



# 2026 STRATEGIC BUSINESS PLAN



# SILVERA

January 2026



# Silvera is pleased to provide this summary of the organization's Strategic Business Plan for 2026-2030.



## Strategic Goals, Priority Initiatives & Outcomes

Silvera is a leading charitable housing provider serving over 2,300 older adults across 36 communities in Calgary. Guided by its legacy of 60+ years as a trusted, mission-driven organization, Silvera continues to enable seniors to age well with connection, purpose, and peace of mind. The 2026–2030 Strategic Business Plan sets the organization's roadmap for sustainable growth, operational excellence, and long-term community impact.

## Organizational Context

Silvera operates as a Housing Management Body (HMB) under the Alberta Housing Act and manages 2,324 suites across three portfolios:

- **Lodge Portfolio:** 775 subsidized supportive living units across seven lodges, jointly funded by the City of Calgary and the Government of Alberta.
- **GOA Seniors Self-Contained (SSC) Portfolio:** 1,019 affordable independent living units for low- to modest-middle income seniors.
- **Mixed-Income Portfolio:** 530 Silvera-owned units offering a range of non-market, below-market, and competitive mid-market housing options.





## Environmental Landscape

Calgary’s seniors (65+) population is growing rapidly—projected to rise by 30% by 2030—driving unprecedented demand for affordable and supportive housing. Rising housing costs, limited supply, and aging assets compound these pressures. Silvera’s residents, primarily low- to modest-income seniors, face increasing affordability and care challenges.

Externally, Silvera operates amid evolving housing and health policies at all levels of government. Federally, initiatives like the National Housing Strategy and Build Canada Homes aim to expand supply. Provincially, Stronger Foundations and the Lodge Program Review highlight integrated community care priorities, while the City of Calgary’s Home is Here strategy emphasizes rapid expansion of affordable units. Silvera aligns closely with each of these frameworks to leverage policy and funding opportunities.

## Organizational Strengths and Challenges

Silvera’s strengths include a strong reputation for quality care, high resident satisfaction, and an agile workforce capable of managing complex transitions. The successful 2025 integration of eight provincial housing assets underscores Silvera’s operational capacity. However, aging infrastructure, limited capital reserves, inconsistent data systems, and workforce fatigue present internal challenges.

Strategic focus is required to enhance technology adoption, improve decision-making analytics, and strengthen workforce resilience.



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# FIVE STRATEGIC IMPERATIVES

## Strategic Direction: 2026-2030

### Silvera's five Strategic Imperatives will guide the next five years:

- **Age Well by Creating Engaged Communities** – Promote well-being, inclusion, and aging-in-place.
- **Grow Our Housing Options** – Expand affordable, mixed-income, and supportive living (lodge program) capacity.
- **Nurture a Stable, Purposeful, and Values-Driven Workforce** – Invest in fair and competitive compensation and talent development/retention.
- **Advance a Stable Financial Structure** – Strengthen fiscal resilience through sustainable capital and operating models.
- **Leverage Our Trusted Reputation** – Deepen partnerships, advocacy, and community trust.

Silvera's five *Strategic Imperatives* are supported by *Strategic Enablers*, which represent critical success factors and capabilities that Silvera will pursue in order for Silvera to achieve progress on each of the Strategic Imperatives. These Strategic Enablers will build on each other and include:

- **Leverage Enablers** represent quick-win opportunities that are less dependent on other enablers and external factors to move forward, paving the way for a keystone enabler to be established.
- **Keystone Enablers** represent strategic foundational capabilities, which once established will support and feed into the success of complex enablers and the overall sustainability of a strategic imperative as a whole.
- **Complex Enablers** represent long-term capabilities that are highly dependent on other enablers and complex external factors, requiring effective coordination of resources and relationships.

