

SILVERA FOR SENIORS

Our Purpose: To support seniors to live their best life.

One Calgary Line of Service: Affordable Housing

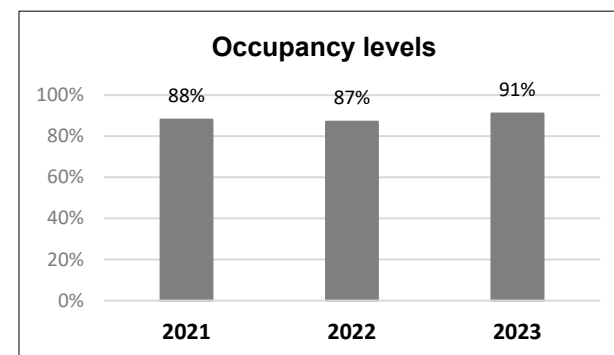
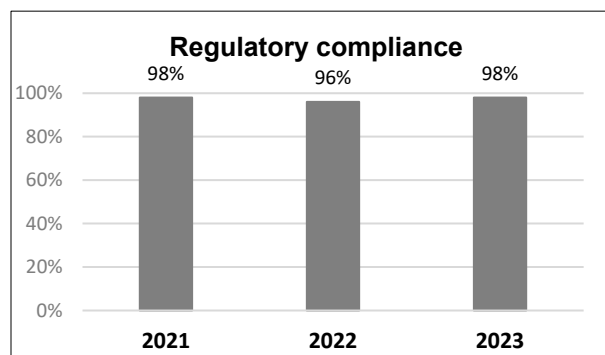
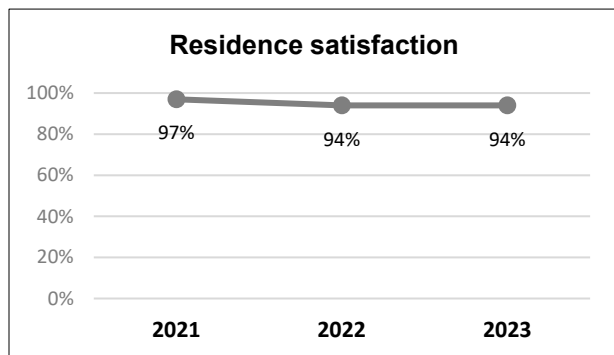
Registered Charity

2023 City Investment

Operating Grant: \$8,184,560

Capital Grant: \$1,380,563

2023 Results



The story behind the numbers

- High resident satisfaction scores reflect that residents feel they are living fully and aging successfully with Silvera.
- Continuing to operate with a high regulatory compliance score shows effectiveness in managing operational risk and ensuring Silvera remains a safe and caring place to live and work.
- High occupancy levels indicate that Calgarians see value in services offered and fits a need in the housing spectrum for seniors.

Benchmarks

Silvera has established a number of benchmarks and targets aligned with its strategic imperatives including targets aimed at reducing resident transfers to non-urgent high-level care, growing housing options in its portfolio to have a more balanced and sustainable portfolio with a reduced administrative cost per unit, reducing and managing employee turnover, reducing energy usage and managing its public reputation.

Looking ahead: 2024 highlights

- Proposal submitted to Alberta Health with request to fully fund 24/7 home care in the Senior’s Lodge program.
- Support the Government of Alberta to move implement recommendations related to the structure of the seniors’ low-income lodge program including the program’s funding mechanisms and service delivery standards.
- Implement lifecycle priorities including those related to HVAC replacements, roofing, exterior façades, exterior landscaping and interior renovations and renewals in common areas with a goal of installing high-efficiency equipment where possible.



SILVERA FOR SENIORS
2023 Civic Partner Annual Report

Civic Partner Name: Silvera for Seniors

Legal Structure: Legislated Body (Alberta Housing Act; Ministerial Order H:029/16)

Fiscal Year End: December 31

Manage/operate a City-owned asset: No. Silvera operates assets that are part of the Municipal Lodge program which are funded by the City but owned by the Province of Alberta or Silvera.

Purpose: Live your best life.

