



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.

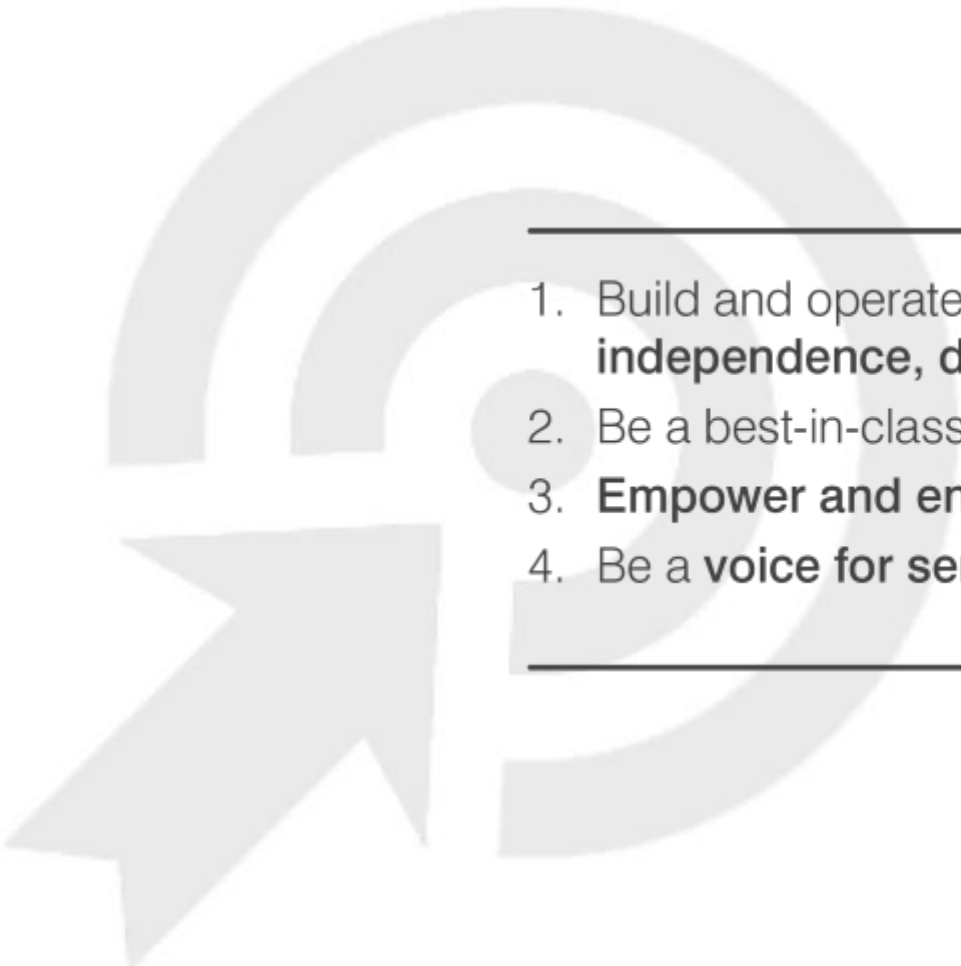
Values

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

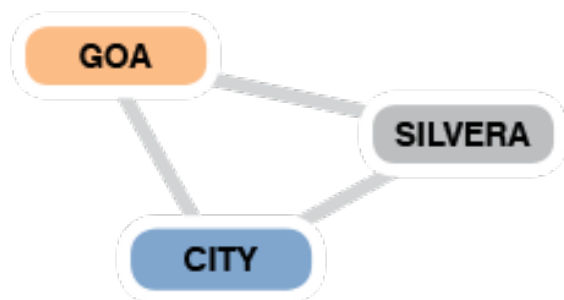


Silvera's Four Strategic Intentions

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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
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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

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
-



Decision & Assessment Process

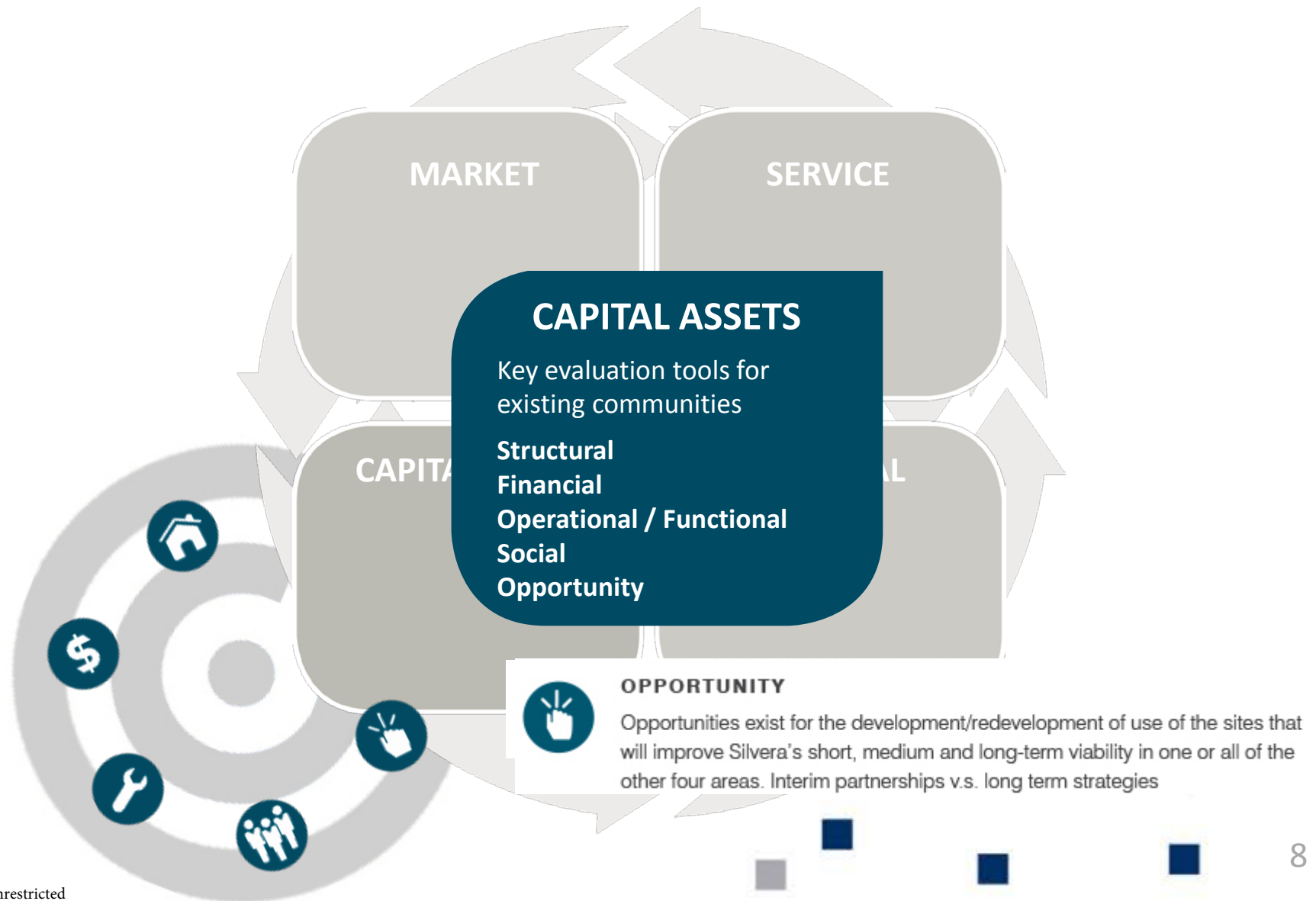
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Capital Assets Analysis

