

SILVERA FOR SENIORS

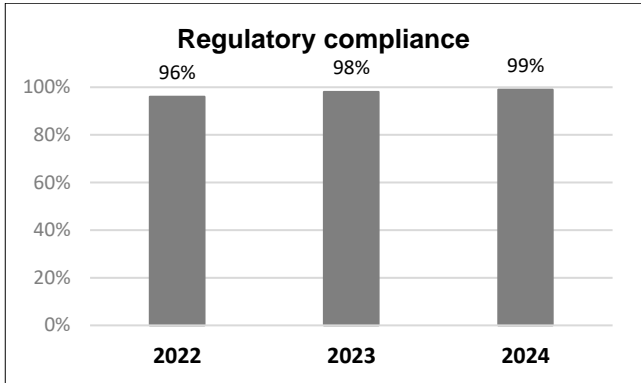
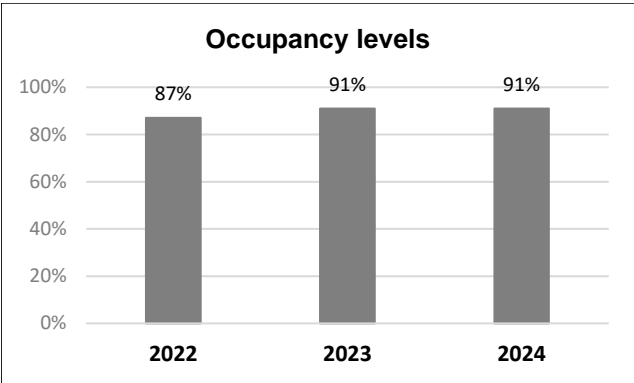
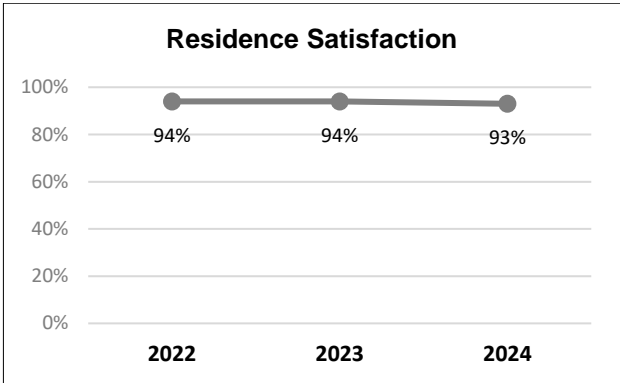
Our Purpose: Live your best life.
Service Line: Affordable Housing

Registered Charity

2024 City Investment

Operating Grant: \$8,563,390
Capital Grant: \$5,673,197

2024 Results



The story behind the numbers

- High resident satisfaction scores indicate that residents feel they are living fully and aging successfully with Silvera.
- 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.
- Continuing to operate with a high regulatory compliance score is an indicator that Silvera has effective policies, procedures and practices in place to ensure the health and safety.

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 public reputation.

Looking ahead: 2025 highlights

- Recommendations put forward by the Seniors Lodge Review Panel will be released in 2025. Supportive living lodges will play a key role in the ongoing restructuring of the continuing care sector in Alberta.
- Silvera plans to add 16 units at Livingston Terrace Apartments and advance efforts to complete the Westview Aging In Place Campus. The goal is to add 400 to 500 mixed-income housing units over the next four to five years and create discussion for capital investment from all orders of government.



SILVERA FOR SENIORS 2024 Civic Partner Annual Report

Civic Partner Name: Silvera for Seniors

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

Manage/operate a City-owned asset: No. Silvera operates assets that are part of the Alberta Seniors Lodge Program, which are funded by the City of Calgary 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 2024 that contributed to:

- a) One or more [Council Strategic Directions](#)- economic resilience, social resilience, climate resilience?

Economic Resilience

In 2024, Silvera completed its annual review of compensation for all employees, with the objective of aligning average compensation for salaried employees to P50 market-based base pay and achieving living wage for all hourly positions at Silvera. As a result, we were able to reach a market based P50 compensation level or higher for 79% 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 between step 4 and 5 of their wage grid, or after working for Silvera for by three and a half (3.5) years 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. The increase of Calgary's living wage late in 2023 to \$23.70 meant we had to find financial resources to implement a second grid change for hourly employees during the year in order to keep Living Wage on their visible horizon of working with us.

