



# GEF Seniors Housing

## BUSINESS PLAN

2026-2028



June 2025

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## EXECUTIVE SUMMARY

GEF Seniors Housing is the largest provider of affordable supportive housing for low-to-moderate income seniors in Alberta. In June 2025, the organization was supporting approximately 3,800 seniors in Edmonton on a daily basis through its management and oversight of 2,537 subsidized Seniors Self-Contained (SCC) Apartment units in twenty-nine buildings, 253 Affordable Housing Apartment units in five buildings, and 990 Lodge units in eleven buildings, representing a total of 3,780 Seniors Housing units in forty-one distinct buildings (properties). On July 1, 2025, the organization will finalize its purchase of two Affordable Seniors Housing Apartment buildings—Tegler Manor (101 units) and Tegler Terrace (83 units)—in Edmonton, which will be added to the Affordable Housing Program and increase GEF's total number of owned and managed rental units to 3,964.

The organization was established in 1959 under provincial legislation as the Greater Edmonton Foundation. In 2012, the organization's name was formally 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 lower income seniors. Currently 2,537 of the housing units managed by GEF Seniors Housing are subsidized Rent-Geared-to-Income (RGI) units, where clients pay a monthly rent based on 30 percent of their annual household income.

As a leading provider of quality, affordable social 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 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 fixed or limited incomes.
- Socio-Cultural – in concert with an aging population, an increasing number of seniors requiring access to subsidized or affordable social 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 an increasing demand for skilled and knowledgeable workers across all sectors, rising wage rates—in part driven by the increase in cost of living expenses—and changes arising among different generations' expectations regarding work/life balance and work or career aspirations.

In response to the above, informed by our Quality of Life Philosophy and guided by our Mission, Vision, and Values, GEF Seniors Housing developed a comprehensive 5-Year

Strategic Plan: 2024 – 2028 to guide the organization through to the end of the 2028 fiscal year, which includes a focus on four key strategic priorities:

#### Strategic Priority 1: Quality Housing

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

#### 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.

#### 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.

#### 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.

These key strategic priorities will guide GEF Seniors Housing over the duration of this three-year Business Plan, which will include:

- Board Priorities – continue to monitor the provision of safe, affordable and accessible housing from low-to-moderate income seniors through reports from Administration, including annual reporting on the organization's current 5-Year Strategic Plan, and advocate with government for appropriate levels of support for seniors social housing.
- Clients' Priorities – continue to use feedback from the annual Residents, Residents' Families, and Tenants Experience Surveys to enhance services to seniors.
- Financial Priorities – prepare annual Operating Budgets for GEF Seniors Housing's programs based on reasonable occupancy projections, known revenue sources and funding parameters provided by government, and planned expenditures, and Capital Budgets based on identified or projected building requirements.
- Facilities Priorities – continue with regular scheduled and unscheduled maintenance requirements and comprehensive short- and long-term capital maintenance renewal planning for all properties.
- Employee Priorities – continue to provide competitive wages and benefits relative to the social housing/hospitality sectors and identify and deliver relevant training

and education that assists staff in effectively supporting seniors living in social housing.

This Business Plan, as a requirement of the Government of Alberta (GoA) for Housing Management Bodies, and in concert with GEF Seniors Housing's 5-Year Strategic Plan, will guide the organization in its commitment to serving seniors in alignment with and support of the GoA's Housing Strategy - *Stronger Foundations*; the City of Edmonton's *Affordable Housing Strategy*, and the organization's Mission, Vision, Values, and Quality of Life Philosophy.

## 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 19, 2025."*

## PORTFOLIO PROFILE

The GEF Seniors Housing portfolio, as of July 2025, is comprised of a variety of Seniors Self-Contained (SSC) Apartments owned by Alberta Social Housing Corporation (ASHC), Lodges, and Affordable Apartments varying in size and location throughout the City of Edmonton, totaling 3,964 housing units in 43 distinct properties serving independent low-to-moderate income seniors age 65 and over. Details related to each of the three core Housing programs delivered by the organization are highlighted below.

