



2025 REPORT TO THE COMMUNITY



CEO & Board Message

Silvera welcomes 520 new residents in 2025

The year 2025 was all about growth as Silvera welcomed 520 new independent living residents. Alberta's Minister of Assisted Living and Social Services put trust in Silvera to oversee an additional eight independent living buildings within the Government of Alberta's Seniors Self-Contained (SSC) housing program starting in April 2025. This marked the beginning of a significant new chapter for Silvera, doubling the size of the SSC housing portfolio it operates on behalf of the government.

Silvera is Calgary's largest provider of affordable seniors housing, with nearly 2,324 residents living in 36 buildings throughout the city at any given time. The organization's 390 employees ensure that older adults — regardless of income — have access to safe, high-quality housing and the supports they need to live independently and with purpose.

Additional growth is expected in 2026 and beyond. Silvera's goal is to add between 400 and 750 net new units of seniors housing over the next five years while replacing or upgrading approximately 160 units. Expansion has already begun at Livingston Terrace Apartments, owned and operated by Silvera. The building, which has provided homes for 47 seniors since 2024, is adding 16 units. The Livingston property will eventually offer a range of below-market and market housing. Adding market housing that targets moderate-to-upper middle-income independent seniors not only delivers desperately needed housing in the city, but also purposefully generates net revenue to support and grow Silvera's affordable units on a portfolio basis. As Silvera continues to advance this mixed-income social enterprise strategy, continued growth will still be highly dependent on government funding and partnerships.

Despite the organization's rapid expansion, Silvera has continued to focus on what matters most: the experience and quality of life for our residents. Silvera's annual resident survey shows 93% of residents are happy living with Silvera, 97% consider Silvera a safe and welcoming space for people of diverse backgrounds and lifestyles, 94% say Silvera feels like home, and 93% believe they get their money's worth. Satisfaction was also high with Silvera's culinary program in our supportive living communities, with 90% of residents reporting that they receive delicious and quality meals.

Finally, we would like to extend our gratitude to the volunteers who serve on Silvera's board and committees. Silvera could not thrive without the visionary professionals who oversee the organization's ambitious strategy of growth and investment in our buildings and residents. Your dedication helps Silvera pursue its mission to provide seniors with suitable housing and supports so they can maintain independence and age with connection, purpose and peace of mind.



Kyle Fawcett

Chief Executive Officer



Paul Taylor

Board Chair



LIFE, LEARNING & LEISURE

Silvera offers a place for scholars, athletes and artists to flourish

Silvera's Life, Learning and Leisure (LLL) Program fosters confidence, connection, and personal fulfillment through meaningful engagement. Rooted in the belief that enrichment comes from purposeful activity, LLL supports each resident in shaping a life that reflects their own vision of independence and well-being. The LLL Program is structured around three key pillars: Silvera Scholar, Silvera Athlete and Silvera Artist.

Pillar One: Silvera Scholar

Silvera Scholar offers educational opportunities for residents in Silvera's supportive living communities. The program includes regular education classes delivered by external partners to promote resident health, wellness and access to community services that are key to independence.

The program includes off-site learning, such as nature trips, visits to historical sites and learning programs customized for older adults at Telus Spark, Lougheed House and Tsuut'ina Nation.



Silvera Scholar

Residents never stop learning and growing.

Pillar Two: Silvera Athlete

The Silvera Athlete program is designed to find ways to increase healthy living and physical activity in the lives of Silvera residents, thereby enhancing their physical health and mental well-being.

Examples include Bollywood dancing, Calgary Philharmonic Orchestra fitness classes, ballet classes and trishaw bike riding.



Silvera Athlete

Low-impact physical activities have a high-impact on resident morale.

LIFE, LEARNING & LEISURE



Don Caston is part of a group of actors at Shouldice Commons.

Pillar Three: Silvera Artist

The Silvera Artist program is based on resident-identified interests, resulting in high participation rates.

Activities include drawing clubs, painting clubs, group singing clubs, culinary cookouts in demonstration kitchens and improv classes.

Residents also enjoy talent shows, t-shirt tie-dying competitions, knitting, crocheting, stitching, acting and woodworking.



Silvera Artist

The number of sessions continues to increase.

Silvera reduces sugar in resident meals

At the heart of every Silvera community is a commitment to the well-being of residents.

In 2025, this commitment meant healthier meals at Silvera's supportive living communities through the reduction of hidden sugars.

"We started the initiative to reduce overall hidden sugars in the food we serve by 15 per cent," says Krista Gerelus, Technical Advisor, Dining and Dining Services. "Hidden sugars are those you don't see, the kind that are added to baking and cooking that you don't necessarily know are there."