The living wage for Calgary was revised in November of 2024 and now sits at \$24.45 per hour for an employee working 35 hours per week. We are concerned that achieving this wage for all employees closer to their start of employment with us continues to be unattainable under our current funding structures. While we continued to make significant progress on employee compensation over the last several years, it is important to note that we also saw an increase in 2024 in the number of employees with additional part-time jobs to supplement their income.

Social Resilience

- Silvera provided safe and affordable supportive living housing to 202 new low-income Calgary seniors in 2024. This number reflects a decrease of 18 new seniors having moved in compared to 2023. This 8% reduction of lodge resident turnover indicated an occupancy stabilization trend in the supportive living lodge program as compared to 2023.
- Silvera's Service Strategy called "Silvera neighbourhood to age in place" was successful in transitioning 25 residents from Silvera's Government of Alberta-funded independent living apartments to the lodge program, exceeding the key performance target by 3% (33% vs. 30%). Historically, residents would transition directly from independent living to a higher level of care, skipping the lodge level entirely. Increased transitions from independent living to supportive living lodge program were a

result of Silvera's strategic initiatives aimed at helping residents age in place within Silvera neighborhoods:

- Focusing a dedicated Tenant Support program, administered by two tenant support worker full-time equivalents.
- Enhanced tenant assessment capacity through an innovative, cost-neutral community partnership with Carya, one of Silvera's referral partner, to launch a one-year social prescribing pilot, facilitated by Healthy Aging Alberta in July 2024.
- Increased education and awareness of lodge services among independent living residents and Silvera's referral partners, both community seniors-serving organizations and care partners.
- Inviting independent living residents to access lodge wellness partner services and the donor-funded Medication Assistance Fund.

Conversely, 18% of total lodge move-outs (41 residents) moved out to higher care and hospital due to urgently deteriorating health and requiring higher medical care, making them non-preventable.

- Additionally, Silvera was successful in reducing preventable transitions to higher level of care by 6% in the Lodge Program to 39% 2024YE. 81 lodge residents out of total of 232 moved out of Silvera seeking higher and more expensive care due to insufficient support for activities of daily living and increasing health needs. The AHS Transition Services team deemed these residents under-housed. Such transfers are deemed preventable with an effective wellness-focused service model and the innovative and cost-neutral wrap-around of the basic care partnerships. A 6% year-over-year reduction in preventable higher level of care transfers, compared to the 45% year-end 2023 key performance indicator, was attributed to the following strategic service deliverables designed to extend aging in place:

- Wellness-rooted Life, Learning & Leisure Program, inclusive of donor-funded Silvera Athlete, Scholar & Artist programs, which promoted more fitness, cognitive stimulation, dexterity movement and intergenerational social health, all essential to independence.
- Increased use of wellness partner services, covering audiology, hearing aid clinics, optometry, foot care, mobile dental hygiene, massage therapy, and wellness education in the lodges. These service providers offer services onsite at affordable rates within the resident's benefit coverage levels to promote convenient access to preventative care. Such partnerships do not cost Silvera but greatly benefit the lodge residents.
- Improved access to onsite partner health-care providers by introducing a new roster of experienced geriatricians, including a successful nurse practitioner clinic at Beaverdam Commons.
- Enhanced access to the donor-funded Silvera Medication Assistance Fund for medication affordability.
- Mobilizing the best practices of Beaverdam's Memory Care program to improve front-line staff capacity and confidence within their scope of work to support residents with cognitive challenges and early-stage dementia in other lodge communities. This was evidenced at Bow Valley Commons, Gilchrist Commons, Shawnessy Commons and Shouldice Commons, where lodge-specific preventable higher level of care rates ranged from 6% to 41%.
- A significant 32% reduction in raw sugar use in recipes within food & beverage budget, surpassing the 2024 KPM target by 17%, benefiting residents managing diabetes. In 2023 resident engagement survey lodge residents expressed the need for more health-focused menu to manage diabetes.

