

# GEF Seniors Housing Strategic Plan 2024-2028

Charting Our Future |  
Measuring our Progress

## 2024 Annual Progress Report



# Quality of Life Philosophy

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

## Vision

To create vibrant, affordable communities for seniors.

## Mission

As Alberta’s largest non-profit social housing operator for seniors, we focus on providing affordable, well-maintained, and secure buildings, where our clients can live with dignity and thrive in their communities with the support of friendly and caring staff and volunteers.

## Values

- We encourage relationships based on **RESPECT** and believe in treating everyone with dignity, kindness, and compassion.
- We want to put **PEOPLE** at the centre of everything we do, where our aim is to positively contribute to everyone’s life journey.
- We believe in promoting interactions built on **TRUST**, where we act with integrity, honesty, and fairness.
- We promote **ACCOUNTABILITY** by accepting responsibility for one’s own words, actions and the choices that are made.
- We proudly acknowledge and enthusiastically pursue **EQUITY, DIVERSITY, and INCLUSION** in our work.

## Land Acknowledgment

GEF Seniors Housing acknowledges that our communities are located on the traditional territories of the people of Treaty 6, which includes the Nêhiyaw (Cree), Denesuliné (Dene), Nakota Sioux (Stoney), Anishinaabe (Saulteaux), Niitsitapi (Blackfoot), Métis, and Inuit peoples. We recognize all nations, genders, and spirits who make their homes here and help us steward this land.

# Message From The CEO

When we introduced GEF Seniors Housing's current [2024-2028 Strategic Plan](#) early in 2024, we did so knowing that we had raised the bar for our employees, volunteers, and partners in our **stewardship of social housing for lower income seniors**. We knew full well that the **journey over the ensuing five years** of the Strategic Plan would not be linear, nor would it be without challenges, but that it was **one well worth taking** for the seniors who deserve to access and live in housing that supports their **fundamental right to accessible, safe, affordable, and quality social housing**.

Our Strategic Plan is a guiding document, our road map so to speak, that has set out the Board of Directors' strategic vision and the targeted commitments for the organization over a five-year period focusing on four strategic areas: **Quality Housing, Vibrant Communities, Employees and Partners**, and **Finance and Resource Management**. It maps out a clear direction for GEF Seniors Housing, thereby allowing us to support some of our community's most vulnerable citizens effectively and compassionately.

As the world changes, so too do the needs of the aging population. This Strategic Plan also serves as a valuable communication and advocacy tool for the work that the Board of Directors and the organization does with our clients, partners, and the various levels of government. This work ensures that there are appropriate affordable housing options and the necessary supports available to seniors who are living with limited financial resources, thereby ensuring they have access to the housing supports they require and benefit from.

We are pleased to be able to provide our first annual update on the progress that we have made in our ongoing efforts and commitment in providing safe, welcoming, affordable, and quality social housing for seniors. Regardless of the level of progress made and/or the activities that we are highlighting in this progress report, and, in some instances, perhaps have not yet started, we remain unwavering in our commitment to our work, always informed by our Quality of Life Philosophy and guided by our Vision, Mission, and Values.

Our buildings are at the core of our services to seniors; however, the heart of those services lies in the collective contributions of our caring and dedicated employees and volunteers, Board of Directors, and community partners. They work tirelessly and without fanfare to make a difference in the lives of our clients on a daily basis, which we are grateful for and attribute the progress we have made and are able to report on.

Dale Forbes  
Chief Executive Officer

# Background

For 65 years, GEF Seniors Housing has ensured that seniors living on fixed or limited incomes have had access to safe and affordable housing. Throughout the organization's rich history, we have been a source of comfort and a symbol of resilience for countless thousands of seniors in the City of Edmonton. As the seniors housing sector in Alberta has evolved and changed in response to the needs of seniors and communities, so too has GEF Seniors Housing.

At GEF Seniors Housing, we make a concerted effort to be forward thinking and approach the work we do with compassion and creativity in delivering social housing to seniors in Edmonton and beyond. We believe social housing that is safe, affordable, accessible, is of a high quality, and is integrated into the communities in which

the buildings exist is a basic right for our residents and tenants. Fundamentally, a person's income should not limit their access to quality housing or define or limit their right to a home that contributes to their quality of life.

GEF Seniors Housing is a public, non-profit, registered charitable organization providing social housing and support services for seniors in 3,780 affordable housing units across 41 buildings located in Edmonton, as of the end of December 2024. The organization is a Housing Management Body (HMB) established by Ministerial Order under the Alberta Social Housing Act with a mandate to serve low to moderate-income seniors in support of their housing needs.