By the end of the second quarter of 2025, the Dining Services team had reduced hidden sugar consumption by an impressive 32 per cent, all while maintaining resident satisfaction. By making healthy eating intentional and giving residents fewer sugary options, Silvera is setting a new standard for mindful, healthy eating while contributing to longevity and enjoyment.



In addition to wholesome dinners, sugar-free blueberry muffins, granola bars, and protein balls have been added to the snack menu.

RESIDENT SATISFACTION

Silvera helps seniors age well in safe and engaged communities

In 2025, Silvera's annual Resident Engagement Survey indicated an overall resident satisfaction score of 93%.



Have meaningful friendships within their Silvera community

91%

(-1%)



Feel respected and cared for by staff in their Silvera community

99%

(0%)



Feel their Silvera community provides a comfortable home to live

97%

(-1%)



Feel their home and Silvera community is well maintained

90%

(-2%)



Find the meals to be delicious and of high quality

90%

(-2%)



ADVOCATING FOR SENIORS

Silvera advocates for seniors by piloting new models of integrated care

As Alberta's population of seniors grows, many are forced to leave their supportive living residences due to a lack of basic assistance with daily care and access to health support, resulting in unnecessary hospital stays and premature transitions to higher care facilities.

In 2025, Silvera advocated for the provincial government to change how seniors are supported to live and age in the community for as long as possible. Silvera worked to find new ways to include partner care into its supportive living communities and to demonstrate the impact on residents and the health system to government partners. 2025 was a pivotal year primed for significant changes.

The government reorganized the health care system, integrated seniors' housing into the Assisted Living Alberta framework, and sought ways to better support seniors in the community amid increasing pressures on hospitals and rising demand for higher levels of care.

By showing a new path forward, Silvera helped demonstrate that the Alberta Seniors Lodge program plays a critical role in keeping seniors in their homes and relieving pressure on the health care system.

In-person support is crucial

If a resident needs first aid or falls at a seniors' residence, including one of Silvera's eight supportive living communities, Silvera staff must call emergency services, as there is no one authorized to assist the resident. Frequent falls often lead to residents being transferred permanently to higher levels of care, such as hospitals or continuing care centres. In 2024 alone, Silvera recorded 1,285 such emergency calls, with a majority of the residents returning from the hospital the same day.

"This number highlights the urgent need for more responsive, preventative care that can better support residents' unscheduled needs of daily life, which are not supported by current home care," says Olivia Chubey, Silvera's Chief Operations Officer and Executive VP of Service Innovation.

To help residents living in their Silvera homes longer with a better quality of life, Silvera launched two pilot programs in 2025: unscheduled overnight home care and an onsite paramedic practitioner in Bridgeland.



In 2025, Silvera integrated partner care into its supportive living communities for the benefit of both residents and the community.

FUNDED PILOT PROJECTS

Unscheduled Overnight Home Care Pilot Project

The traditional home care model often leaves seniors without assistance outside of the standard hours of 6 a.m. to 9 p.m. Silvera has been advocating for 24/7 home care for supportive living residents with unscheduled needs, such as help with incontinence products, toilet assistance, falls, or changing clothes before bed after 9 p.m.

“Unscheduled 24/7 home care aims to prevent falls by ensuring the right care staff is around to help residents with basic daily activities that can’t be easily scheduled. Having basic care needs managed by contracted health care aides will allow residents to age in place longer as opposed to moving to a higher level of care by default. Higher level of care options are more costly for the health system because they offer round-the-clock nursing services, many of which our residents do not need, yet,” explains Olivia.

The pilot project introduced Assisted Living Alberta-funded overnight home care, with one or two contracted health care aides in each of Silvera's supportive living communities to offer basic assistance. The results were significant, says Olivia.

“During the pilot, residents received support with toileting needs, bedtime routines and redirection assistance for those who wandered at night. This resulted in a significant reduction in falls and overnight emergency medical services calls. More importantly, residents had their needs met without the overwhelming fear of being assessed for a higher level of care prematurely. That’s living a better quality of life in a community, where they put down roots and made friends.”

Onsite Paramedic Practitioner Pilot Project in Bridgeland Campus

Using research donor funding, Silvera contracted an EMS consultant to observe how resident emergencies were managed, what type of emergencies were happening and liaise with emergency services at three Bridgeland lodge communities in early 2025.

The findings showed that 80 per cent of EMS calls didn’t need to happen and those incidents could have been safely managed onsite. By demonstrating the financial burden of unnecessary EMS calls, Olivia and her team worked closely with provincial government officials and successfully negotiated government funding to pilot a contracted onsite paramedic for 12 months to prove out the benefits and EMS cost savings.