Values: Accountability, Relationships, Innovation and Honesty

1. What 3-5 key results did your organization achieve in 2023 that contributed to:

- a) one or more Council Strategic Directions- economic resilience, social resilience, climate resilience?**

Economic Resilience

In 2023, Silvera completed a comprehensive review of compensation for all employees with the objective of aligning compensation for salaried employees to P50 market-based base pay and achieving living wage for all hourly positions. As a result, we were able to reach a market based P50 compensation level or higher for 57% of our salaried employees, and our hourly employee grid was set to ensure that all employees are able to earn Calgary's Living Wage of \$22.40 by year five (5) of full-time employment with Silvera. With this initiative, Silvera was able to significantly reduce our employee turnover across all job positions and stabilize our workforce.

However, the Living Wage for Calgary was revised late in 2023 and now sits at \$23.70. We are concerned that achieving this wage for all employees by year 5 of FT employment going forward it not attainable under our current funding structures. While we have made significant progress on employee compensation over the last several years, it is important to note that we also saw the number of employees looking for additional part-time jobs to supplement their incomes, increase in 2023.

Social Resilience

- Silvera for Seniors provided safe and affordable supportive living housing to 219 new low-income Calgary seniors in 2023, nearly 44% of the total applications received throughout the year. The Lodge program (supportive living) continues to maintain strong occupancy levels.
- Silvera's Neighbourhood Service Strategy aims to ensure that Silvera's communities are connected to the broader Calgary community and that Silvera leverages community-based partnerships to improve support seniors to live fully and age successfully. This has resulted in 80% of Silvera residents feeling connected to their local neighbourhood and services around them to the extent they prefer, with 89% of residents indicating that they have access to reliable transportation to remain independent.
- Silvera is focused on ensuring that ALL residents feel safe, valued, and welcomed and in 2023 resulting in 95% (↑2%) of SL residents indicating that they feel their Silvera friends and neighbours are accepting of diverse backgrounds and 89% of residents feeling that Silvera attracts people with diverse backgrounds.

- Silvera encourages its residents to remain active and engaged through the innovative Life, Learning, and Leisure programming that Silvera offers to the residents in its SL (Lodge program) communities and other programs and services offered in the broader community. Remaining active and engaged positively impacts their overall well-being through increased physical activity, brain stimulation, creative and cultural expression, and improved social interaction and engagement. The following outlines the number of sessions offered by Silvera for each of the *Silvera Scholar, Athlete, and Artist's* programs respectively in 2023 and the average number of Silvera resident participants per each session:
 - *Silvera Scholar*: 2,034 sessions delivered with an average of 6 participants per session.
 - *Silvera Athlete*: 2,188 sessions delivered with an average of 5 participants per session.
 - *Silvera Artist*: 1,276 sessions delivered with an average of 6 participants per session.

b) Your own organization’s strategy?

Support seniors to live fully and age successfully in dynamic Silvera communities

Residents in Silvera’s Lodge program indicated higher levels of satisfaction and improved outcomes in several areas in 2023 over the previous year, this includes:

- 94% that indicated having meaningful friendships within their Silvera community (+2%)
- 100% that indicated feeling respected by Silvera staff (+1%)
- 98% that indicated having a comfortable home (+2%)
- 99% that indicated have a clean home (+1%)
- Safe & Well-Maintained Suites: 99% (+10%)

Maintain a stable, values driven workforce with a purpose-focused culture

In 2023 Silvera invested just over \$300,000 in learning and development for employees that included:

- Legislated Regulatory Compliance Training;
- Memory (dementia) Care pilot training program;
- Mental Health First Aid - Supporting Older Adults pilot training program (curriculum provided by the Mental Health Commission of Canada);
- MS Office productivity;
- Emerging Leaders program (training with our industry partner SAIT for employees with potential to move into future supervisory/leadership positions within Silvera); and
- Enrolment of 2 Culinary Supervisors in the Cooking apprenticeship to obtain their Red Seal certification.

2. Performance measures help demonstrate the return on The City’s investment in a partner’s operations, and support continuous improvement for Partners. What performance measures reflect your organization’s impact in 2023?

