

Silvera
FOR SENIORS



2017 Civic Partner Annual Report



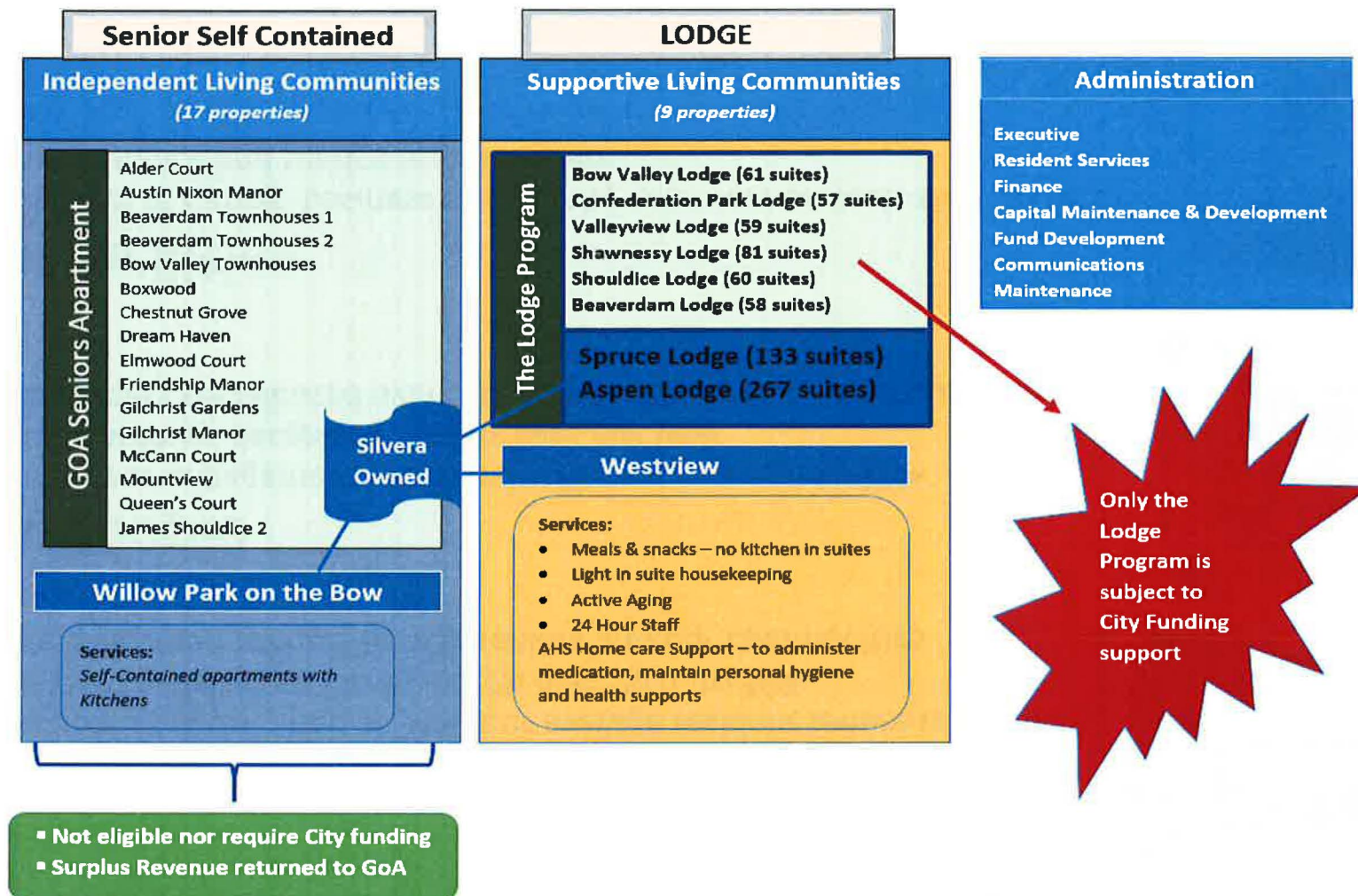
About Us

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



- A registered charity and housing management body under the Ministry of Seniors and Housing established the 1960's.
- We are the second largest low income seniors housing body in the province with over 1500 people calling a Silvera community home.
- The Lodge Program (8 Lodges) is a unique housing program providing safe, supportive living for low income senior Calgarians, jointly funded by the Province and City.
- Our organization has 350 staff who deliver against 23 regulated/ legislated compliance areas.