**98%**

Occupancy in Affordable Housing

**97.9%**

Occupancy in Subsidized Housing

**96.1%**

Occupancy in Supportive Living (Lodges)

**34.7%**

Affordable Program Operating Surplus

**15.5%**

SSC Program Operating Surplus

**2.4%**

Lodge Program Operating Surplus

# Progress on our Strategic Priorities

## Progress in Numbers | Highlights

**90%**

Expressed Overall Client Satisfaction

**\$6,095,369**

Invested to Ensure our Homes are Safe

**1,042,000**

Meals Prepared by Red Seal Certified Chefs

**39,600**

Work Orders (WOs) Processed

**2,224**

Housing Applications Processed

**692**

New Client Move Ins

**1,531**

Client Interviews Conducted

**211**

Dogs and Cats Living in 39 buildings

**94%**

Partnerships in Injury Reduction (PIR) Audit Score

**245%**

Increase in Volunteers

**26,505**

Employee Completed eLearning Courses

**333%**

Increase in Volunteer Hours

**12,070**

Hours of Employee Training

**\$59,000**

Received in Donations

# Strategic Priority 1 | Quality Housing

*Our goal is to deliver quality, well-maintained housing in a manner that is operationally sound and environmentally sustainable.*

## Infrastructure Management

With the demand for access to affordable social housing continuing to grow, and the number of housing units we have available having remained relatively unchanged, it requires us to ensure that we develop and maintain a comprehensive approach to the effective management of our buildings' infrastructure and available housing units. This is in part achieved through our coordinated preventative maintenance program that is designed to proactively plan for the repair and/or replacement of key building system components before they fail or reach their end of life usefulness. It is also supported by identifying and submitting for capital funding support from the appropriate level of government with responsibility for the buildings' infrastructure.

GEF has developed a robust preventative maintenance program over the years to support our building portfolios—comprised of **41** buildings with **3,780** individual housing units and totaling **2,271,271** square feet as of the end of 2024—that has continued to evolve in response to an aging infrastructure and clients' changing needs. Our approach to maintenance is to maintain building safety and longevity by identifying planned, unplanned, and preventative maintenance requirements, ensuring compliance with all applicable standards and codes, and performing site, unit, and regulatory inspections throughout the year.

In our subsidized Seniors Self-Contained (SSC) Apartments Program, where we are providing housing to independent seniors with changing needs (e.g. barrier-free access to showers, etc.), we undertook the conversion of **61** bathrooms to improve client accessibility and safety. These tub-to-shower conversions have brought the total number

## More than **39,600** Work Orders in 2024.

**18,820** Work Orders (WOs) were categorized as a **High** priority (to be responded to and resolved between two to seven days). GEF's median completion time was **5.9 days**.

**8,737** WOs were categorized as a **Medium** priority (to be responded to and resolved between eight to 30 days). GEF's median completion time was **10.1 days**.

of bathroom upgrades to **276** across the program's 2,537 units, plus an additional **73** in the Lodge Program.

Five-year capital plans, totaling more than **\$48 million**, were prepared and submitted to both municipal and provincial levels of government, which includes the projected cost to redevelop Ottewell Manor Lodge and increase the number of Lodge units.





## Notable work completed over the year:

**32** Capital Projects totaling **\$606,498** funded from the Lodge Program's Capital Reserve Fund.

Increase in the installation of air conditioning systems in the common areas, which now includes **38** buildings.

**281** Non-Capital Operating projects totaling **\$1,271,289**.

Replacement of **10,469 square feet** of flooring in buildings' common areas and hallways.

**647** unit turnovers (e.g. work related to painting, flooring, window coverings, plumbing and electrical fixtures, etc.) at a cost of **\$984,676**.

Replacement of **78,085 square feet** of flooring in clients' units.

**54** Capital Maintenance Renewal Projects funded by the Government of Alberta, totaling **\$3,082,460**, with some key projects having been:

- **29** unit renewals at a cost of more than \$830,000.
- **Nine** heating projects totaling \$739,395.
- **Two** elevator modernization projects totaling \$753,395.
- **One** roofing project at a cost of \$394,637.
- **Two** window/building envelope projects at a cost of \$220,000.
- **Five** fire alarm projects totaling \$53,845.
- **Four** electrical system projects at a cost of \$90,825.

## **Housing Intake and Support**

Over the course of the year, we processed **2,224** new housing applications, conducted **1,531** client interviews, and successfully facilitated **692** new independent Apartment tenants and supportive living Lodge residents move ins. In concert with the above intake process for housing, we provided support to **867** of our clients who had accessed GEF's Community Support team. Because of the increased demand for support, we added a fourth Outreach Support Worker to the team. The work of this team is foundational in our commitment to assisting clients in successfully maintaining their housing with GEF.



