



# Strategic Capital Development Plan

## 2017-2021



## Purpose

To give seniors the respect they deserve and make it great to be a senior in Calgary.


## Vision

Silvera will be a leading advocate and caring provider of affordable homes and services for seniors to live in place with dignity.

## Values

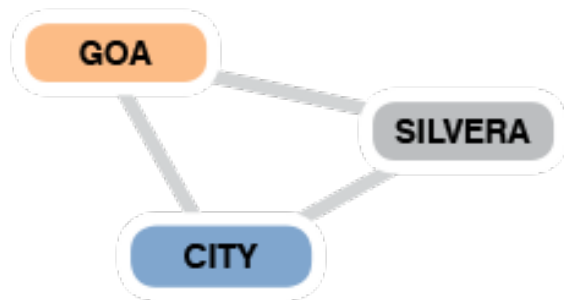
Service | Teamwork | Safety | Creating Homes | Making a Difference | Respect

# Silvera's Four Strategic Intentions

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- 
1. Build and operate communities that **support independence, dignity and aging in community.**
  2. Be a best-in-class, **results-based** organization
  3. **Empower and engage** our people
  4. Be a **voice for seniors** in Calgary
- 



# Key Drivers



Increase **Appropriate** Independent and Supportive Living Capacity to meet future populations needs, including exploring partnerships to meet changing health and housing needs for vulnerable populations.

## **Reduce Silvera's Dependency on Government Funding**

- Market housing and related partnerships
- Mixed market housing
- Leveraging assets for long term contributions
- Partnering with Government differently
- (e.g., shared equity, land ownership, market housing, etc.)

## **Managing Risk (Expanding Capacity for and Tolerance of Risk)**

- Assets (Maintaining and Securing)
- Operational
- Development
- Debt Financing
- Political
- Economic
- Taxation

# Key Drivers

## SILVERA

### Development of a Long Term Capital Strategy to Improve Corporate *Viability*

- Integration of Independent and Supported Living Communities
- Maximize Land Value and Site Utilization While Considering Different Ownership Structures
- Opportunity for Phasing/Flexibility
- Sense of Place (welcoming, organized comprehensible)
- Integrate Universal Design
- Enhance pedestrian circulation
- Enhance Aesthetic Aspects of Public Areas
- Connect to Adjacent Neighbourhoods
- Promote Long Term Viability



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1. Existing Communities
  2. Existing Land Opportunities
  3. Future Land and/or Communities
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# Decision & Assessment Process



