

GEF SENIORS HOUSING

**Business Plan
2023-2025**

**PREPARED AND SUBMITTED BY:
GEF SENIORS HOUSING
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EXECUTIVE SUMMARY

GEF Seniors Housing is the largest provider of affordable supportive housing to low-to-moderate income seniors in Alberta. The organization currently serves approximately 4,000 seniors in Edmonton on a daily basis through its management and oversight of 2,808 Seniors Self-Contained (SSC) Apartment Units in 34 buildings, 194 Affordable Apartment Units in three buildings, and 990 Lodge units in 11 buildings—representing a total of 3,992 Seniors' Housing Units in 45 distinct buildings (properties).

The organization was established in 1959 under provincial legislation as the Greater Edmonton Foundation. In 2012, the organization's name was changed to GEF Seniors Housing, and in the ensuing years has continued to grow in its valuable support to the community by providing affordable, accessible and safe housing and services to often vulnerable low-income seniors. Almost 3,800 of the Housing Units managed by GEF Seniors Housing are subsidized Rent-Geared-to-Income (RGI) Units, where the clients' pay a monthly rent based on 30 percent of their annual household income.

Included in the above noted SSC Apartment Units are 215 SSC Apartment Units in four properties that fall under the Verkhovyna St. Josaphat's Senior Citizens Home Housing Management Body (HMB). These Units are operated by GEF Seniors Housing on the HMB's behalf through a Property Management Agreement entered into in March 2013. Through the Property Management Agreement, GEF Seniors Housing is responsible for providing operational and administrative oversight for the four SSC Apartments owned by Alberta Social Housing Corporation (ASHC), which include: Barvinok Apartments, Father Hannas Apartments, St. Nicholas Apartments, and Verkhovyna St. Josaphat's Seniors Residence.

As a leading provider of quality affordable housing and services for seniors who live in Edmonton, we have identified a number of environmental factors that will continue to influence future planning and service delivery for vulnerable, low-to-moderate income seniors, including:

- Demographic – as the overall population continues to age, the need for safe, affordable housing for seniors will continue to increase.
- Economic – as the cost-of-living continues to rise, particularly in relation to the cost of shelter, food and transportation, the impact will be more severely felt by those persons living on limited or fixed incomes.
- Socio-Cultural – in concert with an aging population, an increasing number of seniors requiring access to subsidized housing are presenting with mobility limitations, more complex health needs, and are from racially and ethnically diverse cultures.
- Labour – there are significant changes occurring within the labour market, impacted by increasing demand for workers across all sectors as the economy recovers from the effects of the COVID-19 pandemic over the past two and a

half years, rising wage rates, and changes arising among different generations' expectations regarding work/life balance.

In response to the above, a number of key goals and strategic initiatives have been identified to help guide GEF Seniors Housing over the next three-years, including:

- Board Priorities – continue to provide safe, affordable, and accessible housing for low-to-moderate income seniors, guided by focusing on two key strategic priorities:
 - Integration of the organization's Quality of Life Philosophy into all aspects of housing and client services; and
 - Development of a comprehensive Sustainability Framework that serves to support the Quality of Life Philosophy.
- Clients' Priorities – continue to use feedback from the annual Residents, Residents' Families, and Tenants Experience Surveys to enhance services to seniors.
- Facilities Priorities – continue with regular scheduled and unscheduled maintenance requirements and capital improvement planning for all properties.
- Financial Priorities – prepare annual Operating Budgets based on reasonable building occupancy projections, operating expense projections, revenue and funding parameters provided by the provincial government, and Capital Budgets based on identified or proposed building improvements.
- Employee Priorities – based on the rising cost of living and the changes in clients' needs and expectations, review and adjust compensation and benefits as appropriate—within the context of the affordable housing sector as opposed to overall market comparators—and identify and implement training/education initiatives to assist staff in support of a changing client population.

This Business Plan will help guide GEF Seniors Housing in its commitment to serving seniors in alignment with and support of the Government of Alberta's (GoA) *Stronger Foundations: Alberta's ten years strategy to improve and expand affordable housing*; Ministry of Seniors and Housing Business Plan for 2023-2025; The City of Edmonton's *Affordable Housing Strategy*; and the organization's current Vision, Mission, Values Statements, which read as follows.