### **Community Support team's work involves:**

**Conducting social assessments** to connect the clients with appropriate external community resources.

**Supporting clients** through various transitions (e.g. health, financial, social, etc.).

**Advocating for clients** and building or strengthening relationships with various external partners or agencies (e.g. Social Workers, Home Care, Mental Health and Addictions, Homelessness Transition Workers, etc.).

## **Sustainability**

The development and adoption of GEF's [Sustainability Framework](#) in August 2022 was rooted in the belief that quality, ecological housing is not only an essential need in our communities but is also an essential element that positively contributes to a person's quality of life. GEF embarked on the journey of creating a Sustainability Framework three years ago because of our understanding of the impact of our operations on our clients, employees, city, and the environment we all share. Developed around the three pillars of Social, Environment, and Economic Sustainability, our Sustainability Framework outlines a path for us to achieve advances in sustainability that are inspirational yet pragmatic, with clear and transparent goals to drive action on our part.

The progress we have made since the introduction of our Sustainability Framework has been reported on annually, with the most recent being our [October 2024 GEF Sustainability Framework Annual Report](#). The report reflects our progress on 47 Key Performance Indicators (KPIs).

### **Areas of focus for Sustainability Framework:**

Commencement of work towards completing **energy modeling** and conducting **energy audits** for the GEF-owned properties based on the Canada Mortgage and Housing Corporation (CMHC) National Housing Co-Investment Fund Agreement requirements, which is made possible because of our partnership with CMHC.

Continued work towards achieving **ISO 50001: 2018 Certification** related to energy management across all of our 41 buildings. **Nine** of our sites achieved ISO 50001: 2018 Certification for energy management.



## Strategic Priority 2 | Vibrant Communities

*Our goal is to provide housing programs and services that nurture healthy relationships, are socially responsible, and impact clients' overall level of satisfaction and quality of life positively.*

### Client Engagement

At GEF, we recognize that housing is more than just shelter. In order to create and support vibrant communities, we need to work with our clients to better understand their various and diverse engagement needs and how we might best support them.



### Highlights from the past year:

Clients' feedback provides important insight into the work we are doing and how this work is perceived by them. For 2024, the aggregate overall expressed satisfaction from the **Annual Client Experience Surveys was 90%**, based on feedback provided by **939 (34%)** of the Apartment tenants, **455 (48%)** of the Lodge residents, and **109** families and friends of residents. This result (an increase of **9%** from 2023) indicates that clients have a relatively high degree of satisfaction with respect to a number of key services, including:

- **96%** of residents and tenants feel respected by employees.
- **88%** of residents were satisfied with the dining services, where more than **1,040,000** meals were prepared and served under the leadership of our Red Seal Certified Chefs.
- **95%** of our residents and **96%** of our tenants feel safe in their units and buildings.
- **85%** of residents, **96%** of residents' families or friends, and **91%** of tenants expressed satisfaction with building maintenance.

The Life Enrichment team organized more than **93** community events to nurture social connections among clients, families, and the broader community.



The Life Enrichment team supported the SSC Apartments by **making connections** between tenants from different communities. Tenants shared their best practices on developing and supporting **self-led engagement opportunities** in their individual communities. Tenants in several of the buildings have now initiated engagement programming that aligns with their identified needs.

GEF increased the number of volunteer hours from our individual volunteers to **4,173** and from our corporate volunteers to **88 hours**. **Two** volunteers even transitioned to full-time positions with GEF.

Similar to many other non-profit organizations, GEF is heavily dependent on volunteers to support a number of the initiatives developed to enrich the lives of clients. Over the course of the year, we have expanded our volunteer base to **152** individuals and **18** corporations and have diversified the number and type of volunteer opportunities with a focus on promoting skills-based volunteer activities (e.g. trishaw bicycle pilots, virtual reality (VR) guides, building and event decorators, gardeners, dining experience hosts, social night facilitators, etc.).

Through the generosity of corporate partners, **1,840** seniors were provided with gifts over the holiday season. Old Navy and their staff prepared and delivered **320** gift bags and London Drugs and their employees provided **1,520** gift bags for seniors across a number of GEF communities.

Through partnerships with post-secondary institutions, GEF hosted **18** students for their practicum placements in Social Work, Therapeutic Recreation, Business Administration, Accounting and Payroll, Housekeeping, and Food Services. **Three** students transitioned to full-time and part-time positions with GEF following completion of their practicum placement.