	Performance Measure Name	2021 results	2022 results	2023 results	How does this measure reflect your organization’s impact?
How much did you do?	a) Maintain Occupancy	88% (covid)	87% (covid)	91%	Calgary’s seniors lodge program is a critical component in ensuring that seniors in the city have affordable housing with appropriate services to support their independence as they age in the community. Occupancy is an important indicator in determining if the program is meeting the needs of Calgary seniors and optimizing the funding and assets

					that support the program. High occupancy levels indicate that Calgarians see value in the services offered and fits a need in the housing spectrum for seniors.
	b) Applications Processed	269	447	498	The number of applications processed by Silvera is a strong indicator of how much the seniors lodge program is needed to support low to modest income seniors that need some level of support.
How well did you do it?	c) Regulatory Compliance	98%	96%	98%	Silvera continues to operate within a highly regulated industry and reports regularly on all the legislated compliance requirements from WCB, PPIC, FOIP, Environmental regulations, CRA, Accommodation & Licensing Standards (100% compliance), COR for injury reduction, OHS, and Public Health. A high regulatory compliance score is an indicator that Silvera has effective policies, procedures and practices in place to ensure the health and safety of its employees and residents and that employees understand and implement these on a daily basis. This ensures Silvera continues to be effective in managing operational risk and remains a safe and caring place to live and work.
	d) Employee Engagement	82%	N/A	84%	The 24/7 seniors lodge program is highly reliant on the over 400 individuals employed by Silvera to support residents, and it's critical that a high level of employee engagement exists to deliver high quality of services that is expected and that Silvera meets its regulatory requirements.
How are Calgarians better off?	e) Resident Satisfaction	97%	94%	94%	Resident satisfaction is a clear indicator whether Silvera is meeting the needs of the residents that it serves in the lodge program, so that they can live their best life, making Calgary a great city to age in. Higher satisfaction scores are a reflection that residents are living fully and aging successfully with Silvera.

Background Notes on Performance Measures:

a. 2023 represents a turn-around in occupancy levels for the lodge program in Calgary, which were negatively impacted by Covid-19 in the previous years. The average occupancy for the year increased by 4% from 2022 levels, and by year end occupancy reached pre-covid levels at 94%. While move-ins were lower than 2022 the trend of increasing move-outs over the last several years decreased. The average length of tenancy is 2.6 years in the Lodge Program, with nearly 85% of residents either passing away or having to transfer to a location with higher levels of care.

b. Due to affordability challenges in the housing market in 2023, Silvera experienced significantly higher inquiries and applications for the Seniors Lodge program (affordable SL housing), resulting in an 11% increase in processed applications over the previous year (and 85% increase over 2021 applications).

c. Regular and mandatory staff training is delivered annually to maintain effective staff awareness of compliance requirements. Silvera achieved 93% on the COR Health & Safety audit in 2023 (an increase from 88% the previous year) and Silvera communities passed all inspections and regulatory audits with 100% throughout the year, resulting in an overall regulatory compliance score of 96%.

d. In the past couple of years Silvera has adjusted its employee feedback methods, to include periodic employee touchdown surveys throughout the year. This resulted in not having an indicator specific to employee engagement in 2022, however this was changed in 2023 and the periodic employee survey was revised, with 84% of employees indicating that they were engaged in the workplace, which was driven by 92% and 94% of staff agreeing that they understand organizational goals/direction and are enthusiastic about their job respectfully.

e. In 2023 the overall satisfaction level of residents remained unchanged from the previous year at 94%, however this still exceeds the 90% target established by Silvera and indicates a high level of satisfaction with the accommodations and services delivered by Silvera through the lodge program. Overall, residents reported high satisfaction scores for feeling safe, respected, empowered, and having choice. Resident satisfaction exceeds 90% in 7 out of the 10 categories that Silvera measures, a decrease of 9 out of 10 in 2022.

3. Are there any additional stories or information you wanted to share beyond performance measures that demonstrate the impact of your organization's programs or services?