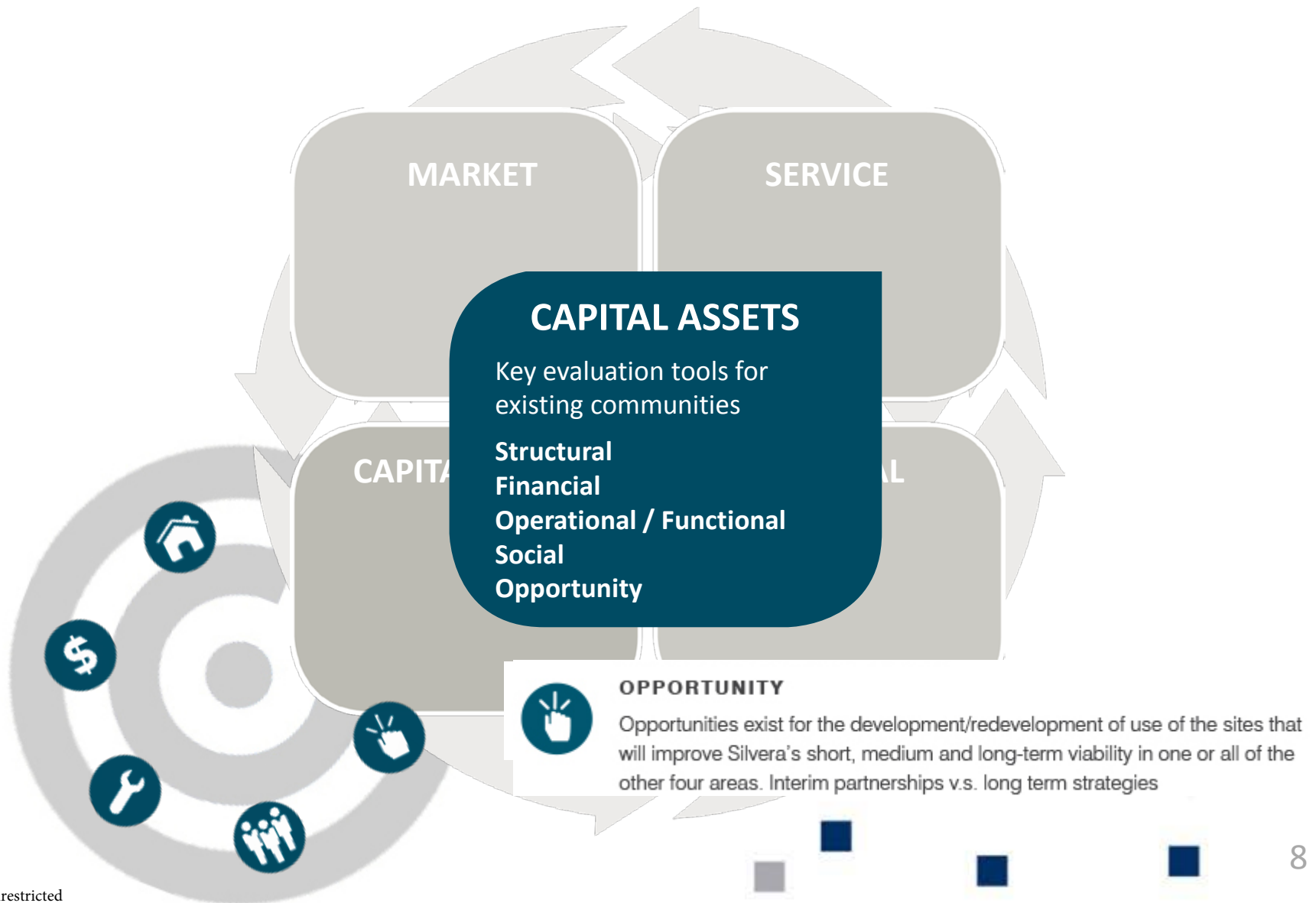
# Capital Assets Analysis

Item #7.2

PFC2017-1106

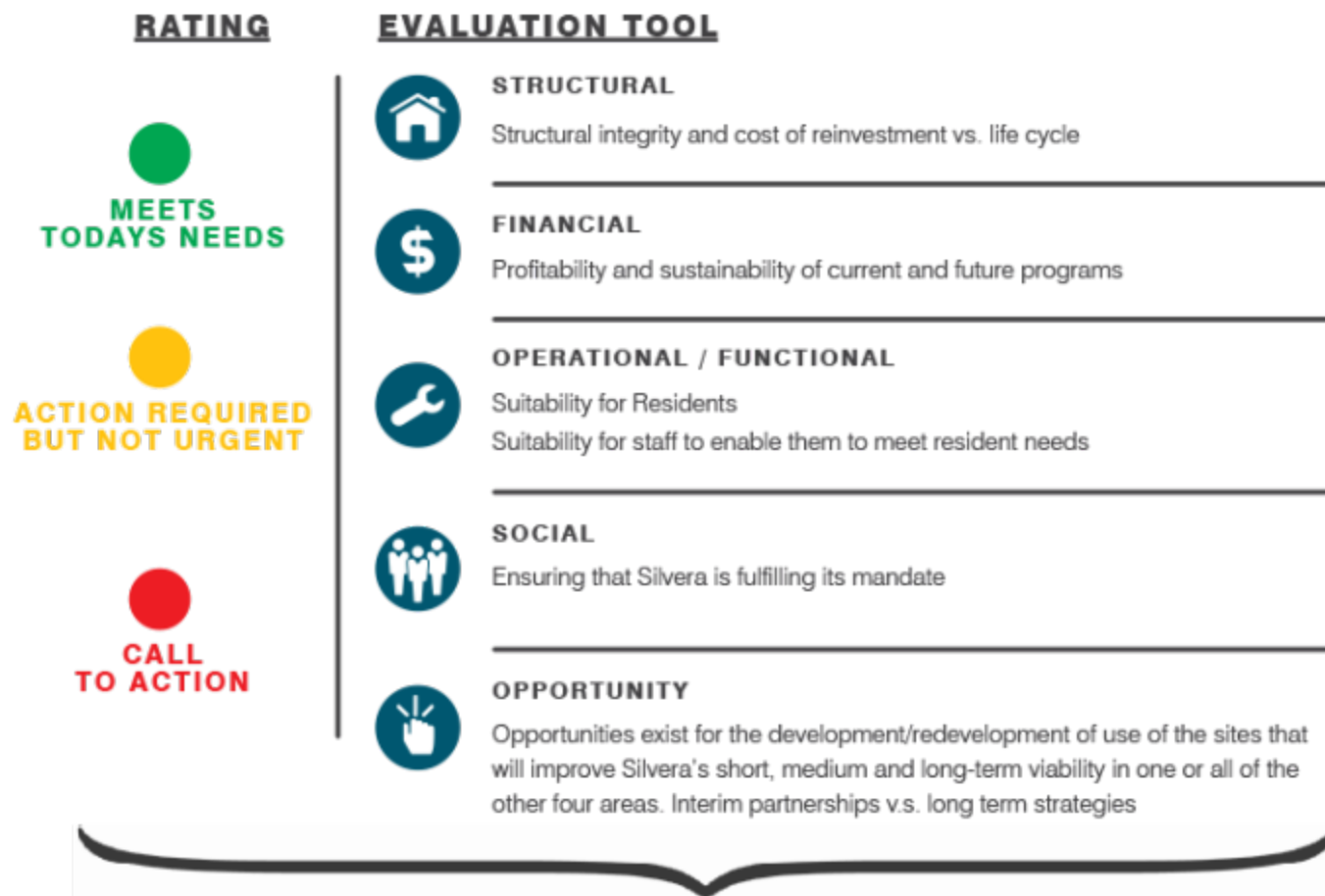
Attachment 2

## Medium and Long Term Viability of Existing Communities





# Existing Communities Evaluation



## DECISION MAKING

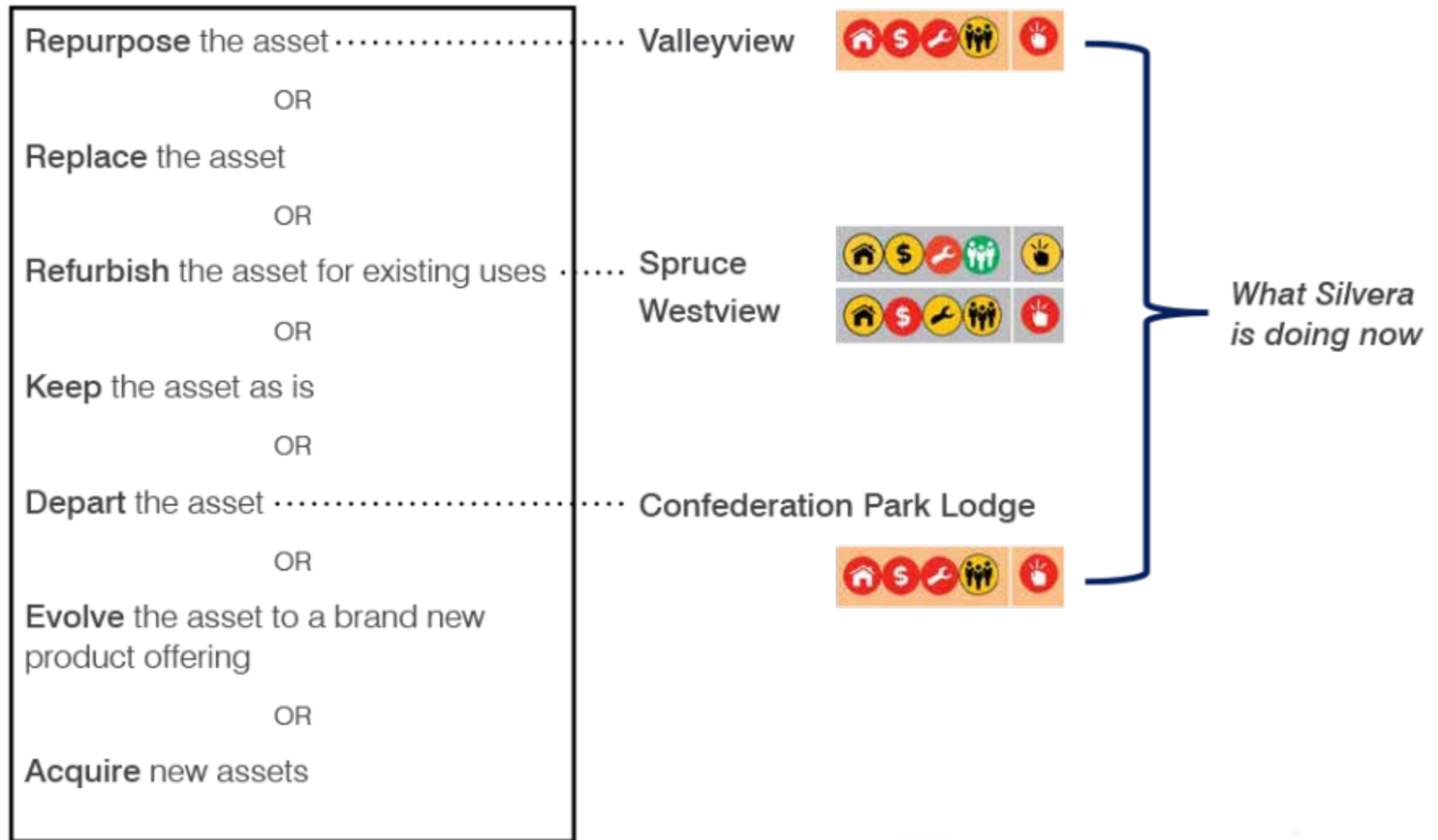
REPURPOSE | REPLACE | REFURBISH | KEEP | DEPART | EVOLVE | ACQUIRE

# Key Capital Decisions

## Existing Communities

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Attachment 2



# Key Capital Decisions

## Remaining Existing Communities

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GOA Attachment 2

### Independent Living (IL)

Austin H Nixon

Boxwood Place

Friendship Manor

Queens Court

Beaverdam Townhouses

Willowpark on the Bow\*\*\*

Shouldice Manor

Chestnut Grove

McCann Court

Mountview Apartments

Alder Court

Dream Haven

Elmwood

Gilchrist Community (Manor and Gardens phase 1)

Bow Valley Townhouses

### Supportive Living (SL)

Beaverdam Community\*

Shouldice Community

Shawnessy Community Community\*

Bow Valley Lodge

Aspen Community

Spruce Community

Westview Community

Valleyview Community

Confederation Park Community

\* Repurposed

