

CIVIC PARTNER 2017 ANNUAL REPORT SNAPSHOT- SILVERA FOR SENIORS

SILVERA FOR SENIORS

Purpose

Our purpose is to give seniors the respect they deserve and make it great to be a senior in Calgary.

Vision

Silvera will be a leading advocate and caring provider of affordable homes and services for seniors to live in place with dignity.
Registered Charity

2017 City Investment

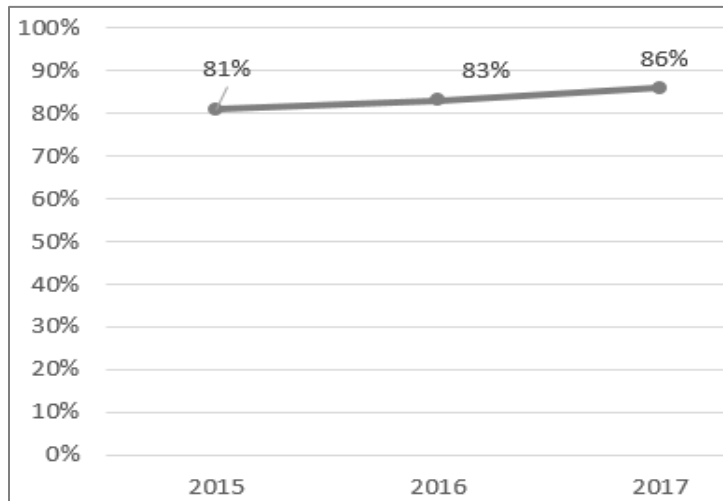
Operating Grant:\$1.365M

Capital: \$0

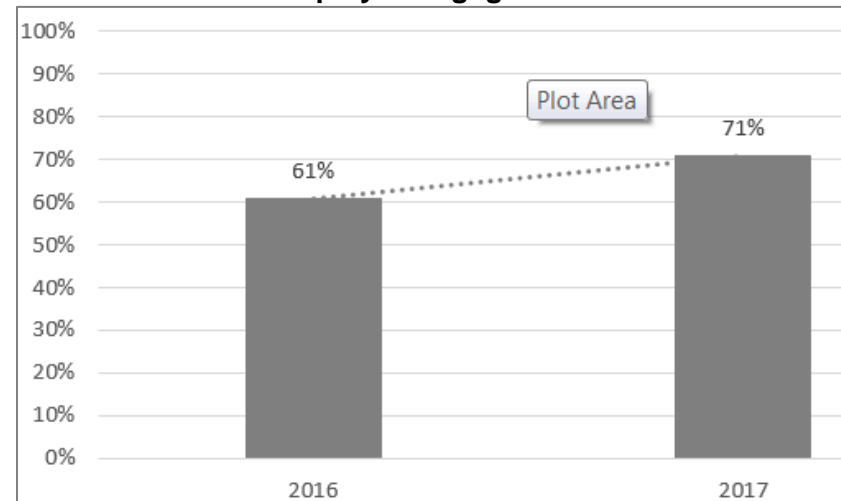
City owned asset? No

How did they do in 2017?

Resident satisfaction



Employee engagement



The story behind the numbers

- Results of resident satisfaction survey are used for continuous improvements in service delivery, social participation and inclusion and building environments.
- High employee engagement reduces turnover and related costs, increases staff satisfaction, reduces risk of unionization, and helps achieve better results in delivering against our strategic imperatives and resident satisfaction.
- Average industry turnover is 30 per cent and engagement is a priority with a focus on team building, recognition and compliance training.

Snapshot of 2018-19 priorities

- Support seniors to live fully and age successfully with Silvera.
- Create dynamic communities.
- Build Silvera's high performance culture.
- Maintain financial discipline.
- Steward our trusted reputation.



SILVERA FOR SENIORS Civic Partner 2017 Annual Report

Organizational Structure: Legislated Body (*Alberta Housing Act*, Ministerial Order H:029/16)

Fiscal Year: Ended December 31, 2017

Related Subsidiaries or Foundation: No

City 2017 Operating Grant: \$1.365M

1. Current Vision, Mission and Mandate:

Our Purpose

Our purpose is to give seniors the respect they deserve and make it great to be a senior in Calgary.

