

**SILVERA FOR SENIORS**

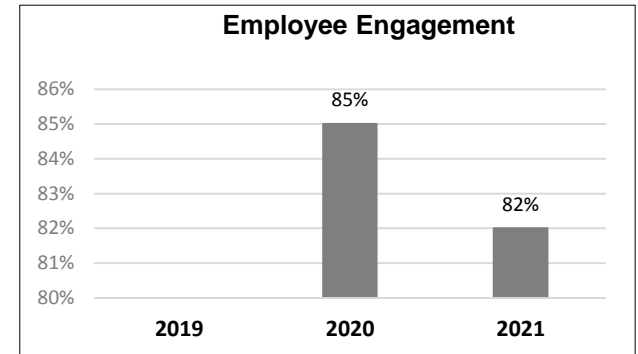
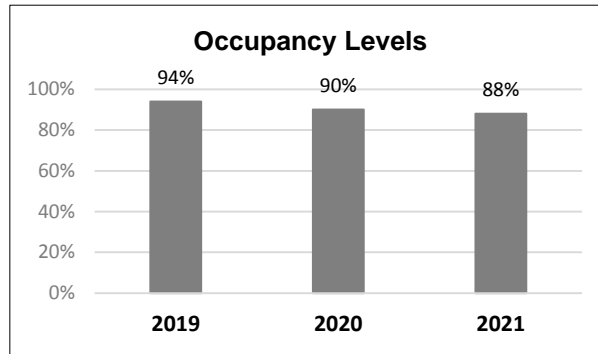
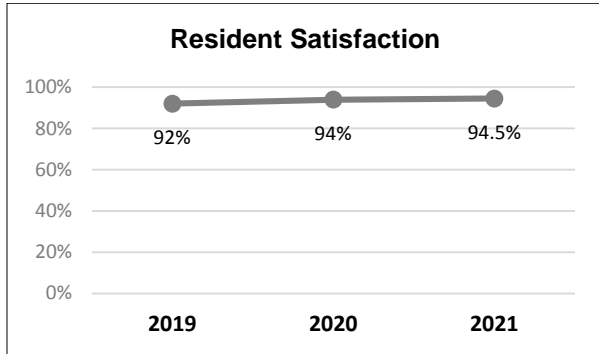
**Our Purpose:** To support seniors to Live their Best Life.  
**Values:** Accountability, relationships, innovation and honesty  
**One Calgary Line of Service: Affordable Housing**

*Registered Charity*

**2021 City Investment**

**Operating Grant:** \$7,071,000  
**Capital Grant:** \$6,299,447  
**One Time Capital:** \$2,300,000

**2021 Results**



**The story behind the numbers**

- Resident satisfaction continued to show residents trust Silvera, are generally happy and have a better quality of life due to both the positive staff-resident relations and the sense of community in Silvera facilities.
- Occupancy remains high, but lower than pre-pandemic levels in part due to higher move-outs as residents moved to higher levels of care as they require more health supports.
- Employee engagement is high with staff citing generally that they feel happy and indicating their work is noble and makes a difference.

**Impact of COVID-19**

Impact on operations changed during the year as health orders evolved. Implemented creative solutions for dining, active living opportunities, and distancing for visitors. Focused on education and encouraging participation in vaccination programs, resulting in 96 per cent vaccination rates for residents, and 98 per cent for staff. Staff engagement continued to be high, but there is an ongoing need for recruitment and onboarding.

**Advancing Equity, Diversity and Inclusion**

Hosted education, awareness and trust building on National Truth and Reconciliation Day and engaged residents for feedback on equity and access.



## SILVERA FOR SENIORS Civic Partner 2021 Audit Report

### STRUCTURE

#### 1. Vision, Mission and Mandate:

The information for this section has not changed since our 2019 submission:

Silvera for Seniors Purpose: Live your best life.