Silvera introduced innovative Life, Learning & Leisure programming throughout 2023 as part of Silvera's three signature programs: Silvera Scholar, Athlete, and Artists. As part of this programming Silvera utilized technology such as audio and video podcasts and virtual reality gaming. Silvera leveraged donor funding, grants, volunteers, community-based partnerships, and students from various post-secondary schools to supplement Silvera's recreation staff capacity to deliver on these activities.

Silvera was able to develop key community partners to support delivery of these innovative initiatives with the following organizations: Calgary Humane Society, Village Square Leisure Centre, Calgary Philharmonic Orchestra, Calgary Opera, YMCA, YYC Hot Chocolate, Canadian Art Maker Society, Calgary Canucks hockey team, MRU, SAIT, Cummings School of Medicine, Rainbow Society, CNIB, Bridges to Oasis Foundation, Calgary Zoo, Calgary Kinettes, Calgary Horticulture Society, Little Fiber Libraries, Miskanawah (Calgary's indigenous-led charitable organization) and Cycling Without Age.

Initiatives delivered to residents in 2023 highlights included:

- World exploration through virtual reality into the monthly Explore! Program which celebrates various cultures through food and learning
- Animal therapy via local community organizations and volunteers
- Indoor horticulture
- Resident-led American Sign Language, personal emergency preparedness and history classes
- Fitness involving dance, yoga, strength, balance, cardio and adapted tandem bicycling
- Cooking and baking classes
- LGBTQ+ learning and events
- Cultural celebrations (Diwali Festival & Lunar New Year)
- Arts involving various media such as film, drama, comedy improv, glass fusing, woodworking, yarn, sewing, pottery, Silvera Singers choir, music band, Opera Buddies, talent and multi-cultural fashion shows, resident crafts, and flea markets

4. Does your organization use benchmarks to evaluate and improve performance and operations, and increase your organization’s impact?

a) Example Benchmarks	b) Target/ Current Performance	c) How is benchmark information used to support continuous improvement
Resident transfers to non-urgent High Level Care (HLC)	<p><u>Benchmark Target:</u> < 45%</p> <p><u>2023 Performance:</u> 48%</p>	<p>The Silvera service strategy is meant to optimize resident retention by reducing resident transfers to HLC. In 2023 we saw some improvement with a slightly lower transfer rate than in 2022. This was achieved by focusing on the following areas of improvement:</p> <ul style="list-style-type: none"> • Offering affordable community health and wellness partners into Silvera SL Lodges, at no cost to Silvera, to improve resident access to preventative services, and promote aging in place (74% of residents indicated that they utilized Silvera’s partner wellness services in 2023, an increase of 2% over the previous year). • Providing healthy nutrition in Silvera’s culinary offerings. • Facilitating innovative Life, Learning, and Leisure programming to promote physical, cognitive, and social health. <p>Contributes to Silvera’s strategic imperative of <i>Supporting seniors to live fully and age successfully in dynamic Silvera communities</i></p>
Ratio of IL/SL Housing Units with Housing Portfolio	<p><u>Target:</u> 3 IL Units to 1 SL Unit</p> <p><u>2023 Performance:</u> 1 IL Unit to 1 SL Unit</p>	<p>Silvera is committed to growth in our housing options, adding more doors under its management which will having a significant impact on Silvera’s overall administrative efficiency and ability to effectively support a range of housing that meets the diverse needs of Calgary’s aging population. Specifically, given the higher resident turn-over rates in Silvera’s SL communities (avg stay of 2.6 years in SL vs. 6 years in IL) and the larger number of IL applications (861 in 2023 vs. 498 for SL), Silvera is focused on growing its housing options in a way that establishes a more balanced and sustainable (mixed income) housing portfolio. This includes adding over 1,000 more housing units in the next 5 years, of which over 90% will be IL units, getting Silvera closer to a more efficient and desirable IL:SL unit ratio within its housing portfolio. Adding these units will:</p> <ul style="list-style-type: none"> • reduce the overall administrative cost per door across Silvera’s entire housing portfolio (including the Seniors Lodge program) • allow for greater efficiency in maintaining occupancy in the Seniors Lodge (SL) programing by having access to more internal residents (or other housing operators) that need to transition residents from Independent Living to Supportive Living <p>Contributes to Silvera’s strategic imperatives of <i>Growing our housing options</i> and <i>Leveraging innovation and financial sustainability</i></p>
Employee Turn-over	<p><u>Targets:</u> < 13% (FTE) < 15% (PTE)</p>	<p>Given Silvera’s highly regulated environment employee turn-over represents a significant cost to Silvera in tangible (financial costs) and intangible ways (employee morale and workplace culture). Silvera has worked hard to benchmark and evaluate employee</p>