- Silvera negotiated a 10-hour overnight unscheduled home care pilot seven days/week with AHS Home Care from November 2024 to end of May 2025 in five lodges (Aspen, Spruce, Shouldice, Shawnessy, Gilchrist) to further reduce the premature transfers to continuing care and extend lodge occupancy tenure. This care partnership is promising to further reducing these transfers to promote aging in lodges and further stabilizing tenancy.
- Silvera focused on encouraging increased resident participation in the wellness-rooted Life, Learning, and Leisure programming that Silvera offers, including a 100% donor & grant-funded Silvera Scholar, Athlete, and Artist programs. This involvement had a profoundly positive impact on their overall well-being, leading to increased physical activity, mental stimulation, engagement in the arts, intergenerational and cultural connections, as well as enhanced social well-being, as evidenced by reduced turnover and transfers to a higher level of care. Participation metrics were based on the total number of residents who took part in both large and small group sessions. Numerous community partners, volunteers and practicum students from various post-secondary schools co-delivered the programs, which allowed Silvera to increase the program capacity without increasing costs. With 712 residents living in the supportive living lodges, as adjusted to an occupancy rate of 92%, it is evident that many residents attended multiple sessions across all communities, indicating a 10-fold increase in participation year over year:
 - *Silvera Scholar*: 2,463 sessions (+21% YOY) delivering a total of 11,710 individual engagements with lodge residents (4.75 participants per session)
 - *Silvera Athlete*: 2,172 sessions (+19% YOY) delivering a total of 10,072 individual engagements lodge residents (4.64 participants per session)
 - *Silvera Artist*: 1,276 sessions (+27% YOY) delivering a total of 8,882 individual engagement lodge residents (7.0 participants per session).

b) Your own organization's strategy?

- ***Advance a stable financial structure and Nurture a stable, purposeful, values-driven workforce***
Of significance, in 2024 Silvera implemented an integrated Human Resources Information System – HRIS (Workzoom). Compensation and benefits are Silvera's biggest expense, and this new system automates workflows and is designed to provide analytical reporting, improving the organization's efficiency. The organization is moving from multiple solutions to manage our human resources area to one integrated platform. Workzoom allows for better management of hourly staff and provides reporting which will support management in providing better oversight and management of Silvera's human resource capital.

2. Performance measures help demonstrate the return on The City's investment in a partner's operations, and support continuous improvement. What performance measures reflect your organization's impact in 2024?

	Performance Measure Name	2022 results	2023 results	2024 results	How does this measure reflect your organization's impact?
How much did you do?	a) Maintain Occupancy	88% (covid)	92%	91%	Average annual occupancy rate. 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	447	498	477	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 who need some level of support.
How well did you do it?	c) Regulatory Compliance	96%	98%	99%	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 Silvera's 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	N/A	84%	86%	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	94%	94%	N/A	Resident satisfaction is a clear indicator whether Silvera is meeting the needs of the residents that it serves in the Lodge Program. Higher satisfaction scores are a reflection that residents are living fully and aging successfully with Silvera.

Background Notes on Performance Measures:

- a. In 2024, lodge occupancy slightly dipped and the average age of residents was 80 years-old.
- b. 477 total includes 369 manual applications, and 108 applications for the lodge program processed via YYC Seniors Housing portal, which Silvera has co-developed along with Calgary Heritage Housing,

Onward Housing & Bethany Care Society, with the intention to introduce a singular access point, as well as consolidated application and waitlist management for Calgary Housing providers that operate seniors specific housing.

- c. Regular and mandatory staff training is delivered annually to maintain effective staff awareness of compliance requirements. Silvera achieved 95% on the Certificate of Recognition (COR) Health & Safety audit in 2024 (an increase by 2% the previous year) and Silvera communities passed all inspections and regulatory audits with 100% throughout the year.
- d. Silvera's staff engagement has increased by 2% since 2023 to 86%. This indicates progress in employees feeling engaged in the workplace, understanding organizational goals and direction, and being enthusiastic about their jobs. In achieving this, Silvera invested \$245,000 in learning and development for employees in 2024, including 8,043 hours of paid training. Silvera also conducted
- e. Data from Silvera's annual resident engagement survey is currently being tabulated and is not available as of the date of this report. The results are expected to be available on April 24. Silvera's target is 90% resident satisfaction.