Values: Accountability, Relationships, Innovation and Honesty

### 2021 RESULTS

#### 2. What key results did your organization achieve in 2021 that contributed to one or more of the [One Calgary Citizen Priorities](#), or contributed to Council-approved strategies such as *Calgary in the New Economy: An economic strategy for Calgary*, *Calgary Heritage Strategy*, *Cultural Plan for Calgary*, *Corporate Affordable Housing Strategy*, or other strategy.

##### **Strategy: Enough for All 2.0 Poverty Reduction Strategy**

##### **Key 2021 Results Contribution:**

Silvera's property portfolio focuses on offering 'Rent Geared to Income' (RGI) suites that help ensure seniors who are financially vulnerable have housing options. The Municipal Lodge program, which is part of Silvera's offering, extends beyond RGI with legislation ensuring resident applications are point scored to ensure the highest priority seniors needs are met first. The maximum rent Silvera can collect from a senior in the lodge program must leave \$322 of disposable income for the resident, much of which is used for their prescriptions, bus pass, and other essentials like hearing-aid batteries, etc.

Silvera remains Calgary's only Municipal Lodge Program provider offering necessary supportive living, including three daily meals; weekly housekeeping; safe and affordable housing and activity programming.

During 2021 Silvera was able to advance the following key initiatives supporting affordable housing for vulnerable seniors.

- Implementation of occupancy and vacancy turnover process improvements, including re-tooling the leasing staff roles to optimize move-in efficiency and improve the resident experience. This allowed Calgary seniors to access safe & affordable housing in a more timely manner therefore mitigating risks for homelessness, unnecessary visits to hospital Emergency Departments, or activating other emergency services, including City police and social services.
- Advancing the Vista development welcoming new (extremely low income and most at-risk for homelessness) residents into the first of the newly renovated units in December 2022 with the remaining units available for occupancy in early 2022.
- Silvera experienced a 67% reduction of non-core funded Resident Support staffing complement in 2021. As a result, the emphasis was placed to optimize the remaining capacity and engage Calgary's seniors-serving organizations to offer supports to our residents. Silvera's 'Resident Support Services' have supported residents during the pandemic to minimize the determinants of poverty and homelessness: ensuring access to funding necessary to maintain living in affordable Silvera communities, facilitating access to community legal, mental health and addictions supports, etc. Innovative partnerships and

opportunities were identified for 2022, as these partner organizations rebuild their capacity to meet the increased community needs. This work directly correlates with the CORE Healthy Alberta, CBSS and Age Friendly Calgary work at provincial and local levels to improve access to supports for independence. Such partnerships include Carya, Calgary Seniors Society and Calgary Food Bank to offer supports out of Vista for most at-risk resident population there to stabilize core needs and therefore, independence.

- Silvera leveraged remote technology to stream in virtual education sessions provided by community partners regarding frequently needed supports for independence (eg. legal and financial) in lodge communities.
- Working with post-secondary MRU social work students and residents, Silvera co-developed a 'Resident Self-Advocacy Tool' for 2022 implementation. It equips and prepares residents to navigate frequently-needed external outreach supports on their own to maximize their independence and decrease reliance on the small Resident Support team.
- Silvera's fund development program was operational during 2021, although dramatically reduced with the competing environment for philanthropic dollars. Donations often are directed to basic needs, like essential personal hygiene items and special occasions, like holiday stockings for the Christmas season.

**Strategy: *Calgary in the new economy: An economic strategy for Calgary***

**Key 2021 Results Contribution:**

Deemed by the Government of Alberta as an essential service, Silvera contributed to Calgary's economic strategy by operating through the pandemic and creating temporary jobs at the height of the pandemic for 188 Calgarians to allow seniors to remain safe in our supportive and independent living buildings. A stable work environment ensured service sustainability and lessened the negative impact on the local economy. Silvera communities engaged many local businesses and community organizations to offer services to support residents, including remotely via technology during the pandemic.

Many Calgary organizations shut their doors during the pandemic and/or reduced staffing. Silvera recruited additional staff to support the COVID-19 protocols that were mandated under the Public Health Orders around cleaning, resident and employee screening, coverage for staff isolations. Additionally, there was no reduction to our contribution to other sectors such as food purchase and delivery, supplies like cleaning, dining equipment; all the operational needs to keep our communities stable and operating.