Vision

Positively influencing seniors' quality of life.

Mission

Leaders in friendly, affordable, secure housing and services for seniors.

Values

Our values define how we serve and built relationships with our seniors' community and workplace family.

Respect – Dignity/Appreciation/Courtesy

Integrity – Trustworthy/Honest/Ethical

Well Being – Happiness/Health/Balance

Accountability – Responsibility/Commitment/Ownership

ACCOUNTABILITY STATEMENT

“The Business Plan was prepared under the Board’s direction in accordance with legislation and associated ministerial guidelines, and in consideration of all policy decisions and material, economic, or fiscal implications of which the Board is aware.

Approved by the Board on June 23, 2022.”

PORTFOLIO PROFILE

The GEF Seniors Housing portfolio is comprised of a variety of SSC Apartments, Lodges, and Affordable Apartments varying in size and location throughout the City of Edmonton, totaling 3,992 Housing Units in 45 distinct properties serving independent low-to-moderate income seniors aged 65 and older. Details related to each of the three core Housing Programs delivered by the organization are highlighted below.

SSC Apartments Housing Program

- Total of 2,808 Units in 34 properties
- Smallest property is 20 Units (Barvinok Apartments) and largest property is 303 Units (Montgomery Place Apartments)
- Included in the above total are 215 Units located in 4 properties that are managed by GEF Seniors Housing on behalf of the Verkhovyna St. Josaphat’s Senior Citizens Home HMB through a Property Management Agreement
- The oldest property (Kiwanis Place Apartments) was built in 1972, and the newest property (Lauderdale Terrace) was built in 2022, with an average age of 40 years for all properties
- ASHC owns 33 of these properties and GEF Seniors Housing owns one of the properties (Lauderdale Terrace) on land owned by The City of Edmonton and leased to GEF on a long-term lease
- Two of these properties (Kiwanis Place Apartments and Pleasantview Apartments) are co-located with a Lodge
- Clients’ gender distribution was 63 percent female and 37 percent male in 2021
- Average age of clients was 77 in 2021
- All of these Units are subsidized RGI Units, where the clients’ pay a monthly rental rate based on 30 percent of their annual household income
- Clients’ average annual income was \$22,631 in 2021
- Average annual Occupancy Rate of 97 percent based on available Units for 2021

Lodge Housing Program

- Total of 990 Units in 11 properties
- Smallest Lodge property is Ottewell Manor (38 Units) and the largest Lodge property is Kiwanis Place (205 Units)
- The oldest property (Kiwanis Place Lodge) was built in 1972, and the newest property (Sakaw Terrace) was built in 2018, with an average age of 36 years for all properties
- ASHC owns five of these properties: Beverly Place Lodge (73 Units built in 1984); Kiwanis Place Lodge (205 Units built in 1972); Pleasantview Place Lodge (59 Units built in 1978); Queen Alexandra Lodge (58 Units built in 1984); and Virginia Park Lodge (65 Units built in 1984)
- GEF Seniors Housing owns six of these properties: McQueen Place Lodge (120 Units built in 1998); Meadowlark Place Lodge (58 Units built in 1977); Ottewell Manor Lodge (38 Units built in 1967); Ottewell Place Lodge (124 Units built in 2001); Rosslyn Place Lodge (120 Units built in 2000); and Sakaw Terrace (70 Units built in 2018)
- Ottewell Manor Lodge provides Accommodation for clients of Alberta Health Services' Addiction and Mental Health Independent Living Program who are 55 years of age or older via a contract between GEF Seniors Housing and Alberta Health Services (AHS)
- Two of these properties (Kiwanis Place Lodge and Pleasantview Lodge) are co-located with SSC Apartments
- Clients' gender distribution was 68 percent female and 32 percent male in 2021
- Average age of clients was 84 (excluding Ottewell Manor clients) in 2021
- All of these Units are subsidized RGI Units, where the clients' pay a monthly rent based on 30 percent of their annual household income, plus a monthly service fee for three meals per day, weekly light housekeeping, linen service, and recreational activities programming of \$925 per month effective July 2022
- Clients' average annual income was \$24,710 in 2021
- Average annual Occupancy Rate of 92 percent based on available Units for 2021

