



One Calgary 2019-2022 Business Plan & Budget Summary

Silvera for Seniors

(Board Approved)

One Calgary Line of Service: Seniors Lodge program - Affordable Housing

Purpose: Our purpose is to give seniors the respect they deserve and make it great to be a senior in Calgary.

1. What are your organization's priorities and actions for 2019-2022?

To ensure we have appropriate staffing levels, minimum increases to be more wage competitive due to 2015 minimum wage increase, 2018 employment standard changes, Sept 2018 WCB legislation changes. To ensure legislative and regulatory compliance can continue to be met.

Our strategy is to catch up - wage competitive, reduce turnover, ensure staff are adequately trained to meet significant regulatory requirements /compliance, execute capital maintenance of Lodges to support maintaining highest possible occupancy and impact on city obligation to deficit fund. Continue process improvement to advance high performance operation - to this end we introduced an Innovation Fund that is wholly supported by donor investment to provide a small reward to staff who put forward great ideas (which are screened and evaluated) that meet a criterion to improve employee performance/engagement and operational efficiency. We are also working with our community partner, MRU, and the Trico Change Makers Institute to increase our workforce's ability to lead and embrace change.

The other major funding urgency reflected in our funding request is to address the IT system upgrade and purchase that will support our improved operation, improve cost controls, needs of funder and stakeholder reporting, capital and building maintenance project management, regulatory mandated tracking of inventory, client applications, waitlists, improve finance and payroll reporting timelines and functionality. Silvera unfortunately has been forced to work within outdated and inefficient systems due to lack of adequate funding to keep IT/IS current. For the most part what we have has been made possible through donor directed funding who recognized the urgency for upgrades.

2. Outline how your priorities align with the Citizen Priorities for 2019-2022 and Council Directives (see attached summary)

P1/P2 Council Directive - Silvera can support as we offer continued job opportunities contributing to our city being attractive for Calgarians seeking stable and satisfying employment. P4 -Silvera can be counted on as a continued leader offering affordable housing and supports for Calgarians to age in community and for families to rely on for quality, safe affordable housing for their aging family member/friends/neighbours. N1 - Although we are not asking for Capital funding in our submission for NEW development, capital maintenance will support greater accessibility as we improve Lodge suites. We do expect the Province to fund new development and thus they would be in a position to support our vision to build and then replace or repurpose old lodges. N3 - Silvera operates Lodges which are communities within communities and we are and will continue to engage with our neighbors for increased interconnection of communities/services and generations. N4/5- Additionally, With Government of Alberta funding support and leveraging the portfolio of housing and land assets Silvera's vision is to build new developments which reflect mix market, greater energy/operating efficiency and increased operational viability all while meeting the needs of our aging population and creating complete communities that meet not just our plan for more housing but designed to integrate and welcome the broader community and positive models for great communities and city neighbourhoods.

3. Which of your programs and services are funded by The City's operating grant?

Municipal Lodge Program

4. Identify 3-5 performance measures that you will use to evaluate your organization's performance from 2019-2022. Provide measures in the RBA format of How much you will do, How well you will do it, and Is anyone better off. (See attached sample)

1. **Regulatory Compliance** – We expect to achieve legislated compliance both as a Housing Management Body including the Provincial Government's Accommodation Standards, both of which have significant audit and regulated requirements.

2. **Maintain occupancy** (if suites can be maintained with adequate funding)

2018: 92.7% 2019: 92.7% 2020: 92.7% 2021: 92.7% 2022: 92.7%

3. **Employee engagement** – Improved engagement in general supports higher performance and accountability and better results. Staff engagement – We expect to continue to limit staff turnover as a result of improved engagement (satisfaction) targets