Silvera has developed a donation-sponsored and resident-led 'Life, Learning & Leisure' program that will empower residents with meaningful opportunities to share their talents and skills: "Silvera Artist", "Silvera Scholar", "Silvera Athlete" are all signature programs developed to maximize occupancy by keeping residents physically and cognitively active, as well as engage support and participation from the broader community, partner organizations, and volunteers. Donor sponsorship for these programs will create employment opportunities for local talent (artists, students and instructors, etc.) at the lodge communities.

Silvera's 'Research and Innovation' programs created placement practicum opportunities for nursing, social work, human resources, and administration students in 2021. Student engagement in the noble work of creating quality of life for seniors allowed Silvera to attract talent of younger generations to pursue their career aspirations through these opportunities with us. Silvera residents had the opportunity to actively participate in educating the students to the needs of the senior population.

Silvera's donor-funded research programs also created student employment opportunities via paid internships. One such example, the "Grief & Loss" project, grant-funded by Home Program, provided an opportunity for social work students to develop a facilitator training curriculum for Silvera residents to provide grief & loss support to their peers. Another donor-paid internship was extended to a PhD student from U of C Cummings School of Medicine for a dementia innovation research project, that resulted in specialized dementia training curriculum being developed for Silvera staff in collaboration with CBI Home Care.

In 2022, further grant funding will open employment opportunities for delivery of this training to Silvera staff to better equip them in supporting residents with early to moderate memory loss, in addition to creating inter-generational connections.

Silvera's strategy development considers the future of technology, energy efficiency and creating livable, inclusive, dynamic, integrated communities. One example of such integration is the partnerships developed in 2021 with local paramedical providers to offer low-cost services, key to aging-in-place, to Silvera residents at every lodge community throughout 2022, at no cost to Silvera. These include podiatry, optometry, hearing aid specialist, audiology, mobile dental hygiene, and massage therapy. With influx of the diverse community partner services being offered out of every Silvera lodge, older Calgarians will have opportunity to access such services in their neighbourhood once pandemic restrictions ease. Therefore, municipally-funded lodges will serve as neighbourhood community hubs for senior Calgarians to access supports for independence and unique resident programs at low cost.

Silvera continues to improve staff wage structures, learning & development opportunities and career advancement options to fully align with this strategy by attracting human capital to our Calgary sector. Silvera's business plan and service outcomes align with this strategy's core values of remaining "relevant, entrepreneurial, prosperous and connected through incredible community spirit" which is visible in every Silvera community and their Calgary neighbourhoods

**Strategy: *Downtown Strategy***  
**Key 2021 Results Contribution**

Our Bridgeland community hub continues to support this strategy by contributing to an integrated, thriving, and caring core. This integrated community campus of four Silvera sites (three lodges and one independent living building), provides seniors with better access to the downtown landscape, Memorial Drive green spaces, amenities, services, and businesses. Also, it provides a work environment for close to 50% of Silvera staff, many volunteers and contractors who travel on transit towards the downtown core every day.

Silvera's capital development plan is to further develop the Bridgeland campus by subdividing some of its property to allow for further densification in the area. Master planning is complete and Silvera is proceeding with subdividing and site servicing in 2022. It is a priority for Silvera to further advance this downtown-adjacent community which will contribute to increased amenities for residents and the surrounding neighbourhood. This will also further advance the downtown strategy by creating more jobs, increased foot traffic to retail and leasing space, as well as enhance connectivity.

In 2021, Silvera was awarded the Calgary Parks Foundation grant for the Bridgeland lodge residents to host a neighbourhood "Spring Fling" festival in March 2022 with local food trucks and entertainment. This festival was intended to promote fun and a vibrant gathering of Bridgeland neighbours, Silvera

resident artists, local businesses, community organizations, Bridgeland-Riverside Community Association, and the public.

