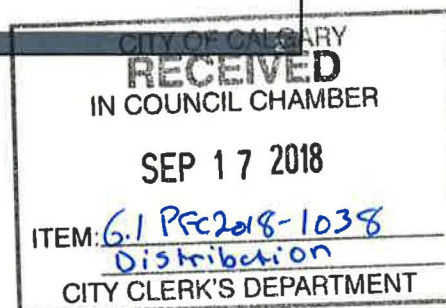


About our Work

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

- We have a 56 year history of delivering on the City of Calgary's need for affordable housing
- We offer affordable housing in all four quadrants of our city, including 8 Lodges for low income Calgary seniors, meeting demand which is especially important as our city faces economic uncertainty
- We are building new, more efficient communities to meet the growing need, which in turn will give us the ability to repurpose older, deficit-inducing Lodges
- Maintain 50 year old housing because of our operational excellence, staff competence and committed maintenance

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Meeting the Needs of Calgarians

Silvera is:

- a. Serving our city's low income market (residents average income less than \$24,000)
- b. Our active aging programs support seniors to remain active and independent reducing the risk of transfers that disrupt their stability of home and increase health risk
- c. Providing employment opportunities for 350 staff, creating careers not just jobs
- d. We are well represented in inner/middle city, further expansion opportunities will support our City's growth (growing suburbs, Bridgeland/Riverside, Glamorgan, Gilchrist, SW, NW)
- e. Campus style housing that will improve neighborhoods – integrating 1500 seniors with broader community, allowing Calgarians to 'age in community'



Trends and Research

- a. **Calgary has fallen behind** in providing affordable housing (CHAC states "build **15,000** more units). Seniors are now Canada's largest age demographic, we need to build and replace units.
- b. **Seniors are living longer** and needs are more complex (87 average age – mobility, cognitive impairment) = increase service support
- c. **Seniors income is flat (\$24,000)** thus cannot support increasing operational costs
- d. Our research is informing best practice example ----**Silvera is actively engaged in research – with our partnership with MRU and University of Calgary**
- e. Responding to a **diverse and aging workforce** – training impact
- f. **Highly regulated** sector will continue to impact operational costs
- g. Often seniors have **limited or no family supports** = need support in community. City is the sole member with affordable housing and seniors high in your priorities.




Alignment with Citizen Priorities & Council Directives

Council Directives:

P1/P2 – **Silvera offers job** opportunities making our city attractive for Calgarians seeking stable and satisfying employment.



P4/P5/N1 – Silvera **offering affordable safe housing** and supports for Calgarians to age in community and for families to rely on for aging family member/friends/neighbours.

N1 – Capital Maintenance and improved Lodge suites **increases options to more affordable housing with complete communities** for people to age successfully.

N2/N4 – Silvera operates lodges with communities within communities will **continue to engage with our neighbours and increase interconnection**.

N4/N5/M2/H2 – **Build new housing**, with community engagement, offer mix market, greater operating efficiency and viability while meeting the need of our aging population and creating complete communities. Designs will integrate the broader community and be models for great neighbourhoods.

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2019-2022 Business Plan

Strategic Imperatives:

1. Support seniors to live fully and age successfully with Silvera.
2. Create dynamic communities
3. Build Silvera's high performance culture
4. Maintain financial discipline
5. Steward our trusted reputation

Business Goals:

1. Silvera offers a continuum of services that supports quality of life and aging in community
2. Silvera creates integrated communities that support a range of services
3. Silvera is an employer of choice
4. Silvera is financially responsible and sustainable
5. Silvera is a recognized leader in the provision of services to seniors
6. Silvera has relevant, enduring and successful partnerships

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2019-2022 Business Plan

Silvera's Priorities:

- **Advance active aging** programs to increase resident engagement in the community and general wellness
- **Regenerate/Maintain all properties** – more liveable (suite floor/paint, common areas, replace circa 1970 furniture, high priority systems/building envelopes)
- **Invest in staff** training to support compliance and improve turnover
- **Upgrade our IT system(s)** to support improved reporting, and data management
- Begin our **Glamorgan and Gilchrist builds** of more seniors affordable housing and transfer FF&E assets and residents
- **Launch fee for service** to offer seniors services, creating a new revenue stream
- Maintain key community partners to **better support seniors**

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Results and Measuring Performance

Outcomes:

- Our residents are in the right community with the right services.
- More affordable housing is constructed and available for seniors in Calgary.
- Silvera residents benefit from an engaged, stable, high-performing employee base.
- Appropriate funding levels from all levels of government.
- There is pride in being a Silvera employee or resident.
- Silvera is a recognized leader in the seniors' services sector in Alberta.

Performance Measures:

1. Legislated Regulatory Compliance – annually achieve legislated compliance including Accommodation Standards; COR; and numerous industry regulated/audited standards
2. Maintain occupancy at 92.7% = reduce risk of loss rent revenue
3. Employee engagement – Improve employee performance and accountability, better results and limit staff turnover. Targets: 2018: 75% 2019: 80% 2020: 82% 2021: 85% 2022: 85%
4. Resident Satisfaction – 90% and above
5. Invest and maintain units to improve livability, reduced risk, meet compliance because funding is sufficient to appropriately operate and begin to address the backlog of capital maintenance

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2019-2022 Operating Budget

	Budget			
<i>\$ in thousands</i>	2019	2020	2021	2022
Operating Revenue Total	12,101	12,286	12,472	12,662
Other Revenue Total	38	39	40	40
ASHC - LAP Grant	3,209	3,209	3,209	3,209
Provincial - Other Grants	75	75	-	-
Municipal Grant IT System Conversion	558	213	213	213
Municipal Grants	6,120	6,626	7,409	8,172
TOTAL REVENUE	22,101	22,447	23,343	24,296
Food Total	1,906	1,967	2,031	2,096
Operating Total	843	868	894	922
Operating Maintenance Total	1,165	1,200	1,236	1,272
Utilities Total	1,506	1,537	1,569	1,602
<i>Operating Expense Sub-Total</i>	<i>5,420</i>	<i>5,573</i>	<i>5,730</i>	<i>5,892</i>
Human Resources Total	11,528	12,155	12,757	13,387
Administration Total	3,858	4,159	4,286	4,440
IT Implementation Cost Total	558	213	213	213
Capital Reserve Provision Top up	400	-	-	-
Net Amortization Total	337	347	357	365
<i>Other Expenses Sub-Total</i>	<i>16,680</i>	<i>16,875</i>	<i>17,613</i>	<i>18,405</i>
TOTAL EXPENSES	22,101	22,447	23,343	24,296
Operating Surplus (Deficit)	-	-	-	-
Add back non cash net amortization	337	347	357	365
Emergency reserve	337	347	357	365
Net Surplus (Deficit)	-	-	-	-

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2019-2022 Capital Budget

Priority	Total Capital Costs (\$ in thousands)	Year				Total
		2019	2020	2021	2022	
A	Legal, regulatory, health and safety requirement	444	104	6	242	795
B	Critical Infrastructure	1,649	995	501	151	3,296
C	Critical Asset Risk Mitigation	200	299	72	9	579
D	Minimise Service delivery cost	75	-	-	-	75
E	Deliver existing level of service	1,495	2,483	2,027	1,725	7,730
F	Attracts private investment and/or Public and other Govt funding	-	-	-	-	-
G	Improves connectivity, accessibility and inclusion of communities	56	85	-	-	141
	Total	3,918	3,965	2,606	2,127	12,617
	Contingency @20%	784	793	521	425	2,523
	Overhead	56	58	60	62	236
	Total Capital Budget	4,758	4,816	3,188	2,615	15,377

By City Priority

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