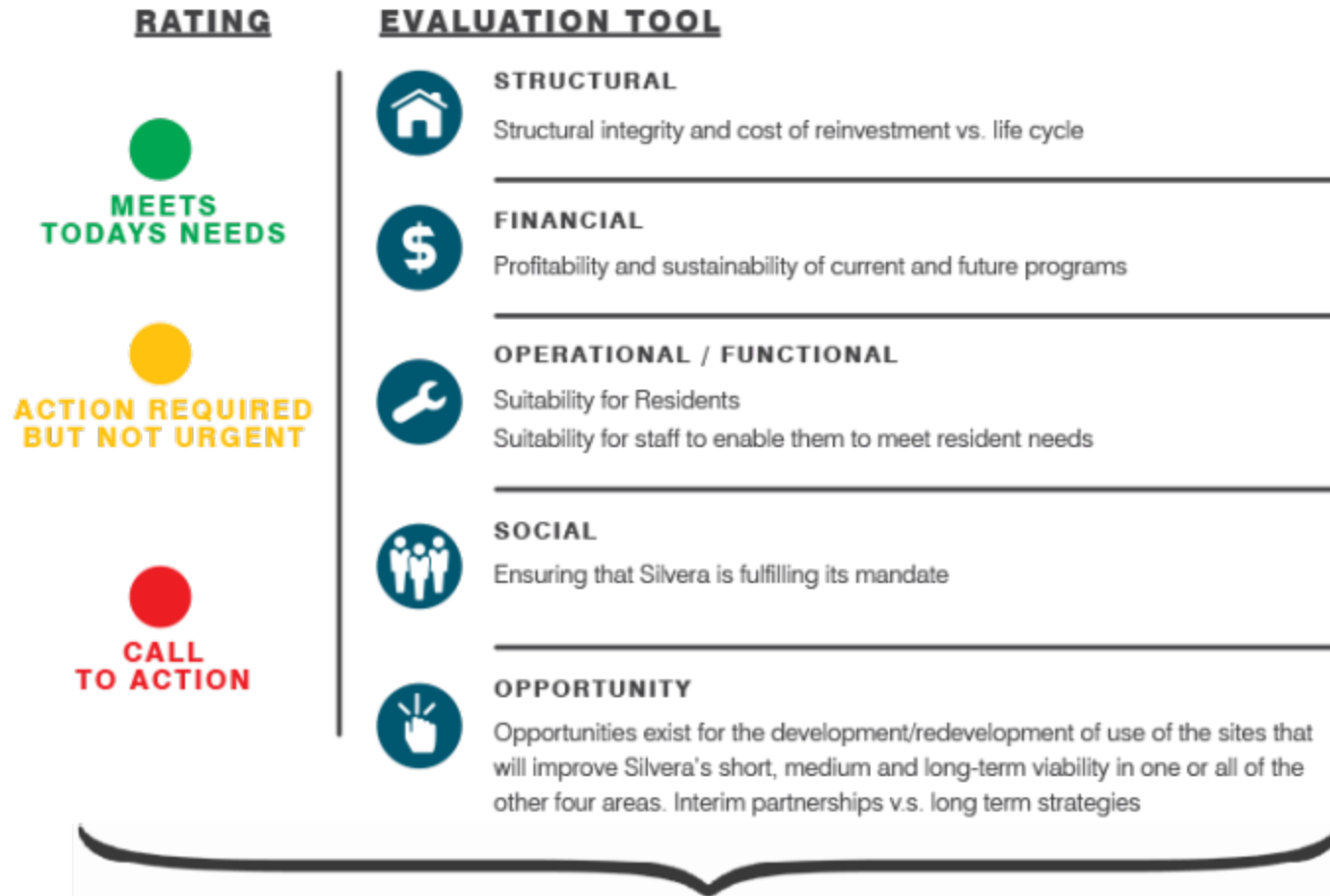
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Medium and Long Term Viability of Existing Communities