Affordable Apartments Housing Program

- Total of 194 Units in three properties
- GEF Seniors Housing owns these properties: Rosslyn Terrace (50 Units built in 2011); Ottewell Terrace (55 Units built in 2015); and Sakaw Terrace (88 Units built in 2018)
- One of these properties (Sakaw Terrace) is co-located with Lodge programming
- Clients' gender distribution was 75 percent female and 25 percent male in 2021
- Average age of clients was 82 in 2021
- Clients pay a flat monthly rent that is set approximately 10 percent below CMHC reported market rates in Edmonton for similar types of Units

- Clients' average annual income was \$29,000 in 2021
- Average annual Occupancy Rate of 98 percent based on available Units for 2021

Initiatives GEF Seniors Housing is proud of that apply to all of the aforementioned properties include:

- All properties have been certified as part of the Crime Free Multi-Housing program lead by the Edmonton Police Service (EPS), with the goal of the program being to introduce crime prevention techniques to multi-housing properties, after having completed the three phases of the comprehensive certification process.
- In recognition the importance of pets, and in particular small dogs/cats, have in the lives of many seniors but who may have had to make the difficult decision to surrender their loved one when seeking safe, affordable, subsidized housing, GEF Seniors Housing introduced a revised Pet Policy in January, 2020. The policy strives to balance the different expectations and opinions of many, and although there are certain criteria that both an applicant for housing and their pet have to meet, the overall goal of the revised policy accepting applicants with a small pet was to enhance the quality of life of our seniors. While not all of the organization's Housing Units are designated as being pet-friendly, all of our properties are.

Because of the importance of this issue to existing clients who may have had to give up their pet when they moved into a GEF property prior to this change in policy, or would now like to acquire a small pet as a companion, we are in the process of making further revisions to the Pet Policy to allow for this to occur.

- Through centralized Housing Intake, GEF Seniors Housing received and processed almost 1,300 applications for housing in 2021, up from the 1,000 plus applications received in 2020.

INSTITUTIONAL CONTEXT

Established in 1959, GEF Seniors Housing was recognized as a Housing Management Body (HMB) by Ministerial Order in 1996.

The organization is led by a Board of Directors – comprised of nine members when the Board is at its full membership composition—whose members are appointed by The City of Edmonton's City Council by agreement on behalf of the Government of Alberta. Board members are appointed for a three-year term, with the opportunity for reappointment for a second three-year term.

GEF Seniors Housing derives its funding from four principle sources, namely:

- Rent payments from clients in the three core Programs—SSC Apartments, Lodges, and Affordable Apartments
- Annual grant from The City of Edmonton

- Lodge Assistance Program (LAP) grant from the GoA, which provides funding to HMBs to assist with the costs of operating Lodges on behalf of the province
- Ancillary revenue, e.g., GEF's owned and managed Laundry Program

As the largest provider of subsidized housing to low-to-moderate income seniors, both provincially and in The City of Edmonton, the relationships with both levels of government are of critical importance to the organization and its desire to positively contribute to and influence future strategies directed at effectively serving the changing needs of this vulnerable yet growing population. GEF Seniors Housing is committed to supporting the GoA's *Stronger Foundations: Alberta's 10-year strategy to improve and expand affordable housing*, and The City of Edmonton's *Affordable Housing Strategy*.

The meaningful services provided to seniors by GEF Seniors Housing and the positive outcomes that have been achieved could not be realized without the involvement, connection, and support of a number of key partners and other associated organizations, including but not limited to:

- Alberta Seniors and Housing
- The City of Edmonton
- Alberta Health
- Other Government of Alberta Ministries
- Alberta Health Services
- Contracted Home Care Service Providers
- Edmonton Fire Service
- EPS
- Alberta Seniors & Community Housing Association (ASCHA)
- Other Housing Management Bodies
- Drive Happiness
- Sage Seniors Association

Edmonton is located within Treaty 6 Territory and within the Metis homelands and Metis Nation of Alberta Region 4. The Board and GEF Seniors Housing acknowledge this land as the traditional territories, traditional meeting grounds, gathering places and travelling routes of many First Nations such as the Nehiyaw (Cree), Denesuline (Dene), Nakota Sioux (Stoney), Anishinabee (Saulteaux), Niitsitapi (Blackfoot), Metis, and Inuit peoples.