This strategic road map also establishes Five-Year Outcomes that Silvera will work towards achieving through the sequencing and prioritizing each Strategic Enabler. This will be achieved incrementally year-over-year by establishing Annual Strategic Initiatives and key performance indicator targets that align with this overall strategic direction, ensuring that new and emerging sector trends and opportunities are appropriately assessed and incorporated into the rolling business plan on annual basis while maintaining focus on the core organizational strategy.



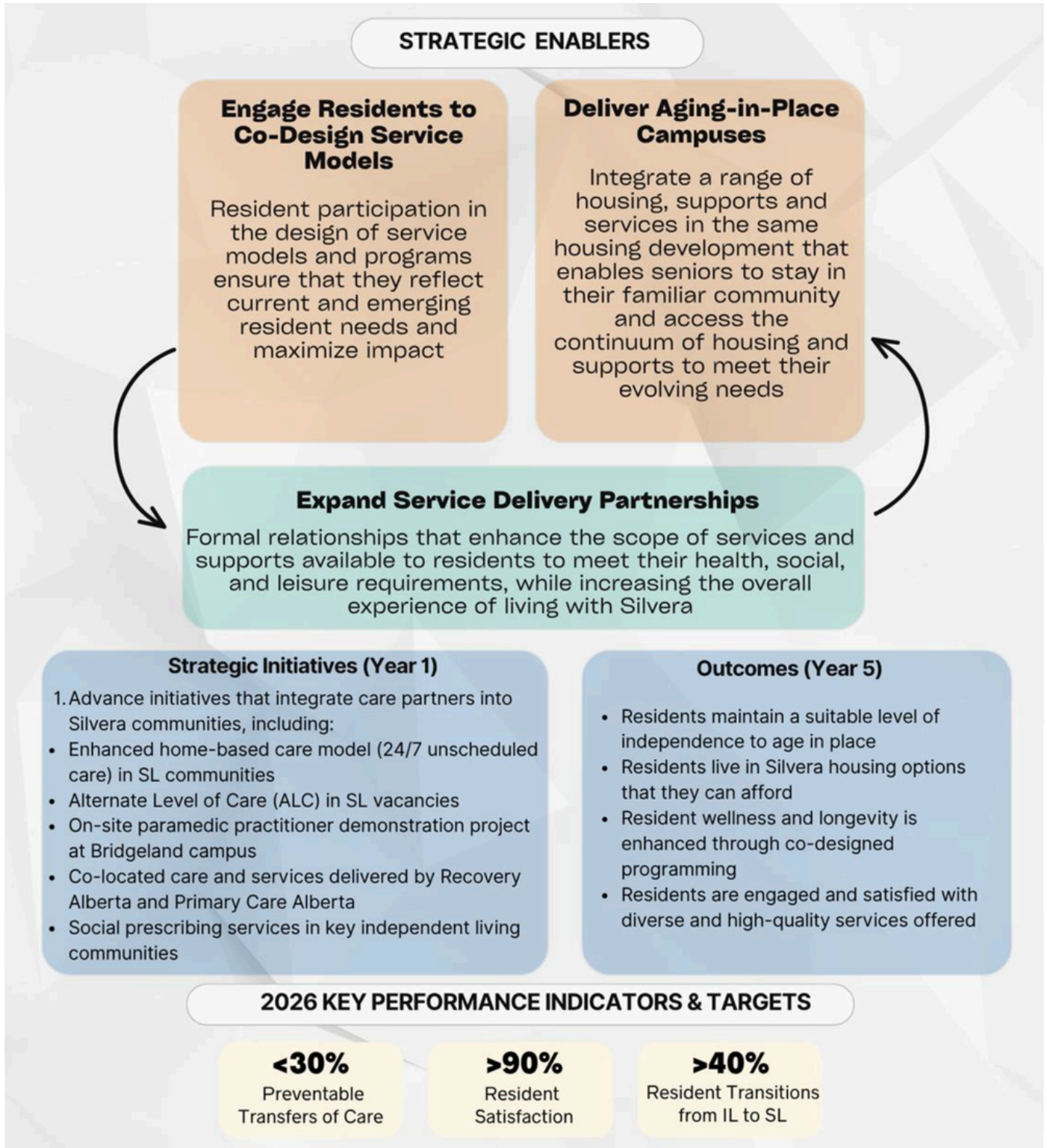
# STRATEGIC ROADMAP

## Silvera's 2026 to 2031 Strategic Roadmap



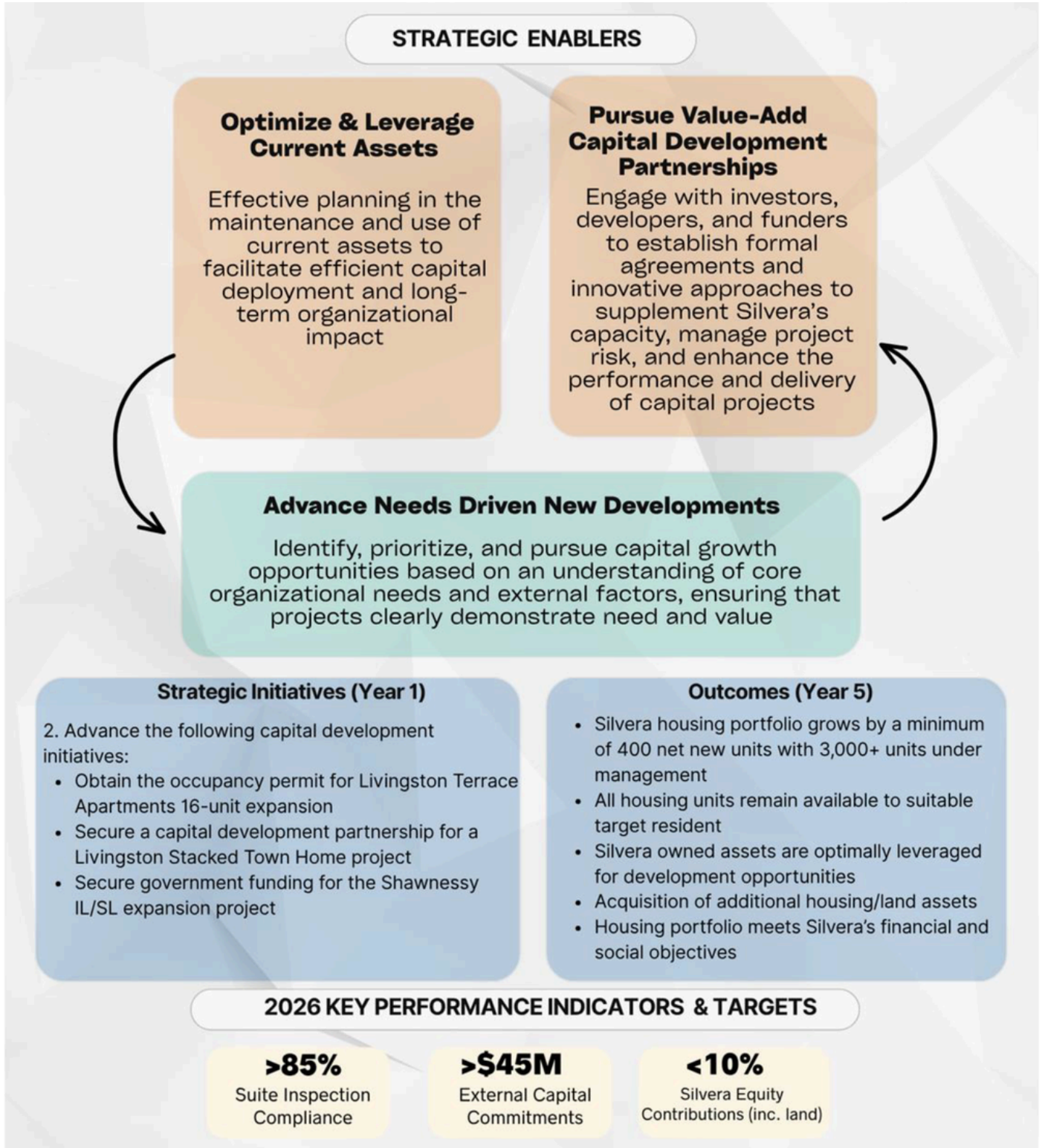