Existing Communities Evaluation

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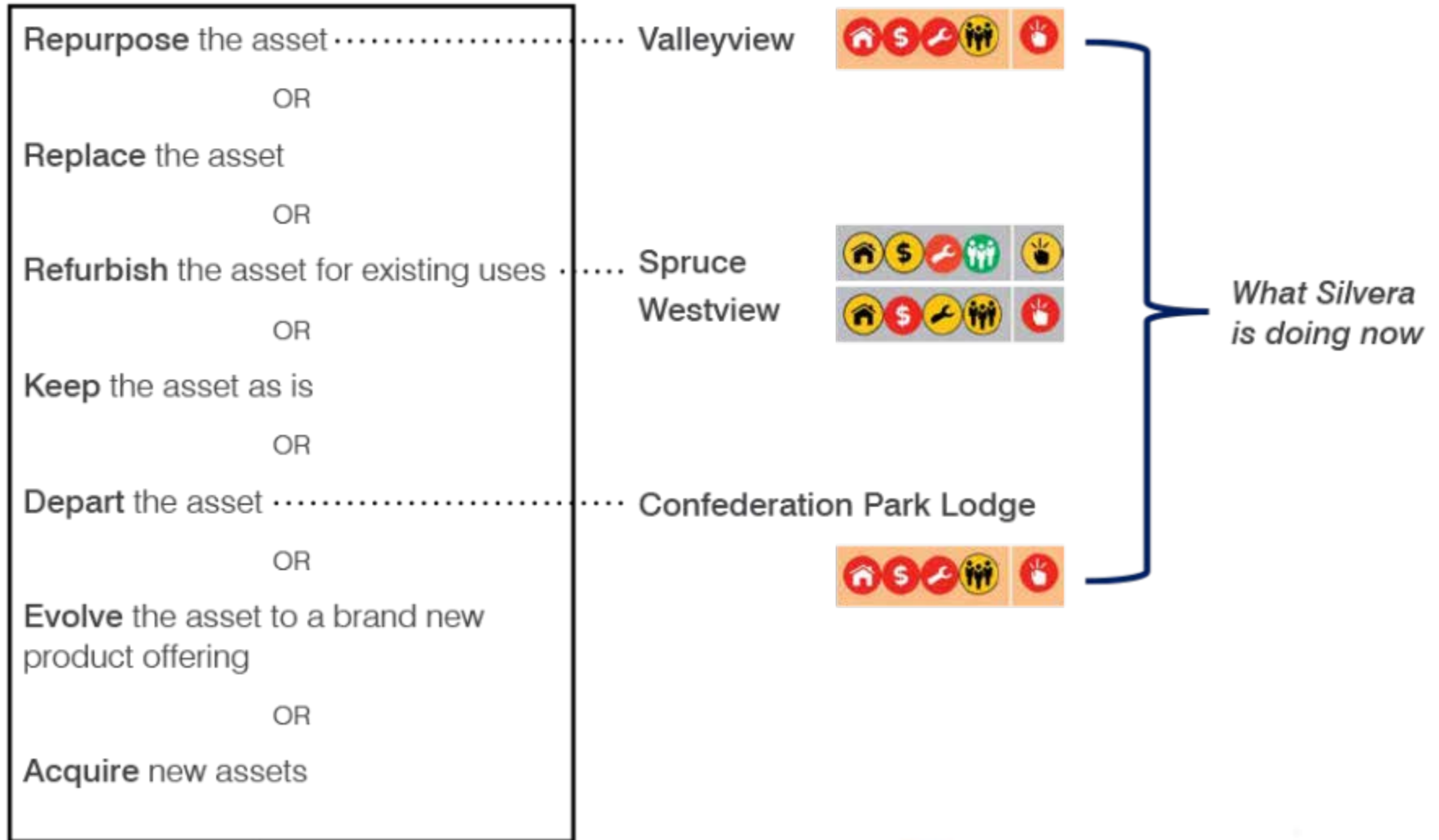
DECISION MAKING

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

Key Capital Decisions

Existing Communities

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Key Capital Decisions

Remaining Existing Communities

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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



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



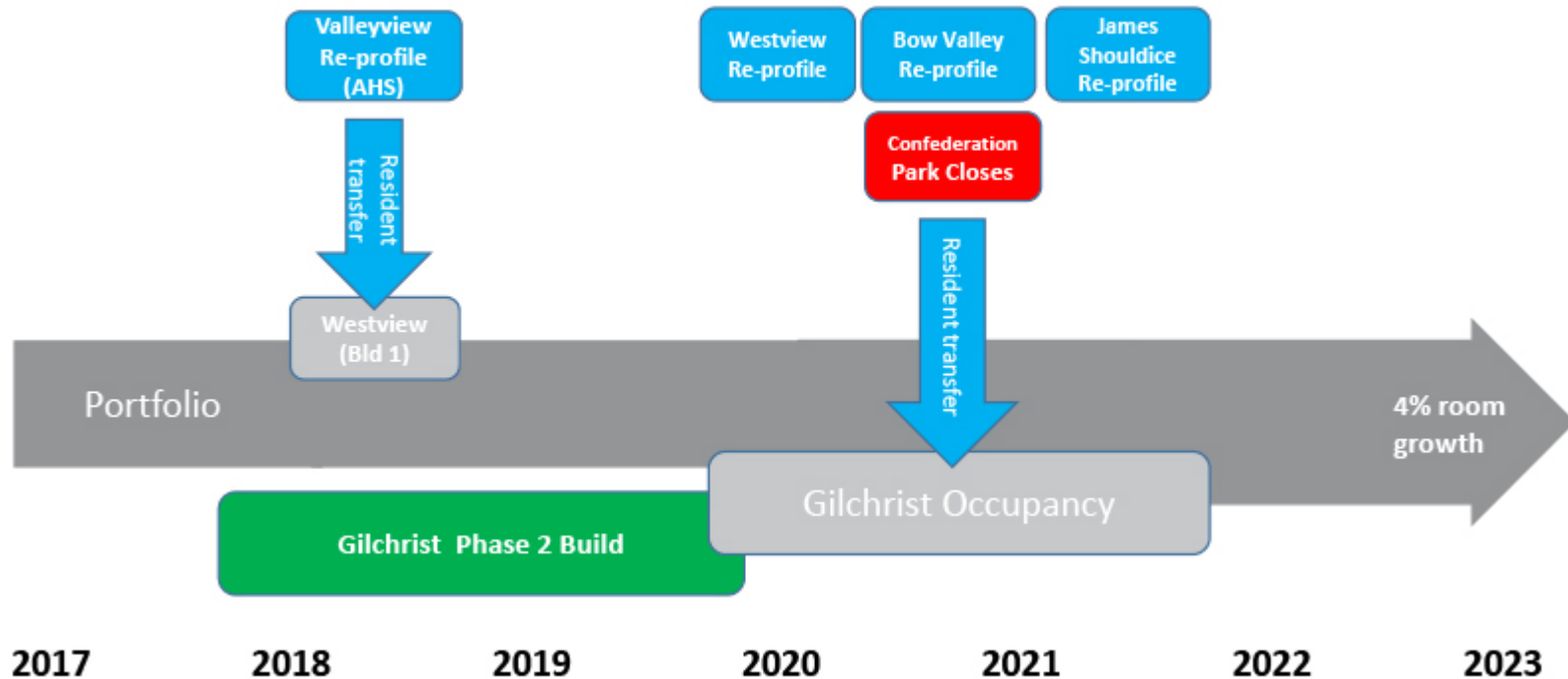
Build more effectiveness and efficiency:

- 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



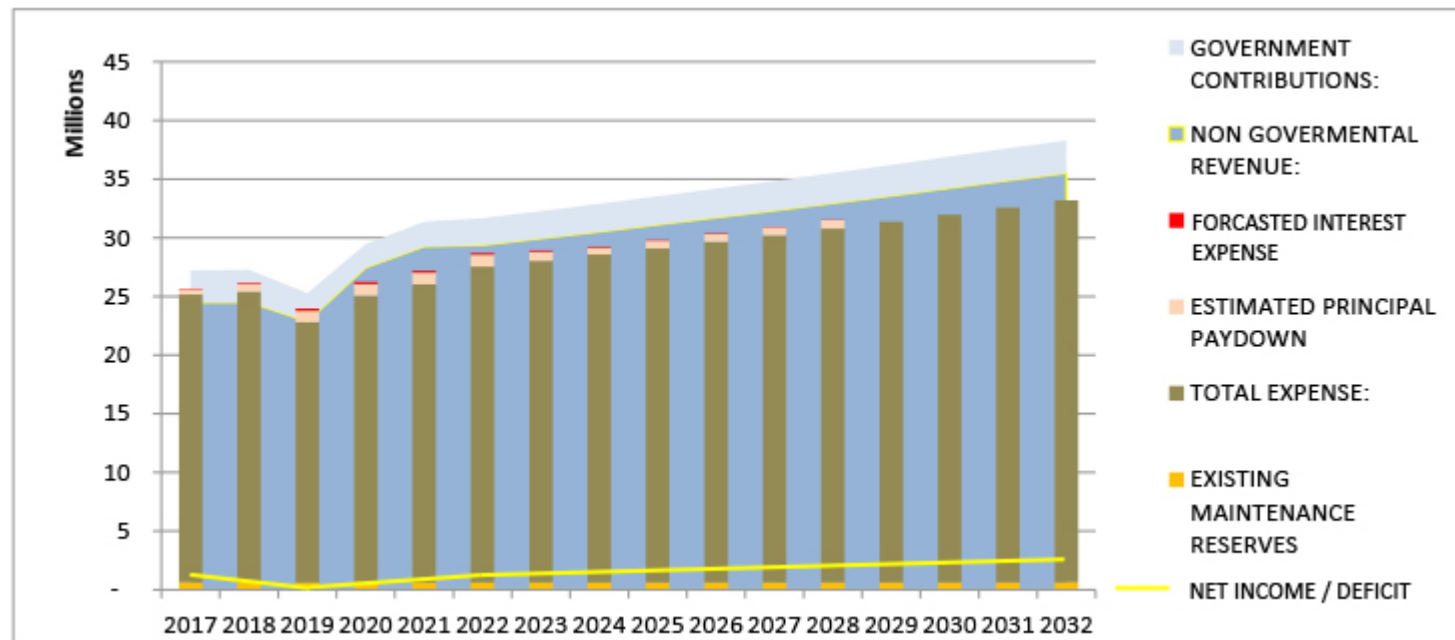
Reprofiling Timeline

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Revitalization Plan

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Capital Assets Analysis

Existing Land

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Bare Land Assets Evaluation

Development Components/Stages

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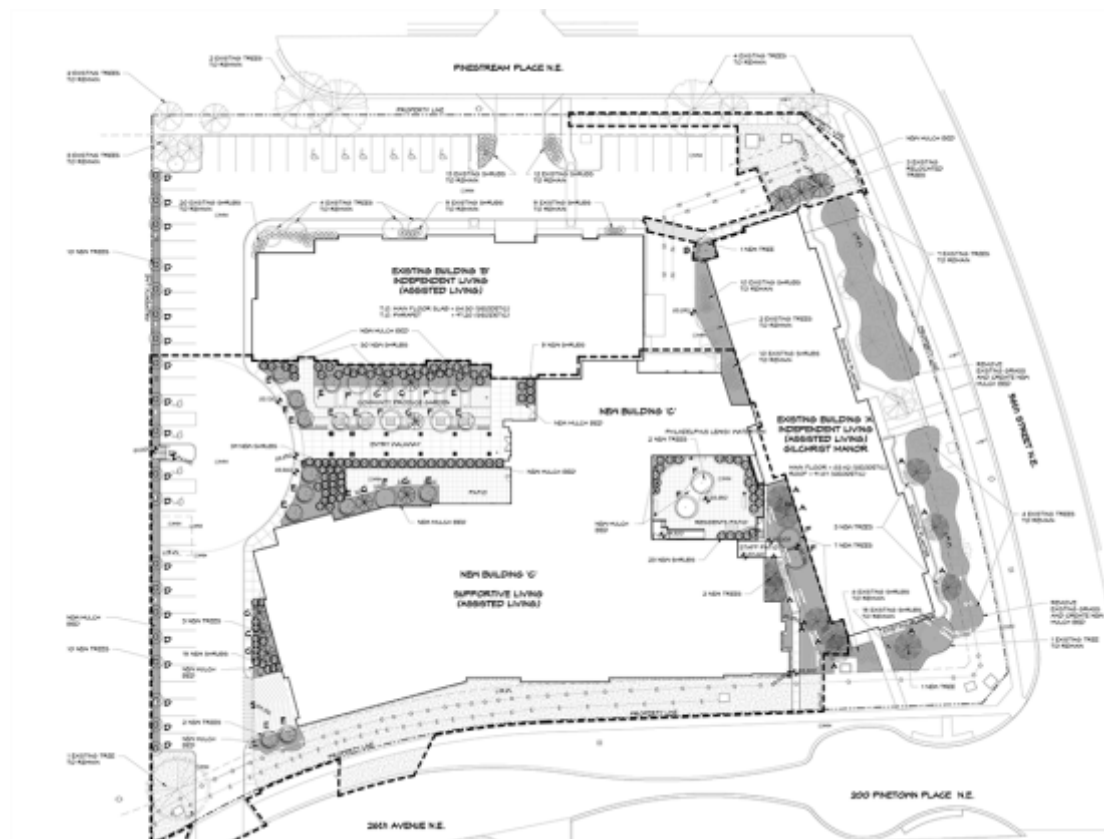