The Silvera Bridgeland lodges begun installation of basketball hoops in early 2022 to promote local, intergenerational connections, as well as bicycles for Silvera residents and their visitors to increase bike path traffic and enjoy the downtown river trails. Both initiatives were co-created by Silvera residents

**3. Using the chart below, please report your 2021 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off.**

	<b>Performance Measure Name</b>	<b>2019 results</b>	<b>2020 results</b>	<b>2021 results</b>	<b>What story does this measure tell about your work?</b>
<b>How much did you do?</b>	a. Regulatory Compliance b. Maintain Occupancy c. Employee engagement d. Resident satisfaction	a. Compliant b. 94% c. N/A d. 92%	a. Compliant b. 90% c. 3.4/4 (85%*) d. 94%	<b>a. Compliant</b> <b>b. 88%</b> <b>c. 82%</b> <b>d. 94.5%</b>	<p>a. Silvera operates within a highly regulated industry and reports regularly on all the Legislated Compliance requirements from WCB, FOIP, Environmental regulations, CRA, Accommodation Standards, Partners in Injury Reduction (COR audit), (OHS), Public Health and PPIC. Silvera continues to manage COVID-19 outbreak Public Health Orders and safety protocols that focus on prevention. Regular and mandatory staff training is delivered annually to maintain effective staff awareness of compliance needs. In 2021 Silvera achieved 96% on its COR Health &amp; Safety audit, therefore resulting in overall 98% compliance score.</p> <p>b. Pandemic influences, outbreaks in congregate communities and CMOH order restrictions adversely impacted occupancy in 2020 and 2021. It has been difficult to maintain high occupancy with restrictions negatively impacting move-ins, the public's misunderstanding of the difference between Supportive Living (lodge) and Long-Term Care and negative media coverage of seniors' care in congregate living. The pandemic and increased Continuing Care capacity turnover, both contributed to more than half of lodge residents transitioning to higher level of care in 2021. While overall lodge occupancy in December was 90%, Memory Care lodge occupancy remained higher at 96%, demonstrating the continued high demand for housing to support</p>