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 has advanced several community partnerships to enhance the Life, Learning & Leisure program and improve resident quality of life. Key initiatives included:

- Monthly intergenerational programming with Mount Royal University nursing and social work students and first-year med students.
- Engagement of youth groups in intergenerational activities, including fitness classes and clubs.
- Health programming led by med students across all lodge communities.
- A yarn drive by Calgary's Knit City for the *Silvera Yarnees Club* to create knitted goods for veterans and local neonatal intensive care units.
- Increased resident participation in the Pride Parade, in partnership with Rainbow Elders, who facilitated education and Cycling Without Age, who facilitated more seniors-friendly bikes.
- An annual Silvera Games competition for residents of all lodge communities, featuring fitness and intellectual tournaments, sponsored by Silvera wellness partners.
- Educational sessions on the effects of ageism and ableism on resident well-being in collaboration with Age Friendly Calgary's speaker.
- Art workshops connecting residents with local artists through the Creative Aging Calgary Society.
- Jointly funded by a grant, the Silvera Artist workshops were facilitated by the local YMCA and culminated in a three-month gala and a resident art exhibition at the YMCA. This program has been adopted for a second year following a highly successful and well-attended pilot. Several talented resident artists have emerged from this program, showcasing significant talent, and some have gone on to sell their artwork professionally.
- Formation of a resident-staff musical band performing in lodge communities on a volunteer basis, as well as increased resident participation in other performance arts groups.
- The emergence of various resident-led groups, ranging from chess and drama to local artists organizing neighborhood markets, has fostered social connections and expanded residents' engagement in the community.

- A successful and 100% resident-led calendar project, “Calendar Girls,” that funded additional resident club initiatives. This project aimed to change the perception of ageism and involved photoshoots featuring resident models and publishing partners.
- Gilchrist Commons’ resident collaboration with the Calgary Fire Department to trial a visual fire alarm for hearing-impaired residents.

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

a) Examples of Benchmarks	b) What is your current and targeted performance in comparison to these benchmarks?	c) How this information is being used to support continuous improvements?
Resident transfers to non-urgent higher levels of care	<u>Benchmark Target:</u> < 45% <u>2024 Performance:</u> 41%	<p>The Silvera service strategy is meant to optimize resident retention by reducing resident transfers to higher levels of care. In 2024 we saw further improvement with more significantly lower transfer rate than in 2023. This was achieved by focusing on the following strategic service areas:</p> <ul style="list-style-type: none"> • Offering affordable community health and wellness partners into Silvera supportive living lodges, at no cost to Silvera, to improve resident access to preventative services, and promote aging in place • Providing healthy nutrition in Silvera’s culinary offerings and reducing raw sugar in recipes by 32% within budget to help manage diabetes. • Facilitating innovative Life, Learning, and Leisure programming to promote physical, cognitive, and social health. • Started an overnight unscheduled home care pilot funded by Alberta Health Services in Nov 2024. <p>Contributes to Silvera’s strategic imperative of supporting seniors to <i>Age well by creating engaged communities</i></p>
Ratio of independent living (IL)/supportive living housing (SL) units with housing portfolio	<u>Target:</u> 3 IL Units to 1 SL Unit <u>2024 Performance:</u> 1 IL Unit to 1 SL Unit	<p>Silvera is committed to growth in our housing options, adding more doors under our management, which will have 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. In late 2024, Silvera agreed to take on the operations of an additional 520 affordable seniors independent living</p>

		<p>units owned by the GOA (8 building), effective April 1, 2025. This will make significant progress on increasing the independent living to supportive living unit ratio from 1:1 to the target of 3:1. Additionally, Silvera is focused on growing its housing options in a way that establishes a more balanced and sustainable (mixed income) housing portfolio by adding over 400 net new housing units in the next five years. Of these units, 90% will be independent living units, getting Silvera closer to a more efficient and desirable independent living to supportive living 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 lodge program by having access to more internal residents (or other housing operators) that need to transition residents from independent living to supportive living. This trend has been successfully demonstrated in 2024 via Tenant Support Worker program. <p>Contributes to Silvera's strategic imperatives to <i>Grow our housing options</i> and <i>Advance a stable financial structure</i></p>
Employee Turnover	<p><u>Targets:</u> < 13% (FTE) < 15% (PTE)</p> <p><u>2024 Performance:</u> 12.8% (FTE) 5.7% (PTE)</p>	<p>Employee turnover represents a significant cost to Silvera in tangible (financial costs) and intangible ways (employee morale and workplace culture). Silvera met our targets this year, both of them significantly lower than the norm for our industry. We were able again to reduce employee turnover from previous years.</p> <p>Improvement efforts 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