Bare Land Assets

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

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- (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

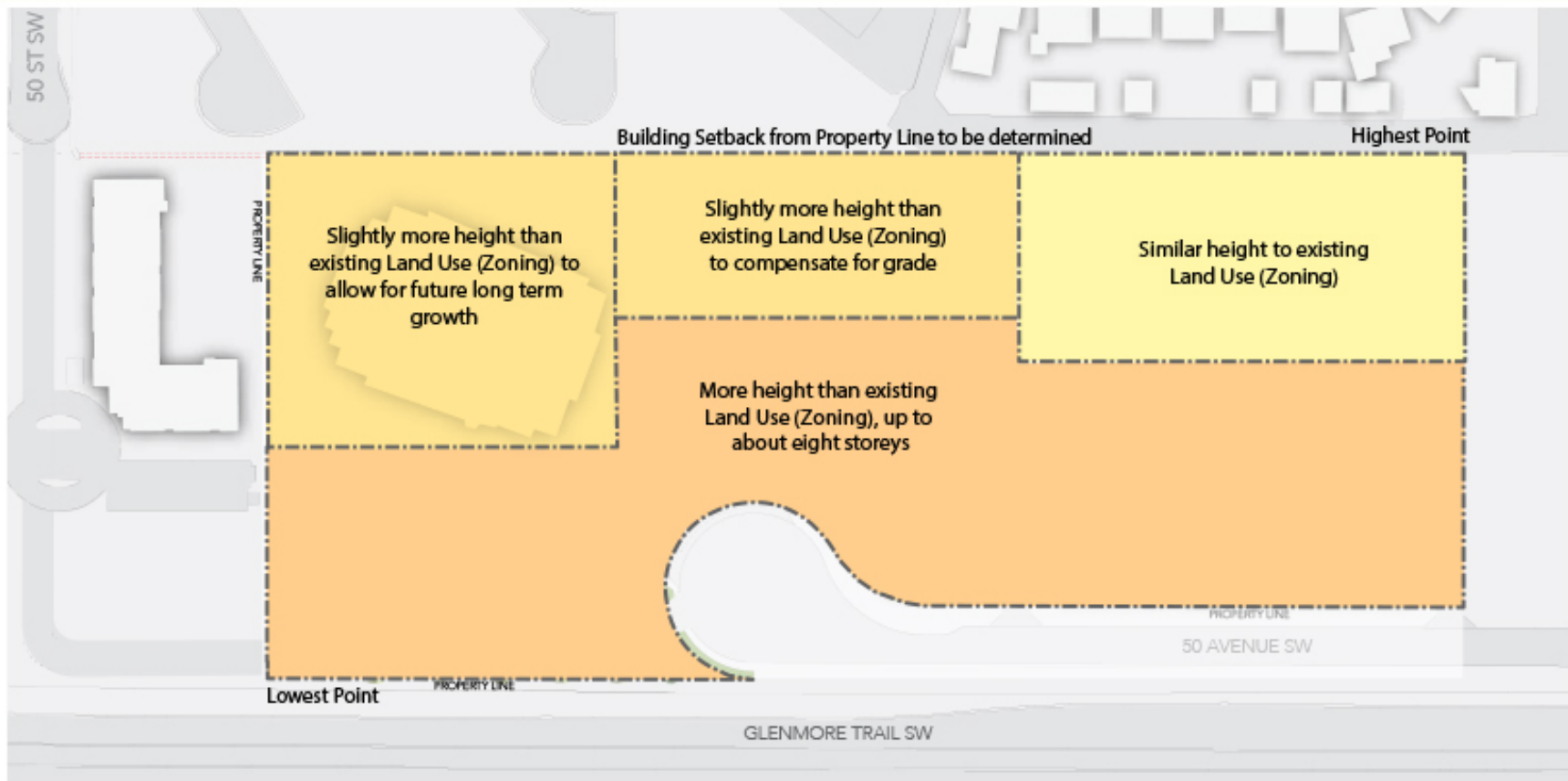
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Land Use Strategy

