



Early in the pandemic, Calgarians of all ages sent messages and works of art through the Rainbow Campaign to support Silvera residents.

REPORT TO THE COMMUNITY

Leading through the pandemic.
Positioning for a strong future.

February 2021



OUR PURPOSE IS “LIVE YOUR BEST LIFE”.

We value

- Accountability
- Honesty
- Relationships
- Innovation

We must

1. Support seniors to live fully and age successfully with Silvera
2. Create dynamic communities
3. Build Silvera’s high-performance culture
4. Maintain financial discipline
5. Steward our trusted reputation

We are

- Caring
- Driven
- Positive



THERE’S NOT ENOUGH SENIORS HOUSING IN CALGARY. WE CREATE SOLUTIONS.

Silvera offers affordable and near market-priced housing, important services, and lifestyle options to independent older adults.

Silvera is not a long-term care provider.

Only **3.6%** of households in Calgary live in affordable housing, compared to **6%** in Canada’s other big cities.

1 in 10 Calgarians is 65 or older. By the 2030s it will be **1 in 5**.

We’re a leading local non-profit that has served Calgarians with differing levels of income for nearly **60** years.

We operate **25** communities throughout the city, and we’re creating **3** new ones in 2021 to meet demand.

We’re an important employment option, with more than **400** caring employees committed to helping residents live their best lives.



Silvera advocated with the Government of Alberta for residents and employees to be priorities for vaccination.

WE'RE PROTECTING RESIDENTS AND EMPLOYEES DURING THE COVID-19 PANDEMIC.

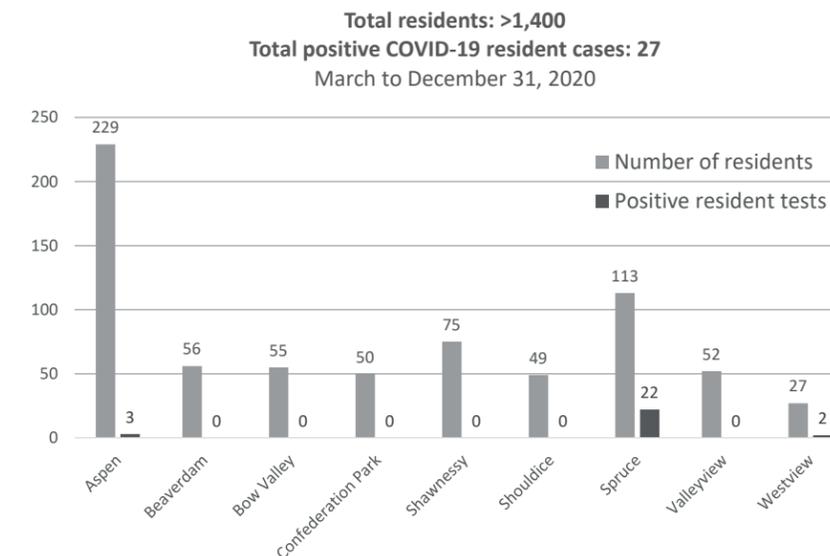
The safety of Silvera residents and employees has always been our first priority.