\*\* Modified Supportive Living

\*\*\* Modified Independent Living



### What is Silvera Doing?



#### Structural

- Initiate Facility Condition Index and Reserve analysis to analyze structural viability and lifecycle of facilities



#### Financial

- Continuing to identify opportunities to improve performance



#### Functional

- Working with S2 Architecture to develop an assessment framework



#### Social

- Continue to identify measures to optimize the communities ability to meet Silvera's mandate



#### Opportunity

- Develop strategies for the communities to meet medium and long term opportunities

# New vision for maintenance

Deliver a high-quality, safe and efficient maintenance management and service to Silvera communities that is sustainable, preventative focused and incorporates general and capital maintenance as a single unified team



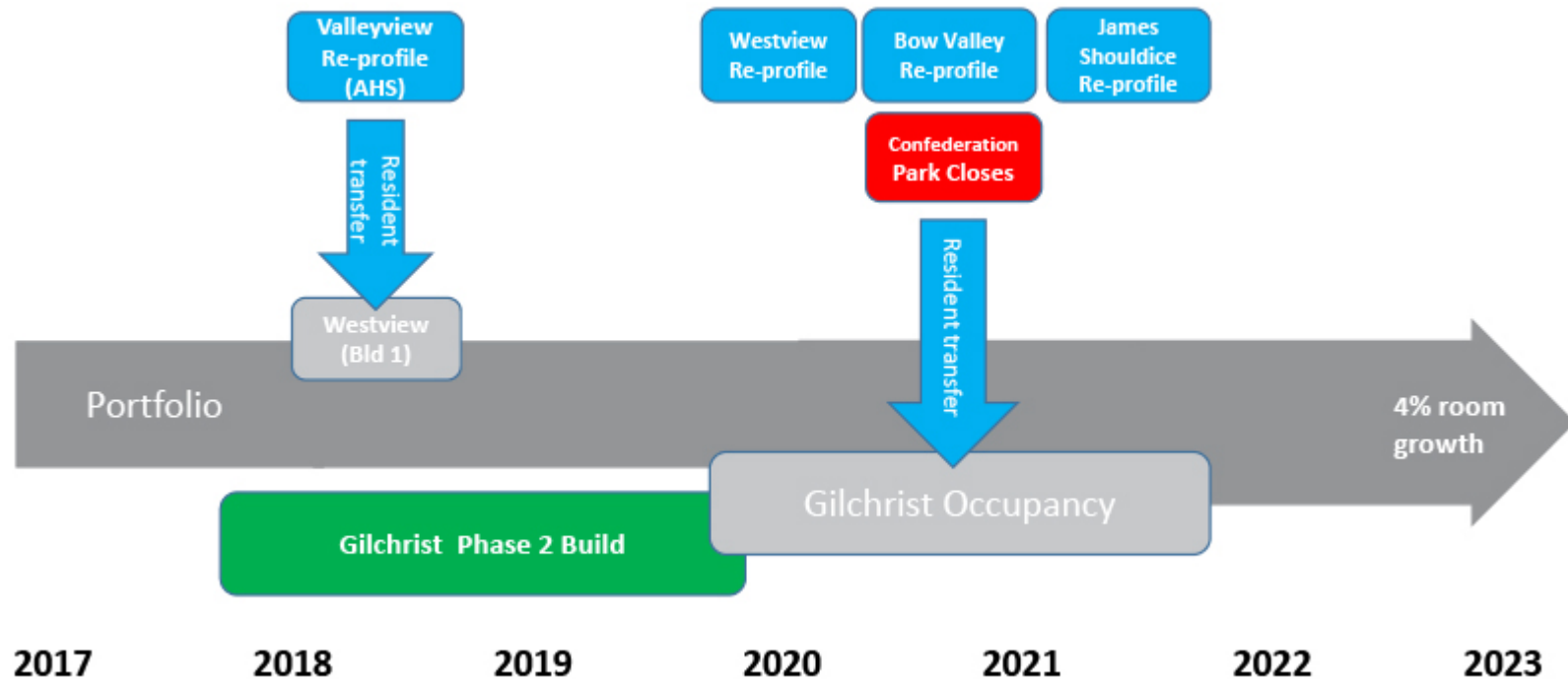
# Compelling reasons for change

## Build more effectiveness and efficiency:

- Create a better organizational structure
  - Improve the clarity of roles
  - Clarify accountabilities
  - Match skillsets to position requirements
- Outcome to serve residents and staff more effectively and appropriately