## **Pets and Pet Policy**

GEF has acknowledged the importance pets have in the lives of seniors, often providing social and emotional support and unconditional love.

We also recognized that a person's life may include various significant relationships, including ones with pets. For seniors who may need to access affordable social housing, having to explore living options that can and often restrict the continuation of the relationship with pets, can be difficult. This often adds additional stress and anxiety in their search for appropriate housing.

With the above in mind, GEF made the purposeful decision a few years ago to adjust the pet policy to accommodate housing applications from seniors who may be looking at affordable housing and who may have a dog or cat that has been a part of their life for at least three years, recognizing the importance and value of this relationship and its impact on the senior's quality of life.

### **Pets in the past year:**

**71** dogs and cats moved into a GEF community, increasing the total number of GEF pets living in **39** of our 41 buildings to **211**.





## **Research Opportunities**

GEF commenced work to actively identify and seek out research opportunities aimed at improving programs, policies, and services for seniors living with limited financial resources and requiring social housing support. We collaborated on an application to the Social Science and Humanities Research Council (SSHRC) for funding to explore the drivers of social participation in social housing for older adults. We have become involved in two collaborations with academic staff from the University of Alberta—one from the Department of Drama and one from the Department of Civil and Environmental Engineering.





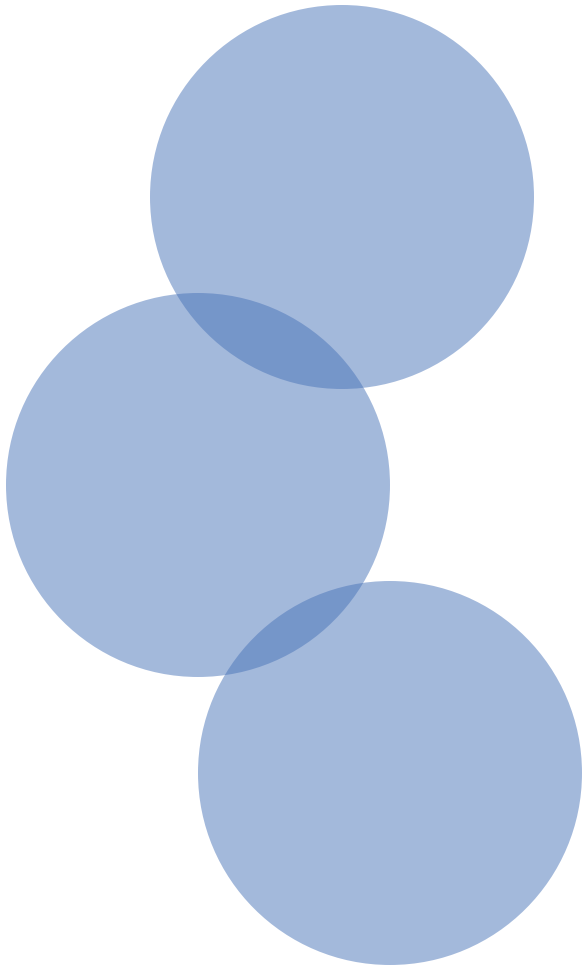
## **Promotion of Volunteerism and Relationships**

To promote the job and volunteer opportunities available within GEF and to further strengthen our connection with local charities and educational organizations, GEF participated in two career fairs hosted by these community organizations. In 2025, we plan to further increase our participation in career fairs held by local charities and educational organizations, which support our delivery of housing programs and services that nurture healthy relationships, are socially responsible, and positively impact clients' overall level of satisfaction and quality of life.

GEF is fortunate to receive unwavering support from community partners, many of whom generously donate their time and resources to our initiatives, such as Planting Days and our Giving Tuesday fundraising campaign. We are honored to be the beneficiaries of such generosity. As a way to give back to the communities that support us, we are launching an Employee Volunteer Program in 2025.

This program will allow full-time and part-time employees to request paid time-off to volunteer at a non-profit or registered charity of their choice. Each year, full-time and part-time employees will be provided with **7.5** Volunteer Bank Hours that they can use to volunteer individually or as part of a group, providing them with an opportunity to make a meaningful impact in their communities. If all of GEF's employees were to fully utilize their volunteer hours, they would be contributing almost **3,200** hours of support to communities.

We continued to strengthen our partnerships with community-based agencies to support clients. There were approximately **70** active partnerships in place, collectively working to support clients' social, financial, and mental well-being, food security, and quality of life.