		Contributes to Silvera's strategic imperative to <i>Nurture a stable, purposeful, and values-driven work force</i>
Annual Energy Reduction	<p><u>Target:</u> 15% reduction per year</p> <p><u>2024 Performance:</u> N/A</p> <p><i>Initiatives Completed:</i></p> <ul style="list-style-type: none"> - Upgraded Lighting to High Efficiency LED Fixtures and incorporated motion sensing devices - All selected Mechanical Equipment replacement with High Efficiency Units - Building Envelope improvements including EIFS repairs, exterior doors replacements - Replacement of outdated plumbing fixtures with low flow options to reduce water consumption 	<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 because of increases in the cost of utilities over the last several years, a trend likely to continue are 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 reduction target, makes establishing an energy reduction benchmark a priority to drive action. This current target has been newly established and represents an ambitious preliminary goal that is subject to further investigation and revision in 2025. This will remain a challenge due to an aging housing stock and limited funding levels for major capital renewal or replacement.</p> <p>Contributes to Silvera's strategic imperative to <i>Advance a stable financial structure</i> and <i>Leverage our trusted reputation</i></p>
Public Reputation Scores	<p><u>Targets:</u> Recognition: >50% Positive Perception: >65%</p> <p><u>2022 Performance:</u> Recognition: 35% Positive Perception: 47%</p>	<p>Silvera strives to be the most recognizable and well-regarded provider of seniors housing in Calgary. In 2022, Silvera completed a public perceptions survey to establish a baseline benchmark with plans to track progress against this baseline. Silvera plans to complete a similar survey in 2025 to track against the baseline. To make progress on this benchmark Silvera has made a concerted effort to:</p> <ul style="list-style-type: none"> • Be active in the community by participating in community events and celebrations (i.e. Lilac

		<p>festival, Pride Parade, local neighbourhood events, etc.)</p> <ul style="list-style-type: none"> • 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). • In 2024, Silvera hosted 62 Silvera Care Day events, inviting corporate and individual volunteers as well as students to be exposed to a Silvera community while contributing to resident and community life. <p>Contributes to Silvera's strategic imperative to <i>Leverage our trusted reputation</i></p>
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5. How does your organization address equity, diversity or inclusion, or support racial equity?

Silvera made some large steps forward in 2024 to build on its existing foundation of creating environments that are inclusive, safe, and welcoming for both residents and employees. This includes:

- Intentionally introducing more diverse and inclusive Life, Learning, and Leisure programming, resulting in improved resident recognition and acceptance of diversity. This included cultural education of Indigenous culture, resident participation in Holi festival, Bollywood dancing fitness, Lunar Year celebrations, and various monthly ethnic culinary celebrations as part of lodge residents' Explore! Program.
- Advancing partner relations with the Rainbow Elders and Calgary Pride organizations, resulting in greater awareness of LGBTQ inclusion in community life, introducing Rainbow Elders' welcome logo of being inclusion-friendly at Silvera lodges and doubling resident, staff and volunteer participation in 2024 Calgary Pride Parade.
- Silvera continues to have a strong representation of ethnic diversity in its direct service employees.

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](#))

For the fourth consecutive year, Silvera held an organization wide Truth and Reconciliation education event on Sept. 30. In the spirit of truth and reconciliation, Silvera decided to reinforce the education and learning we did in the previous three years of the history of the indigenous cultures that were involved in the treaties of this area of Turtle Island, relevance of wild sage for spiritual and mental healing, and the impact of residential schools on survivors. Both are impactful for our employees, many of whom are not familiar with this history.

Silvera's Truth and Reconciliation Day activities included the following:

- Silvera staff and a member of the Miskanawah Nation jointly picked sage in Nose Hill Park.
- Silvera residents and culinary teams organized orange-glazed Bannock baking activities to honour the importance of the day.

RESOURCES

7. Please estimate how The City's operating funding was allocated in 2024.

0.1%	Advertising and promotion
11.8%	Programs or services
0.1%	Office supplies and expenses
0%	Professional and consulting fees
44.4%	Staff compensation, development and training
0.9%	Fund development
0.3%	Purchased supplies and assets
8.1%	Facility maintenance
0.1%	Evaluation or Research
34.2%	<i>Other: Administrative Overhead & Utilities</i>

8. Did volunteers support your operations in 2024? (including board and committee members)

How many volunteers?	Total: 1,028 (930 corporate & 98 individual) (-21% YOY)
Estimated total hours provided by volunteers:	Total: 4,475 (3720 corporate & 755 individual) (-38% YOY)

9. Did your organization receive any awards or recognition in 2024, or have any client or participant feedback that you want to highlight?