					<p>those with early memory loss in community.</p> <p>There is ongoing urgency for capital investment to maintain existing buildings and replace lodges as the infrastructure ages.</p> <p>c. During the second year of COVID-19 protocols, continuous use of PPE, managing outbreak challenges and operationalizing public health orders resulted in workforce strain and fatigue. These had a high impact on staff engagement resulting in a turnover rate of 28.8% in 2021, Silvera adopted a fully COVID-19 vaccinated workforce mandate, achieving just under 98% voluntary staff immunization. This mandate did not adversely impact staff attraction nor retention. Silvera continues to monitor and actively exercise efforts to mitigate the spread of COVID-19 by mandating all new employees be double vaccinated with a booster shot.</p> <p>The internal employee engagement survey conducted at the end of 2021 showed overall high engagement with an average score of 82%. Survey results indicated that employees remain very committed to the work of the organization and positive about Silvera's reputation to provide high quality housing to seniors. Silvera continues to monitor employee engagement as part of the annual performance appraisal process and monthly developmental conversations with direct manager/supervisors which was adopted in 2022 to boost staff morale and engagement coming out of the pandemic. Employee turnover predominantly is due to employees seeking higher compensation opportunities both in the sector and also leaving the sector into the corporate market. This reflects the current overall change in the employment market around Calgary as businesses reopen and readjust to their new reality.</p> <p>d. 2021 Resident Engagement Survey results scored similarly to 2020 and continue to show</p>
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					<p>residents trust Silvera, particularly through the pandemic – they feel safe. Throughout 2021, resident consultation surveys were completed regarding changing CMOH orders. Resident consultation feedback showed high engagement and support for implementing CMOH protocols in communities, including previously in place “visitor proof of vaccine” during waves 4 &amp; 5. Additionally, residents are generally happy and have a better quality of life due to both the positive staff-resident relations and sense of community in our facilities and the quality of the services/programs. There is a recognition of the negative impact of the restrictions and isolation requirements that has impacted their connectivity to family and the broader community.</p>
<b>How well did you do it?</b>	<p>a. Silvera communities passed all inspections and regulatory audits with great results.</p> <p>b. Silvera’s occupancy is lower than pre-pandemic but it remains high at 88% for 2021. Silvera experienced higher move-outs in the latter part of 2021 as residents moved to higher levels of care (DSL &amp; Long-Term care facilities) as they need more health supports. This ‘leveling out’ can be attributed to the trust we’ve built in the community and maintaining a high profile for being a safe housing organization, ensuring robust and transparent public relations and robust communication with residents, families, and staff. The Silvera leasing team have worked hard to expedite applications and expect increased demand as the population ages and as seniors struggle with rising isolation and financial pressure to maintain their homes. 2022 is dedicated to cost-effectively launch resident programs and partner community services in lodge communities to help residents age-in-place more effectively.</p> <p>c. Staff engagement is high with staff generally feeling happy, they confirm that they feel their work is noble and makes a difference. Silvera celebrated annual employee recognition and long service awards late in 2021.</p> <p>d. Silvera was Calgary Herald’s <i>Readers’ Choice</i> for Calgary’s Top Senior Residence Provider in 2021. This is affirming that we are recognized for providing quality homes for seniors. Silvera residents’ engagement and satisfaction with quality of service (meals, cleanliness and maintenance, activities, social opportunities, safety, support services, coping through pandemic, customer service) all remained very high despite pandemic influences. Our excellence in resident programs and pandemic safety initiatives were featured in several local newspapers and the Calgary Business Magazine.</p>				
<b>How are Calgarians better off?</b>	<p>Seniors have the ability and the means to live independently in community by having access to necessary supports (both internally at Silvera and externally in community). Silvera communities offer a community and culture that supports relationships and meaningful connections, including opportunities for intergenerational connections, being able to create friendships, and even get married. Seniors have more opportunities to have a better quality of life through companionship of their pet. Silvera has created several family units in select communities, enabling seniors to live with their natural supports (spouse, sibling etc.), thus improving seniors’ quality of life. Also, ability to age within an integrated community campus with supports prevents premature transitions to higher level of care, therefore reducing pressures on Calgary’s continuing care system. Specialty services allow seniors with early-onset dementia to remain living independently in community with supports, as opposed to transitioning to Designated Supportive Living (DSL), a higher-cost option. Silvera communities are safe, well maintained, and landscaped; therefore, contribute to the vibrant fabric of Calgary neighbourhoods. The deterioration of the older buildings and limited maintenance funding poses difficulties. Staff have meaningful and stable jobs and career opportunities within a growing and diverse sector.</p>				

#### **4. Briefly describe the any key impacts of COVID-19 on your operations in 2021.**

The impact on community operations continued to fluctuate with evolving Public Health Order restriction changes. Community's risk tolerance levels and exposure were constantly balanced against resident risk and choice with vaccination rates, mask adherence, and other risks to our operation considered in all decisions. The availability of vaccines was critical to protect staff and residents. With almost 98% of staff vaccinated, very few staff were put on leave without pay. Silvera focused on educating and encouraging maximum resident participation in the vaccine program via staff engagement events, resulting in approximately 96% of residents fully vaccinated. Silvera adopted a policy to only hire employees who were fully vaccinated to reduce risk for staff and residents, but also to demonstrate high safety standards. Proactive workforce management ensured shifts could be fulfilled, given staff exposure/isolation requirements and backfilling roles. The demand on HR for constant recruitment/onboarding and staff training has been very challenging. Silvera managed constant safety planning, as well as continuous assessment of risks, which helped to ensure that Silvera's operations remained stable, and the delivery of services was conducive to good quality of life. Enhanced cleaning protocols were maintained within each community on regular basis, including a regular Clorox360 disinfection rotation. Every lodge community optimized electronic screening protocols with the acquisition of a touchless application via smart tablet, and the development of an employee/contractors/family and visitors' health-screening format for efficient risk management and contact tracing. Safety protocol signage is posted at every Silvera community. Many services, such as the dining experience and active living activities continued to adapt to fit the public health restrictions, where limitations were turned into innovative opportunities. Communities re-oriented the common and outdoor spaces in creative ways, especially to facilitate distancing for visits and safe activities. Mobile activity carts were optimized to facilitate meaningful interactions for residents, particularly through long isolation periods to keep residents engaged and reduce mental strain and depression. Additionally, technology was introduced to facilitate inter-community and personal connections for residents (tablets, mobile carts with cameras, speakers, and microphones). Silvera has retained a small number of temporary COVID-19 staff (Government-funded) to support outbreaks. Regular monthly communication continues with staff and residents/families as the pandemic risks and protocols evolve. Silvera residents demonstrated exceptional resilience throughout the pandemic. Resident and family engagement and trust in Silvera's ability to maintain a safe home environment has remained high. In comparison to 2020, resident self-reported level of anxiety decreased substantially, attributed to their very high rate of vaccination. As the virus continues to mutate and transmissibility increases, combined with greater community spread, Silvera continues to experience positive cases, quicker spread, and continuing risks for all. The latest variants seem to have less severe illness, even though residents continue to pass away in hospital, many of whom were unvaccinated.