	<p><u>2023 Performance:</u> 8.2% (FTE) 6.3% (PTE)</p>	<p>turn-over resulting in recent progress of reducing employee turn-over. This has included:</p> <ul style="list-style-type: none"> • Reviewing and aligning employee compensation with market benchmarks (P50 market for salaried and Living Wage for Hourly) • Investing in professional development to provide opportunities for career progression • Reinforcing a values-based workplace culture that is inclusive and provides opportunities for employees to connect with their direct supervisors and other levels of management <p>Contributes to Silvera’s strategic imperative of <i>Maintaining a purpose-driven culture and stable workforce</i></p>
<p>Annual Energy Reduction</p>	<p><u>Target:</u> 15% reduction per year <u>2023 Performance:</u> N/A</p>	<p>Silvera is motivated to reduce its energy consumption across its entire housing portfolio including within the Seniors Lodge program due to the significant financial impact experienced over the last several years as a result of increases in the cost of utilities over the last several years, a trend likely to continue as carbon prices and other market forces dictate. This combined with the City’s declaration of a climate emergency and expectation that the City’s “Civic Partners” align with Calgary’s climate risk reduction goals and emissions reductions target makes establishing an energy reduction benchmark a priority to drive action. This current target is newly established and represents an ambitious preliminary target that is subject to further investigation and revision in 2024. This will remain a challenge with an aging housing stock and funding levels for major capital renewal or replacement.</p> <p>Contributes to Silvera’s strategic imperatives of <i>Leveraging innovation and financial sustainability</i></p>
<p>Public Reputation Scores</p>	<p><u>Targets:</u> Recognition: >50% Positive Perception: >65% <u>2022 Performance*:</u> Recognition: 35% Positive Perception: 47%</p>	<p>Silvera’s goal to be among the most recognizable providers of seniors housing in the City of Calgary with a positive reputation with the general public. In 2022, Silvera completed a public perceptions survey to establish a baseline benchmark for these items with plans to track progress against this baseline every 24-months. To make progress on this benchmark Silvera has made a more concerted effort to:</p> <ul style="list-style-type: none"> • Be more active in the community by participating in community events and celebrations (i.e. lilac festival, Pride Parade, local neighbourhood events, etc.) • Increase the quality and quantity of its online presence (i.e. website user experience and social media interaction) • Become a thought leader within the housing and seniors’ sector (i.e. seniors week ribbon campaign, senior week forum, Op Eds, etc.). As exemplified in our hosting a sector panel/ symposium on “what does aging successfully in Calgary look like” - Mayor Gondek, keynote <p>Contributes to Silvera’s strategic imperative of <i>Leveraging our trusted reputation</i></p>

5. How does your organization address equity, diversity or inclusion, or support racial equity?

Silvera made some large steps forward in 2023 to build on its existing foundation of creating environments that are inclusive, safe, and welcoming for both residents and employees. This includes:

- Reviewing and revising Silvera’s formal policy on DEI - Diversity, Equity and Inclusion (Policy 4.10) which now encompasses both Silvera’s residents and employees.
- Partnering with the "Calgary Catholic Immigration Society" along with the "Immigrant Education Society/TIES" to help support new "Canadian's" immigrants integrate into society and into the working environment.
- Intentionally introducing more diverse and inclusive Life, Learning, and Leisure programming, resulting in improved resident recognition and acceptance of diversity over the previous year:
 - 95% (↑2%) identified their Silvera friends and neighbours are accepting of diverse backgrounds.
 - 92% feel that Silvera is a safe and welcoming space for members of the LGBTQ-plus community.
- Building relationships with the Rainbow Elders and Calgary Pride organizations, including Silvera's first ever participation in the Calgary Pride Parade.