1,073,030 masks	298,350 gloves	1,261,228 mL sanitizer	61,700 gowns
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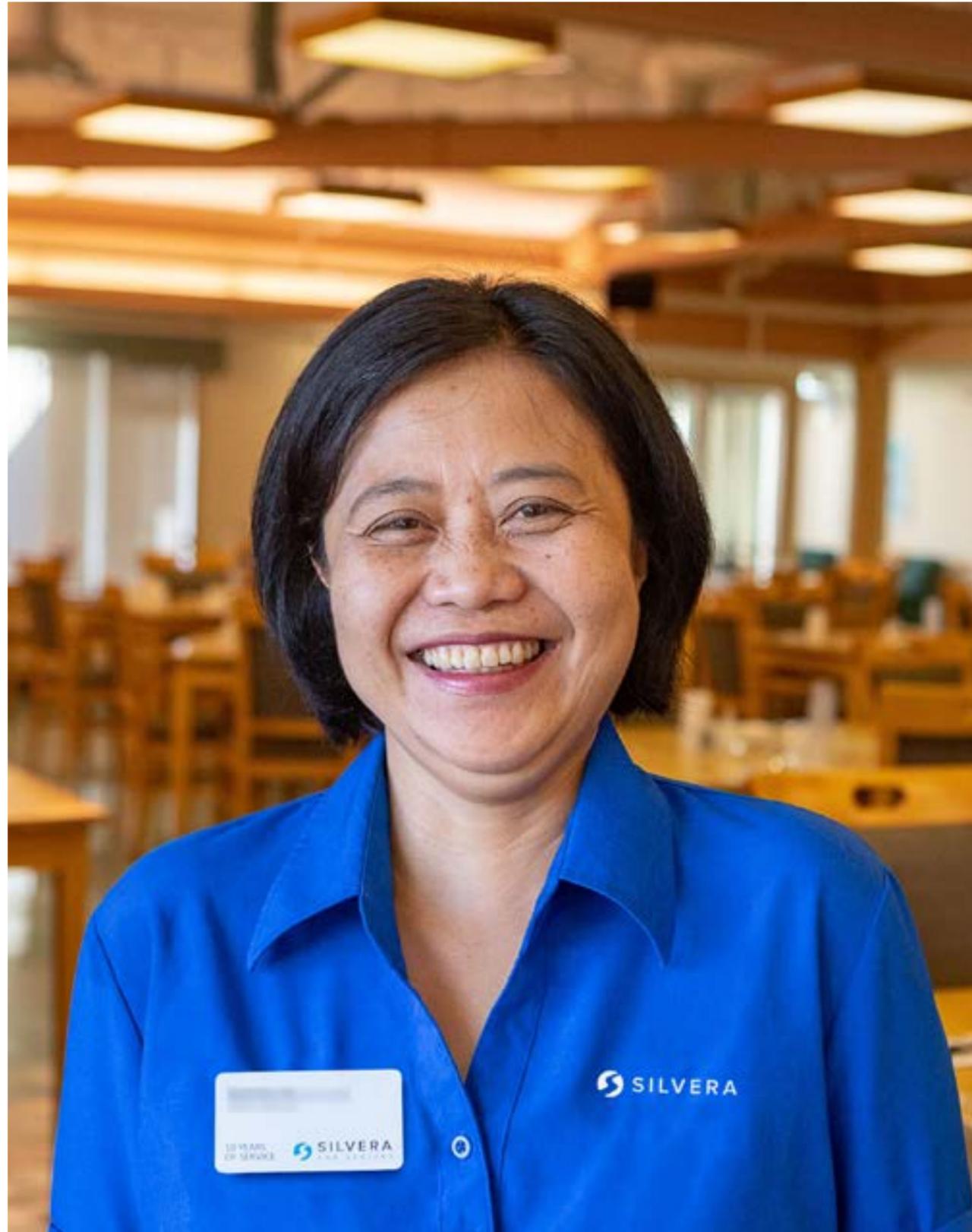
In March, before the pandemic was declared, we activated our Emergency Response plan, team and risk procedures.

We adhere to all orders of the Chief Medical Officer of Health and take many extra precautions.

We've secured all necessary PPE and our trained employees are vigilant in adhering to all safety protocols.



Silvera has worked extremely hard to help prevent the COVID-19 virus from entering our communities and managing the spread.



Employees work every day to make a difference in the lives of more than 1,400 residents who make Silvera home.

WE'VE BOLSTERED OUR TEAM AS AN ESSENTIAL SERVICE.

Our employee team finds solutions to pandemic challenges every day, while keeping normal operations running smoothly.

At year-end, we had 51 additional employees to manage COVID-19 health orders and support co-workers to take time off to rest. (This peaked at 165 early in the pandemic.)

We gave a 4-month pay increase to hourly direct-service employees at the pandemic's onset.

897,000

number of resident meals prepared

Recognizing the strain on our team, we encouraged accessing mental health supports through our benefits program, and hosted mental health and stress-relief webinars.