Our Vision

Silvera will be a leading advocate and caring provider of affordable homes and services for seniors to live in place with dignity.

2. What key results did your organization achieve in 2017 that contributed to one or more of the Council Priorities in Action Plan 2015-2018? (*A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?*)

A City of Inspiring Neighbourhoods- Silvera provides a variety of housing types (Independent Living, seniors self contained communities and The Lodge Program) throughout the City. This allows seniors the ability to age in community, provides a diversity of housing types, services, and housing choices throughout Calgary's neighbourhoods that address specific needs

3. What challenges affected your operations in 2017? How did you transform your operations to respond and adapt?

With average resident tenure of 3 years within housing categories, high occupancy levels are pressured. Our internal inter-department working group focuses on how to support residents move across our housing offerings, from seniors self-contained to the Lodge Program as their needs increase and ensure that homecare is provided as needed. The majority of our residents receive homecare through Alberta Health. Additional support from our resident support team in coordination with our managers in each Lodge takes considerable amounts of their time. Additionally we have trained all administration to enable them to conduct tours 7 days a week to support both drop in and planned visits of applicants.

It is important to manage occupancy at various levels as seniors find it difficult to move for various reasons including cost, limited ability to prepare, not recognizing they are not receiving the right supports, and lack of family support. All these barriers need to be overcome for seniors to be in the right housing type with the right supports.

Silvera participates in a national engagement evaluation tool to inform and guide our efforts to increase staff engagement. We have worked hard on this front, particularly given our industry has average 30% annual turnover and for residents, this is their home. Engagement has been a priority with continued emphasis on team building, recognition and compliance training.

Silvera operates 25 communities and has a reasonably small maintenance team dealing with the aging infrastructure and building stock.. In 2017 we undertook a process review to improve and streamline maintenance work processes to prepare for the purchase and implementation of a software system to transition out of our very paper reliant (faxed work orders) and outdated procedures. A system is planned for purchase in 2018 which will require training and data transition/input. With the successful new system, we anticipate achieving operational efficiencies and smoother work flow. We have made a capital request to the Ministry of Seniors and Housing to support the system purchase.

Silvera's funding arrangements are complex involving the both the Province and City, and on occasion Federal funds, in addition to charitable donations. It is susceptible to the prevailing political goodwill existing between the Province and the City which is a strategic organizational risk. The impact has been insufficient municipal funding to perform regular suite maintenance, such as flooring/painting and in some cases bathroom upgrades on a predictable, planned maintenance cycle. Silvera has proposed a phased approach to complete this backlog of work funded either annually or upfront. Once the backlog is addressed, suite maintenance can be managed annually as part of the operating budget/funding. Similarly Furniture Fixtures and Equipment and common areas for residents face similar challenges Silvera is proposing the same approach as with suite maintenance.

To inform planning and funding requirements, Silvera is completing Facility Index Reports for all its buildings. Based on this reporting, Silvera can accurately inform the City Budget and Planning departemets of the Lodge Program requirements.

- 4. Using the chart below, please report your 2017 performance measures that demonstrate; where possible; how much you did, how well you did it, and how Calgarians are better off. Please identify through **BOLD font**, 1-2 measures that are most significant and could be presented in a chart.**

| | Performance Measure | 2015 results | 2016 results | 2017 results | What story does this measure tell about your work? Why is it meaningful? |
|-------------------------|------------------------------|--------------|--------------|--------------|---|
| How well did you do it? | Resident Satisfaction | 81% | 83% | 86% | Our resident engagement survey offers rich data into 11 dimensions of support. We use this to make continuous improvements in service delivery, social participation and inclusion and building environments. |
| | Employee Engagement | | 61% | 71% | Reducing turnover and related costs, increase staff satisfaction, reduce risk of unionization, better results in delivering on our plan and resident satisfaction |

5. What resources were leveraged to support operational activities in 2017?

Silvera continues to engage the broader community to support both building improvement and resident programs and activities. We expect to continue building strong participation with Silvera Care Days that engage the broader corporate community and support our residents and support operation of our communities. We continue to advance our donor support to programs, services, general operation and capital.

