS	TRANSITIONAL HOUSING	SOCIAL HOUSING	AFFORDABLE RENTAL HOUSING	AFFORDABLE HOME OWNERSHIP	MARKET RENTAL HOUSING	MARKET HOME OWNERSHIP
Independent Living				Non-Market Rental Housing	Below-market Rental Housing		Mid-market Rental Housing	
Supportive Living				Subsidized Housing w/ Full Services			Mid-market Housing w/ Full Services	
Designated Supportive Living								
Long-term Care								

Independent Living

Supportive Living

Designated Supportive Living

Long-term Care

Calgary's Lodge Program

Lodge Communities	# of Units
Aspen Commons	267
Beaver Dam Commons	59
Bow Valley Commons	60
Gilchrist Commons	115
Shawnessy Commons	81
Shouldice Commons	60
Spruce Commons	133



Avg age: 80



63% Females | 37% Males



Avg annual income: \$26,837



Avg resident rent/fees: \$1,654 per month



Avg length of tenancy: 2.8 years



85% move on to higher level of care or pass away

775

Total Units

344

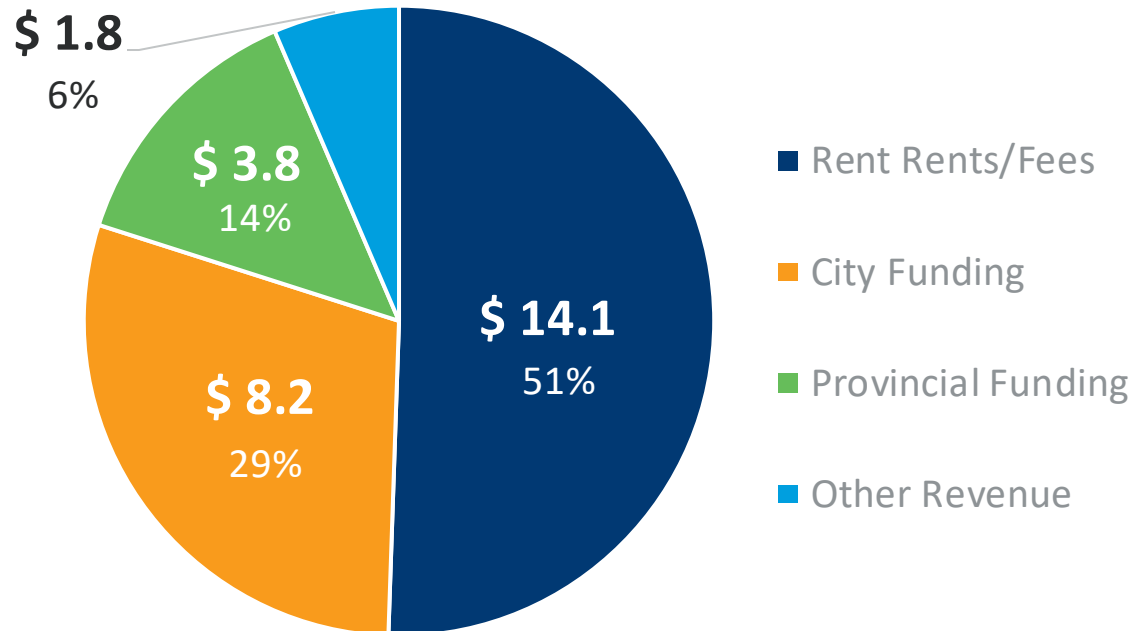
Employees

498

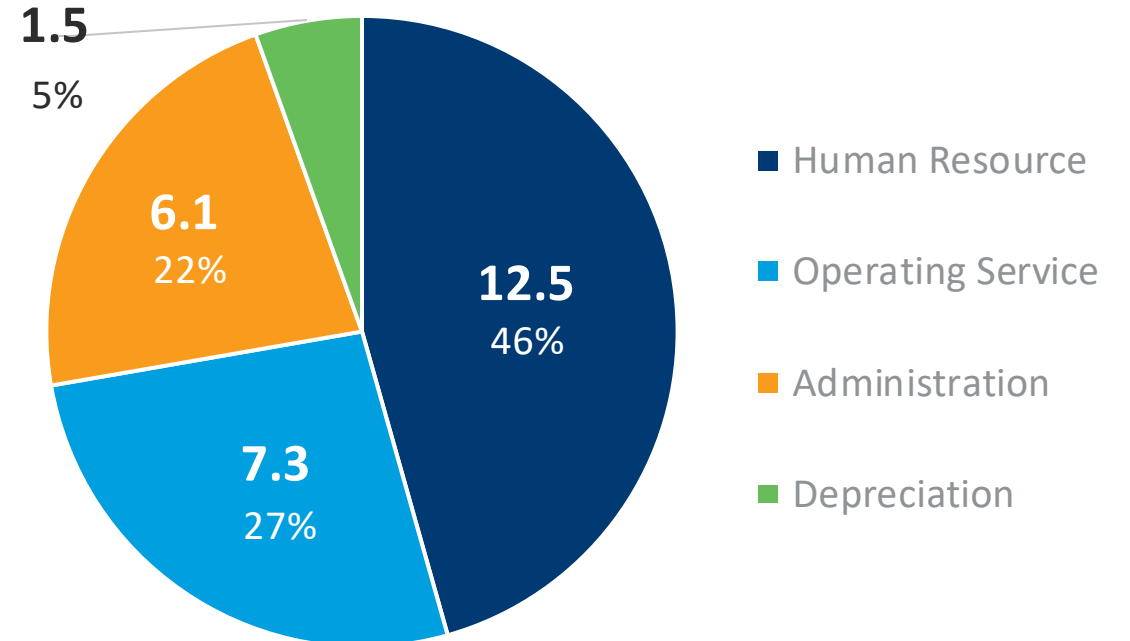
Applications

2023 Highlights: Financials

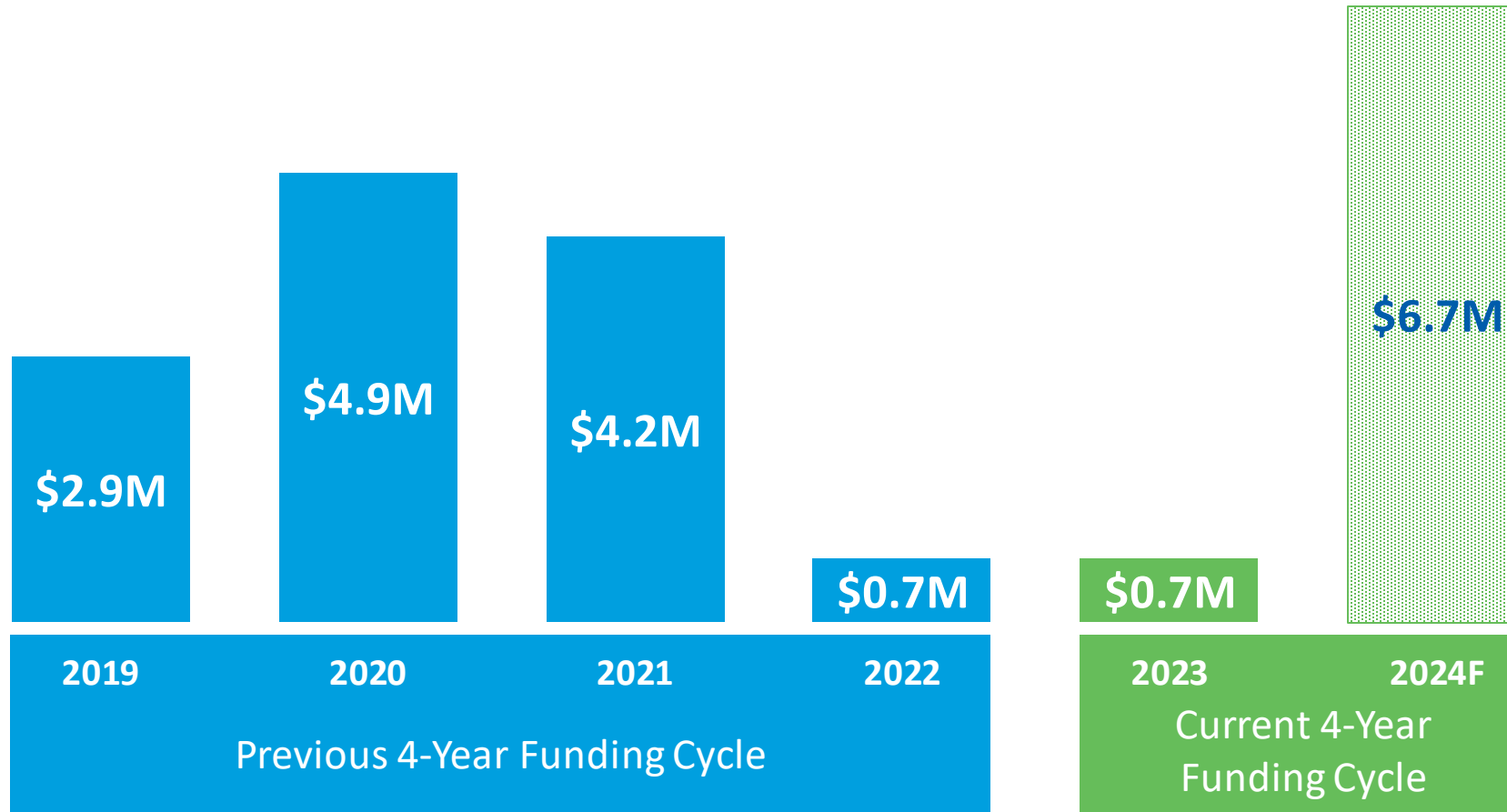
Lodge Program Revenue: \$27.8M



Lodge Program Expenses: \$27.4M



2023 Highlights: Capital Lifecycle Spending



From 1996 to 2018 NO Lodge lifecycle funding was provided to Silvera by the City of Calgary

2023 Highlights: Organizational Performance



Employee
Turnover

8% / 6%

Full-time Part-time



Employee
Engagement

84%

Lodge
Occupancy

91%



Resident
Satisfaction

94%



2023 Highlights: Alignment w/ City Priorities

Economic Resilience