### SSC Apartments Housing Program

- Total of 2,537 units in twenty-nine properties
- Smallest properties are Grace Garden Court and Trinity Lutheran House at 35 units, and the largest property is Montgomery Place at 303 units
- The oldest property is Kiwanis Place built in 1972, and the newest property is Highland Place built in 1986, with an average age of 41.5 years for all properties
- Two of these properties, Kiwanis Place Apartments and Pleasantview Apartments, are co-located with Lodges
- Tenants' gender distribution was 68% female and 32% male in June 2025
- Average age of tenants was 75 years in 2024
- All of these units are subsidized Rent-Geared-to-Income (RGI), where tenants pay a monthly rental rate based on 30% of their annual household income
- Tenants' average annual income was \$26,417 in 2024, and \$28,043 through the first five months of 2025
- Average annual occupancy was 97.9% at the end of December 2024 based on vacant units for rent

- There were 758 approved applicants on the waitlist for SSC housing as of the end of December 2024, increasing to 925 at the end of May 2025

## Lodge Housing Program

- Total of 990 units in eleven properties
- Smallest property is Ottewell Manor at 38 units, and the largest property is Kiwanis Place at 205 units
- The oldest property is Ottewell Manor built in 1967, and the newest property is Sakaw Terrace built in 2018, with an average age of 39 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 Recovery Alberta's Addiction and Mental Health Independent Living Program who are 55 years of age or older through a contract for Accommodation between Recovery Alberta and GEF Seniors Housing
- Two of these properties, Kiwanis Place Lodge and Pleasantview Lodge, are co-located with SSC Apartments
- Residents' gender distribution was 59% female and 41% male in June 2025
- Average age of residents was 80 years (excluding Ottewell Manor residents) in 2024
- All Lodge units base rents are based on 30% of the residents' annual household income, plus a monthly service fee for three meals per day, weekly light housekeeping, linen service, and recreational activities programming of \$975 per month effective July 2025
- Residents' average annual income was \$26,521 in 2024, and \$29,749 through the first five months of 2025
- Average annual occupancy was 96.1% at the end of December 2024 based on vacant units for rent
- Approximately 1,040,000 meals were prepared and served under the supervision of Red Seal Certified Chefs in 2024
- There were 144 volunteers who contributed 3,552 hours in support of Lodge residents and programs in 2024
- GEF Seniors Housing qualified for \$6,551,000 in Lodge Assistance Program (LAP) grant funding in 2024 based on the income levels of the residents
- 769 applications for the Lodge Program were processed in 2024, with 234 approved applicants waiting for a Lodge unit as of the end of December 2024, increasing to 268 at the end of May 2025

## Affordable Apartments Housing Program

- Total of 437 units in seven properties
- These are all GEF Seniors Housing owned properties: Buchanan Manor (23 units built in 1976); Lauderdale Terrace (37 units built in 2022); Rosslyn Terrace (50 units built in 2011); Ottewell Terrace (55 units built in 2015); Sakaw Terrace (88 units built in 2018); Tegler Manor (101 units built in 1982); and Tegler Terrace (83 units built in 1993)
- One of these properties, Sakaw Terrace, is co-located with Lodge programming
- Tenants gender distribution was 68% female and 32% male in 2024
- Tenants pay 30% of their annual income for Buchanan Manor and Lauderdale Terrace, and a flat monthly rent, set at a minimum of not less than 10-15% below CMHC reported market rates in Edmonton for similar types of units, for the other properties
- Tenants average annual income was \$34,491 in 2024, and \$35,612 through the first five months of 2025
- Average annual occupancy was 98% at the end of December 2024 based on available vacant units for rent
- There were 195 approved applicants on the waitlist for Affordable Housing as of end of December 2024, and 162 at the end of May 2025

Initiatives GEF Seniors Housing are 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. This includes not only ensuring the properties have reasonable physical safety systems in place, e.g., entrance/egress security, lighting for tenant safety and criminal activity deterrence, situational awareness training for staff and tenants, but that the landlord and tenants understand the shared responsibility to ensure everyone's safety.
- GEF Seniors Housing has recognized the importance pets have in the lives of seniors, often providing social and emotional support and unconditional love. We also recognize 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, recognizing the importance and value of this relationship and its impact on the senior's quality of life. Forty-one of our forty-three properties are



able to welcome small dogs and cats, with 39 buildings now home to 211 dogs and cats as of the end of 2024.