Glamorgan

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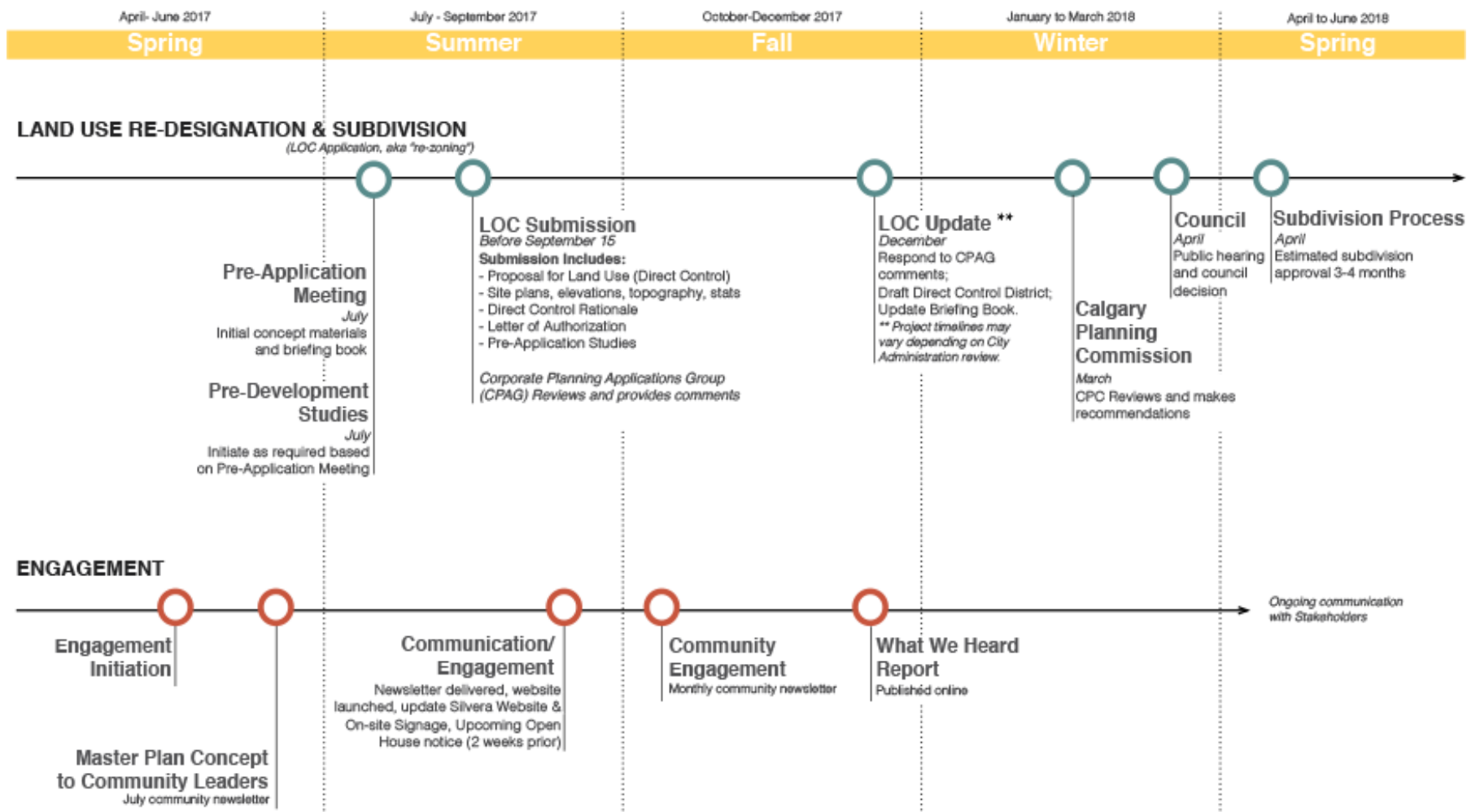
- Direct Control Land Use (zone) for the entire site includes rules around commercial / residential uses and setbacks among others
- Specific areas have refined rules for height, massing and density
- Height designed according to topography and proximity to the future Ring Road