The pilot project started on March 2, 2026, with a paramedic stationed at Aspen Commons, and has already yielded significant results in reducing EMS calls for residents of Aspen, Bow Valley and Spruce Commons.



INVESTING IN OUR EMPLOYEES

In 2025, Silvera held its employee turnover rate to 10.5% and achieved a strong employee engagement score of 80%.



Silvera moves towards market-based pay

In 2025, Silvera took steps towards achieving market-based pay for all of its employees and a path to earning a living wage for its hourly positions. Continual advancement towards market-based pay has significantly reduced Silvera's annual voluntary turnover of full-time employees to 10.5%, compared to a company target of 13%. This has a significant impact on ensuring high levels of resident care, support, and experience in Silvera communities.

Human Resources System Completes First Year

Workzoom, Silvera's new fully integrated Human Resources Information Management (HRIS) system, completed its first full year in 2025. Workzoom offers employee self-serve management, payroll, scheduling, and recruitment. The goal of Workzoom was to increase efficiency by centralizing and managing the human resources function electronically through a single enterprise solution. Employees now have a single full self-serve access point to their employee profile at any time and can manage or view their vacations, absences, total rewards, and benefits. Workzoom has significantly improved efficiency, with instantaneous reporting of metrics such as turnover, headcount and employee tenure. Building on these efficiencies, Silvera has begun transitioning human resources to a more strategic "People and Culture" function, with a greater emphasis on being a business partner alongside Silvera's managers.



Employee Engagement Remains High at 80%

Silvera's annual employee engagement score remained high in 2025 at 80%. This represents a strong level of engagement and dedication of Silvera employees. This engagement score reflects employees' effort and resilience. In addition to their dedication, a consistently high engagement score demonstrates enthusiasm and pride in their work. Silvera employees remain committed, attached and dedicated to their work. Key drivers include a strong organizational climate and culture, along with management practices that adhere to our stated values reflected in "what we say is what we do."





Recognizing employee excellence

Thank You Cards

A total of 188 thank-you cards were sent by Silvera's employees to their colleagues in 2025 to acknowledge and recognize them as part of our employee recognition program.

Randy Adrian and Service of Excellence Awards

A number of awards were presented at Silvera's annual employee conference to employees nominated by their colleagues to recognize excellent service to seniors while also motivating and inspiring co-workers. These annual awards have become an important and highly anticipated tradition in the Silvera calendar.

Milestone Recognition

In 2025, Silvera recognized a total of 55 long-service employees:



Five years
of service



10 years
of service



15 years
of service



20 years
of service



VOLUNTEER APPRECIATION

Life is better with Silvera's valued volunteers. In 2025, Silvera welcomed 727 volunteers, including 513 corporate volunteers and 214 individuals. These volunteers contributed 9,486 hours.



Students from the Zawye Learning Centre (ZLC) are among the many groups who helped Aspen Commons residents live their best lives in 2025.



Westview Town Suites celebrated its amazing volunteers with an event during Volunteer Appreciation Week in April 2026.



Volunteers at Shawnessy Commons bring warmth and a helping hand to everything they do. Their impact is felt by residents and staff.



Graduate volunteers from the University of Calgary's Faculty program visited Shouldice Commons to help with Christmas decorating.

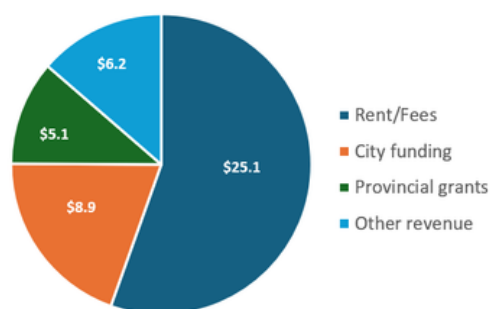


Silvera's Bridgeland campus enjoyed a colourful Care Day in April 2026, creating vibrant tie-dye t-shirts with volunteers from the Bank of Montreal.

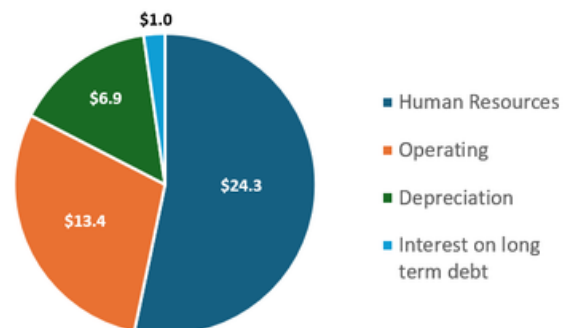
FINANCIAL ACCOUNTABILITY

Silvera is accountable to residents who pay rent and fees, governments that provide grants and capital funding and donors who make life, learning and leisure programs possible.

