

Civic Partner Annual Report

*Presentation to Community Development Committee
May 22, 2025*



Snapshot of Silvera for Seniors



- Silvera operates 2,324 housing units in 36 buildings in 23 neighbourhoods in Calgary.
- This number includes 775 supportive living units in the Seniors Lodge Program funded by the Government of Alberta and the City of Calgary.
- “Supportive living” means residents receive three daily meals, weekly housekeeping and leisure programs.
- Silvera ensures that older adults — regardless of income — have access to safe, high-quality housing and the supports they need to live independently and with purpose.



Our Purpose & Strategic Imperatives



Live your best life



**Age well by
creating
engaged
communities**



**Grow our
housing options**



**Advance a
stable financial
structure**



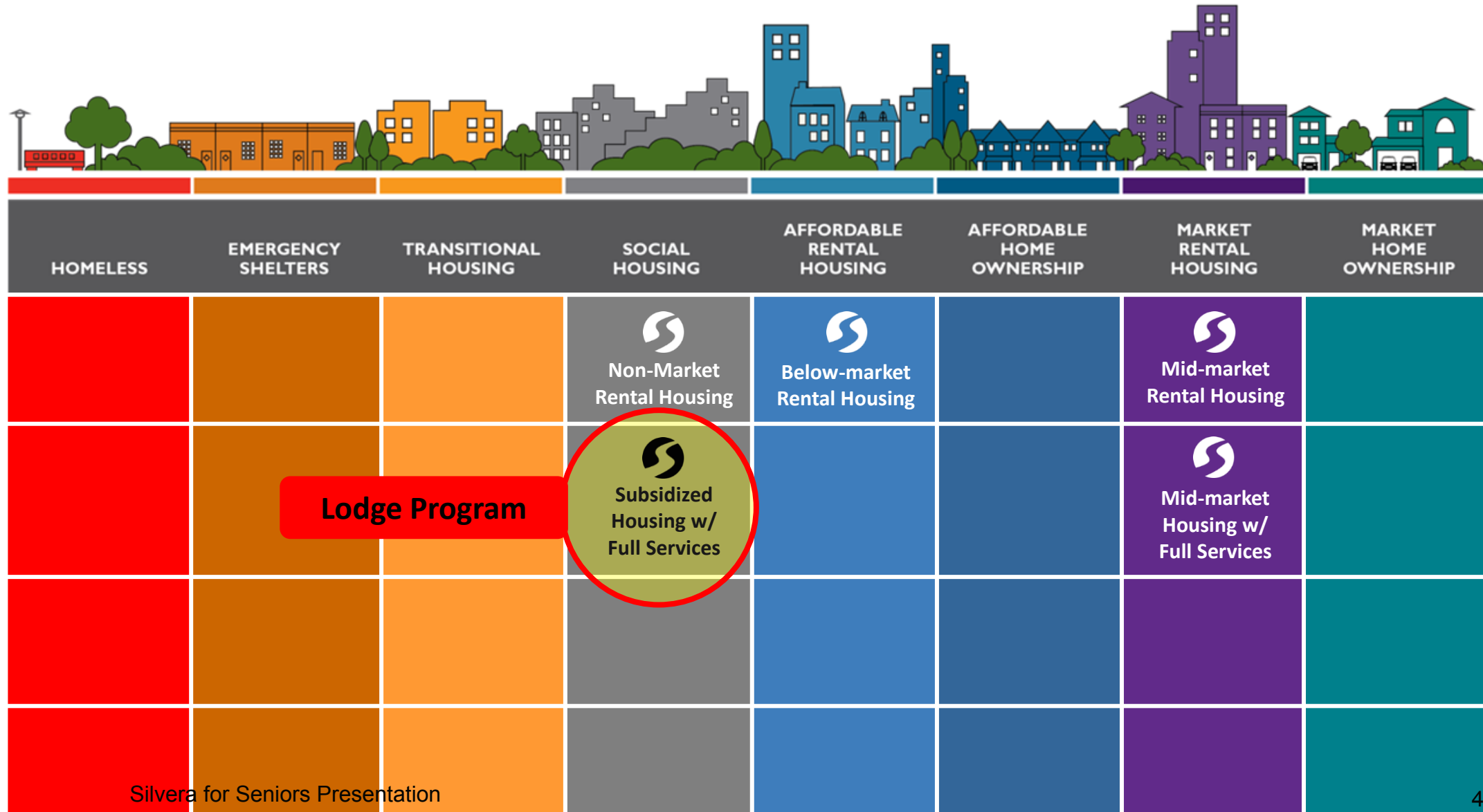
**Nurture a
stable,
purposeful and
values-driven
workforce**