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

Land Use Timeline

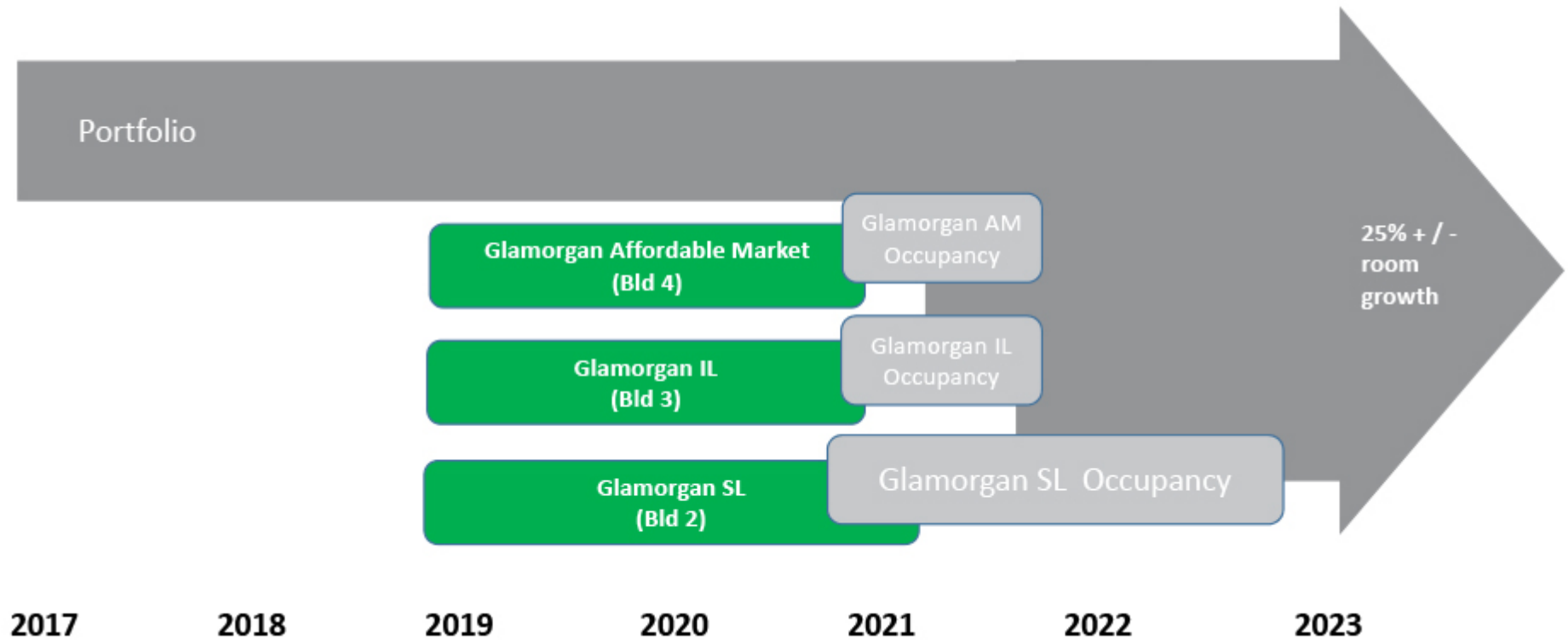
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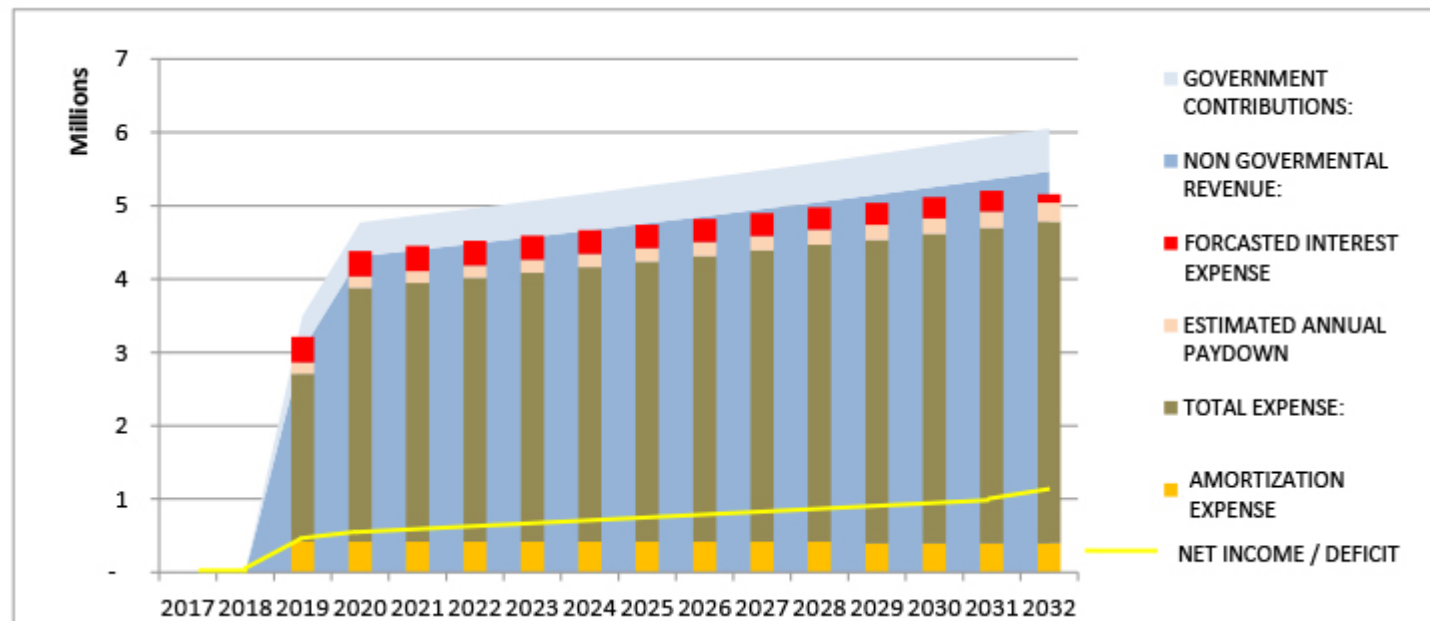
Glamorgan Timeline

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Proposed Developments

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Bare Land Assets

East Riverside

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- (A) Upcoming - City has determined funding and resources are available to spearhead the preparation of a new ARP
- (M) Completed - strong market potential for all housing types
- (I) City led re zoning initiative
- (S) TBD
- (P) In Process Spruce
- (DP) TBD
- (BP) (N/A)



Bare Land Assets

East Riverside

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Bare Land Assets

Jacques

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- (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