6. How is your organization advancing Indigenous Truth and Reconciliation? (For example addressing specific calls to action in the [Truth and Reconciliation Commission of Canada: Calls to Action](#) report or [The City’s White Goose Flying Report](#))

In the spirit of truth and reconciliation Silvera undertook several initiatives in 2023 to broaden the organization’s understanding and that of its employees, of the indigenous culture, which included:

- Initial relationship building with Miskanawah, a Calgary-based NFP who provides social reintegration services to Indigenous members. In allyship with Miskanawah, Silvera invited staff to a sage picking event at Nose Hill Park in late September, where the Silvera staff helped harvest the wild sage for Miskanawah and learned more about its significant in indigenous culture, and the important role that it plays in ceremonies to promote spiritual and mental healing.
- For the 3rd consecutive year Silvera held an organizational wide Truth and Reconciliation event on September 30th) where all employees were shown a video of the sage picking experience with Miskanawah and employees that participated were invited to talk about the experience. Also, during this event, a video was played for all employees where they heard first-person accounts from residential school survivors.
- Installing formal plaques containing a land acknowledgement in all Silvera communities that are prominently visible to all employees, residents, and visitors.

RESOURCES

7. Please estimate how The City’s operating funding was allocated in 2023.

0.1%	Advertising and promotion
13.2%	Programs or services
0.1%	Office supplies and expenses
0%	Professional and consulting fees
45.8%	Staff compensation, development and training
0.9%	Fund development
0.1%	Purchased supplies and assets
4.8%	Facility maintenance
0.1%	Evaluation or Research
34.9%	<i>Other: Administrative Overhead & Utilities</i>

8. Did volunteers support your operations in 2023? (including board and committee members)

How many volunteers?	1,297
Estimated total hours provided by volunteers:	7,160

9. Did your organization receive any awards or recognition in 2023, or have any client or participant feedback that you want to highlight?

For the 3rd year in a row Silvera received Post Media’s Reader’s Choice Award as Calgary’s Best Seniors Residence, of which Silvera was award the gold recognition over the past two years, reflecting Silvera’s long serving status in the Calgary community as a leader in providing a diverse range of seniors housing and services.

10. How did your organization address climate change in 2023, for example, operational or program changes that reduced green house gas emissions (GHG), air/water pollution, or waste that aligned with [The City’s Climate Change Program](#) including Council’s Climate Emergency Declaration?

In 2023 Silvera undertook comprehensive planning for capital maintenance and renewal (CMR) projects that ranged from scoping, design, and tendering, with the intention that these projects would start construction in 2023. As part of this planning/scoping, Silvera utilized energy audits completed in the past on seniors lodge program assets to determine what energy conservation measures (ECMs) could be integrated into its CMR construction plan for 2024, including the installation of lighting controls in common areas, utilization of drought-resistant vegetation and xeriscaping landscaping practices, replacing freon-containing (i.e. R22) mechanical equipment with equipment that complies with Montreal Protocol, and installation of automatic window shades to appropriately control the passive solar heat gain in a building.

It is worth noting that as an affordable housing provider Silvera is faced with the challenge of trying to advance work that will reduce its overall GHG emission footprint with limited financial resources, and considers it irresponsible to divert the scarce financial resources it has at its disposal from the highest CMR priorities that ensure Silvera is able to maintain safe and livable buildings for its residents, to singularly pursue a focus on GHG emission reduction. While Silvera recognizes both the importance of reducing its GHG emission footprint and the potential operational financial savings opportunities, the reality is that significant and impactful progress in this area remains unachievable for Silvera without a significant financial investment from government into this priority.