**Leverage our
trusted
reputation**

STRATEGIC IMPERATIVES

Silvera's Role as a Seniors' Housing Provider



Seniors Lodge Program

Lodge Communities	# of Units	Year Built
Aspen Commons	267	2000/2004
Beaverdam Commons	59	1977
Bow Valley Commons	60	1977
Gilchrist Commons	115	2022
Shawnessy Commons	81	1992/2010
Shouldice Commons	60	1977
Spruce Commons	133	1999

775

Total Units


346


Employees


369


Applications




- 

Avg age: 80
- 

63% Females | 37% Males
- 

Avg annual income: \$26,585
- 

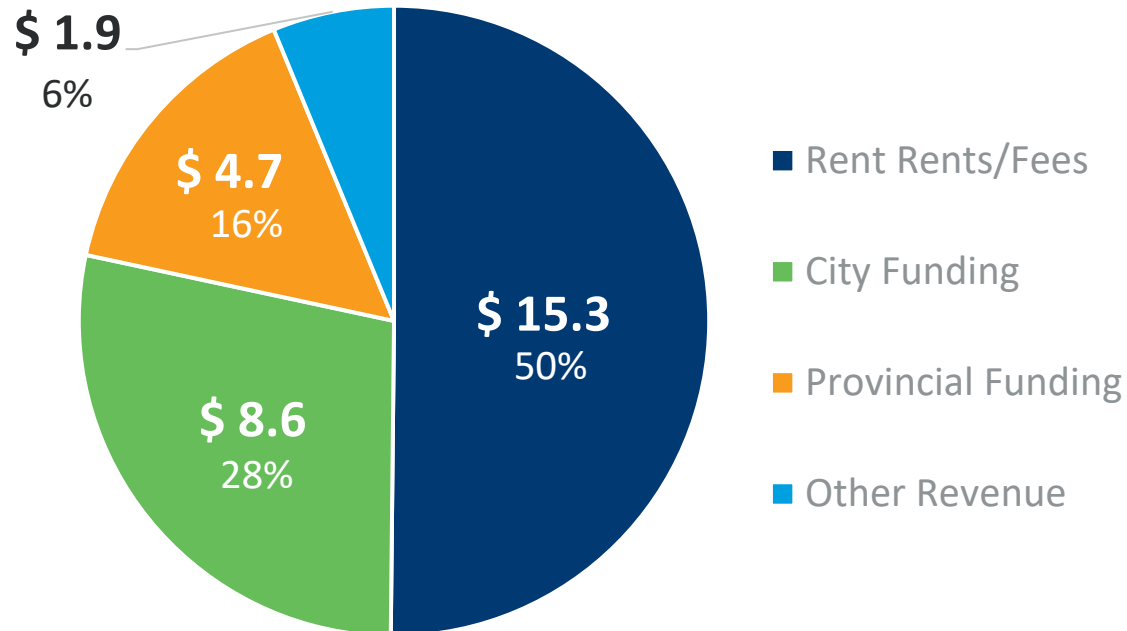
Avg length of tenancy: 3 years
- 

Reasons for ending tenancy:

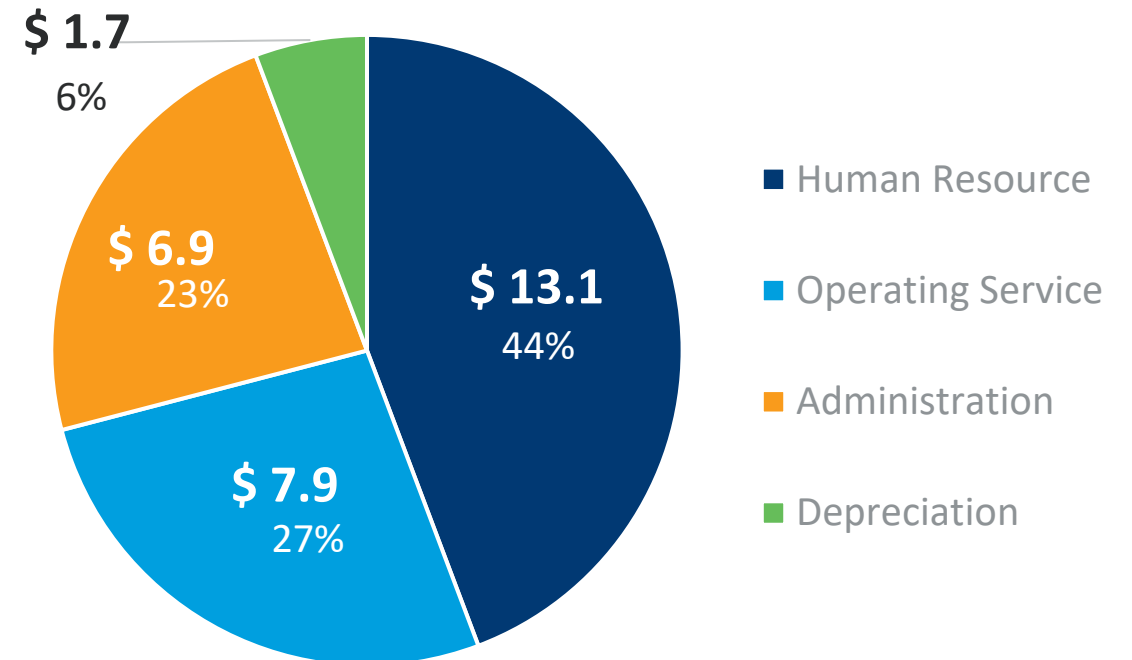
 - 39% move to higher level (preventable)
 - 18% move to higher level of care (non-preventable)
 - 16% deceased