Reached market based P50 compensation level or higher for 57% of our salaried employees.

Hourly employee grid was set to ensure that all employees are able to earn Calgary's Living Wage of \$22.40 by at least year five (5) of full-time employment with Silvera.

Social Resilience

Housed 219 new low-income Calgary seniors with the Lodge Program

95% of SL residents indicated that they feel their Silvera friends and neighbours are accepting of diverse backgrounds

80% of Silvera residents feeling connected to their local neighbourhood and services around them to the extent they prefer

Climate Resilience

As part of Silvera's 4-year CMR planning/scoping cycle Silvera utilized energy audits completed in the past for building within the Seniors Lodge Program to determine what energy conservation measures (ECMs) could be integrated into its CMR construction plan for 2024

Without dedicated funding, reducing GHG emissions from Silvera's Lodge Program assets will be limited to marginal opportunities within the broader context of Silvera's CRM plan

2023 Highlights: Alignment w/ City Priorities

Diversity, Equity & Inclusion

Partnering with the "Calgary Catholic Immigration Society" along with the "Immigrant Education Society/TIES" to help support new "Canadians" integrate into society and into the working environment.

Relationship building with the Rainbow Elders and Calgary Pride organizations, including Silvera's first ever participation in the Calgary Pride Parade.

Truth & Reconciliation