## ***Supporting Successful Tenancies***

Our commitment is to strive to keep vulnerable seniors safely housed. When clients' behaviours and/or actions are in breach of their lease agreement, often leading to highly unsafe conditions for themselves or other clients, this can pose challenges. Because we are committed to supporting stable tenancies for our clients, the eviction of a client is always the action of last resort for us, and we work hard to avoid this as an outcome for our tenants and residents. Our small number of evictions during the last year (i.e. five) is in large part a reflection of the work employees have done in helping clients stay in their homes by working with them to prevent evictions.

## Strategic Priority 3 | Employees and Partners

***Our goal is to promote a respectful, healthy, and safe environment that supports learning and development, quality improvement, and customer service.***

GEF's employees are integral to supporting our Vision, Mission, and Values and are the backbone of the support and services provided to our almost 4,000 clients on a daily basis. Being able to recruit and retain a dedicated workforce to support our seniors is of paramount importance to us, particularly as a non-profit organization who has to compete for employees with for-profit, public, and other not-for-profit organizations providing housing and support services to a growing aging population. At year's end, we had an active workforce of **512** employees, comprised of **315** full-time, **115** part-time, and **82** casual employees.

### **Learning and Development**

GEF is committed to enhancing the capabilities, knowledge, and skills of employees through effective education, training, and development. In February 2024, we implemented Dayforce, a Human Resources Information System (HRIS),

to be able to consolidate all employee data into a single platform. To the end of 2024, we have implemented Dayforce's Payroll, Benefits, Internal and External Recruitment, Onboarding, Scheduling, Time and Attendance, Employee Self-Service, CORE, and Learning modules. Implementation of Dayforce has significantly improved the efficiency, accuracy, and effectiveness of our Human Resources functions, contributing to the overall success of the organization. For example, the integration of Dayforce has eliminated 99% and 90% respectively of the administrative processes required with our two benefits providers (i.e. Sun Life and Local Authorities Pension Plan (LAPP)).

Implementation of Dayforce has enhanced our approach to employee training, learning, and development. We experienced a significant increase in the utilization of our internal training programs in 2024.



To enhance knowledge and understanding of GEF's legislative and regulatory requirements, we developed seven new eLearning training modules and continued to utilize industry-standard training materials accessible through the Alberta Seniors and Community Housing Association (ASCHA) and integrated training resources from the Alberta Continuing Care Safety Association (ACCSA), Local Authorities Pension Plan (LAPP), and other community partners. These efforts aim

to supplement the GEF-specific training materials, better supporting our employees in providing services to our clients and positively impacting their quality of life. We developed and implemented training compliance reports to promote and track employee accountability for the participation in and completion of these training materials. Internal training compliance was 65%, up from 61% in 2023, with the longer-term goal to achieve 100% compliance annually.

**Number of completed eLearning courses by employees increased to 26,505.**

From **10,910** courses in 2023.

**Total hours dedicated by employees to internal training increased to 12,070 hours.**

From **3,556** hours in 2023.

**Average number of eLearning courses completed per employee was 40.3.**

From **20.2** courses in 2023.

**Average number of training hours per employee was 18.4.**

From **6.6** hours in 2023.

To provide our employees with a broader array of learning and development opportunities, we introduced LinkedIn Learning in June for an initial group of 60 employees, primarily those in leadership roles. This platform supplements our existing training resources with access to a catalogue of more than 10,000 courses supporting professional and personal development. These courses enable the creation of customized role guides and learning plans tailored to develop specific skills relevant to each job role.

We will be expanding the number of licensed users to include all leadership and full-time and part-time professional and administrative support positions to further support their technical and professional development.

**Since the LinkedIn Learning launch and to the end of the year:**

The **60** licensed users viewed **3,645** LinkedIn Learning videos in **179** courses, totaling **193** training hours.

Average of **three** courses and **3.2** training hours per registered user.

## In the 2024 onboarding process:

**90** of the **128** new hires who participated are still actively employed.

## Health, Safety, and Wellness

Maintaining a strong commitment to health, safety, and wellness has been a cornerstone of GEF's culture over the last number of years, promoted through a variety of initiatives and activities, including:

- Supporting the work of ten Health and Safety Committees across our building portfolios.
- Annual education and awareness training for all employees.
- Development of detailed Hazard Assessments for each job position.
- Voluntary participation in Alberta's Partnerships in Injury Reduction (PIR) Program.

## Onboarding

We introduced a comprehensive onboarding process for all new employees to support them in their welcome and integration into GEF, divided into two parts. The first part takes place before the employee's first day at the site they are assigned to work, which focuses on orientating them to GEF's culture, policies and procedures, and their specific role and position. This pre-onboarding phase includes access to essential information and resources and introductory training modules that help to set a solid foundation for their employment with GEF. This approach not only streamlines the onboarding experience, but it also helps foster a sense of inclusion and readiness among newly hired employees from their first day of work.