2024 Highlights: Financials

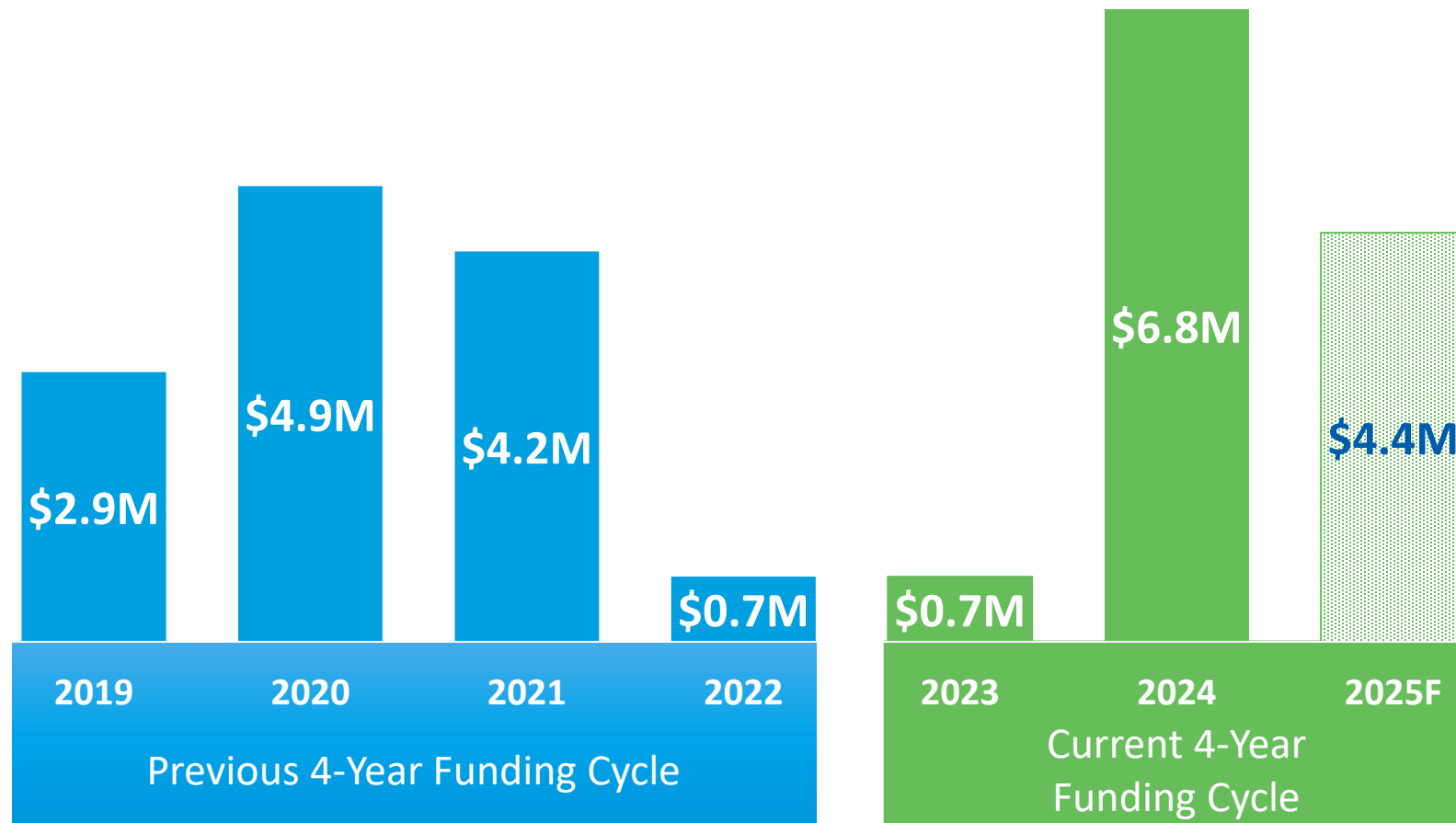
Lodge Program Revenue: \$30.4M



Lodge Program Expenses: \$29.6M



2024 Highlights: Capital Lifecycle Spending



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

2024 Highlights: Organizational Performance



Employee
Turnover

13% / 6%

Full-time

Part-time



Voted Best Seniors'
Housing Provider

Employee
Engagement

86%

Lodge
Occupancy

92%



Resident
Satisfaction

93%



2024 Highlights: Alignment w/ City Priorities



Economic Resilience

In 2024, we were able to reach a market-based P50 compensation level or higher for 79% of salaried employees

All hourly employees are able to earn Calgary's living wage after working for Silvera for 3.5 years.

The increase in Calgary's living wage late in 2023 to \$23.70 meant Silvera had to find the resources to implement a second grid change for hourly employees during the year in order to keep pace.

Social Resilience

Housed 202 new low-income Calgary seniors in the Lodge Program.

96% of SL residents (+1%) indicated that they feel their Silvera friends and neighbours are accepting of diverse backgrounds.

78% (-2%) of Silvera residents feel connected to their local neighbourhood and services around them to the extent they prefer.

78% of residents reported that diversity is important to them.

Climate Resilience

Silvera assessed opportunities to integrate energy conservation measures into its 2024 capital maintenance and renewal construction plan

Silvera acknowledges the importance of reducing GHG emissions and the potential savings that could result from energy efficiency improvements. That said, as an affordable housing provider, Silvera must balance the need for sustainability with the realities of financial constraints.

The Future of the Lodge Program



City of Calgary Housing Needs Assessment:

“Seniors and those with medical conditions are often released from hospitals and/or treatment facilities 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

Silvera eagerly anticipates the results of the Government of Alberta’s recent review of the Seniors’ 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.

Working Together to Meet a Critical Need



Home is Here The City of Calgary's Housing Strategy

2024-2030

Approved by Council 2023 September 16

Outcome 3 of the City of Calgary's Housing Strategy calls on the city to enable housing subsidiaries to improve service delivery. Objective 3B calls on the city to, "Support advocacy that results in City of Calgary subsidiaries and Silvera for Seniors being supported with adequate funding."

- Between April 1, 2023 and April 1, 2024, Calgary added 69,000 residents, one of the most significant annual increases in the city's history. That's higher than the population of Medicine Hat putting pressure on housing demand and rental prices.
- For seniors, the ability to absorb rent increases is challenging. The City of Calgary's Housing Needs Assessment released in 2023 identifies seniors as having the highest incidence of "housing need" of any demographic at 19%.
- In addition, Calgary's population of seniors is expected to grow faster than any other demographic over the next decade.
- **To address the urgent need for more affordable housing for seniors, all orders of government must collaborate.**



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