

**Silvera for Seniors Report to  
Audit Committee  
2024 September 19**

**ISC: UNRESTRICTED  
AC2024-0970**

## **Silvera for Seniors 2023 Annual Report**

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### **PURPOSE**

This report is in response to the Audit Committee's request for an annual report on Silvera for Seniors board governance, financial and performance reporting, environmental, social and governance practices, risk management, and talent and culture insights from 2023.

### **PREVIOUS COUNCIL DIRECTION**

The Audit Committee 2024 Work Plan includes a presentation from several civic partners on their 2023 annual report and Silvera for Seniors was one of the partners selected to present this year.

The Audit Committee Bylaw 33M2020 provides that Audit Committee oversees its governance responsibility with audit committees of The City's major autonomous civic entities, as determined by the Audit Committee.

### **RECOMMENDATION(S):**

That Audit Committee:

1. Receive this report and presentation for the Corporate Record; and
2. Keep Appendices A and B and the Closed Meeting discussions confidential pursuant to Sections 24 (Advice from officials) and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2039 September 19.

### **HIGHLIGHTS**

The following is the outline of the information the Audit Committee asked Silvera for Seniors to provide:

#### **Financial and Performance Reporting**

1. Please provide a brief summary of the following information for your organization:
  - (a) Key strategy initiatives and financial highlights for 2023;
  - (b) Disclosure controls and procedures; and
  - (c) Internal control over financial reporting.
2. Please provide the most recent management letter including management responses as appropriate.

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### **Environmental, Social & Governance Practices**

3. How has the board integrated environmental, social factors and metrics into its 2024 planning, and beyond?
4. City Council declared a climate emergency in 2021 November. Please indicate the status of your target setting and net-zero emissions by 2050.
5. What initiatives are currently in progress to improve the efficiency of your processes (e.g. sustainable operations, key performance indicators and relevance of the organization in the future)?
6. Are there any regulatory or market changes that impacted the business approach in 2023 and would they be relevant to share publicly with the Audit Committee?
7. Do you have updates on your organization's risks and opportunities for privacy and information security?

### **Board Governance**

8. A brief outline of your organization's governance structure including board committees, term lengths and limits, skills matrix detailing financial expertise and experience required, evaluation, succession, and recruitment planning for all positions.
9. Specific to your organization's board committees:
  - (a) What is the frequency of review of the compositions and terms of reference, and are there any recent changes to the committee(s) charter(s) or terms of reference?
  - (b) What frequency does the board's governance committee regularly assess board composition to ensure the board has the requisite skills, competencies, diversity, and independence to provide the oversight required by the organization (eg. financial, legal and risk oversight)?
  - (c) Specific to your organization's Audit Committee, what is the current composition of the membership, including relevant financial experience? What is your Audit Committee's 2024 Work Plan?

### **Enterprise Risk Management**

10. What are your organization's principal risks?
11. What risk management policies and procedures are in place to manage these risks, including internal controls that are in place to manage risk such as information technology and other systems?

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12. How are the principal risks oversight assigned, tracked, and monitored by the board including the method(s) and frequency used by the board to continually review the risks, controls, risk response strategies and disclosure?
13. Are there any results of regulatory or internal/external business assessments that assure the effective management of the principal risks as addressed in your presentation?

### Talent and Culture

14. Have there been any significant changes to your organization's executive leadership?
15. How are the board's diversity goals included in your organization's corporate governance framework to ensure diversity is promoted for the board, executive and organization?
16. Is there regular reporting on your organizations' ethics and compliance with corporate policies to the Board?
17. What mechanisms are in place to support the concerns of management and employees?
18. Describe the board's compensation strategy including retention and morale; pay ratios; transparency; views of the shareholder and stakeholders; and long-term pay strategy and objectives.

Attachments to this report have been provided by Silvera for Seniors to address Audit Committee's request.

### ATTACHMENTS

- A. City of Calgary Audit Committee Response
  1. Ministerial Order H:022/2022.
  2. Board & Subcommittees Skills Matrix
  3. The FRMC Work Plan
  4. Corporate Compliance Report
  5. Presentation to the City of Calgary Audit Committee - *September 19, 2024*

### CONFIDENTIAL APPENDICES

- A. Confidential Auditor Results Package 2023
- B. Confidential 2023 Enterprise Risk Assessment

Authors: C. Smillie, EA to Audit (Cover Report) and Silvera for Seniors (Attachments and Appendices),