2018: 75% 2019: 80% 2020: 82% 2021: 85% 2022: 85%

5. Identify how you will leverage resources from 2019-2022. Please provide specific examples.

Silvera has established leveraged position with food suppliers by utilizing Complete Purchasing System (CPS) wherein CPS negotiates best supplier rates direct with suppliers to help reduce costs to Silvera this is a program that we work with all Lodge providers to allow CPS to pool the purchasing power. The result is lower food costs and increased power to demand better product, such as, requiring smaller portion sizes (i.e. Small cuts of meat to reduce food waste as seniors typically eat smaller amounts, and other bulk buy opportunities). The same is done in purchasing housekeeping cleaning supplies. These two cost centres are larger expenses to Silvera. Regarding staff compensation and benefits, Silvera tendered our employee benefit program resulting an overall reduction in expenses. Silvera completes a wage review annually to address gaps wherein positions are not competitive with comparable providers as such we have made adjustments to improve any gaps. We are conservative in our approach given we are publically funded and also we have hired roles that have been vacant due to the lack of predictable committed multiyear funding. These improvements should reduce the strain on staff and the chronic environment where we have greater risk of work alone and address key areas where we continue to have higher turnover levels of staff. It also supports building capacity to have greater support to recruitment and training to remain compliant with legislated requirements. Our Learning and Development cost are higher, as this investment supports Silvera to achieve Legislated Compliance as well as Management's ability to keep staff engaged and accountable - this work is managed internally at a lower cost than outsourcing. External Conferences although already a small line item continues to be very focused and limited to only vital areas to ensure best practice in our priority work. Our contract work is fully tendered to ensure costly work such as is budgeted in maintenance is reflecting prudent pricing for work required. Additionally, we have high community volunteer engagement focusing their support for communities primarily to address maintenance or building costs to help reduce workload. Many of our group volunteer initiatives occur in the Lodge program, i.e. painting, landscaping, yard clean up and maintenance, funding for program. Process improvement has been a priority for years particularly given Silvera has had chronic underfunding and thus suppressed costs. Any reductions to the overall budget would only further cripple Silvera - for example, reducing wages when compensation is already low and

in some key roles not competitive in our comparable industry. As well as reducing maintenance when we have not had capital maintenance dollars to upkeep Lodges, if we risk reducing capital maintenance for furniture to be replaced or suite maintenance we risk lower occupancy thus greater deficits to the city. However we do recognize the challenging economic environment so our approach to the capital maintenance and Furniture and Fixtures and Equipment (even though it all has reached its lifecycle) is to present capital maintenance and FF&E over the four years verse all to be addressed immediately. Additionally, we are not receiving any capital maintenance in 2018, which has further burdened 2019 as receiving no funding in 2018 only creates increased pressure.

6. Provide your board approved budget projections covering 2019-2022:

Operations (000's)	2019	2020	2021	2022
City of Calgary proposed operating grants	6,677,504	6,839,023	7,621,859	8,385,023
Other operating grants	3,284,000	3,284,000	3,209,000	3,209,000
Earned revenue from operations	12,139,193	12,324,456	12,511,856	12,702,153
Donations & fundraising revenue	0	0	0	0
Operating expenses	22,100,697	22,447,479	23,342,715	24,296,176
Net of revenue and expenses	0	0	0	0
Opening operating reserves	0	336,744	683,988	1,040,677
Ending operating reserves	336,744	683,988	1,040,677	1,405,559
Capital (000's)	2019	2020	2021	2022
Opening capital reserves	1,739,437	2,139,437	2,139,437	2,139,437
Requested City of Calgary lifecycle grants	4,757,829	4,816,192	3,187,746	2,614,891
Other City of Calgary capital grants	0	0	0	0
Other capital revenues	400,000	0	0	0
Capital expenditures	4,757,829	4,816,192	3,187,746	2,614,891
Ending capital reserves	2,139,437	2,139,437	2,139,437	2,139,437

7. What are the key financial risks or challenges related to your organization's budget projections for 2019-2022? Provide specific examples and the year in which challenges are anticipated.

What are the risks if this additional funding is not provided? Staff turnover increases, cost for training of staff grows, IT systems fail and cause increase for staffing to sustain manual systems, resident satisfaction levels fall, building become increasingly difficult to rent thus higher deficits that require more funding from the City.

Risk title and description	Risk Rating L/M/H
Employee turnover	H
Occupancy levels falling	H
Resident Satisfaction	M
IT system - update and urgency for maintenance and reporting	H

Failure to meet legislated compliance	H
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Silvera is very confident we can maintain and or improve employee turnover and engagement levels. We are certain if our funding request for capital maintenance is fully supported we can complete this work within budget and hold our occupancy levels if not improve slightly.