Staff engagement has remained high within each community, although staff fatigue and burnout has increased as the pandemic has progressed. Staff use of Silvera's benefit programs has increased, particularly early in 2021 where double the short-term and long-term disability cases were experienced compared to prior to the pandemic. The impact of children being eligible for the vaccine late and back in school increased the risk of exposure to Silvera's workforce and exposure-related isolation needs. To ensure workforce stability and recovery from stress, Silvera continued to employ a contingency workforce of 32 workers, down from the 188 additional staff in 2020. These are temporary, contract roles to support community operations and ensure safety protocols are adhered to, and Government of Alberta continues to reimburse for many of the COVID-19 costs (to support adherence with the Health Orders). They continue to assure the sector that they will provide notice to properly exit these additional staff. To reduce fatigue but also to mitigate large vacation carry over liabilities, staff have been requested to take vacation time while the temporary staff are in place. Staff were also allowed to borrow time off in cases of depleted sick banks to ensure safe isolation at home, in events of exposure, or while becoming symptomatic. Mental health, stress relief, dealing with death, and financial planning seminars were offered remotely and via safe in-person counselling. Staff engagement between communities and head office became more remote via online technology as transmission activity increased.



With Calgary being recognized for having the highest positive cases in the province throughout pandemic, with ever-changing CMOH direction, Silvera adopted a strategy to keep to highest safety standards and instituted resident masking in common areas on a voluntary basis due to increased outbreaks across Silvera communities. Resident isolation was implemented as per restrictions, and whenever a resident was symptomatic and under investigation until the test results were received. Both measures were successful in helping curb the transmission to a certain extent, as the outbreak activity could have been much higher as compared to peer organizations. Efficiencies in resident testing, contact tracing timelines and communication were negotiated with the health authority over time. To mitigate delays in staff testing due to lack of Public Health and Home Care capacity, Silvera negotiated a swabbing contract with a Home Care vendor, CBI, and evolved into an ability for staff to self-test once test kits became available. This preventative approach and acting quickly with potentially exposed and positive staff helped to reduce the spread of COVID-19 in our communities. Silvera continued to work closely with both AHS and CBI (Home Care) to ensure all health care providers worked cohesively and followed the same safety standards in Silvera communities. Silvera adopted rapid testing for staff as means of early surveillance via provincially and federally-funded test kits.

From January 1st to December 31st COVID-19 pandemic activity resulted in:

- 13 lodge community outbreaks, of which 8 occurred in Bridgeland (6 at the largest Aspen and Spruce communities); longest outbreak occurred at Valleyview, lasting 2 consecutive months from Feb 7th - April 7th
- total of 272 days in declared outbreak, which included 125 days in outbreak at two Bridgeland lodges (Aspen & Spruce)
- 54 positive cases, half of which at Bridgeland (Total cases: 19 residents, including 3 deaths; 35 staff)
- Totalling since beginning of COVID-19: 586 total days of declared outbreak; 26 outbreaks; 107 cases (49 residents; 58 staff; 5 resident deaths)