- Through our centralized housing intake, GEF Seniors Housing 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 2024. In concert with housing intake, we provided support to 867 our clients who has accessed GEF's Community Support team. The work of this team is foundational to our commitment to assisting clients in successfully maintaining their housing with GEF.
- The development and adoption of GEF's Sustainability Framework, rooted in the belief that quality, environmentally sustainable 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, has contributed to improvements we have made to our operations that focus on Social, Environment, and Economic Sustainability.

The progress we have made since the introduction of our Sustainability Framework has been reported annually, with the most recent being our October 2024 GEF Sustainability Framework Annual Report. The report reflects our progress on forty-seven Key Performance Indicators.

## 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 currently appointed by the City of Edmonton's City Council by agreement on behalf of the provincial government. Board members are appointed for a three-year term, with the opportunity for reappointment for a second three-year term.

GEF Seniors Housing derived its funding from four primary sources, namely:

- Rent payments from clients in the three core programs—SSC Apartments, Lodges, and Affordable Housing
- Lodge Assistance Program grant from the GoA, which provides funding to HMBs to assist with the costs of operating Lodges on behalf of the province
- Annual operating grant (for the Lodge Program only) from the City of Edmonton
- Ancillary revenue

As the largest provider of subsidized housing to low-to-moderate income seniors within the City of Edmonton and provincially, the relationships with both levels of government are critically important to the organization and its desire to positively contribute to and influence future housing 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 Housing Strategy* 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:

- Sage Seniors Association
- Housing Division, Seniors, Community and Social Services
- Other GoA Ministries
- City of Edmonton
- CBI Home Health
- Edmonton Police Service
- Edmonton Fire Service
- Alberta Seniors & Community Housing Association (ASCHA)
- Drive Happiness
- Other HMBs
- Alberta Residential Landlords Association (ARLA)
- Community Volunteers

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

## PLAN DEVELOPMENT

The core of the Business Plan was developed based on GEF Seniors Housing's current 5-Year Strategic Plan: Charting Our Future/Measuring our Progress 2024 – 2028 (which had included input and feedback from staff, residents/tenants, and community partners in its development), the Strategic Plan's 2024 Annual Progress Report, our Sustainability Framework, a compilation of information, data, and research available from multiple sources (e.g., GoA, City of Edmonton, Statistics Canada, CMHC, etc.), Client and Staff Experience Surveys results, and ongoing dialogue with external agencies.

The Business Plan has been approved by the GEF Seniors Housing Board, following the "HMB Business Plan Guidelines" provided by the Housing Division.

## 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 and indirectly impact the ability of the organization to effectively and efficiently meet the housing needs of lower income seniors.

## Demographic

In 2023, seniors made up about 15% of Alberta's population and their share of the province's population will continue to grow and is projected to reach 20% by 2051. Translated into the actual numbers of seniors who make up this percentage of the population, more than 673,000 people aged 65 or older were estimated to be living in Alberta in 2023, with this number expected to more than double by 2051. According to the Fraser Institute, the percentage of seniors aged 65 years or older is projected to increase to 20% of the population, or almost 1.4 million. There were approximately 191,655 seniors living in Edmonton in 2021, which could reasonably increase to almost 400,000 by 2051 based on current population growth projections. The population growth is expected to disproportionately impact the Edmonton to Calgary corridor, increasing demand for all types of housing, including seniors congregate living options.

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 members
- Lacking access to transportation
- Living with low income

The impacts of isolation and loneliness are:

- Isolation can have a negative impact on mental health and a growing body of evidence shows that a lack of social ties poses as great a risk factor for premature death as does smoking, obesity, and high blood pressure.
- Although short-term feelings of loneliness can act as a motivator for seeking out social supports, chronic loneliness has a negative impact on a person's mental and physical health.
- The absence of a supportive social network is linked to a 60% increase in the risk of dementia and cognitive decline, while socially integrated lifestyles may protect against dementia.