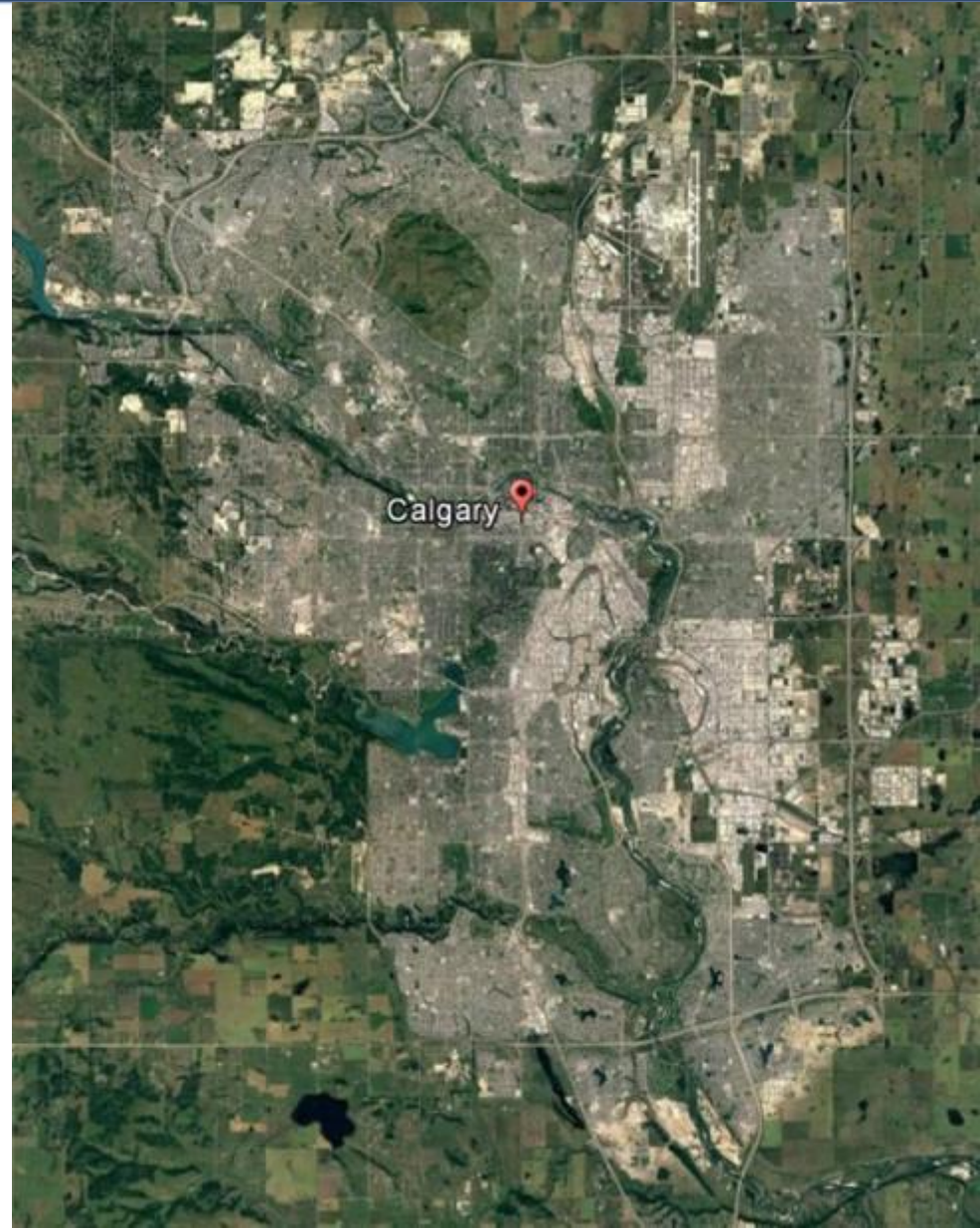


Bare Land Assets

New Acquisitions

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- 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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2. Be a best-in-class, **results-based** organization
3. **Empower and engage** our people
4. Be a **voice for seniors** in Calgary

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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
- Mixed market housing
- Leveraging assets for long term contributions
- Partnering with Government differently (ex. Shared equity, market use housing, etc.)

2

C) DECISION & ASSESSMENT MODELS



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

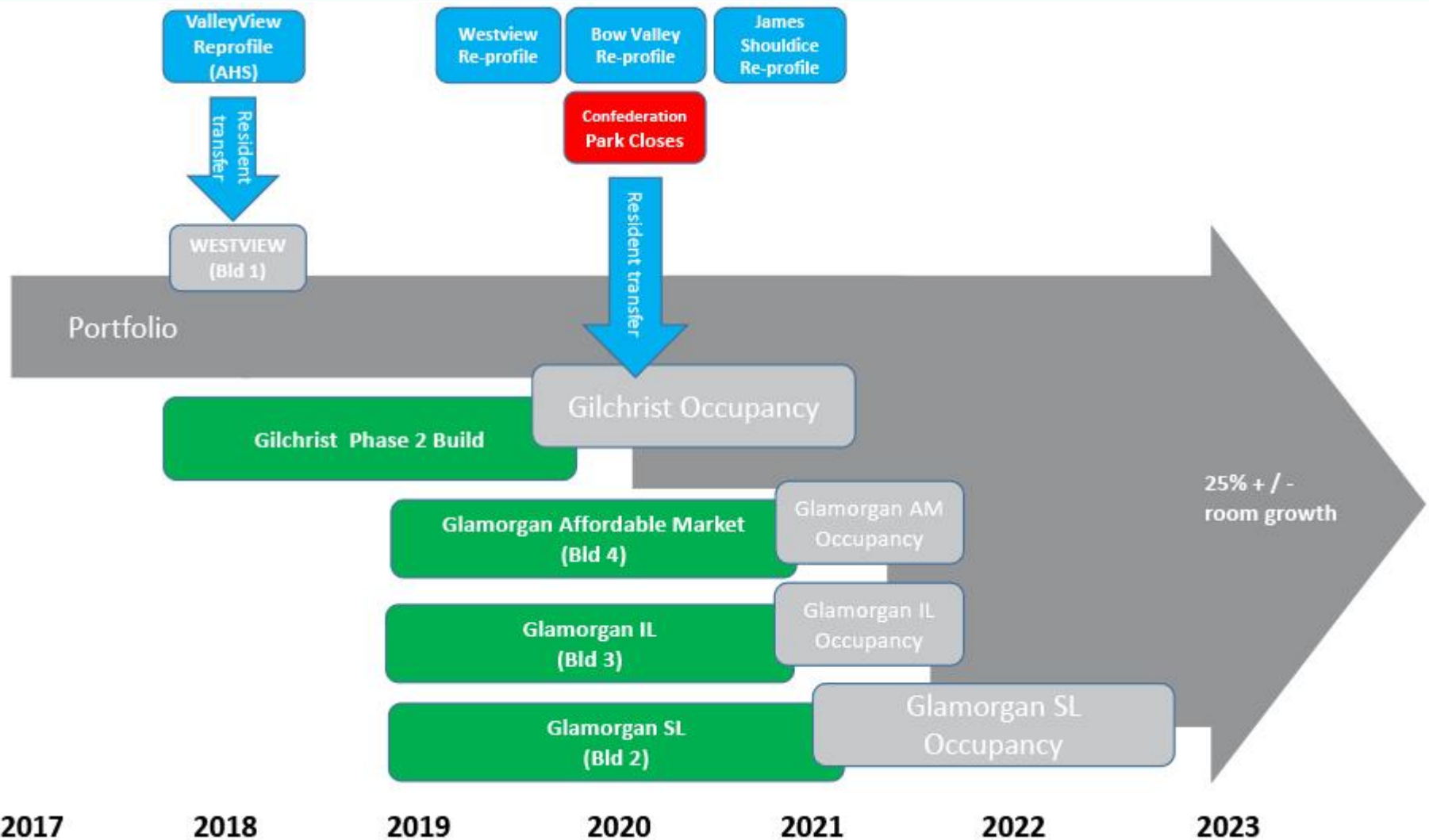
Acquire new assets

Keep the asset as is



Summary

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2017

2018

2019

2020

2021

2022

2023