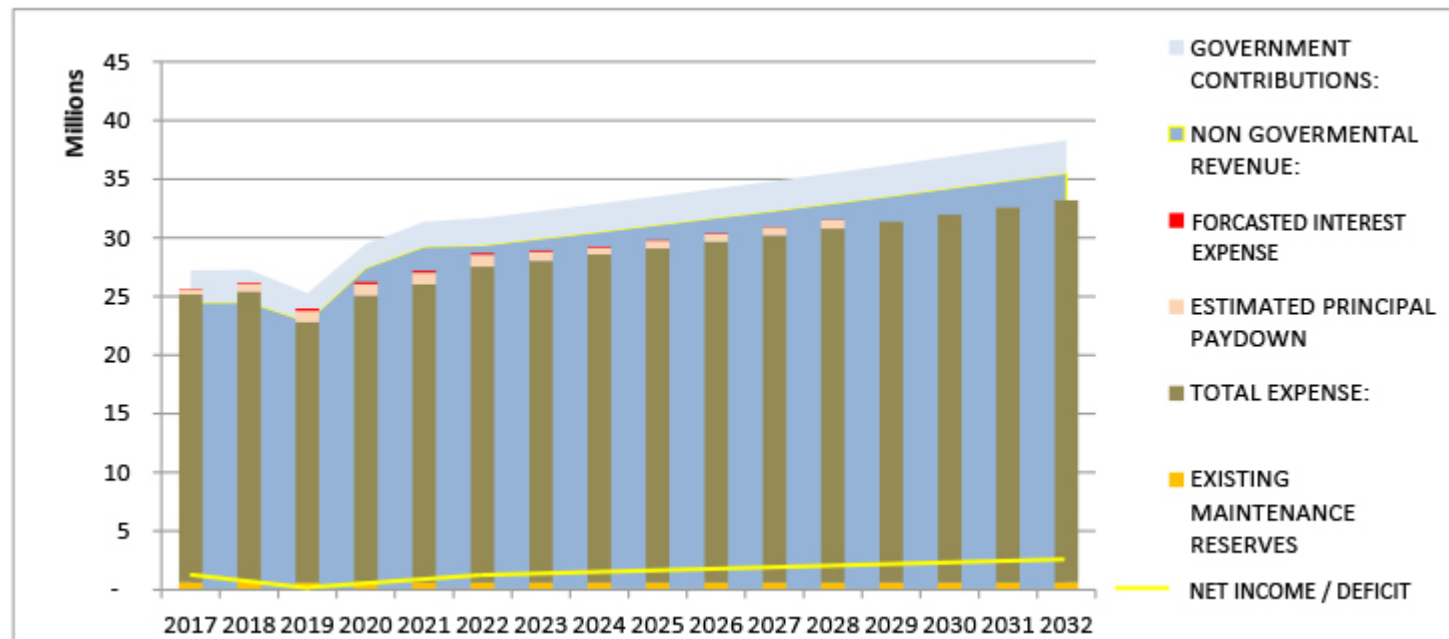


# Reprofiling Timeline



# Revitalization Plan

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Attachment 2





# Capital Assets Analysis

## Existing Land

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# Bare Land Assets Evaluation

Item #7.2

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Attachment 2

## Development Components/Stages



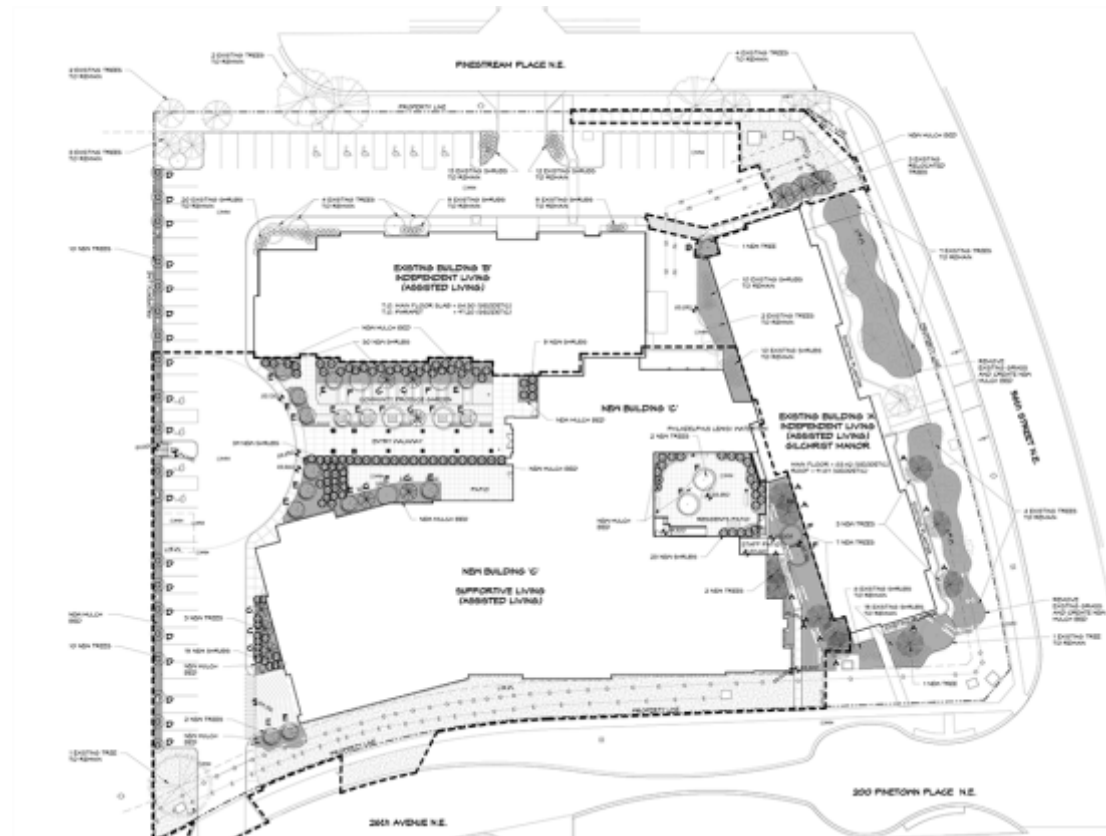
# Bare Land Assets

## Gilchrist Phase 2

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- (A) Not Required
- (M) Not Required
- (L) Already in place
- (S) Completed
- (P) Completed
- (DP) In Process  
Release Pending
- (BP) In Process  
Release Pending