## In the 2024 annual Certificate of Recognition (COR) audit:

Overall audit score of **94%** (**879** out of **940** available points).

A slight increase from **93%** in 2023.





## **Performance and Development Plan**

To support the alignment of individual and team performance expectations to better foster and promote a culture of client-focused service, we are moving forward with the development and implementation of a new Performance Management module and a Development Plan module as part of our integrated HRIS, which will be launched in the spring of 2025. These new modules will help employees to better understand the link between their roles and performance to GEF's Vision, Mission, and Values, Quality of Life Philosophy, and Strategic Plan, will encourage and support their growth and development, and will improve dialogue and feedback between employees and their supervisors.





Throughout the year, GEF continued to promote **inclusive hiring practices** (e.g. using gender neutral language in our policies and procedures, position profiles, etc.).

## **Diversity, Equity, and Inclusion**

GEF remains committed to ensuring that we have a welcoming and inclusive environment for employees, volunteers, and students. As a member of the Employer Partner Program at the Canadian Centre for Diversity and Inclusion (CCDI), we benefit from access to Canada's largest diversity, equity, and inclusion (DEI) online library. Our commitment to DEI is not due to it being externally directed by current social pressures, but from a firm belief that we are a better organization for having a workforce that feels secure, safe, and welcome in their workplaces, just like we are committed to working to make our clients feel safe, secure, and welcome in their homes.



We **streamlined the recruitment and selection process** for Food Services and Housekeeping positions, eliminating skills assessments and instead focusing on values-based hiring.

## **Employee Engagement**

As part of our ongoing commitment to seek input from our employees on the organization, its day-to-day operations, and its future direction and to help us identify opportunities for improvement that can positively impact their work and quality of work life, we conducted our biennial Employee Engagement Survey in November 2024.

Overall survey responses reflect that the efforts over the past year to discuss GEF's refreshed Vision, Mission, and Values, along with the 2024-2028 Strategic Plan, have made employees feel more confident about the organization's future and that employees are beginning to adapt to the many changes that have occurred, both within GEF and externally, over the past several years.

Monitoring and reporting on employee turnover is an important performance measure for GEF, as a high employee turnover can indicate low employee satisfaction—which could be related to low morale, a toxic work environment, lack of competitive wages and benefits, poor leadership, an aging workforce, job expectations, to name a few—and a higher risk of more employees quitting. Meanwhile, a low employee turnover rate may reflect a happy and productive work culture and a positive outlook for new hire retention. The negative impact of a high turnover rate could be reflected in a decrease in the continuity and quality of services provided and an increase in organization costs (e.g. higher recruitment and training expenses, etc.). Although the employee turnover rate experienced in the housing and hospitality sectors that we use as a benchmark is often in excess of 20%, we are striving to achieve an employee turnover rate of 10% or less by ensuring that we offer highly competitive wages and benefits and maintain a commitment to creating a positive workplace culture, job training and support, and promotion of healthy and safe work environments.



### **In the Employee Engagement Survey:**

Survey response rate was **61%**, with overall positive engagement (job satisfaction) having increased to **75%**.

Increase of **19%** from the 2022 survey.

### **Turnover rate for the year:**

Rate was **16%** (69 employees: **46** full-time and **23** part-time).

Increase from **12.6%** in 2023.

## Strategic Priority 4 | Finance and Resource Management

***Our goal is to optimize revenue generation and effectively manage finances to ensure responsible and economically sustainable use of our resources.***

Our commitment to ensure effective utilization of our building infrastructure (rental housing units) and optimization of our financial resources in provision of social housing for low and moderate-income seniors is at the core of our business, and it is one that we have successfully met this past year, as reflected in our year-end occupancy rates and financial performance.

### Occupancy Rates

The effective utilization of our housing capacity is important in our service to low and moderate-income seniors requiring access to affordable housing and in our support of the current housing strategies of the City of Edmonton and the Government of Alberta. It is at the core of our Mission, and, with demand for affordable housing continuing to grow with no end in sight, we are committed to reaching and maintaining the highest levels of occupancy on a continuous basis.

Our employees and vendor partners have worked incredibly hard and with a clarity of focus to maintain these occupancy levels, ensuring that the housing inventory we own and/or manage on behalf of Alberta Social Housing Corporation (ASHC) meets the housing needs of some of our most vulnerable citizens and will continue to do so in the year(s) ahead.