Arising from the 2021 Census was a detailed portrait of Canada's growing population aged 65 and older, which included 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 was one of the fastest growing age groups, showing a 12% increase from 2016.

- By 2046, the population aged 85 and older could exceed 2.5 million.
- 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.
- Much like younger adults, seniors were also living downtown: in three-fifths of the country's large urban centres, there was a higher percentage of people aged 85 and older living in the downtown core than in the large urban centres.
- As more seniors are living to 85 and beyond, an increasing number will face limitations posed by long-term health challenges. This will place increasing pressures 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 social housing for low-to-moderate income seniors in Edmonton, the current and projected increases in cost of living faced by everyone will have a disproportionately negative impact on those who are living on limited or fixed incomes.

Based on City of Edmonton data, the first quarter of 2025 saw Edmonton record the highest annualized rental accommodation inflation over the previous six quarters, with an annualized increase of 4.5%. Shelter inflation is expected to moderate, with annual inflation for Edmonton forecast to average 2.3% in 2025 and slow to 1.9% in 2026. However, the prospect of inflationary pressures arising from tariffs on US goods presents a risk to economic activity going forward and suggests an elevated degree of uncertainty to the inflationary outlook over the near term.

In 2024, Edmonton experienced an annual inflation rate of 2.9%, higher than the national average of 2.3% for Canada. Projections for Canada for 2026 are 2.7% and 2.3% in 2027, subject to adjustments based on the economic uncertainties previously noted.

Global factors, like supply chain disruptions, production shortages of key inputs for durable goods, and geopolitical events around the world continue to impact consumer inflation, with these factors anticipated to remain dynamic in the foreseeable future.

In collaboration with Canada Mortgage and Housing Corporation (CMHC), the Community Housing program of Assisted Living and Social Services has set the income thresholds for 2025 for Edmonton as follows:

- Bachelor \$43,500
- 1 Bedroom \$51,500
- 2 Bedroom \$63,500

Data from Statistics Canada reflects that the median total income for seniors living in Edmonton for the period of 2021 to 2023 was:

- 2021 \$41,600\*
- 2022 \$38,400\*
- 2023 \$44,200\*

\*2023 constant dollars

The average total income for seniors living in each of GEF Seniors Housing's three core programs for 2024 was:

- SSC Apartments \$26,417
- Lodge \$26,521
- Affordable Housing \$34,491

## Socio-Cultural

There have been substantive changes in Canada and Canadian culture over the last few generations, notably evidenced through a more diverse population—ethnically, culturally, racially, spiritually, etc.—that has an impact on people's 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 occurs between people who may come from different backgrounds and life experiences. Additionally, older adults can and do experience stigma based on social markers such as their age, health status, and financial circumstances that 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 the development of a supportive network are key to well-being (e.g., life satisfaction, perception of the senior housing community feeling like home) and quality of life (QoL) (Robert & Adams, 2017: Street, Burge, Quadagno, & Barrett, 2007). A strong support network becomes more important with advancing 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 seniors housing community and found that residents were subject to stigma for a variety of reasons, including their age, class, race and ethnicity, disabilities, and cognitive status.

## Labour

With a workforce comprised of 312 F/T and 111 P/T employees supported by a further approximately 100 casual staff as of June 2025, GEF Seniors Housing has continued to ensure we are offering competitive wages and benefits to be able to attract and retain employees committed to GEF's Mission and Quality of Life Philosophy. Further, we continue to invest in our training, development and health and safety programs to be able to deliver quality services and supports to our clients, particularly in an environment that is subject to extensive regulations and legislation.

GEF continues to work to attract prospective employees to fill both skilled and unskilled vacant positions, particularly those in housekeeping and food services—positions that comprise the majority of our front-line workforce. With a current minimum starting wage of \$19.05/hour, coupled with a comprehensive benefits package for all employees, we offer a highly competitive remuneration package relative to the social housing and hospitality sectors in Edmonton. Job search site Indeed reports that the average hourly wage rate for general workers in Edmonton is \$17.42/hour, and the Alberta Living Wage Network reports that the living wage in Edmonton is currently \$20.85/hour. When the average cost of our benefits is added to our minimum starting wage for unskilled workers, the minimum living wage for GEF employees is approximately \$22.50/hour and increasing relative to the employees' base hourly wage rates.