Silvera employees participated in a sage picking event at Nose Hill Park with Miskanawah, a Calgary-based NFP who provides social reintegration services to Indigenous members

Installing formal plaques containing a land acknowledgement in all Silvera communities

Silvera held an organizational wide Truth and Reconciliation educational event for the 3rd consecutive year

Working Together to Meet a Critical Need

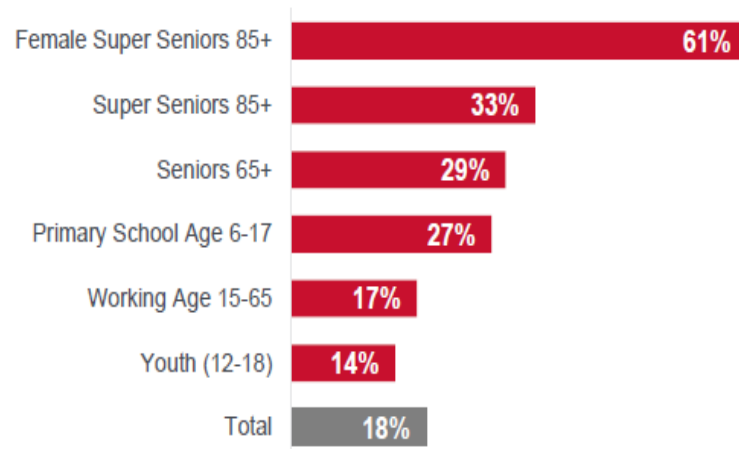


Home is Here

The City of Calgary's
Housing Strategy
2024-2030



Long-Term Population Growth



- Population **growth in the 65+ year age range is expected to increase by 29 per cent in the next five years**, though the populations of super seniors (85+) and particularly, female super seniors are expected to grow at a much higher rate
- Seniors are **likely to be retired and living on fixed income, experience greater incidence (19%) of housing need** than working aged people
- Seniors ... often released from hospitals ... without any support. They **end up back in the hospital or moved to long-term care because the housing provider cannot provide these services**, even if the health care system isn't a good fit to meet their needs



Review of the Seniors Lodge Program

In collaboration with senior's lodge providers across the province, Silvera will participate in the GOA's review of the Senior's Lodge Program, with the objective of modernizing the buildings, services, and funding models required to meet the needs of seniors today and into the future while sustaining the program financially.



silvera.ca