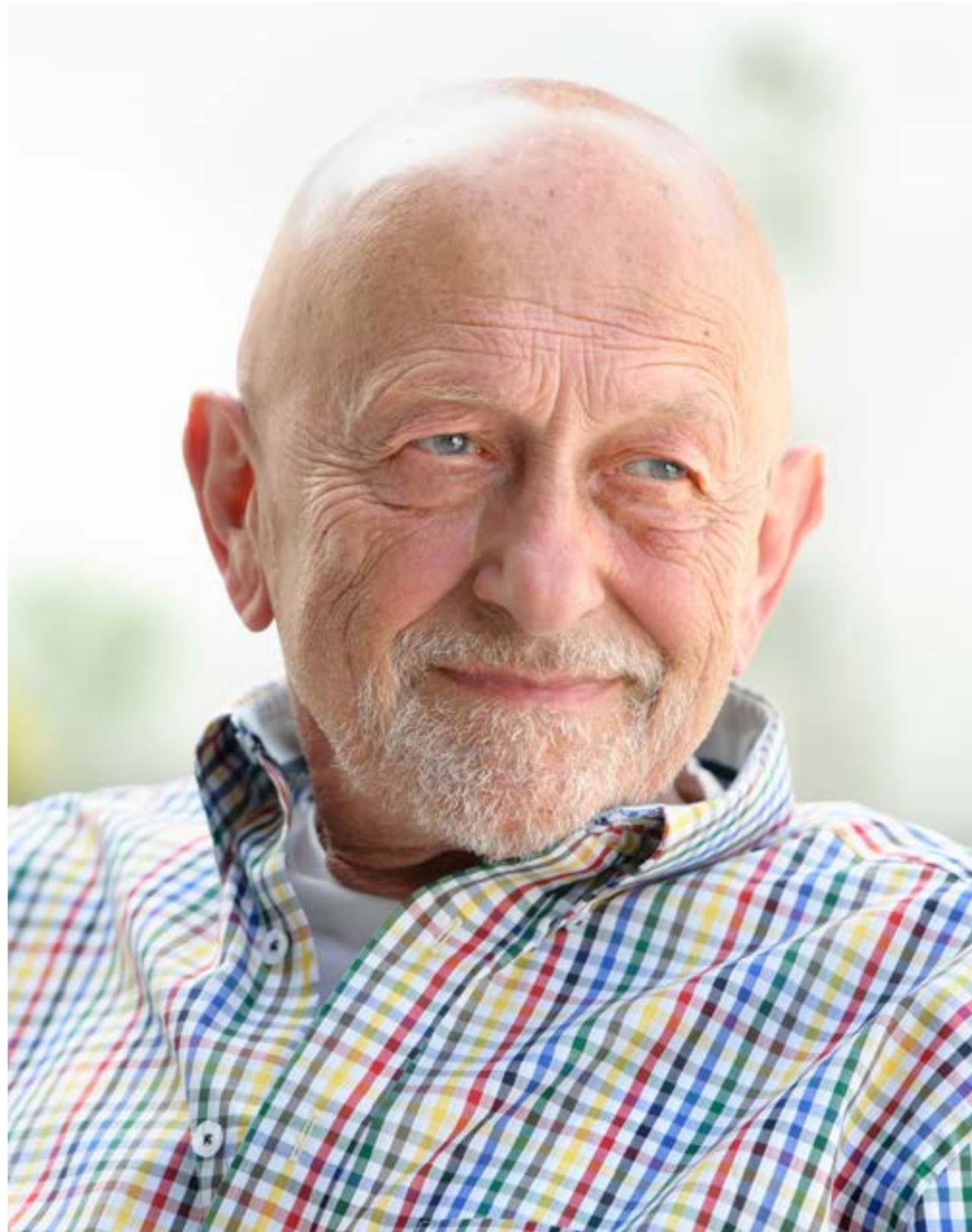
62,997

number of meals delivered to suites during declared outbreaks

We temporarily covered commuting costs for employees in our 24/7 supportive living communities when the city's public transit service was interrupted.

412

full-time, part-time and casual employees



Silvera advocates for subsidized and near market-priced housing on behalf of older Calgarians with mainly low and modest incomes.

WE'RE AN ESTABLISHED, LEADING AND RESPECTED ADVOCATE WITH POLICYMAKERS.

We're an accountable partner with all levels of government.

We advocate on behalf of older citizens who wish to live in non-medical supportive and independent living settings.

We provided critical input to the Government of [Alberta's Affordable Housing Review Panel](#), much of which influenced the panel's **19** recommendations.

We celebrate residents' remarkable spirit and have profiled their strength and resilience and messages of encouragement to Calgarians.

We reinforce mandated protections and lobbied for COVID-19 cost recovery.

Our **11**-person governance Board of Directors of voluntary community leaders guides our long-term strategic direction. Throughout the pandemic, they have actively supported the Silvera team with strong leadership.

28

implemented pandemic public health orders by Dr. Hinshaw

Demonstrating strong oversight and governance, the Board and CEO confer weekly to assess risk levels and risk-management requirements.

We've championed firmly for residents and employees to be considered priority recipients to receive the COVID-19 vaccines.



Residents benefitted from the goodwill and generosity of many people from Calgary and beyond.

WE'VE MOBILIZED GENEROUS DONORS FOR THE BENEFIT OF THE PEOPLE WE SERVE.

Early on, community volunteers sewed more than **14,000** masks for residents and employees.

At our invitation, Calgarians and others sent countless messages of encouragement to residents to help reduce the impacts of isolation.