**End of 2024, GEF had an overall occupancy rate of 97.4% for our rentable units (3,664 of 3,780 units).**

Only 0.53% (20 units) of our total 3,780 housing units were unavailable for rent.

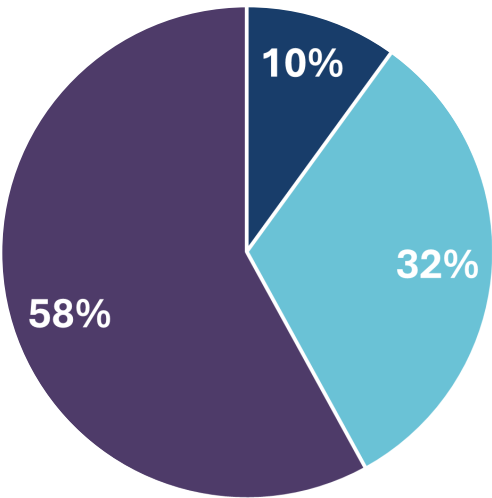
- 97.9% occupancy rate in the SSC Apartments (subsidized) Program (2,466 of 2,537 units), with 0.75% of our total 2,537 units were unavailable for rent due to unit renewal work.
- 96.1% occupancy rate in the Lodge (supportive living) Program (950 of 989 units), with only one unit unavailable for rent due to unit renewal work.
- 98% in the Affordable Apartments (below market rates) Program (248 of 253 units), with no units unavailable for rent.

**End of 2023, GEF had achieved an overall occupancy rate of 96.4% for our rentable units (3,549 of 3,680 units).**

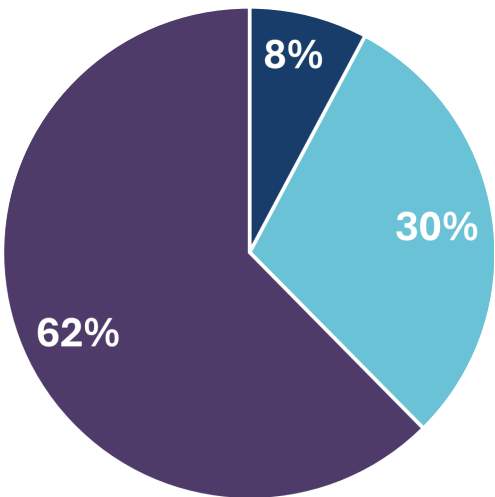
Only 2.67% of our total 3,777 housing units were unavailable for rent due to unit renewal work.

Financial Summary

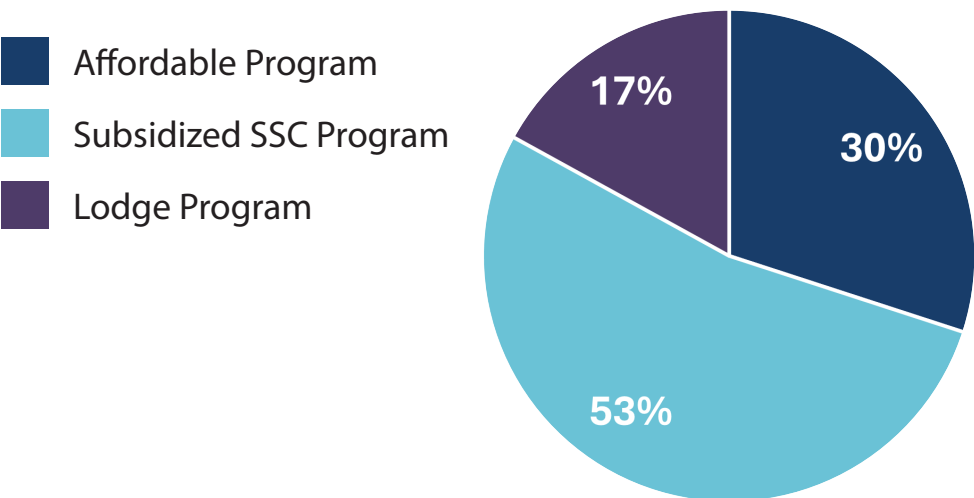
Revenue (Consolidated)  
of \$61.1 M



Expenses (Consolidated)  
of \$55.4 M



Operating Surplus  
(Consolidated) of \$5.7 M



- Affordable Program
- Subsidized SSC Program
- Lodge Program

Certificate of Recognition

Participation in the PIR Program and obtaining and maintaining the Certificate of Recognition (COR) is not only a key stone of GEF’s Health, Safety, and Wellness Program, but it also provides a financial benefit to the organization. In January, we received our updated COR, valid until the end of October 2026. Successful maintenance of the COR provides GEF with a 5% reduction in the annual Workers’ Compensation Board (WCB) Industry Rate premium assessment.