Although our employee turnover rate in 2024 was 16%, higher than our target of 10%, it is still below the typical turnover rate experienced in nonprofits which typical is 20% or higher. By maintaining competitive wages and benefits—impacted by our limitations in increasing revenue and inflationary pressure investing in the learning and development of our employees and continuing to create a culture of collaboration and accountability, we believe that we will continue to attract employees who want to make a difference in the lives of seniors requiring the housing and supports we provide.

## Challenges and Opportunities

Based on the information reflected in the environmental scan, there are a number of challenges facing GEF Seniors Housing that include:

- The increasing 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. As of the end of May 2025, there were 1,355 applicants approved for housing on our waitlist, a sizeable increase from the 1,187 applicants on the waitlist at the end of December 2024.
- The organization's ability to develop new capacity in support of the GoA's *Stronger Foundations* strategy is severely limited without some form of government financial support.
- Revenue is expected to remain relatively flat while operating expenses 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 escalating costs and relatively static revenue, without necessary capital funding from various levels of government.
- The client population will continue to change in concert with broader societal shifts occurring—older, increasingly frail, more ethnically and culturally diverse, and requiring more community supports in order to be able to remain independent.

The above challenges present GEF Seniors Housing 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 Priority 1: Quality Housing**

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

#### **Objectives:**

1. Develop a comprehensive and coordinated program that maintains and optimizes our infrastructure to ensure fresh and up-to-date surroundings, purposeful use of spaces, and a meaningful 'community-like' atmosphere.
2. Implement a Capital Renewal Program for all Lodges and GEF owned non-Lodge buildings.
3. Identify and submit annual Capital Maintenance Renewal requests to Alberta Seniors Housing Corporation (ASHC) for all government-owned SSC Apartments.
4. Identify and action opportunities to increase the number of affordable housing units owned and/or managed by GEF that supports the GoA's *Stronger Foundations* strategy.
5. Commit to environmental stewardship through actions identified in GEF's *Sustainability Framework*.

#### **Performance Measures/Measurable Outcomes:**

By the end of the 2028 fiscal year, we expect to achieve the following outcomes:

1. Increase the number of mobility-accessible housing units that support clients with reduced mobility or a disability (e.g., tub to shower conversions and improvements to building accessibility across the portfolio).
2. Building infrastructure improvements that positively contribute to clients' quality of life, comfort, and safety (e.g., increasing the number of buildings with common area cooling capabilities; increasing the number of camera security systems; window replacements; elevator modernizations; etc.).
3. Secure a minimum of \$10 million in capital funding to address prioritized capital refurbishment/renovation projects for the Lodges.
4. Secure design approval and funding for the redevelopment of Ottewell Manor to increase the number of Lodge units by fully optimizing the site based on available funds and relevant Zoning Bylaws.
5. Increase the total number of housing units managed and/or owned by GEF by 10%.



6. Demonstrate and report measurable progress on GEF's *Sustainability Framework* on an annual basis.

### **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.

#### **Objectives:**

1. Create opportunities that support equity, diversity, and inclusion and that drive greater client choice, involvement, and accountability in their daily living activities.
2. Identify opportunities to participate in and apply research and innovation to support the work in delivering quality, affordable housing for seniors.
3. Implement new initiatives that positively contribute to improving key quality of life indicators for seniors.
4. Commit to socially responsible investments and activities that contribute to and support client satisfaction through GEF's *Sustainability Framework*.
5. Strengthen partnerships with community stakeholders and agencies to serve our current and future clients better.
6. Enhance volunteer potential in supporting and expanding the activities that contribute to our clients' quality of life positively.
7. Support the rights of every client to have reasonable enjoyment of their homes, to live as they choose, and to experience life on their terms while respecting the rights of others.
8. Support vulnerable clients to have successful tenancies.