11. Are there any projects, initiatives or plans for 2024 that you want to briefly highlight?

a) Need for Implementing 24/7 Homecare (Silvera Priority)

While Silvera saw marginal improvement in preventing premature movement of residents out of the Seniors Lodge Program, more can be done to ensure residents are able to stay in the community longer, including implementation of 24/7 home care within these settings. In partnership with CBI Health, Silvera submitted a proposal to Alberta Health in 2023, to fully fund 24/7 home care in the Senior’s Lodge program communities operated by Silvera. While initial feedback and indications have been positive about the potential for this being approved, there has been no formal announcement. This is an urgent priority of Silvera, as it makes financial sense on multiple levels and will significantly improve the quality of life for current and future residents of the Lodge program. The Seniors Lodge program plays a critical role in supporting low-income seniors as they age in Calgary, keeping them independent for as long as

possible; 24/7 home care will enhance this objective, and needs to be made a priority for the City’s Seniors Lodge program.

b) Lodge Program Review/Implementation (Silvera Priority)

As identified in the comments above, the Seniors Lodge Program is a critical element in supporting low-income seniors as they age, and it is important that it meets their needs/expectations and is funded properly. The government of Alberta recently launched a complete review of the program, with Silvera CEO, Arlene Adamson, co-chairing the review panel. The review will result in several potential changes to the structure of the program, including funding mechanisms and service delivery standards. Ensuring that these changes meet the needs of Silvera and its residents and moving forward with implementation of the recommendations accepted by government will be a huge focus for Silvera in 2024.

c) Implementing CRM Priorities (City of Calgary Funding Priority)

Silvera will be advancing a series of mechanical and interior/exterior upgrade projects in 2024, including HVAC replacement projects, roofing projects, exterior façade projects, exterior landscaping projects, and interior renovations and renewals in common areas. All of these initiatives are being carried out with the goal of utilizing/installing new high-efficiency equipment where possible, LED lighting, motion-sensor lighting, and drought-resistant vegetation. Silvera worked with a consultant in 2023 to complete a large portion of the planning work to identify priorities and develop a 4-year schedule that will be fully implemented in 2024.

d) Advancing Energy/Emission Reduction Initiatives & Developing Enterprise Emission Reduction Strategy (City of Calgary Strategic Priority)

As indicated in the commentary throughout this report, Silvera continues to look at ways to measure and implement energy consumption reduction initiatives (resulting in lower GHG emissions) as part of its overall CRM planning. However, as also indicated, the impact of this will continue to be limited without an overall Silvera-wide emission reduction strategy and dedicated funding sources for implementation. In 2024, Silvera is planning to explore more aggressive emission/energy reduction opportunities across its entire portfolio, this includes: 1) investigating the benefits, costs, and risk of off-balance sheet “energy performance/guaranteed savings” type programs; 2) development of an onsite solar PV program; and 3) engagement with various granting agencies and funding sources (including the City of Calgary) to secure financial support for these initiatives.

THE FOLLOWING SECTION IS FOR CIVIC PARTNERS MANAGING CITY-OWNED ASSETS

12. CAPITAL PROJECTS AND ASSET MANAGEMENT

Asset: *Seniors Lodge Program Communities*

a) How did you use The City’s capital funding in 2023?

Project	City Funding (2023)	Benefit (service improvement, efficiency, improved condition)
Gilchrist Signage	13,280	Provide better visual and special guidance for residents and visitors
Gilchrist Dining Room - Motorized Shades	17,454	Reduce dining room temperature and luminosity at peak hours for resident comfort

Beaverdam Resident Corridors	32,515	Provide way finding for residents with dementia
Beaverdam Site Survey and Garden	32,170	Site Survey for future dementia garden
Beaverdam Furniture	74,728	Upgrade outdated and unusable furniture with senior friendly furniture
Beaverdam Kickplates and Memory Boxes	35,725	Kickplates to protect access door from damages from walkers and wheelchairs. Improve way finding for residents to their home by personalizing their front door with Memory Boxes
Shawnessy Commons functional design program	5,124	Design project for upcoming site improvements
Spruce Hot Water Tank	19,370	Replace Hot Water Tank providing hot water to the residents
Aspen Reno Phase 4 - Common Areas	145,078	Upgraded common areas such fireplace lounges, corridor walls, and coffee area
Aspen Storage tank, furnace replacement	151,617	Replace storage tank and furnace replacement to improve resident comfortability
Aspen Reno Ph 4 Furniture	130,427	Upgrade outdated and unusable furniture with senior friendly furniture