COR rebate of  
more than \$30,000  
in 2024.



## **Reserve Funds**

GEF has established key Reserve Funds to be able to assist in addressing capital building needs for the Lodges and Affordable Apartments and the delivery or enhancement of programs and services for clients. Each Reserve Fund has a designated purpose and is subject to limitations on how the funds can be accessed and used.

### **Affordable Program Capital Reserve**

This Fund is designated to cover all capital expenditures and any mortgage principal repayments, with expenditures requiring the Board of Directors' approval.

Fund balance at year end was **\$4.3 M.**

### **Affordable Program Restricted Capital Reserve**

This Fund is designated for all capital expenditures for any subsidized SSC Apartment building sold to GEF under the ASHC's Asset Transfer Program, with expenditures requiring the Board of Directors' approval.

### **Resident Quality of Life Reserve**

This Fund is a compilation of the Building for Life Reserve, Quality of Life Reserve, Bequeath Fund, Site Fundraising, and Casino Fund, with the Board of Directors' approval required for any expenditures made from the Building for Life Reserve (funds raised from community campaigns).

Fund balance at year end was **\$5.3 M.**

### **Lodge Program Operating Reserve**

This Fund is designated for major unforeseen and unbudgeted expenditures, requiring the Board of Directors' approval.

Fund balance at year end was **\$605,000.**

### **Lodge Program Capital Reserve**

This Fund is designated to cover all approved capital expenditures for the GEF and ASHC-owned Lodges. Expenditures from this Fund require both City of Edmonton and the Board of Directors' approval.

Fund balance at year end was **\$3.2 M.**



## **Enterprise Risk Management Framework**

GEF has developed a comprehensive approach to risk management, culminating in its Enterprise Risk Management (ERM) Framework introduced early in the year. Our approach considers multiple factors to assist us in identifying and responding to risks, including work related to Health, Safety, and Wellness, Emergency Preparedness and Response Planning, Employee Training and Development, and sound Financial, Human Resources, Facilities Management, and Housing and Client Services processes, practices, and policies. The ERM Framework will serve as a guide and educational resource to improve management and employee understanding of their roles and responsibilities in risk management and strengthen GEF's commitment to sound risk management planning and oversight.



## Community Awareness

GEF celebrated its 65th anniversary in 2024, with a celebration of seniors, seniorhood, and senior-serving organizations. In alignment with our organization's vision to create vibrant, affordable communities for seniors, the celebrations focused on two primary events—the first held during Seniors Week in June and the second held during the International Day of the Older Person on October 1—and with community-based events that occurred throughout the summer months. A key milestone of the anniversary was the creation of a collaborative art piece by seniors living in our 41 communities, aptly titled **"Vibrant Community"**.

Work to create broader community awareness of GEF as Alberta's largest non-profit social housing organization for seniors included the publication of an article in the [Business Elite Canada magazine](#), which highlighted GEF's Vision, Mission, and Values, Quality of Life Philosophy, innovative programs, high occupancy rates, and legacy of service to community.





## Fundraising and Donations

In addition to being the largest non-profit social housing provider for seniors in Alberta, GEF is also a registered charity that welcomes donations to help ease financial burdens and enrich the lives of seniors living on limited incomes. Our donor base consists of over 100 individuals, including employees, family members, community groups, and businesses.

Additionally, we received a contribution from Alberta Gaming, Liquor, and Cannabis (AGLC) in the amount of \$82,000 from the casino GEF participated in in late November 2023, with these monies being used to support the purchase of a new bus for client outings in the community.

**In 2024, 74 donors contributed more than \$59,000 to our Resident Quality of Life Reserve Fund, enabling us to provide:**

Basic furniture and housewares, helping those arriving with few belongings to settle into a comfortable and dignified home.

Outings in the community so that all seniors can experience activities outside their home community, no matter the cost.

Grocery gift cards to make nutritious food easier to afford during these times of rising costs.

TVs, game tables, patio furniture, and gardening supplies to encourage seniors to gather, engage, and build lasting friendships within their home communities, no matter the cost.



***"Vibrant Community"***

*GEF Seniors Housing  
65th Anniversary  
Collaborative Art Project*



**Seniors  
Housing**

**Central Services**

14220-109 Avenue

Edmonton, AB T5N 4B3

Phone: 780.482.6561

Email: [communications@gef.org](mailto:communications@gef.org)

**[gef.org](http://gef.org)**