# STRATEGIC IMPERATIVES

## 1. Age Well by Creating Engaged Communities



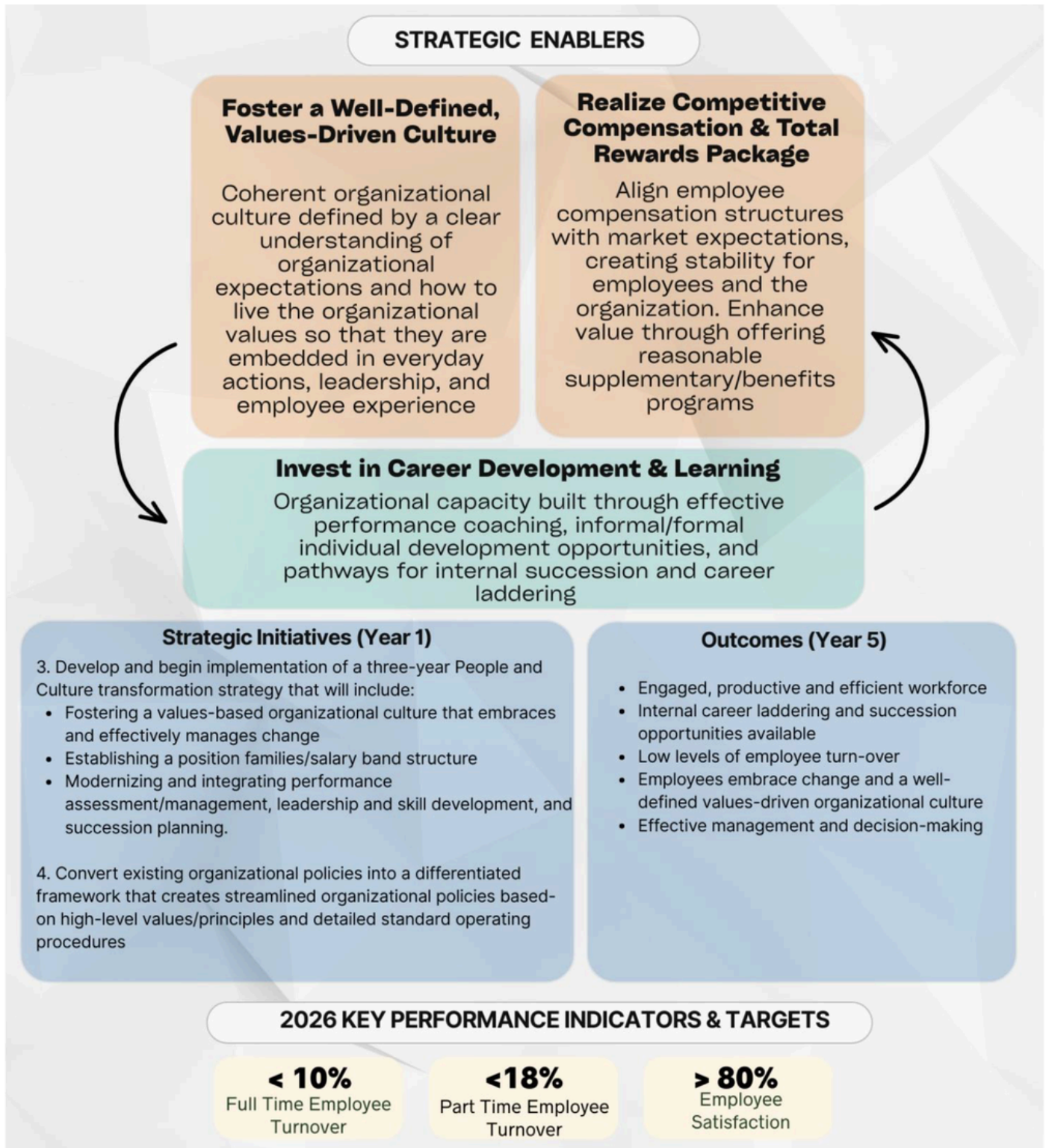
# STRATEGIC IMPERATIVES

## 2. Grow Our Housing Options



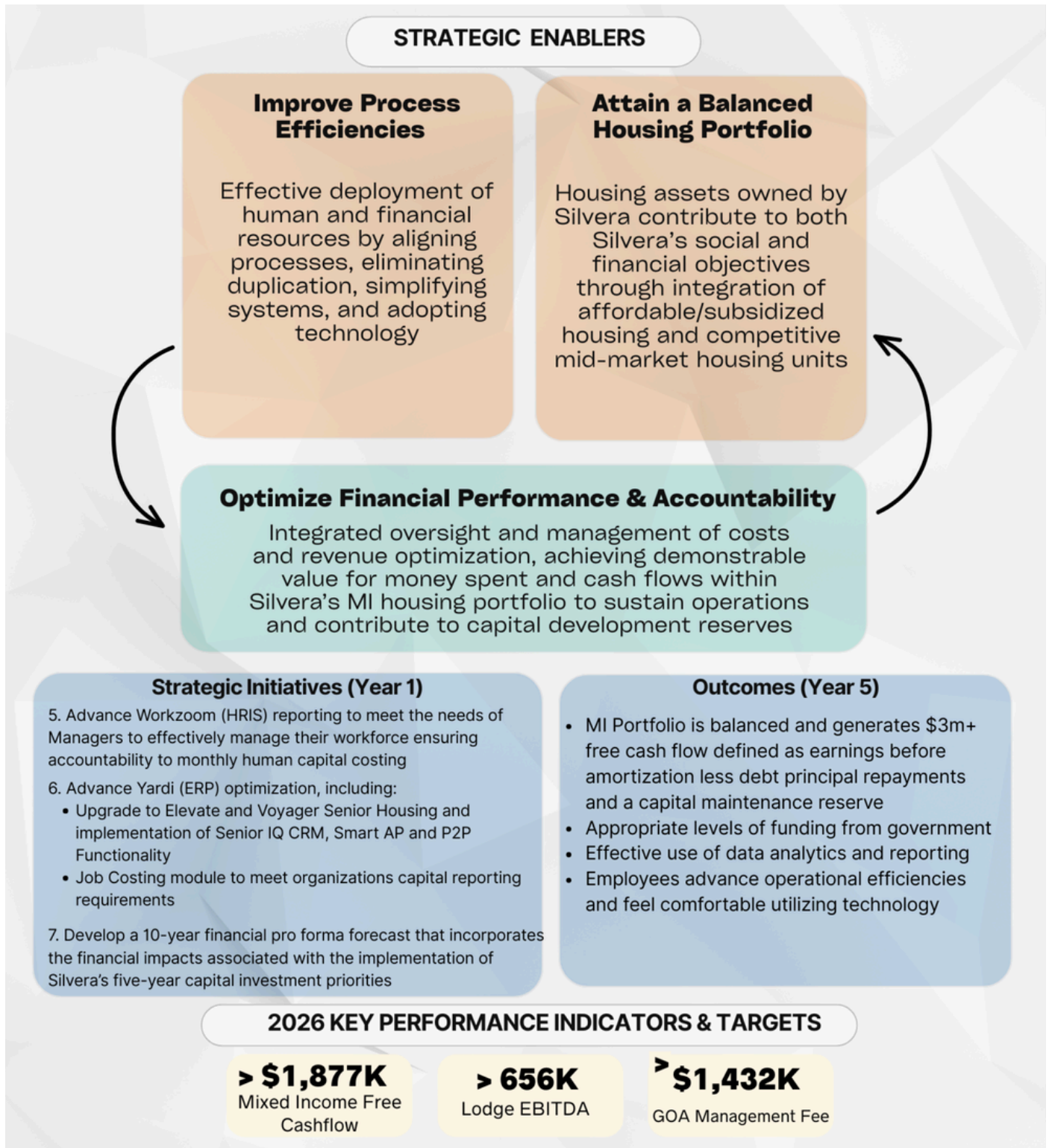
# STRATEGIC IMPERATIVES

## 3. Nurture a Purposeful, Values-Driven Workforce



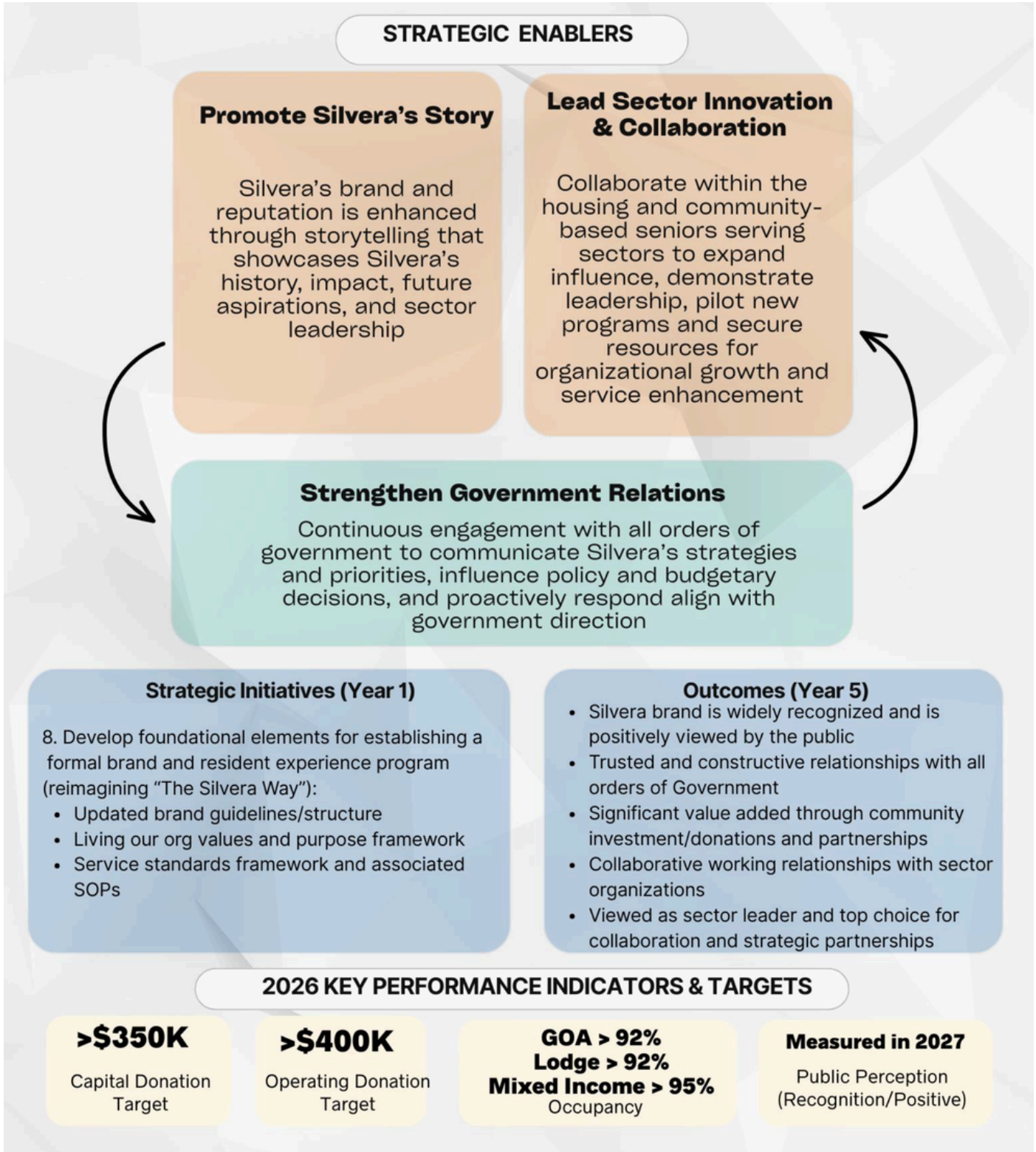
# STRATEGIC IMPERATIVES

## 4. Advance a Stable Financial Structure



# STRATEGIC IMPERATIVES

## 5. Leverage Our Trusted Reputation



# CAPITAL PLAN

## Silvera's five-year capital plan

Over the next five years, Silvera's capital plan proposes to add an estimated 727 net new units of housing while modernizing/replacing an additional 159 units within its existing housing portfolio. This plan would grow Silvera's