PLAN DEVELOPMENT

The Business Plan was developed based on the compilation of information, data, and research provided by: GEF Seniors Housing, GoA, City of Edmonton, Statistics Canada, and other external sources; feedback from staff, residents/tenants, and community members through formal and informal meetings, day-to-day interactions, Resident/Tenant Meetings; the annual Residents, Residents' Families, and Tenants Experience Surveys; the Kincentric Employee Engagement Survey; and ongoing interactions with Alberta Seniors and Housing staff and City of Edmonton staff, partner

agencies, and discussions with the GEF Seniors Housing Board during regular scheduled Board Meetings.

The Business Plan has been approved by the GEF Seniors Housing Board, following Alberta Seniors and Housing's HMB Business Plan and Ministry Reporting Guidelines for 2023 – 2025.

ENVIRONMENTAL SCAN

The following environmental scan summarizes relevant factors that will or will likely influence future planning and operations of the GEF Seniors Housing properties. The four primary categories are: Demographic, Economic, Socio-Cultural, and Labour. There are a variety of data and information sources that are reviewed and monitored to be able to maintain an awareness of both current and future trends that directly or indirectly impact the ability of the organization to effectively and efficiently meet the housing needs of seniors.

Demographic

Seniors currently comprise 13.8 percent of Alberta's population, and their share of the province's population will continue to grow and is projected to reach 19.0 percent by 2043. Translated into the actual numbers of seniors who make up this percentage of the population, more than 638,000 people aged 65 or older are estimated to be living in Alberta (2020), with this number expected to double by 2046. According to data from the 2021 Census, there were approximately 140,000 seniors living in Edmonton, which could reasonable increase to almost 300,000 by 2046.

Along with the growing seniors' population is the increasing risk of social isolation. Some risk factors include:

- Living alone
- Being 80 or older
- Having compromised health status
- Having limited contact with family
- Lacking access to transportation
- Living with low income

Impacts of isolation and loneliness are:

- Isolation can have a negative impact on mental health and a growing body of evidence shows that lacking social ties is as great a risk factor for premature death as smoking, obesity, and high blood pressure.
- Although short term feelings of loneliness can act as a motivator for seeking out social support, chronic loneliness has a negative impact on mental and physical health.

- The absence of a supportive social network is linked to a 60 percent increase in the risk of dementia and cognitive decline; while socially-integrated lifestyles protect against dementia.

Arising from the 2021 Census is a detailed portrait of Canada's growing population aged 85 and older, with the following highlights:

- Over 861,000 people aged 85 and older were counted in the 2021 Census, more than twice the number observed in the 2001 Census.
- The population aged 85 and older is one of the fastest-growing age groups, with a 12 percent increase from 2016.
- Over the next 25 years (by 2046), the population aged 85 and older could triple to almost 2.5 million people.
- As a significant proportion of people aged 85 and older have activity limitations or health-related issues, more than one-quarter live in a collective dwelling, such as a nursing care facility, long-term care facility or seniors' residence. This proportion increases with age.
- Much like younger adults, older seniors are also living downtown: in three-fifths of the country's large urban centres, there is a higher percentage of people aged 85 and older living in the downtown core than in the large urban centre as a whole.
- As more seniors are living to 85 and beyond, an increasing number of individuals will face limitations and long-term health challenges. This will put increasing pressure on all levels of government to ensure adequate support, in areas such as housing, health care and home care, as well as transportation, among other things.

Economic

As one of the few HMBs providing housing for vulnerable, low-to-moderate income seniors in Edmonton, the current and projected increases in consumer prices facing all citizens will have a disproportionately negative impact on those who are living on limited or fixed incomes.