\$70,000

contributed by Calgarians to the Silvera Resident Support Fund

The Calgary Foundation and United Way helped us establish our Emergency Resident Support Fund, with donations used to pay for urgent needs such as moves and personal supplies.

65

tablets donated to enable virtual visits for residents

The City of Calgary Family and Community Support Services provided **\$115,00** to hire additional social workers to support residents with isolation and mental health.

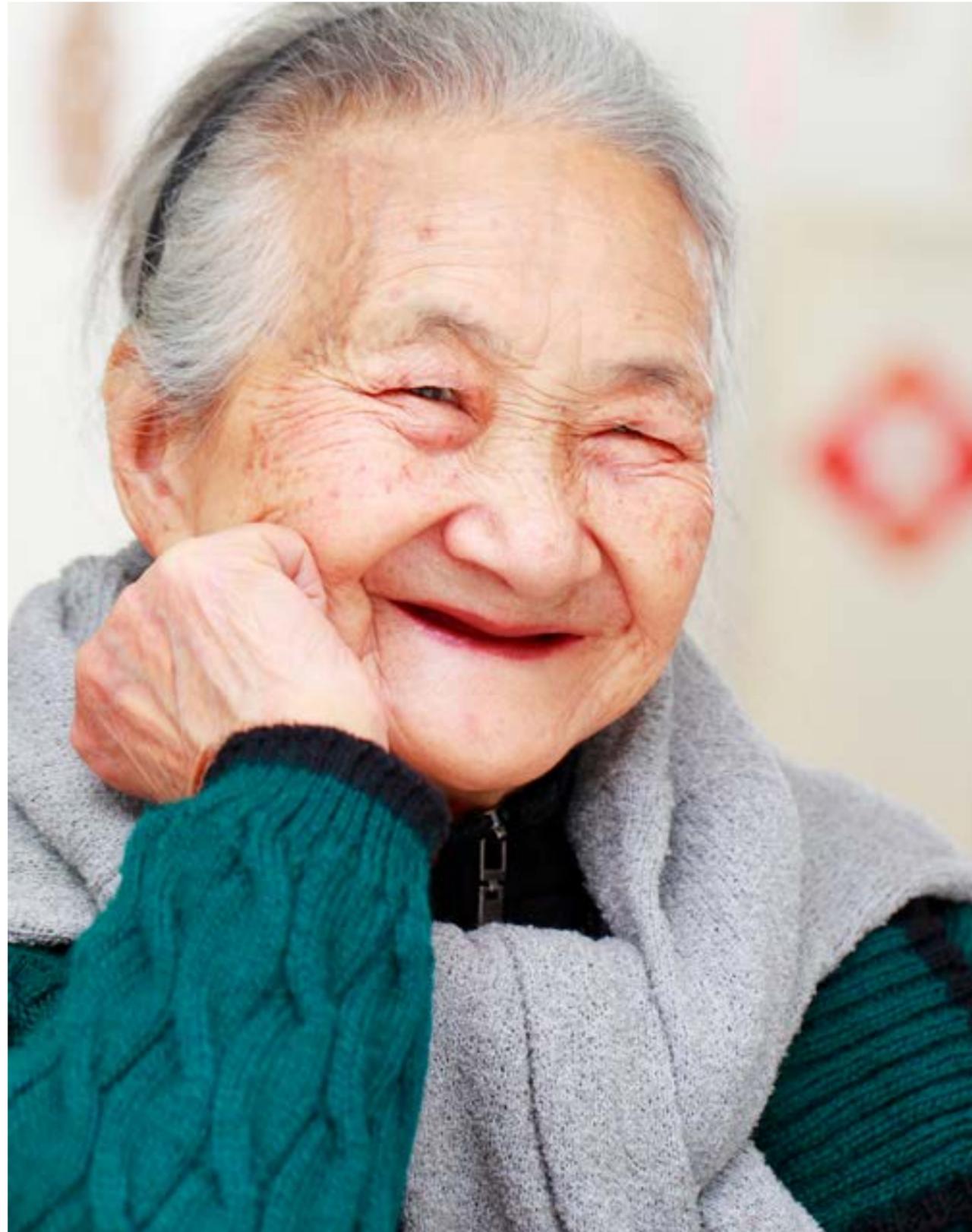
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Christmas stocking donated for each Silvera resident (1,400+)

We created the Silvera COVID-19 Relief Fund for resident programs, capturing **\$59,251** in small donations from hundreds of people.

500+

donated pizzas delivered for residents!



Residents appreciate clear and timely communication during these uncertain pandemic times.

WE'RE COMMUNICATING ACTIVELY AND TRANSPARENTLY WITH ALL STAKEHOLDERS.