Silvera actively championed and advocated for timely access to vaccine for both residents and staff with ministries and health authorities, including sharing its own outbreak trends and research learnings within the sector and with ministries. Outbreak trends indicated that rising rates of confirmed positive resident hospitalization were directly correlated to the rising rate of transmission as not all residents chose to mask in common areas. Hence, timely immunization was critical to prevent further resident fatalities, health care system strain, and to lower the outbreak related costs

**5. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2021.**

Silvera community management developed expert knowledge in nimble risk management of COVID-19 and its transmission. Over the pandemic a Manager's 'Pandemic (COVID-19) Playbook' was created to capture best practices and innovative ways of managing risks to contain the outbreak and the basis of our current proven Outbreak Management protocols and review committee process. This was exemplified by stable, autonomous, and confident management of Manager-on-Call duties in response to emergencies and outbreak declarations.

Communication protocols were also implemented to ensure that regular timely communication was provided to educate, update, and engage residents, families, and staff. It was important to continue to demonstrate our commitment to transparency and to support educating and informing as the environment evolved.

Silvera shifted its annual Employee Conference to a remote virtual event to ensure staff capacity continued to be built, reinforce the culture, and strengthen staff resilience in a safe environment.

Silvera initiated process improvements with the upgrade of Yardi, an enterprise resource planning solution where the implementation was completed during the early stages of the pandemic. Following 2020, which was a difficult year to initiate and complete capital maintenance projects due to the pandemic, Silvera was able to execute its lifecycle capital maintenance plan for the municipal lodges, catching up on delayed 2020 projects and executing the 2021 plan.

Silvera's service strategy continued to evolve to more holistically support residents to live their best life and create solutions to challenges of aging in an outdated housing sector system. The framework, informed by research implemented throughout 2021, drove outcomes for resident quality of life, supported better determinants of health, and established system cost efficiencies. Silvera refined its staffing structure to eliminate functions/roles, and with ongoing cost pressures, repositioned resources to meet Silvera's strategic goals, ensured quality development, cost efficiencies, and optimized reporting of business performance outcomes throughout 2021. This work will be ongoing as Silvera recovers from the pandemic and workforce strain, and of course the larger employee "Great Retirement/Resignation". Silvera's committed donors, continued to support research programs to better understand trends for supporting older adults in the future, which continues to inform service design and operationalized best practice.

**Program redevelopment to take advantage of technology for our residents.**

As previously reported, Silvera developed a growing reputation as a trusted partner and collaborator in areas of research and community development across the city, the province, and nationally. Silvera was invited by the University of Toronto to participate in research on aging as a community partner in 2021. The University of British Columbia also reached out to Silvera to participate in our "Benefits of Pet-Friendly Tenancy on Older Adults" research project. Silvera's dynamic community engagement plan, including a digital marketing platform, were implemented to help increase marketing of vacancies.

**6. Did your organization implement any strategies or approaches in 2021 that supported racial equity in the delivery of programs or services?**

Silvera is proud of its continued commitment to employment and service delivery equity. Dining and resident programs included monthly celebrations and education of various ethnic cultures spanning the globe. These were very well received by staff and residents.

**7. Did your organization implement any further changes to strategies, programs or services in 2021 to address equity, diversity or inclusion?**

Silvera hosted an educational, awareness, and trust-building day across all our communities with the full workforce in recognition of National Truth and Reconciliation Day. This will be a part of our ongoing efforts to properly recognize the diversity that is reflected in our organization and the acknowledgement of Alberta/Canada's history with residential schools, as well as to create a more inclusive workplace. Additionally, Silvera research engaged residents to provide feedback on equity and access to resident programs to explore who participates in which activities, who does not, and for what reasons. Resident feedback uncovered two prevalent trends of resident non-participation: not speaking English and hearing challenges. 2021 program design focuses on inclusion of hearing-impaired activities and helping residents to find own affinity groups through activities.