The inflation rate for Edmonton had been forecast to be 2.1 percent in 2021, but was in fact markedly higher at more than 6 percent. The forecast for Canada for 2022 is 5.2 percent, although for those living in Alberta the Consumer Price Index for goods and services rose 6.3 percent in April 2022 over what those same goods and services cost in April 2021. Although there have been some adjustments to the benefits received by seniors living on fixed incomes, those benefits adjustments fall far short of the actual cost of living increases they and others are having to cope with. Some of the economic indicators prepared by the City of Edmonton in April 2022 include:

- Consumer inflation in the Edmonton census metropolitan area (CMA), as measured by year-over-year changes in Statistics Canada's Consumer Price Index (CPI), reached a rate of 6.5 percent in March 2022, the fastest annualized pace since April 2003.

- Prices in the shelter component rose 4.4 percent year-over-year in March.
- Utility prices still posted a double-digit year-over-year increase in March (+14 percent), which was relatively slower than in February (+22.8 percent).
- As a reflection of the rapidity and magnitude of rising costs, the annual pace of inflation rose to 6.8 percent in April 2022, the fastest year-over-year rise in 31 years (Statistics Canada, June 2022).

Global factors, like supply chain disruptions, production shortages of key inputs for durable goods, and geopolitical events around the world are having the greatest impact on consumer inflation, with these drivers anticipated to remain over the next few years. Across major components at the provincial level, there have been notable increases for food, shelter, and transportation, with these same inflationary increases anticipated in the Edmonton CMA.

Based on Canada Mortgage and Housing (CMHC) Market Rental Survey Data for the Edmonton Market, the July 1, 2022 Income Thresholds for RGI rentals have been set as follows:

- Bachelor Unit - \$36,000
- One-bedroom Unit - \$42,000
- Two-bedroom Unit - \$52,500

Data from Statistics Canada reflects that the median total income for seniors living in Edmonton for the period of 2015 to 2020 was as follows:

- 2015 - \$32,900
- 2016 - \$31,500
- 2017 - \$36,200
- 2018 - \$33,100
- 2019 - \$36,300
- 2020 - \$35,900

The average total income for seniors living in the organization's properties for 2021 was \$22,631, with this number expected to remain reasonably static or only slightly increase in the next few years.

The cumulative effect of these inflationary economic increases will further strain the inventory and access to affordable housing.

Socio-Cultural

There have been marked changes in Canada and Canadian culture over the past few generations, notably evidenced through a more diverse population—ethnically, culturally, racially, spiritually, etc.—that has an impact on peoples understanding of social environments, which become opportunities for growth and learning along with the potential for conflict. Affordable seniors housing communities are not enclaves immune from the potential for conflict that occur between persons who may come from different

backgrounds and life experiences. Additionally, older adults can and do experience stigma based on their age and health status which may contribute to their social isolation.

Recognizing the significance of these many factors is critical to being able to provide affordable housing, particularly to those seniors who may feel vulnerable and at risk. Social contact with others and development of a supportive network are key to well-being (i.e., life satisfaction, perception of the senior housing community feeling like home) and quality of life (QoL) (Roberts & Adams, 2017; Street, Burge, Quadagno, & Barrett, 2007). A strong support network becomes more important with increasing age since friendships have been shown to play an important role in buffering against the negative effects of aging including general health, mood, and cognitive and physical functioning (Ewen, Emerson, Washington, Carswell, & Smith, 2017).

Dobbs et al. (2008) used ethnographic methods to study stigma in a senior housing community and they found that residents were subject to stigma as a result of a variety of reasons including their age, class, race and ethnicity, disabilities, and cognitive status.

Labour

GEF Seniors Housing finds its operating in a sector that is facing changes that were unexpected, even as recently as just a few years ago, e.g., changing client demographics as previously noted, and the resulting impact on current and future employees. The more complex operating environment, reflected through increased competition for employees, an increase in externally imposed accountabilities, an aging infrastructure, and an increase in operating costs has been exacerbated by the continued impact of the COVID-19 pandemic, which itself will create permanent changes to the social housing sector unthought of prior to 2020.

Although none of the aforementioned is unique to GEF Seniors Housing, it does underscore that need for the organization to be properly prepared and better positioned to effectively respond to these changes and their impacts over the near- and longer-term. To do so, the organization will need to be able to successfully:

- Attract and recruit prospective employees with the skills, aptitude, and dedication to serve an ever-changing seniors' population;
- Effectively onboard and train;
- Offer competitive wages and benefits;
- Establish a safe, healthy, and engaging workplace that promotes and celebrates diversity, equity, and inclusion for all employees; and
- Recognize and celebrate the diversity and achievements of our employees in ways that are meaningful to them.

