

Calgary



CITY OF CALGARY
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MAY 07 2019

ITEM: 7.1 CPS2019-0538

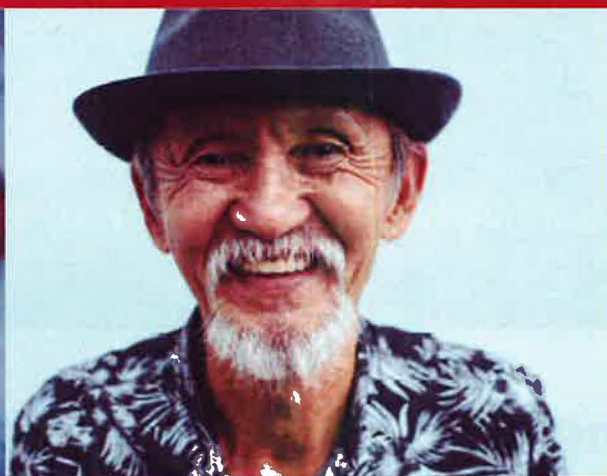
Distribution

CITY CLERK'S DEPARTMENT

2018 Civic Partner Annual Report



2019-05-06



Silvera for Seniors



Strategic Imperatives and Business Goals

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

Seniors less
than \$24,000

Residents
total/lodge

1,394/721

221 lodge move-ins

Employees

380

Managed
turnover levels

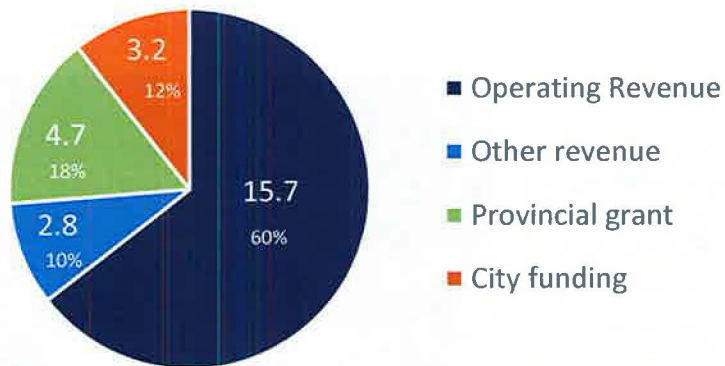
Capital
maintenance
comprehensive
process review
and

BCAs (all
buildings)

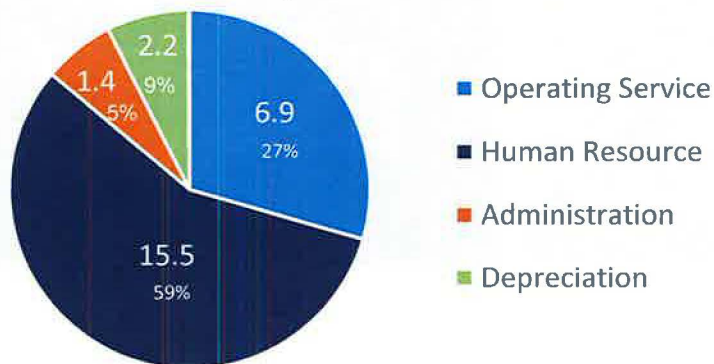
2018 Highlights – Financial

Total

Revenue \$26.3M

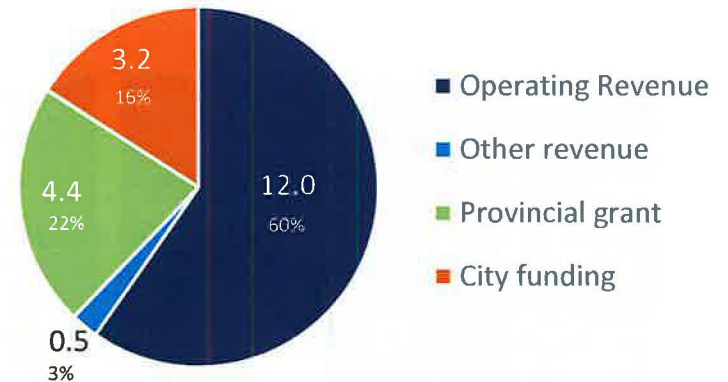


Expenses \$26.0M

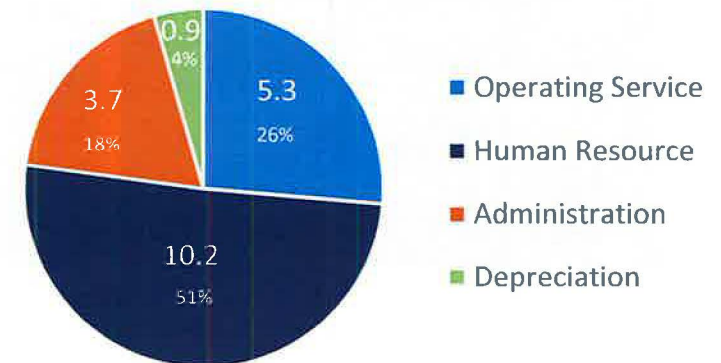


Lodges

Revenue \$20.2M



Expenses \$20.1M



Occupancy total

92%

Resident
satisfaction

96%

Regulatory
compliance

100%



Strategic Alignment

Calgary in the new
economy strategy

Provided meaningful
full- and part-time
employment



Poverty reduction
strategy

Fielded 120
enquiries per week;
wait-listed 490



Corporate affordable
housing strategy

Fell behind in lodge
maintenance (no
capital funding)



Strategic Alignment

Calgary in the new
economy strategy

Participated in the
Bridgeland/Riverside
ARP process



Calgary in the new
economy strategy

Enriched community
connections;
e.g., 85 Care Days



Poverty reduction
strategy

Collaborated with
governments/donors
for new builds





What We Heard & How We Responded

From the community:

*"Seniors are 1 in 10 now;
1 in 5 by 2030s."*

**We advocated/advanced
development.**

From donors:

*"Donors will contribute
to additional supply."*

RESOLVE raised \$3.3M.

From the city:

"Can't fund all budget needs."

**We monitored increased risk
and engagement fell.**

From residents (customers):

*"Silvera is valued
by vulnerable people."*

**We performed - 96%
resident satisfaction.**



Questions?

Submission date	2019	2020	2021	2022
Sept 5th - final submission	6,678	6,839	7,622	8,385
July 3rd - Draft Submission	5,867	6,725	7,265	8,024
Total Shift change	811	114	356	361
<u>Analysis of causes for shift change:</u>				
Capital reserve top up as approved by Board	400			
IT implementation project cost scope refinement	326	(24)	212	213
Audit fees contingency to meet City requirements	25	26	26	27
HR benefit premium increase & turnover	60	112	118	121
Total Shift change	811	114	356	361
Notes: - The final IT implementation costs have been received and estimated as 1.2M. The Province has agreed to fund \$290K of that amount in 2018 and we are requesting Province to fund another \$250K in 2019, the balance to be shared by the 8 lodges, WPOTB and Westview as per the FTE. The project time line has been accelerated. - Yardi conversion 2019 - The employee benefit premiums are increasing by 18%-20%. - Vacant roles are at risk of being under funded. - To replenish reserves for 2017-2018. Reserve study to be completed in 2019.				