Mixed-Income Housing Portfolio by nearly 650 units, while the lodge program would add up to 125 units over this period.

The total capital investment required over the next five years is estimated to be approximately \$377 million across nine projects. With land secured for eight of the nine proposed projects, Silvera's equity investment (cash and land contributions) over this period is estimated to be between \$20 and \$25 million, depending on the capital stack across the projects.

This ambitious plan will require efficient and expedient funding approvals at all levels of government.

While the ultimate objective of Silvera's Capital Plan is to grow the number of housing options available to seniors in Calgary and increase of the number of housing units under Silvera's management, Silvera's capital strategy also requires balancing the need to fulfill its social mandate of delivering affordable and suitable housing for low income to moderate middle income seniors, while advancing its financial position.

There is no single metric that drives how potential capital projects are prioritized but rather a combination of factors that need to be considered.

Silvera is committed to advance capital projects that align with the organizations overall strategic objectives and specific guiding frameworks such as Silvera's *Housing Portfolio Framework*, *Capital Investment Framework*, and *10-year Service Strategy*.

Here is the breakdown of Silvera's immediate and intermediate capital priorities over the next five years:

	Asset Type	Modernized/ Replaced Units	Net New Units	Capital Investment(\$M)	Land Secured
<b>Immediate Priorities (Year 1-2)</b>					
Shawnessy Expansion	MA/Lodge		94	\$45	Yes
Westview Residence East	MM		122	\$52	Yes
Confederation Park	MM		110	\$47	No - GOA
Livingston Stacked Town Homes	MA		30	\$10	Yes
<b>Intermediate Priorities (Years 3-5)</b>					
Bow Valley Commons Modernization	Lodge	60		\$3	Yes
WPOTB Expansion (i.e. Bridges)	MM		80	\$40	Yes
Livingston IL Project	TBD*	39	75	\$50	Yes
Livingston SL Project	Lodge	60	90	\$75	Yes
Westview North	MM		126	\$55	Yes
<b>5-Year Plan:</b>		<b>159</b>	<b>727</b>	<b>\$377</b>	

# ABOUT THIS DOCUMENT

This synthesized version of Silvera's five-year Strategic Business Plan replaces the previous Strategic Plan (2021-2026) with an up-to-date, comprehensive, strategically driven business plan that incorporates and further defines the high-level organizational strategic goals (imperatives) with the annual business planning process/outputs, creating what will be a flexible rolling five-year Strategic Business Plan.

Silvera's five-year Strategic Business Plan will be reviewed, updated, and approved annually. Silvera is making this document available to the public to ensure we live our value of accountability.

## OUR PURPOSE

Live your best life.

## WE VALUE

Accountability

Honesty

Relationships

Innovation



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