We mobilized a COVID-19 crisis communications team in February 2020 to help keep people safe.

We continue to demonstrate our commitment to transparent and timely communication to residents and their families, employees, and other key stakeholders.

We know safety is a shared responsibility and we constantly educate and support residents to adhere to all public health orders.

We participate in regular COVID-19 meetings with sector peers and government policymakers to better understand challenges and contribute to solutions.

261

COVID-19-related letters sent to residents and families detailing the impacts of public health orders and responses to outbreaks

COUNTLESS

individual conversations with residents and family members



Our strategic plan is positioning us to successfully meet future demand at a sustainable cost.

WE'RE ADAPTING SWIFTLY TO STRENGTHEN OUR FINANCIAL POSITION.

We're accountable to residents, funders and donors for the sensible stewardship of their scarce money.

60%

of revenue comes from resident rent and service fees.

30%

of revenue is provided by the Government of Alberta and the City of Calgary.

\$3.06 million

As an essential service we have encountered unprecedented additional costs to combat COVID-19, including those resulting from public health orders.

We're preparing for the reality that revenue from all sources will fall in 2021, and are reducing costs and deferring non-essential work.



We're increasing communication about our housing, services and retirement living options to help more people understand what we provide, and to improve public confidence in seniors housing.



The Westview Retirement Living Community on the Glamorgan Campus has recently been fully renovated and is available for immediate leasing. Choose from studio, one- and two-bedroom floorplans.



Aspen in Bridgeland is our largest supportive living community, with 267 suites.

WE OFFER A WIDE RANGE OF SOUGHT-AFTER COMMUNITIES AND SERVICES.

We cater to older Calgarians who have a wide range of incomes and lifestyle preferences.

Silvera communities appeal to independent older adults. They are not medical facilities, however, residents may access home care.

They're located in all four quadrants of the city in established neighbourhoods with varied amenities.

Retirement living communities

Silvera offers two retirement living communities with near market rents.

Westview in Glamorgan is our newest supportive living lifestyle choice

Willow Park on the Bow in Bridgeland offers independent apartment living

\$2,700 – \$4,500
service fees and rent range based upon size of suite

\$986
average monthly rent

Our other communities feature government-subsidized rents geared to low and modest incomes.

	Independent Living (apartments and town homes)	Supportive Living (with services)
Number of communities	16	9
Average monthly income of residents	\$1,958	\$1,989
Average rent (set at 30% of income) and service fees	\$787	\$1,523



Building 3000, currently under construction, is our newest addition to the Glamorgan Campus in southwest Calgary.



The final building on the Gilchrist Campus in Pineridge will be available for leasing in Spring 2022.

WE'RE BUILDING NEW HOMES FOR THE FUTURE, WITH THREE COMMUNITIES OPENING IN 2022.

Silvera is superbly positioned to meet older Calgarians' growing demand for subsidized and near market-priced housing and services.

Our communities in development will feature rents geared to low and moderate incomes.

In Glamorgan

Building 3000 will feature **67** one-bedroom and **15** two-bedroom self-contained apartments available for leasing in Spring 2022.

In Pineridge

Gilchrist Gardens Phase 2 will be a supportive-living community with **114** studio units open for leasing in Spring 2022.

In the northeast

A former extended-stay hotel near the airport will be converted into **120** self-contained apartments – **47** studio, **49** one-bedroom and **24** two-bedroom units available for leasing in early 2022.

In north and south Calgary

Our strategic plan envisions innovative uses of our land assets and the creation of community campuses near Calgary's north and south limits.



OUR PLEDGE TO STAKEHOLDERS

As a leading Calgary non-profit, Silvera has provided a diverse selection of subsidized and near market-priced housing, important services, and retirement lifestyle options to a mix of independent older adults and seniors.

We are a non-healthcare organization serving Calgarians with differing levels of income. Today, Silvera is home to more than 1,400 residents in 25 communities located in neighbourhoods throughout the city. We are building and planning several more.

We have worked hard for nearly 60 years to earn the trust people have placed in us.

We commit to you – and to all our stakeholders – that we will continue to do our very best throughout the pandemic and beyond to safeguard residents and employees. We will contribute to them leading their best lives and building rich, meaningful careers.

We will continue to be a positive partner with the many others who share our respect for, and commitment to, the older citizens who helped build this city and province.

Our 400-strong employee team will advocate for these people and be grateful for the contribution of others, including government policymakers and funders, homecare and other service providers, donors, volunteers and, perhaps, you.

On behalf of the Board of Directors and the Silvera employee team,

Rob Easson, Chair

Arlene Adamson, CEO