We have established strong partnerships in housing referrals, homecare, partnerships with: resident support services like pharmacy, community paramedics, MRU, SAIT, BVC, UofC, and community groups like the Calgary Dementia Network and Calgary Seniors Age- Friendly Strategy.

6. Please estimate how The City's operating funding was allocated in 2017. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

| | |
|---------------|--|
| 0.68% | Advertising and promotion |
| 13.23% | Programs or services |
| 0.19% | Office supplies and expenses |
| 3.71% | Professional and consulting fees |
| 52.94% | Staff compensation, compliance training and development |
| 0.31% | Fund development |
| 0.06% | Purchased supplies and assets |
| 6.12% | Facility maintenance |
| 0% | Evaluation or Research |
| 22.76% | Other, please name: Amortization (3.95%); Administration (11.57%); Utilities (7.24%) |

7. Did volunteers support your operations in 2017? If yes,

| | |
|--|--------|
| How many volunteers? | 132 |
| Estimated total hours provided by volunteers: | 10,729 |

10,729 hours of volunteer time towards making Silvera a more welcoming and dynamic place for seniors. We continue to track volunteer involvement with Silvera through our key performance indicators; during 2017, we averaged about 132 volunteers working 6 hours per month. Additionally we had 83 Days of caring projects that support the maintenance and services improvement (e.g. Lodge painting and landscape)

8. What are your key priorities and deliverables for 2018-2019?

Strategic Imperative: Support seniors to live fully and age successfully with Silvera

Goal: Silvera offers a continuum of service that supports quality of life and aging in community.

- Continue to execute regulatory compliance as required by provincial legislation.
- Continuous quality improvements in service delivery
- Maintain resident satisfaction

Strategic Imperative: Build Silvera's high- performance culture

Goal: Silvera is an employer of choice.

- Maintain a total rewards package providing employees with a competitive compensation.
- Attract and retain people who embrace innovation and are commitment to excellence.
- Build employer of choice reputation in our recruitment and retention practices.
- Invest in our employee training to meet many compliance requirements.
- Recognize service, excellence and innovation to enhance employee satisfaction and foster a high performance culture.

Strategic Imperative: Maintain financial discipline

Goal: Silvera is financially responsible and viable.

- Secure appropriate funding from Government of Alberta and City of Calgary (as per the obligations of the Alberta Housing Act)
- Continue to use robust financial models to support planning and decision-making for community operations and capital investments.

- Continue to maintain maximum occupancy
- Invest and enhance the IT systems that support our day to day operations.

Strategic Imperative: Create dynamic Communities:

Goal: Silvera creates integrated communities that support the continuum of services.

- Advance plans to construct new, campus-style communities combining self-contained units that have limited supports with communities that offer enhanced supports – dining services, housekeeping and active aging programs.
- Continuously assess the viability of existing buildings and refurbish them to offer quality communities.
- Invest and manage suite and capital maintenance and Furniture Fixtures and Equipment
- Continue to advance capital development strategy (including secure Government Alberta funding)

Strategic Imperative: Steward our trusted relationship

Goal: Silvera is a recognized leader in the provision of services to seniors. Silvera has relevant, enduring and successful relationships.

- Engage stakeholders in the implementation of our strategic plans
- Build deeper relationship with City of Calgary
- Understand and deliver on new city reporting requirements

CAPITAL AND ASSET MANAGEMENT (for applicable partners)

Assets: Manages the Lodge Program properties to deliver lodge services to Calgary's lowest income seniors under a Ministerial Order signed by the Province of Alberta, The City of Calgary and Silvera for Seniors

9. Provide a summary of your organization's 2017 capital development, including specific lifecycle/maintenance projects.

\$867K was spent on capital maintenance projects for 6 of 8 lodges.