- Development on hold until Alberta Housing approves funding plan
- Tender RFP to be released this summer

# Bare Land Assets

## Glamorgan

Item #7.2

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Attachment 2

- (A) Not Required
- (M) Completed - strong market potential for affordable housing
- (L) In Progress - Pre-application meeting in July; Application submission in August
- (S) Completed
- (P) In Process
- (DP) Upcoming - to run in parallel with land use application
- (BP) Upcoming

- Phase I finalized - Westview Refurbished  
125-135 SL Units,  
60-75 RGI Apartments  
60-75 Near Market / Affordable Market Apartments



# Glamorgan Master Plan

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Attachment 2





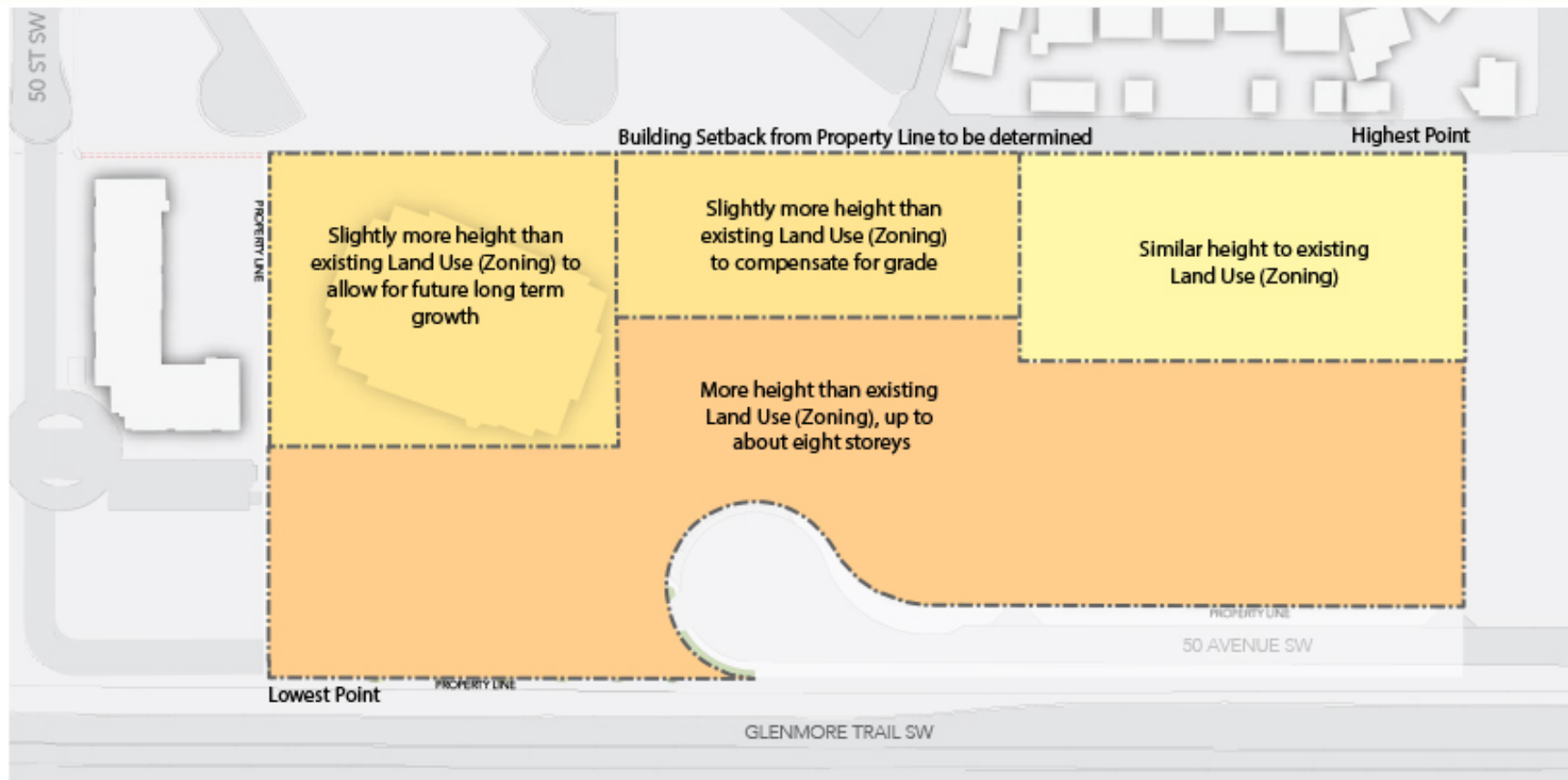
# Land Use Strategy

## Glamorgan

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### NOTES:

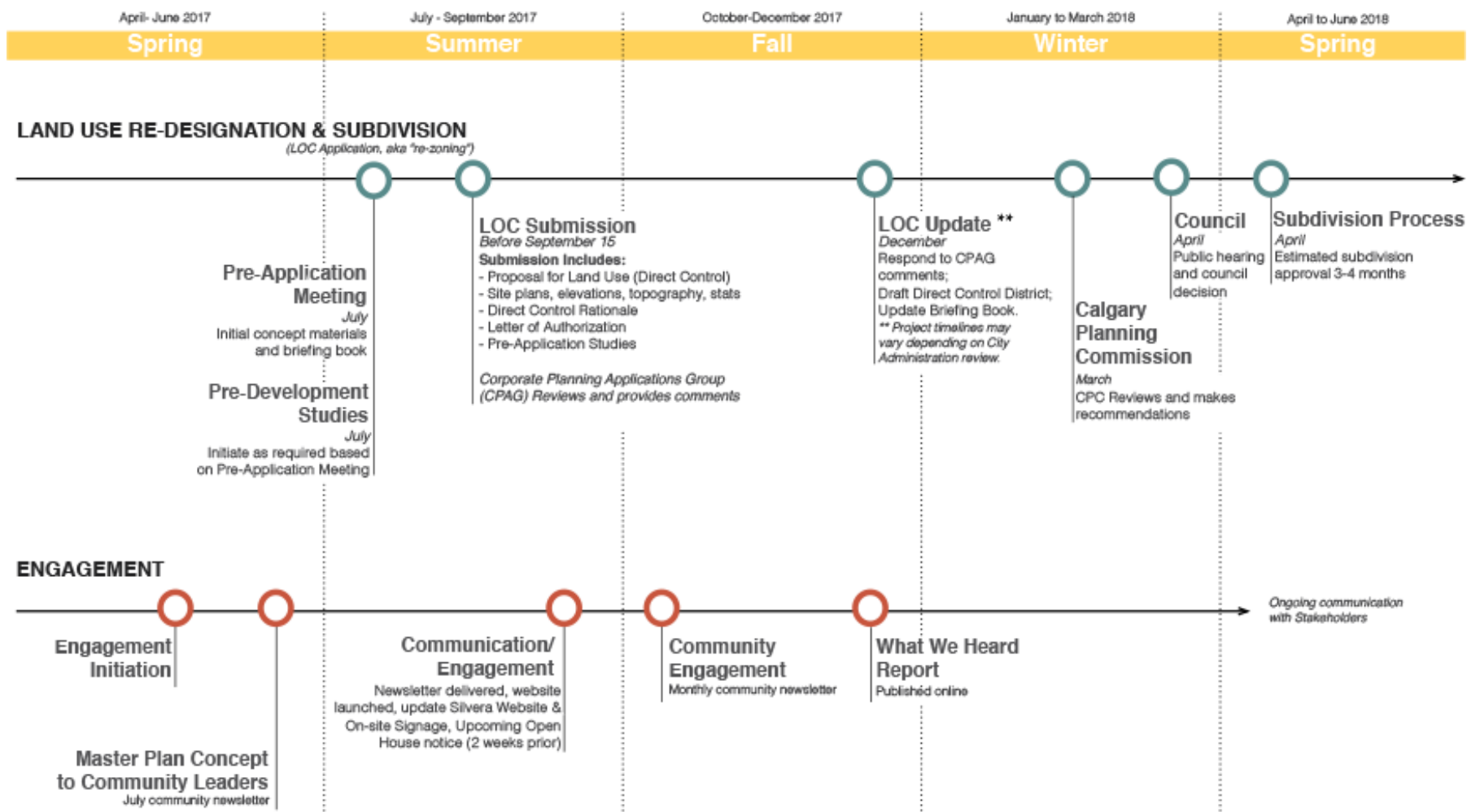
- Direct Control Land Use (zone) for the entire site includes rules around commercial / residential uses and setbacks among others
- Specific areas have refined rules for height, massing and density
- Height designed according to topography and proximity to the future Ring Road

\*outlined areas do not represent subdivision, they delineate where specific direct control rules will apply.

# Land Use Timeline

## Glamorgan

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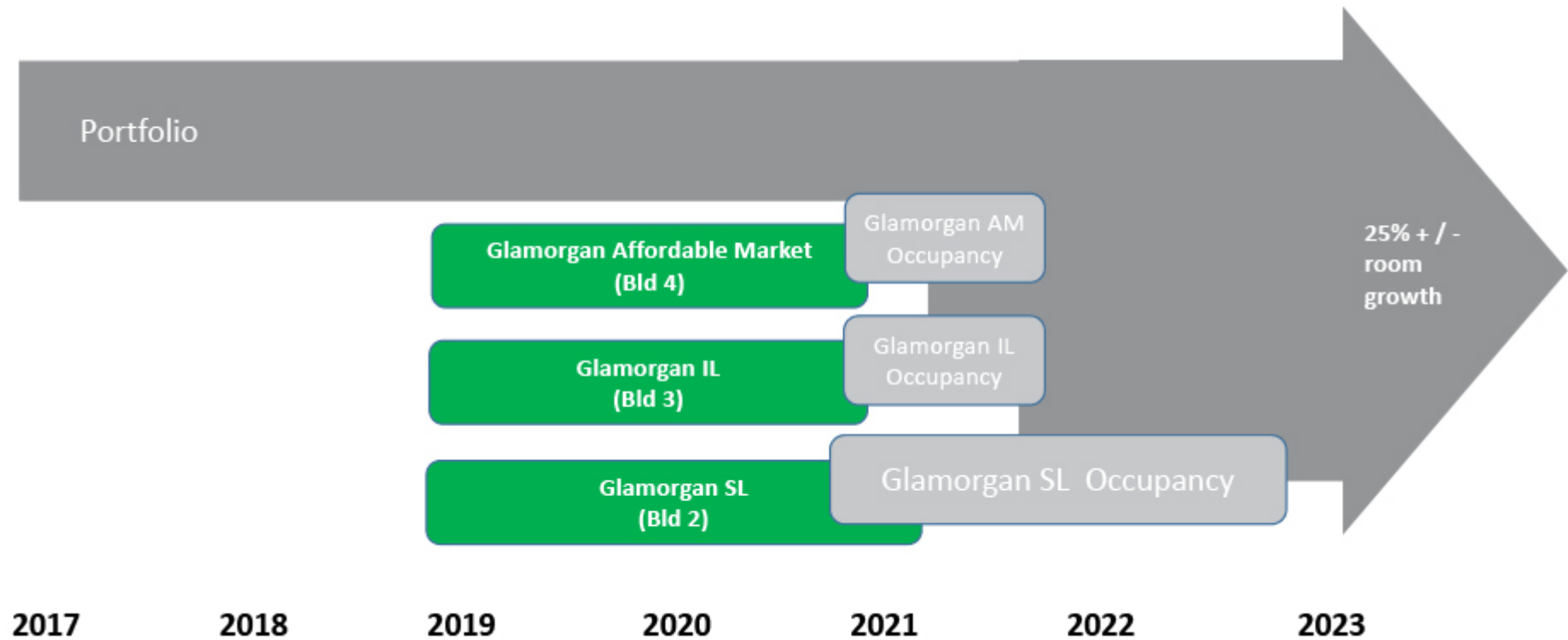