#### **Performance Measures/Measurable Outcomes:**

By the end of the 2028 fiscal year, we expect to achieve the following outcomes:

1. Client Experience Surveys results exceeding 85% expressed overall satisfaction to GEF's activities aimed at equity, diversity, and inclusion for all seniors.
2. Documented/published research projects (whether GEF lead or in partnership with other organizations) that contribute to furthering enhancements in the provision of affordable housing and supports for seniors.
3. A robust Volunteer Program and a highly engaged volunteer base of more than 500 volunteers providing more than 5,000 hours of volunteer time annually.
4. Expansion of formal partnerships with community-based agencies and organizations that augment and strengthen services for seniors living in social housing.
5. Client-focused education modules that support them being able to successfully remain in their homes.

### **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.



**Objectives:**

1. Enhance the capabilities, knowledge, and skills of staff through effective education, training, and development.
2. Promote a workplace commitment to equity, diversity, and inclusion through staff recruitment, engagement, recognition, celebration, and well-being.
3. Create and promote organizational processes and practices that enable staff, volunteers, clients, students, and partners to participate in quality and safety improvement initiatives.
4. Enhance processes that integrate quality improvement and a client-focus into daily practices.
5. Empower and support front-line leadership and staff to engage with and resolve issues and challenges in supporting clients' needs.
6. Align individual and team performance expectations within a culture of client-focused service.

**Performance Indicators/Measurable Outcomes:**

By the end of the 2028 fiscal year, we expect to achieve the following outcomes:

1. An increase in staff engagement, as evidence through staff expressed overall job satisfaction of not less than 85% in GEF's Employee Engagement Surveys.
2. An annual turnover rate of F/T and P/T staff of not more than 10%.
3. Individualized Employee Learning and Development Passports/Plans that tailor the training, learning, and development requirements for each staff member.
4. A culture that understands, accepts, and values the differences brought forward by our clients, staff, and community and that has mechanisms in place for acknowledging and celebrating equity, diversity, and inclusion.

**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.

**Objectives:**

1. Utilize and enhance infrastructure, information, and financial resources to their fullest benefit.
2. Support the government's *Affordable Housing Asset Management Framework* related to the transfer of government-owned assets.
3. Review, revise, and implement processes to improve operational efficiencies and ensure adherence to all legislative standards and requirements.
4. Enhance our brand awareness and culture of philanthropy by stewarding donor potential.
5. Develop an Enterprise Risk Management Strategy that reflects and supports the organization's needs.

**Performance Indicators/Measurable Outcomes:**

1. Achieve and maintain annual occupancy rates of 97.5% or higher in the SSC Apartments, Lodge, and Affordable Programs.

2. Maintain our Certificate of Recognition for our Health & Safety program and quality for the maximum Partnerships in Injury Reduction rebate available through the Workers Compensation Board.
3. All reserve funds' investments are made in compliance with relevant legislation and acts.
4. Increased community awareness and reputation.
5. Achieve an active donor base of 250 individuals/businesses that generate more than \$250,000 in annual donations.
6. Support the transfer of up to five Alberta Social Housing Corporation properties.
7. Generate operating surpluses in the SCC Apartments and Affordable Housing programs.

## FINANCIAL PLAN AND FORECASTS

A 2026 consolidated budget and forecast for GEF Seniors Housing has been developed and included in the attached Appendices.

## CAPITAL PLANNING STRATEGY

A long-term capital planning strategy for GEF Seniors Housing has been developed and included in the attached Appendices. Further, GEF has developed and presented to the City of Edmonton in compliance with the organization's current Ministerial Order, a current (as of 2025) 5-Year Capital Plan for the lodges, which will be revised on an annual basis.

## APPENDICES

**APPENDIX A – BOARD SKILLS MATRIX**

**APPENDIX B - PROPERTY PROFILE**

**APPENDIX C - FINANCIAL BUDGET AND FORECASTS**

**APPENDIX D - CAPITAL MAINTENANCE AND RENEWAL**

**APPENDIX E – FEDERAL FUNDING AND CAPITAL PRIORITIES**

**APPENDIX F - ASSET MANAGEMENT**

**APPENDIX G - CAPITAL ASSET BUSINESS PLAN**