

Directors' Report to the 2022 Silver Harbour AGM

For nearly 50 years, Silver Harbour Seniors' Activity Centre has been providing seniors' programs and services, including during the very challenging times of the last two years. We have complied with all provincial health orders of the COVID-19 pandemic, and implemented numerous safety procedures and best practices over the last couple of years, including vaccination checks, distancing, and mask requirements.

Programs and Services

Prior to COVID, Silver Harbour offered 70 programs and services that supported seniors to maximize their wellness, creativity, social connectedness and resilience and we have, since COVID, been able to continue or restart almost all of them, in addition to offering new activities. Although we closed the Centre to the public for three and a half months at the start of the pandemic, we continued to provide a wide variety of services and re-opened the Centre with safety protocols in place. One of our largest services during COVID was our meal bag program, providing nutritious meals as well as kindness cards and information about seniors' services – we are happy to once again offer our delicious meals 'in house', to eat at Silver Harbour or take home. In addition, some of our new programming includes: therapy dog visits, Circle of Friends exercise and conversation program, Decolonizing workshops, Beginners ESL, instructional pottery classes, and Juicy Wordplay writing circle, as well as new bus trips, seminars and art workshops. We also completed evaluations of all our currently offered programs by means of participant questionnaires. On average participants rated our programming 4.4 out of 5 (between 'very good' and 'excellent') and listed their reasons for participating as: social connectedness, increasing one's knowledge and skills, improving one's health (physical or cognitive), and the opportunity to share and express oneself.

Community

Silver Harbour works collaboratively with many other organizations on the North Shore, and throughout the province, to engage with and support older adults. This past year we:

- participated in community research on intergenerational activities and pedestrian mobility
- provided stakeholder input into various municipal initiatives
- worked to increase seniors' capacity to plan for emergencies, and
- distributed thousands of informational pamphlets, directories, and guides on seniors' issues and services, including in Farsi and Simplified Chinese.

Human Resources

Silver Harbour's human resources are extremely important to our programming and operations. This past year, Simran joined our staff team as Arts Program Coordinator and our bus driver of over a decade, John, retired.

We are indebted to the hundreds of volunteers who have provided their expertise and hard work to make Silver Harbour a welcoming gathering place for local seniors with exceptional programs and services. Although the value of volunteer hours contributed to operating Silver Harbour and our programming is not included in our financial statements, these volunteer contributions have a tremendous impact. Prior to COVID, we typically recorded over 40,000 volunteer hours per year (the equivalent of over 20 full-time employees worth of work); while we recorded fewer volunteer hours during COVID, we are in process of getting back to our prior levels of volunteer involvement.

Financial Resources

As you might expect, Silver Harbour's revenues changed significantly during COVID. Prior to the pandemic, we typically received 50% through earned revenues such as program fees, food, craft, and second hand sales, and room rentals to community organizations, about 35% from municipal operating grants, and 15% from other grants and donations. During COVID, our earned revenues decreased dramatically to less than 30% of our total revenues, with 33% coming from municipal operations, and nearly 40% coming from other grants and donations (including substantial federal payroll support and grants for our food program). Before and during COVID, the proportions of our expenses have remained fairly consistent with 30% of expenses related directly to our programs and services, 15% to building costs, and 55% to staffing and office expenses.

We are grateful to the following for their financial support of Silver Harbour over the past year:

- t the City of North Vancouver and the District of North Vancouver,
- Government of Canada (Canada Emergency Wage Subsidy) and Employment and Social Development Canada (New Horizons for Seniors)
- PARC Retirement Living,
- Vancouver Coastal Health,
- CUPE Local 389, Telus, and Vancity,
- Face the World Foundation, Greater Vancouver Food Bank, Sutherland Foundation, United Way of BC, Vancouver Foundation, and West Vancouver Community Foundation, and
- The individuals and local businesses who donate during Silver Harbour's annual donation campaign, through their estates, and throughout the year.

Building Operations

Given that our Centre has been in operation for nearly 50 years, there are of course facility and equipment repairs, replacements, and upgrades to be done – we are judiciously choosing which to do based on the safety and functionality of our current building before moving to our new facility. On a positive note, you may notice some new chairs in certain program rooms and on a more difficult note, we had to replace a major incoming water valve and the catalytic converter was stolen from our bus. Both of these involved significant expense.

In addition, an impact on our operations is the construction in our neighbourhood. Although parking has been difficult due to construction of a medical office building on East 21st and a seniors assisted living building on Eastern, the City of North Vancouver has decided to keep the current Harry Jerome Community Recreation Centre open and not allow construction on that site yet– at least this means that there will not be additional construction in our neighbourhood until after we move to our new building.

Governance

This past year, the Silver Harbour Board of Directors has focussed on:

- the legal documentation for and financial implications of our new building,
- reviewing our investment policy and mix,
- revising our environmental and climate change policy and our process of orientation for new Board members,
- developing a new Human Resources Manual that guides and supports our employees,
- forthcoming strategic planning for our organization, and
- beginning a review of our bylaws for future presentation to our members.

The Board would like to express gratitude to Jatinder Doad and Caroline Bell for being a part of all the work of the Silver Harbour Board for the last several years. Neither will be letting their name stand for the Board at this meeting and we certainly appreciate their many contributions. The Board must consist of between 9 and 13 members and we welcome members to express their interest in joining the Board or one of its committees. We currently have five committees who work with the Board in its work: Executive, Finance, Human Resources, Governance and Board Development, and Program and Community Relations.

Redevelopment

During the last year and in years prior, we have been actively planning for our new building. In July 2021, the members of Silver Harbour voted in favour of exchanging our current property and building for a new building built for us by the City and under a 99 year lease. The building will be located on the same block as the new Harry Jerome Community Recreation Centre, with Silver Harbour located near 23rd and St Georges. It will consist of two stories totalling about 14,000 square feet in programmable spaces in a building of about 21,000 square feet, with 18 parking spaces underground. The architectural design has now been finished, with construction expected to be completed near the end of 2025. Your Board of Directors is working on finalizing the legal documentation with the City of North Vancouver, which will govern the property transfer and our operational usage and cost obligations for the new building. Your Board is focussed on reducing our risk exposure and keeping additional operating costs manageable. We are very excited about the prospect of a new building for Silver Harbour, with all the new opportunities and challenges that this brings.

Moving Forward

In the coming year, your Board and staff team are working on a number of important initiatives, such as:

- ensuring the ongoing safety of our members, participants, volunteers, and staff,
- undertaking a comprehensive review of our organization's strategic plan,
- identifying areas of growth and opportunity in the programs and services we offer,
- expanding the reach of our programming and including more seniors in our Centre and activities, and
- increasing and diversifying our funding streams, including to support increased operating costs in our new building.

In September 2023 our Centre will have been operating for 50 years: we are looking forward to celebrating an important Silver Harbour's anniversary and encourage members and volunteers to participate in this milestone.

COVID has certainly proved challenging to our mission of collaboratively offering adults 55+ social, creative, physical, and learning opportunities in a welcoming and inclusive environment. However, we continue to be an important and impactful organization in the lives of thousands of seniors, of which we are very proud. We are extremely grateful to all of the individuals and organizations who have supported Silver Harbour in all that we do.