# Glamorgan Timeline

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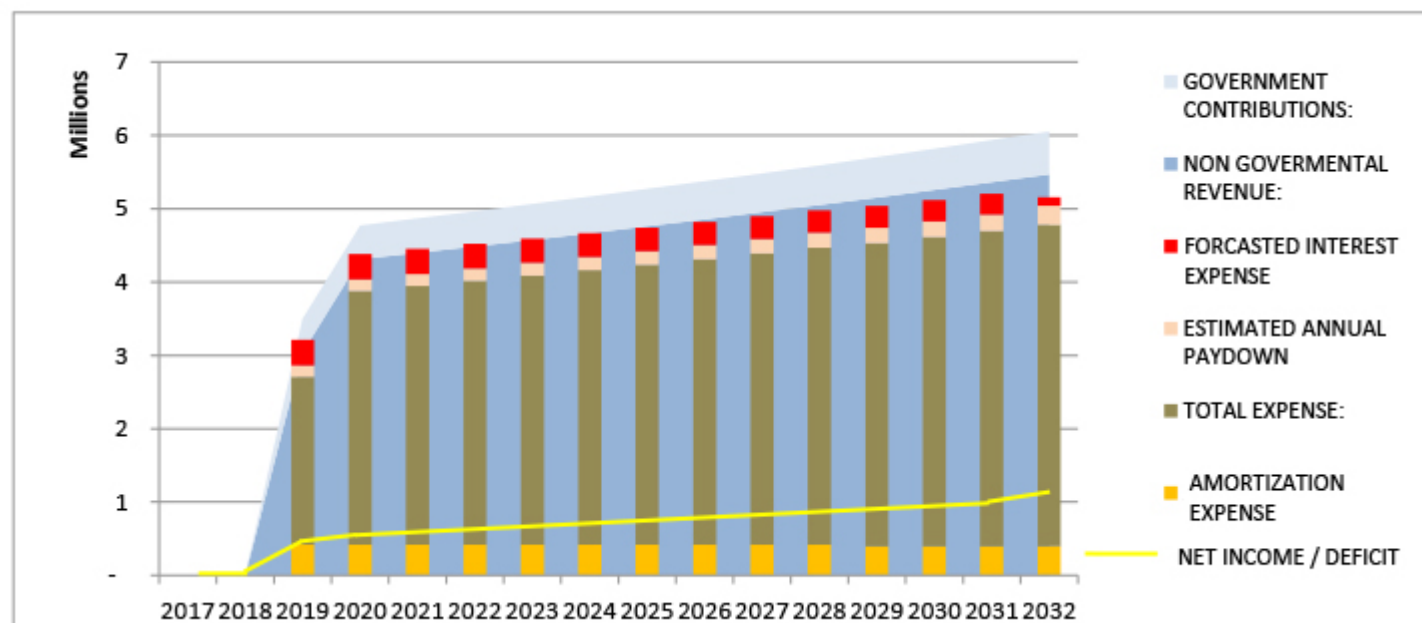
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Attachment 2





# Proposed Developments



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Attachment 2

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- 1<sup>st</sup> Ave Retail Corridor
- Bridges – City  
up to 600 units
- Steps –  
shared (120  
condo units)
- Radius – Budd  
(200 condo units)
- BOW VALLEY LODGE**
- Bridgeland  
Crossings II –  
Gablecraft (143  
condo units)
- SPRUCE LODGE**
- Bridgeland  
LRT
- WILLOW PARK ON THE BOW**
- ASPEN**
- Memorial Drive
- Century Park

# Bare Land Assets

## East Riverside

Item #7.2

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Attachment 2





# Bare Land Assets

## Jacques

Item #7.2

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Attachment 2

- (A) Not Required
- (M) Completed - results show strong market potential for all housing types
- (L) Completed in 2017
- (S) Upcoming - will assist in producing an area of magnitude and phasing strategy
- (P) Unknown
- (DP) Unknown
- (BP) Unknown