For the fourth year in a row, Silvera received Postmedia's Readers' Choice Award as Calgary's Best Seniors Residence, of which Silvera received the gold recognition over the past three 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 2024, 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?

Silvera embarked on extensive planning for capital maintenance and renewal (CMR) projects in preparation for construction in 2023. This process involved scoping, design, and tendering to ensure a strategic and well-executed approach. To further enhance these projects, Silvera assessed opportunities to integrate energy conservation measures (ECMs) into its 2024 CMR construction plan. Using previously conducted energy audits on the lodge program assets, the organization identified several ECMs that could improve energy efficiency and sustainability. These measures included installing lighting controls in common areas, implementing drought-resistant vegetation and xeriscaping techniques, replacing outdated mechanical equipment containing Freon (such as R22) with

environmentally compliant alternatives under the Montreal Protocol, and equipping buildings with automatic window shades to effectively regulate passive solar heat gain.

As an affordable housing provider, Silvera must balance the need for sustainability with the realities of financial constraints. While reducing its overall greenhouse gas (GHG) emissions is a crucial goal, the organization faces significant challenges in allocating funds to this effort. We know we have a role to place in reducing our environmental and carbon footprint, but it cannot and should not come out at the expense of our core social mandate. The highest priority remains ensuring that its buildings are safe, functional, and livable for residents. Investing in essential maintenance and renewal projects takes precedence over emission reduction initiatives when resources are limited. This approach reflects Silvera's responsibility to provide secure housing while maintaining fiscal prudence.

Silvera fully acknowledges the importance of reducing GHG emissions and the potential long-term operational savings that could result from energy efficiency improvements. The organization remains committed to incorporating sustainable practices where feasible. Achieving meaningful progress in this area requires substantial government investment. Without dedicated funding for these initiatives, Silvera's ability to implement large-scale emissions reductions is constrained. To advance its sustainability goals, collaboration with government partners and access to financial support will be critical in bridging the gap between environmental responsibility and the practical needs of affordable housing operations.

11. Are there any projects, initiatives or plans for 2025 that you want to briefly highlight?

A. Building New Seniors Housing

The housing situation in Calgary has never been more dire as demand has outpaced supply since the pandemic. According to the City of Calgary housing needs assessment released in the fall of 2023, Seniors are disproportionately impacted by the lack of housing options and this problem will continue to grow as the seniors population is slated to grow by 29% over the next 5-years. Furthermore, the City's same housing assessment indicates that *"Seniors and those with medical conditions are often released from hospitals and/or treatment facilities without any support. They end up back in the hospital or moved to long-term care because the housing provider cannot provide these services, even if the health care system isn't a good fit to meet their needs."* The city's lodge program, operated by Silvera, plays an critical, and increasing, role is dealing with these issues. Silvera is committed to adding 400 to 500 mixed-income housing units over the next four to five years, requiring a capital investment from all orders of government of approximately \$105-\$165 million, depended on how projects and funding can be structured to leverage alternative capital sources. In 2025, Silvera will address this need by:

- adding an additional 16-units at its newest Livingston Terrace Apartments;
- advancing efforts to complete our Westview Aging In Place Campus (Glamorgan);
- initiating re-develop of the decommissioned Confederation Park lodge property (through potential GOA land transfer and collaborative development partnership with a private sector developer); and
- continuing planning for the lodge (supportive living) expansion / independent living addition to the Shawnessy lodge property.