Not only are there tectonic shifts occurring in the labour market regionally, provincially, and nationally relative to employees' expectations and needs, for example around flexibility in work, the type of work they are willing to accept, and greater emphasis on work-life balance, but also mounting pressures on wages and wage expectations due to

shifts in labour supply and demand. Statistics Canada reported that the average hourly wages for all employees rose 3.9 percent on a year-over-year basis in May, compared to an increase of 3.3 percent in April 2022. There is no reason to believe that these wage pressures will not continue over the next few years.

Challenges and Opportunities

Based upon the information presented in the environmental scan, there are a number of challenges facing GEF Seniors Housing as an HMB.

- The number of vulnerable low-to-moderate income seniors with increasing support needs is projected to significantly increase in the coming years, with the number of properties and rental units managed by the organization anticipated to remain relatively static over the near term.
- The organization's ability to develop new capacity in support of the GoA's *Stronger Foundations: 10-year strategy to improve and expand affordable housing* without some form of government support.
- Revenue from rent is expected to remain relatively flat while operating expenses, e.g., utilities, supplies and services, food costs, etc., are expected to increase at or higher than the projected CPI for Edmonton.
- The ability to adequately maintain and/or rejuvenate an aging portfolio of SSC Apartments and Lodges, particularly in an environment of increasing operating expenses and relatively flat revenue.
- Maintaining occupancy in the Lodges as Continuing Care and changing client needs undergo profound changes in terms of needs and expectations in the absence of a detailed review of the purpose and functionality of the Lodge Program.
- The client population will continue to change in concert with broader societal changes occurring regionally, provincially and across Canada—older, increasingly frail, more ethnically and culturally diverse, and requiring more community supports in order to be able to remain independent.

Each of the above noted challenges presents the organization and other key stakeholders with opportunities to identify and implement strategies that could have a positive impact on seniors in the coming years.

GOALS, STRATEGIC PRIORITY INITIATIVES, EXPECTED OUTCOMES AND PERFORMANCE MEASURES

Strategic Priorities

Quality of Life

The first of two key strategies being pursued by GEF Seniors Housing in support of serving a changing client population includes continued integration of its Quality of Life Philosophy into all aspects of housing and support services, which reads as follows:

“To provide seniors with accessible, affordable, and safe housing in comfortable and supportive environments that promote opportunities for them to successfully age in place.”

The Guiding Principles to the Quality of Life Philosophy include working together to:

- Promote and respect individual **choice**, recognizing that each senior has knowledge and experience to be able to determine how best to live their life;
- Ensure each senior is treated fairly and with **dignity**, regardless of their age, gender, religious belief, ethnicity and culture, sexual orientation, financial means, life experience or ability;
- Foster opportunities that continue to promoting one’s **well-being** by supporting and encouraging each senior to live a healthy, independent life, where their voice is heard and respected;
- Encouraging relationships between seniors, staff, and communities based on **respect, kindness, and compassion**;
- Promote **accountability** by providing each senior with the opportunity and encouragement to take ownership of, participate in, and provide feedback to the community in which they live.

Collaboratively working together to positively impact our clients’ quality of life is a cornerstone of the work that GEF Seniors Housing is undertaking in its commitment to providing seniors-specific housing that is safe, affordable, accessible, and appropriate for their current and changing needs. Integration of this Quality of Life Philosophy into every aspect of the housing and support services we provide, from a prospective client’s application for housing, to helping to shape how we interact each and every time with a client, through to the time that they leave GEF is critical to fulfillment of our Mission.

Sustainability Framework

The second of the key strategies is development of a comprehensive Sustainability Framework that serves to support the Quality of Life Philosophy, sustainably and with purpose. To do so requires a holistic approach that emphasizes the health and well-being of our community, and that is founded on the three-pillar approach to sustainability—Environmental; Social/Cultural/Political; and Economic.