REVENUE \$45.2M



EXPENSES \$45.7M



Community funding contributions

Silvera's fund development efforts are focused on **three** priorities:

Silvera Cares

This fund ensures residents have what they need when their finances can't quite stretch to cover unexpected expenses. The fund also supports initiatives that celebrate our residents and promote positive mental well-being.

Innovation

This fund supports Silvera's Life, Learning and Leisure programs, research initiatives, and other innovative programming piloted by our Service & Operations team. Silvera's Life, Learning, and

Leisure programs encourage residents to be curious, keep learning, try new things, continue doing what they love, and to stay active and engaged.

Community Building

Silvera works with all orders of government to ensure our buildings are maintained and safe and that we are growing our affordable housing portfolio for seniors to meet the needs in our community. Community contributions to our capital priorities allow Silvera to strategically allocate and maximize available government funding.



Government operating funding from the City of Calgary and the Government of Alberta totalled \$14.0 million in 2025.

LIVINGSTON CAPITAL PROJECT

Livingston property destined to become aging-in-place hub

Silvera's newest property also offers significant growth potential.

Silvera owns land in the community of Livingston purchased from Brookfield Residential at a below-market price. On our Livingston lands, Silvera constructed and operates a 47-unit, independent living mixed-affordable housing apartment. In addition, thanks to funding from the City of Calgary, CMHC, and a commitment from the Calgary Affordable Housing Foundations (CAHF), Silvera recently started construction on a 16-unit Livingston expansion, shown in the artist's rendering to the right.

Over the long-term, Silvera's Livingston lands offer growth potential to become an aging-in-place hub in the rapidly growing north part of the city. Future capital projects at this location include approximately 50 Townhomes, a 150-unit supportive living (lodge) community, and another 125 mixed-affordable independent living apartment units for seniors.

Through an agreement with the Livingston Homeowners Association, that waives association fees for units that are rented at below average market rent, Silvera is adding value through partnership and community engagement.



36 buildings in **23** neighbourhoods **2,324** seniors call Silvera home

Non-market independent living - Rent indexed to 30% of income

Below-market independent living - Rent indexed to below CMHC market benchmarks

Subsidized/affordable supportive living - Rent indexed to 30% income + service fee

Competitive mid-market housing - Independent & supportive living options

FIVE-YEAR CAPITAL PLAN

Silvera’s proposed projects would add 700+ units over five years

Over the next five years, Silvera’s capital plan proposes to add more than 700 net new units of housing while modernizing or replacing nearly 160 units within our existing housing portfolio. This plan would grow Silvera’s Mixed-Income Housing Portfolio by nearly 650 units, while the lodge program would add up to 125 units over this period.

The total capital investment required over the next five years is estimated to be approximately \$375 million across nine projects. With land secured for eight of the nine proposed projects, Silvera’s target investment of cash and land over this period is approximately \$25 million.

This ambitious plan will require efficient and expedient funding approvals at all levels of government and strategic partnerships within the broader housing sector.

While the objective of Silvera’s capital plan is to increase of the number of housing units under the organization’s management, Silvera’s capital strategy also requires balancing the need to fulfill our social mandate of delivering affordable and suitable housing for low- to moderate-middle-income seniors, while advancing our financial position.

There is no single metric that drives how potential capital projects are prioritized but rather a combination of factors.

Silvera is committed to advancing capital projects that align with the organization’s overall strategic objectives and specific guiding frameworks, such as Silvera’s *Housing Portfolio Framework*, *Capital Investment Framework*, and *10-year Service Strategy*.

Immediate Priorities (1 to 2 years)	Asset Type	Net New	Capital (\$M)	Land
Shawnessy Expansion	Mixed/Lodge	94	\$45	Yes
Westview Residence East	Mixed	122	\$52	Yes
Confederation Park	Mixed	110	\$47	No
Livingston Stacked Town Homes	Mixed	30	\$10	Yes

Calgarians select Silvera as best seniors’ provider five years in a row

In 2025, Silvera was recognized as the best seniors’ residence in the city for the fifth year in a row by readers of the Calgary Herald and Calgary Sun. Calgarians trust Silvera to provide high-quality housing for seniors so they are able to live well as they age within a setting that recognizes each person as an individual and provides opportunities for a meaningful lifestyle.



LIVING OUR VALUES

PURPOSE

Live your best life

MISSION

To provide seniors with suitable housing and supports so they can maintain independence and age with connection, purpose and peace of mind

VALUES

Accountability

Honesty

Relationships

Innovation



silvera.ca

contact@silvera.ca | 403.276.5541

Suite 300, 2535 3rd Ave. SE, Calgary, AB T2A 7W5