B. Strengthening the Seniors Lodge Program

Alberta's Minister of Seniors, Community and Social Services is in the process of reviewing recommendations put forward by the Seniors Lodge Review Panel and should be releasing them by the end of April. In implementing the Lodge Review Panel recommendations, it is critical to ensure that Silvera is involved and has input on items such as optimizing/standardizing rent and funding structures, while ensuring that appropriate multi-year investments are made to support planning, workforce management, and operating maintenance, ensuring that the assets and services within this portfolio remain available to meet the needs of seniors that require subsidized supportive living. Beyond the recommendations specific to the lodge program review, supportive living lodges will play a key role in the ongoing restructuring of the continuing care sector in Alberta, through the province's establishments of Assisted Living Alberta. This will include ensuring that the lodge program is funded to provide unscheduled home care onsite (i.e. 24/7 or overnight) and solutions to Alternative Level of Care (ALC) needs within the health care system. These initiatives will effectively manage resident needs and improve their quality of life rather than relying on EMS, unnecessary trips to the hospital, and premature transfers of residents to more expensive higher levels of care, while playing an important role in delivering housing/services to reduce pressures in acute care hospitals and continuing care facilities. Additionally, in support of these efforts and increase utilization of lodge program assets, tenant support workers will be required within Silvera's independent living assets to identify and facilitate transitions of residents from independent living to supportive living where appropriate. The strengthening of the lodge program through these and other initiatives will ensure its sustainability over the long term and ensure it is contributing to the overall social, physical, and financial well-being of our city and its growing seniors' population.

C. Expansion of Silvera's Government of Alberta Portfolio

On April 1, 2025, Silvera will start operating eight Government of Alberta buildings with a total of 520 units. Although this non-market housing is not part of Silvera's lodge program, the additional buildings are expected to contribute positively to the overall financial structure of Silvera by adding more units under Silvera's management. However, in the immediate term this opportunity is expected to put pressure on Silvera's internal resources as our team works to stabilize then normalize building operations, capital maintenance, and tenant relations within these properties, which have been neglected by the previous operator over the last several years. Through the support of the GOA, Silvera is prepared to effectively manage this initiative and has built up administrative/management capacity in anticipation of adding more units to its housing portfolio as part of its strategic organizational objectives.

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

12. CAPITAL PROJECTS AND ASSET MANAGEMENT

Asset Management: *Although the following list does not include any city-owned assets. This list outlines how Silvera used City of Calgary funding on buildings owned by Silvera or the Government of Alberta that operate under the lodge program.*

a) How did you use The City's capital funding in 2024?

Project	City Funding (2024)	Benefit (service improvement, efficiency, improved condition)
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Aspen Site Upgrades	1,736,930.99	Upgraded resident corridors with improved wayfinding, the addition of celebration boxes, upgraded resident laundries and staff lounge, including the replacement of outdated incandescent and fluorescent fixtures in these areas with LED. This results in an estimated energy savings of 70%.
Aspen Mechanical Upgrades	91,076.45	Replace two boilers with high-efficiency equipment.
Aspen security and landscape	206,261.36	CPTED – Crime Prevention Through Environmental Design – implementing elements such as plantings, energy efficient lighting, gates and fencing to prevent unwanted loitering and trespassing.
Aspen EIFS Repair	50,341.30	Repair multiple bird holes, preventing cold air infiltration into the building.
Aspen Shower Conversions	82,222.98	Replace bath tubes with showers complete with low-flow shower heads.
Beaverdam Dementia Garden	772,062.19	The multi-phase Beaverdam Dementia Garden Project consists of areas of the Beaverdam community that will be undergoing landscaping enhancements. The purpose of the enhancements is to make the overall community more accessible and easier to navigate for individuals with dementia. Additionally, the improvements are meant to provide more amenities and turn the area into a hub that creates stronger connections with neighbours and the Lynnwood community. Enhancements include a new accessible bocci ball court and trellis, larger and more accessible patios, an outdoor music corner, a herb and vegetable garden consisting of raised planters and benches, a new gazebo, an Artful Reflection pocket park, various tree and shrub enhancements, and even and continuous pathways that create a more accessible walking loop around the property.
Bow Valley Building Exterior	353,880.92	Upgraded rainwater management, replace siding with bird resilient hardy board, exterior doors improving air infiltration into building.
Bow Valley security and landscape	602,387.94	CPTED – Crime Prevention Through Environmental Design – implementing elements such as plantings, energy efficient lighting, gates and fencing to prevent unwanted loitering and trespassing.
Shouldice Building Exterior	318,688.15	Provide better visual and special guidance for residents and visitors.
Shawnessy Interior Upgrade Design	202,402.81	Design project for upcoming site improvements.
Spruce Mechanical Upgrade	259,199.70	Consulting for mechanical equipment improvements with high efficiency units.