The last decade in seniors living has seen a dramatic shift away from an institutional model to one that stresses the dignity and general well-being of the client, and the opportunity to contribute to their quality of life. The development and adoption of a Sustainability Framework means a shift in thinking and decision-making. Decisions should not be based on one pillar. For example, environment is more than recycling—it’s about creating the environment that positively impacts the well-being of our clients and staff.

GEF Seniors Housing believes that it performs well in areas of sustainability requiring relatively low investment while delivering high impact and visibility. For example, GEF

demonstrates excellence in efficient operations which enable resources for social programming that contribute to our clients' well-being. Since 2017, GEF has realized a 14 percent reduction in our Greenhouse Gas (GHG) emissions through initiatives such as replacing incandescent lights with LED lights. The organization has installed low-flow shower heads and toilets in many of our properties, but there is much more to be done in order to be sustainable in all three pillars, and having a Sustainability Framework will help on that journey.

The organization's Business Plan has been developed to align with and support the goals and outcomes of the Ministry of Seniors and Housing's Business Plan for 2023 – 2025, with particular attention to the following outcomes:

- **Outcome 1**
Seniors have access to programs, services and supports that help them live safely and independently in their chosen communities.
- **Outcome 2**
Albertans have access to appropriate housing and integrated housing supports.

In support of the above highlighted outcomes, the following key goals, strategic priority initiatives, expected outcomes, and associated performance measures along with related benchmarks over the next three-year have been developed, aligned around the operational areas of: Clients; Facilities; Finances; and Other priorities as determined by the Board.

Goal One: Client Satisfaction and Engagement

Priority Initiative: Conduct an annual Residents', Residents' Families, and Tenants' Experience Survey that asks for feedback to questions arranged around the following domains:

- Staff Engagement (Lodges and Apartments)
- Safety & Security (Lodges and Apartments)
- Building Maintenance (Lodges and Apartments)
- Recreation Activities (Lodges and Apartments)
- Dining (Lodges only)
- Housekeeping (Lodges only)

Performance Measure One: Number of Residents, Residents' Families, and Tenants completing an annual Residents', Residents' Families, and Tenants' Experience Survey.

Performance Target:

- 2023 – 40 percent of Residents, Residents' Families, and Tenants completed an Experience Survey
- 2024 – 40 percent of Residents, Residents' Families, and Tenants completed an Experience Survey
- 2025 – 40 percent of Residents', Residents' Families, and Tenants completed an Experience Survey

Performance Measure Two: Overall expressed satisfaction to the domains by the Residents, Residents' Families, and Tenants who participate in the Surveys.

Performance Target:

- 2023 – 70 percent expressed satisfaction
- 2024 – 70 percent expressed satisfaction
- 2025 – 70 percent expressed satisfaction

Goal Two: Facilities Maintenance and Condition Oversight

Priority Initiative: Ensure each property is in compliance with all life, safety, and building code requirements as established by relevant Municipal, Provincial and National codes, regulations, and legislation.

Performance Measure One: Conduct routine inspections of each property.

Performance Target:

- 2023 – Full compliance
- 2024 – Full compliance
- 2025 – Full compliance

Performance Measure Two: Respond to and support any externally lead building/system inspections, and respond to recommendations in a timely manner.

Performance Target:

- 2023 – External reports/recommendations are acknowledged within 30 days of receipt
- 2024 – External reports/recommendations are acknowledged within 30 days of receipt
- 2025 – External reports/recommendations are acknowledged within 30 days of receipt

Goal Three: Financial Stewardship

Priority Initiative: Ensure full utilization of the organization's inventory of rental units—SSC Apartments, Lodge and Affordable Apartments.

Performance Measure One: Average Occupancy Rate

Performance Target:

- 2023 – 95 percent occupancy
- 2024 – 95 percent occupancy
- 2025 – 95 percent occupancy

Performance Measure Two: Balanced Budget

Performance Target:

- 2023 – Variance to approved budget of +/-2.5 percent
- 2024 – Variance to approved budget of +/-2.5 percent
- 2025 – Variance to approved budget of +/-2.5 percent

FINANCIAL PLAN AND FORECASTS

A 2023 consolidated budget and forecast for the organization has been developed and included in the attached Appendices.

CAPITAL PLANNING STRATEGY

A long-term capital planning strategy for the organization has been developed and included in the attached Appendices.

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