- Aspen Lodge (267 suites): \$348K was spent. Replacing windows and window coverings (\$124K), refitting stainless steel kitchen counter tops (\$82K), installing grab bars (\$58K).
- Spruce Lodge (133 suites): \$414K was spent. Redesign our waste management areas, common area space and repurpose smoking rooms. \$1.4M renovation to be completed in June 2018.
- Shawnessy (81): \$55K was spent on outdoor space redesign and seniors-friendly outdoor furniture and gardening support areas.
- Valleyview Lodge (59 suites): \$7.5K on lighting fixture installation
- Confederation Park Lodge (60 suites): \$7.3K Re-build shared shower room
- Bow Valley lodge (60 suites): \$37K refitting stainless steel kitchen countertops

This does not include the additional monies spent on the Lodge Program through Provincial Initiatives, Such as Resident Communication Systems and Fire Suppressant Systems, sprinklering. Further enhancements are planned in 2018 to complete the fire suppressant initiative by addressing the addition of bulk heads in resident rooms and common areas. *See attached Appendix A.*



SILVERA FOR SENIORS
Civic Partner 2017 Annual Report

10. What funding was leveraged to support capital activities in 2017?

See attached Appendix A.

STRATEGY DELIVERY (for applicable partners)

11. What key results were achieved in 2017 for the Council-approved strategy you steward?

Not applicable

Appendix A
Silver for Seniors: Key Results Achieved in 2017

1) Maintenance Project List - 8 Lodges

| Community | Project number | Project name | Budgeted amount | Spent in 2017 | Grant | Operating | Reserves | Donor |
|----------------------------|-----------------------|--|------------------|----------------|---------------|---------------|----------------|---------------|
| Aspen | ASPQ403-16 | Blinds replacement | 86,000 | 90,444 | | | 90,444 | |
| Aspen | ASPQ401-16 | Kitchen stainless steel refit | 60,396 | 81,641 | | | 81,641 | |
| Aspen | ASPQ402-16 ASPQ404-16 | Grab Bar installation project cont. (carried forward from 2016 ASPQ401-16) | - | 58,206 | | | 58,206 | |
| Aspen | ASPQ201-17 | Window replacements (38x\$2100 each) | 80,000 | 33,825 | | | 33,825 | |
| Aspen | ASPQ401-17 | Security cameras installation, resident floors (x33) | 38,000 | 29,150 | | | 29,150 | |
| Aspen | | Other projects | 406,500 | 55,596 | | 21,363 | 32,528 | |
| Aspen Total | | | 670,896 | 348,862 | - | 21,363 | 325,794 | - |
| Bow Valley | N/A | Stainless steel kitchen equipment | | 38,607 | 36,712 | 1,895 | | |
| Bow Valley Total | | | - | 38,607 | 36,712 | 1,895 | - | - |
| Shawnessy | N/A | Garden furniture | | 55,462 | 5,462 | | | 50,000 |
| Shawnessy Total | | | - | 55,462 | 5,462 | - | - | 50,000 |
| Spruce | SPRQ409-17 | Waste Management / Locker Room Redesign | | 138,885 | | | 138,885 | |
| Spruce | ORGQ301-17 | Spruce Refurbishment - Phase I: Music Room, Arts and Craft Room, Busker's Area | 200,000 | 97,324 | | | 97,324 | |
| Spruce | SPRQ105-17 | Scoping of Spruce Dining, Rec, Smoking, etc. redesign | 40,000 | 69,009 | | | 69,009 | |
| Spruce | ORGQ302-17 | * Phase I: Smoke Room Repurpose | 200,000 | 42,546 | | | 42,546 | |
| Spruce | SPRQ408-17 | Replace East Roof section | | 34,173 | | | 34,173 | |
| Spruce | | Other projects | 167,309 | 32,413 | | 1,260 | 31,153 | |
| Spruce Total | | | 607,309 | 414,351 | - | 1,260 | 413,091 | - |
| Valleyview | N/A | Lighting installation | | 7,504 | | 7,504 | | |
| Valleyview Total | | | - | 7,504 | - | 7,504 | - | - |
| Confederation | | Re-building shower | | 7,262 | | 7,262 | | |
| Confederation Total | | | - | 7,262 | - | 7,262 | - | - |
| Grand Total | | | 1,278,205 | 872,048 | 42,174 | 39,284 | 738,885 | 50,000 |

2) Suite Renovation

| Expense Type | 2017 spending, \$ | # of suites | % of total |
|----------------|-------------------|-------------|------------|
| Suite painting | 207,069 | 207 | 27% |
| Suite flooring | 210,659 | 170 | 22% |
| Total | 417,728 | | |