**8. Briefly describe how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians in 2021.**

Silvera collaborates with other affordable seniors' housing management organizations to coordinate and optimize intake and assessment processes; approaches to streamline waitlist management to facilitate more efficient and timely access to housing. Silvera partnered with multiple academic stakeholders and community organizations to research best practices to support older Calgarians and reinvent seniors housing sector: University of Alberta, University of Calgary (Haskayne School of Business and

Cummings School of Medicine), MRU, SAIT, University of British Columbia, University of Toronto; Carya, Kirby Centre, Radley Robots, YMCA, Calgary Resource Society, Inside Out Theatre (grant-funded Silvera Artist design and implementation), Calgary Humane Society (fully CHS-funded residents’ cat fostering program at Valleyview), Cyberseniors (Ontario), Calgary Association of Lifelong Learners, AHS, CBI etc.

Application for funding to develop Silvera Artist framework was considered by Rosza Foundation. New Horizons funding for Silvera Scholar framework development was also secured.

**RESOURCES**

9. **Please estimate how The City’s operating funding was allocated in 2021. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

0.0%	Advertising and promotion
11.6%	Programs or services
0.2%	Office supplies and expenses
0.5%	Professional and consulting fees
47.2%	Staff compensation, development, and training
1.0%	Fund development
0.2%	Purchased supplies and assets
6.3%	Facility maintenance
0.1%	Evaluation or Research
32.9%	<i>Other, please name: Administration (20.2%); Amortization (3.7%); Utilities (6.0%)</i>

10. **Did volunteers support your operations in 2021? If yes:**

<b>How many volunteers?</b>	Due to COVID-19 and restrictions on community access to Silvera’s buildings, volunteer engagement was not measured in 2021.
<b>Estimated total hours provided by volunteers:</b>	< 100 hours

11. **What resources or funding sources did your organization leverage to support operations in 2021?**

The Government of Alberta continued to fund additional qualified expenditures including vacancies, additional staffing, cleaning supplies, PPE, etc. related to the pandemic.

Silvera’s use of volunteers is severely restricted by the pandemic due to public health restricted presence in communities. Silvera continued to remotely engage local corporations and volunteers via its website and social media campaigns to invest in and donate to support operations and resident needs.

Alberta Health continued to provide essential PPEs to support pandemic safety protocols. Calgarians, Calgary Foundation and United Way contributed donation funds to establish Emergency Resident Support Fund and COVID-19 Relief Fund to facilitate moves and securing personal supplies. City of Calgary Family and Community Support Services provided social worker funding to support residents’ isolation and mental health needs. Silvera residents received 65 donated tablets to assist with remote connections.

Calgary Humane Society committed to sponsoring two cats in the Valleyview’s cat room, a resident-led initiative, including covering the food, care supplies, and vet needs for the duration of the cat room

operation. Local vet clinics also committed to offer free emergency pet housing for future Silvera pet owners for up to 6 days.

**12. Did your organization receive any awards or recognition in 2021 that you want to highlight?**

As mentioned above, the Calgary Herald's *Readers' Choice* award for top Seniors Residence Provider.

**13. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)**

**a) Provide a summary of your organization's 2021 capital work, including specific lifecycle/maintenance projects or capital projects.**

Lodge	Amount	Significant projects
Confederation	\$-	
Bow Valley	292,161	Common area finishes, furniture, fixtures & equipment upgrades and structural beam.
Beaverdam	236,763	Common area finishes, furniture, fixtures & equipment upgrades.
Shouldice	4,860	Common area finishes, furniture, fixtures & equipment upgrades.
Valleyview	-	
Shawnessy	222,139	Fire system piping, landscape upgrades.
Spruce	1,586,374	EIFS and stucco, shower install, roof, common area finishes, furniture, fixtures & equipment upgrades.
Aspen	1,871,336	Keyless entry, upgrade MUA's, door hardware, scooter garage, common area finishes, roof.
All lodges	17,010	Furniture, fixtures and equipment.
Total	4,230,643	

**b) What funding did your organization leverage to support capital activities in 2021?**

Internal reserves - \$0
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