Operations Overview



What we did

Residents

- Occupancy maintained at 94%; our average resident tenure is 3 years
- Resident satisfaction increased 3% over 2016 to 86%
- We welcomed home 340 new seniors into our communities

Our People

- Employee engagement increased 10% over last year to 71%
- Staff turnover decreased slightly over last year
- Volunteers contributed over 10,000 hours to seniors' community life

Our Facilities

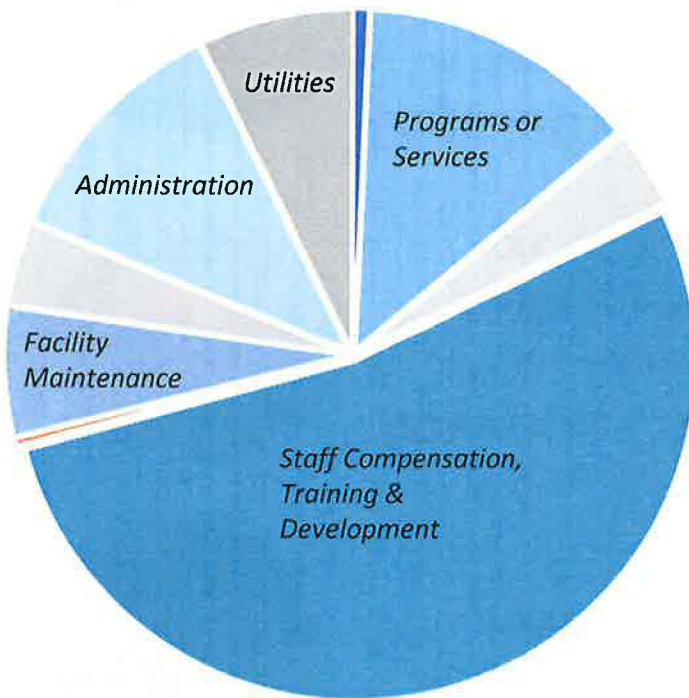
- 83 'Days of Caring' business community volunteer projects that support maintenance and service improvement



Proud to be a new Civic Partner and re-new our relationship with the City of Calgary

Dollars and Cents

Spending Overview



Operation Wins

- Raised almost \$5M in donations for capital development
- \$120k net savings in employee benefits
- Training costs were \$245/ employee which is 2-3 times less than comparable industry
- Generated \$140k in interest income through short term GIC investing

Suite Maintenance

- Painted 207 suites/ 27% of Lodge Program
- Installed new flooring in 170 suites/ 22% of Lodge Program

Capital Maintenance

- \$867,000 spent on capital maintenance projects in the Lodge Program
- Additional monies spent through accessing Provincial initiatives for fire suppression, and resident building communication systems

Strategic Risks



People Management

- Keeping turnover to a minimum for continuity of service, maintain standards and transfer knowledge.



Revenue Constraints

- Our average resident age is 83 with \$20k annual income; inflation and other operational cost increases can't be passed on.



Legislative Changes

- Seniors' supportive living housing is heavily regulated; it's expensive to implement changes to our buildings and train staff to comply with new rules.

Peek into our Future

Demand for affordable seniors housing will continue to grow. At Silvera we envision a future where seniors can age actively in community.

Gilchrist Phase 2 Development

- Development and building permit approved
- Plans are subject to government support and financing

Glamorgan Community Development

- Renovations to the existing Westview facility are being pursued
- Land use application has been submitted to the City
- Adjacent neighbourhood is engaged and supportive
- Site development plan is substantially complete
- Plans are subject to government support and financing