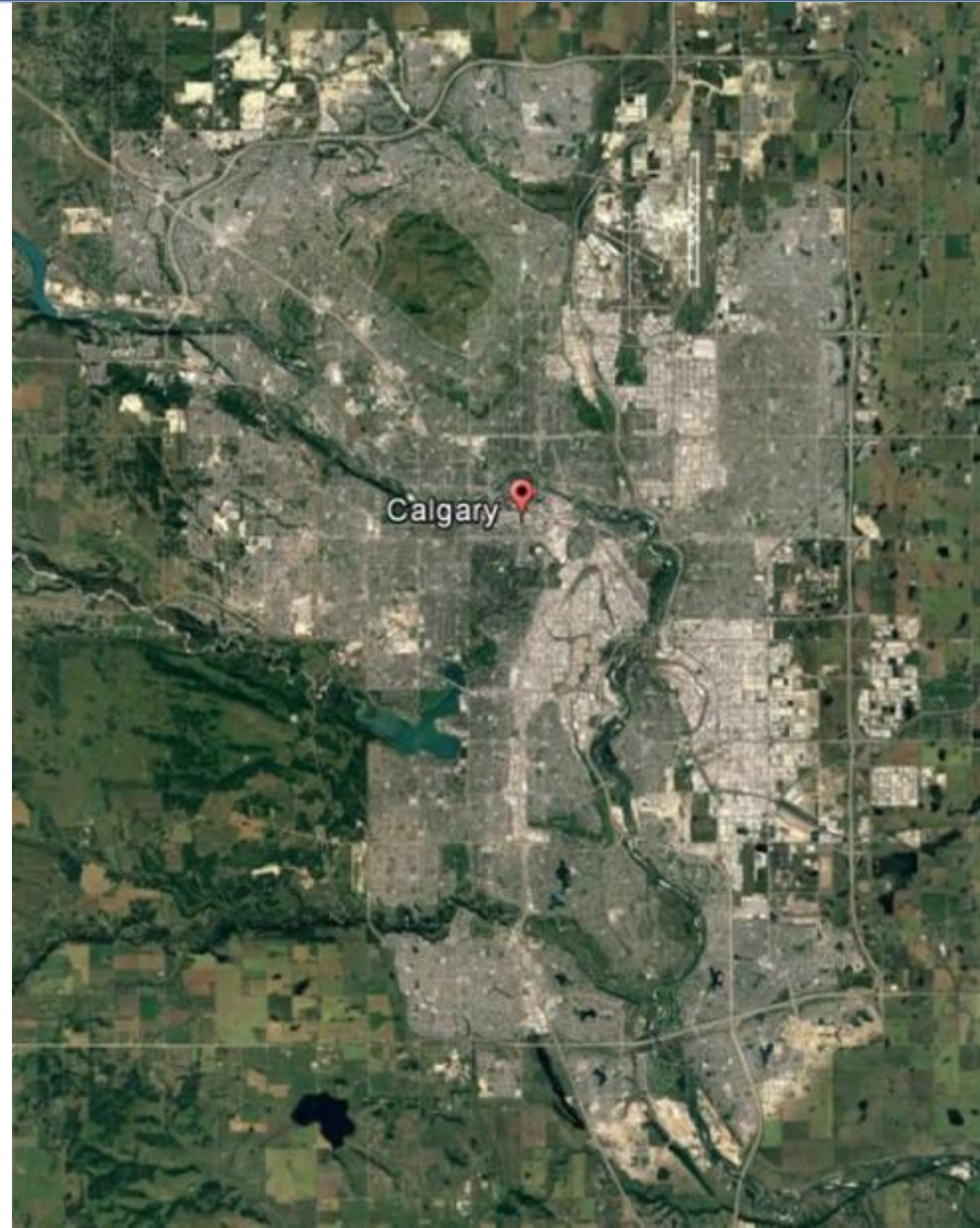
# Bare Land Assets

## New Acquisitions

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Attachment 2

- Analyzing market potential and demographic change in various parts of the City
- Positioning Silvera to be nimble enough in the future to act swiftly on acquisition opportunities
- Factors to consider when making future acquisitions
  - LRT Greenline
  - City Mainstreets initiative
  - TOD redevelopment locations (example. Anderson Station)





**A) SILVERA'S FOUR STRATEGIC INTENTIONS**

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1

**B) KEY DRIVERS**

GOA CITY SILVERA

GoA / City of Calgary / Silvera is increasing appropriate IL and SL Capacity: to meet future populations needs, including exploring partnerships to meet changing health and housing needs for vulnerable populations.

SILVERA CITY GOA

**Reduce Silvera's Dependency on Government Funding**  
Alternate Market Revenue Sources

- Market housing and related partnerships
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- Partnering with Government differently (ex. Shared equity, market use housing, etc.)

2

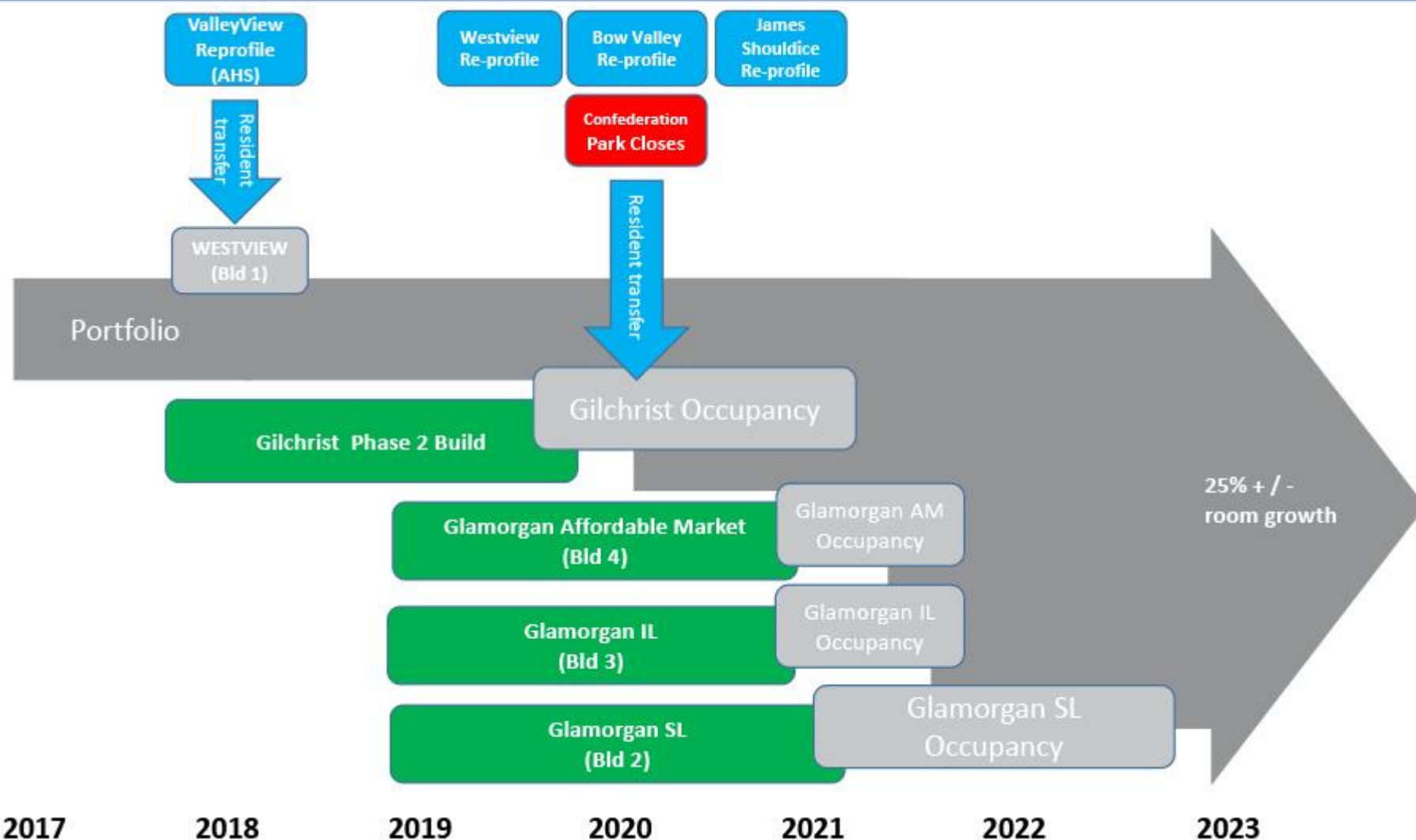
**C) DECISION & ASSESSMENT MODELS**

\* 2018 Financial Plan to Support Development  
Connecting to Capital Plan  
How does the budget get completed to support capital work differently?

3

**D) KEY CAPITAL DECISIONS****Repurpose** the asset**Depart** the asset**Replace** the asset**Evolve** the asset to a brand new product offering**Refurbish** the asset for existing uses**Acquire** new assets**Keep** the asset as is

# Summary



2017

2018

2019

2020

2021

2022

2023