



Seniors
Housing



GEF Seniors Housing

Strategic Plan 2024-2028

Charting Our Future |

Measuring our Progress

2025 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 Nēhiyaw (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

On behalf of our employees, volunteers, partners, and the senior leadership team at GEF Seniors Housing, we are pleased to share our **2025 Annual Progress Report**. This represents the second year of reporting on our current **2024-2028 Strategic Plan** and the four key strategic priorities—**Quality Housing, Vibrant Communities, Employees and Partners, and Finance and Resources Management**—that guide us in our work.

This Report reflects another year of continued growth, innovation, and commitment to delivering quality housing and services—built on the support of our people and commitment to our mission.

The Report highlights areas where we have continued to make meaningful progress and build on the momentum of the previous year’s results, and where our commitment in providing safe, welcoming, affordable, and quality social housing is clearly reflected in the many activities we pursue in support of our clients. This is noteworthy for a number of reasons, not the least of which is that we are a non-profit provider of social housing for low-to-moderate income seniors, where our largest source of revenue comes from the subsidized (30% of income) and affordable rents

(rates at least 20% below market) paid by our clients. This requires us to be highly effective in managing our expenditures, while delivering reliable, quality services in well-maintained buildings.

We are undeniably proud of the results we have been able to share in this year’s Annual Progress Report and know there is more for us to do over the next three years to be able to not only maintain the results achieved but continue to strive for improvements. This is only achievable through the continued commitment and dedication of our valued employees, volunteers, and partners, and the acknowledgement of our shared responsibility to our clients. They deserve our best efforts, regardless of the challenges we may face.

To our dedicated employees, volunteers, and partners, thank you for your commitment, your many, many contributions both big and small, for your resilience in meeting and working through challenges as they arise, and most importantly, for caring about our clients and one another throughout what has been another meaningful year for GEF Seniors Housing.

Dale Forbes
Chief Executive Officer

Background

Established in 1959, **GEF Seniors Housing** makes a concerted effort to be forward thinking and approaches the work we do with compassion and creativity in delivering social housing to seniors. 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.

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 clients living on fixed or limited incomes. Fundamentally, a person's income

should not limit their access to quality housing or define and limit their right to a home that contributes to their quality of life.

GEF Seniors Housing is a non-profit registered charitable organization providing social housing and support services for seniors in **3,964** social housing units across **43** buildings located in Edmonton. The organization is a Housing Management Body (HMB) established by Ministerial Order under the Alberta Social Housing Act, whose mandate is to serve low to moderate-income seniors in support of their housing needs.

Progress on our Strategic Priorities | Highlights

Strategic Priority 1 | Quality Housing

2,296
Housing applications processed

\$8,875,945
Invested to ensure communities are safe and well-maintained

184
Units added to our housing capacity

692
New client move-ins

Strategic Priority 2 | Vibrant Communities

90%
Expressed overall client satisfaction two years in a row

9,500
Hours of activity and wellness programming in Lodges

425
Bus outings offered to all GEF communities

Strategic Priority 3 | Employees and Partners

95%
Partnerships in Injury Reduction (PIR) audit score

110,853
Electronic forms submitted through SiteDocs

19,420
eLearning courses completed by employees

2025 ARLA Award
Site Manager of the Year

Strategic Priority 4 | Finance and Resource Management

97.7%
Occupancy in Affordable Housing

97.3%
Occupancy in Subsidized Housing

95.5%
Occupancy in Supportive Living (Lodges)

8%
Increase in Consolidated Programs Revenue

4%
Increase in Consolidated Programs Expenses

\$201,168.67
In contributions to Resident Quality of Life (RQL) Reserve Fund

2025 ARLA Award
Not-for-Profit Housing Provider of the Year

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

GEF remained focused on maintaining and strengthening its buildings' infrastructure to ensure safe and well-maintained homes for clients, ensuring our improvements positively contribute to clients' quality of life. In 2025, this work was supported through disciplined facilities management practices, targeted capital investments, and proactive maintenance planning across our growing organization.

The July 2025 acquisition of **Tegler Manor** and **Tegler Terrace** increased GEF's housing capacity by **184** units, bringing our portfolio to **43** buildings with **3,964** individual housing units and totalling **3,239,228** square feet. Capital upgrades completed at both sites – new laundry facilities, improved security, and enhanced entry/exit way features – support our broader quality housing objectives and ensure these units remain safe, accessible, and sustainable long-term assets.

Capital Projects at a Glance

Projects included upgrades to HVAC systems, boilers, electrical panels, and fire alarms to address high-risk building systems and extend the useful life of aging building infrastructure.

- Lodge Program: **15** projects totalling **\$2,436,890** – funded from the GEF Lodge Program Capital Reserve Fund.
- Seniors Self-Contained (SSC) Apartments Program: **13** projects totalling **\$4,013,370** – funded by Government of Alberta Capital Maintenance and Renewal funding.
- Affordable Housing Program: **Ten** projects totalling **\$385,440** – funded from the GEF Affordable Program Capital Reserve Fund.



*Capital project improvements included boiler replacements for **Kiwanis Place**.*

Tegler Manor | 14-story Apartment with **101** units (76,297 sq-ft). **Tegler Terrace** | 5-story Apartment with **83** units (120,186 sq-ft).



Work Order Prioritization

Enhancements to work order triage and prioritization processes helped ensure that urgent building and safety issues were addressed promptly, while routine maintenance requests were scheduled more effectively. These changes contributed to better control of seasonal backlogs, improved transparency in maintenance performance, and more consistent service delivery across buildings in managing the **25,727** work orders submitted for 2025.



A tenant artist celebrating the finished **Strathcona Place** courtyard pond mural.

Infrastructure Meets Community

The revitalization of the courtyard at **Strathcona Place** reflects GEF's commitment to maintaining and optimizing our infrastructure to create fresh, up to date, and purposeful spaces. Upgrades included landscaping, rebuilt garden beds, and removal of outdated sheds. The courtyard at **Strathcona Place** now offers a welcoming environment that supports comfort, safety, and gathering.

This initiative also demonstrated how infrastructure improvements can activate a meaningful, community-like atmosphere. The repainting of the courtyard pond into a vibrant mural, led by tenants and supported by employees, strengthened social connection and pride, while encouraging purposeful use of shared space.

The courtyard refresh stands as a strong example of how coordinated infrastructure enhancements can improve quality of life, develop a sense of pride, and create environments that meaningfully contribute to clients' well-being.



Strathcona Place tenants lounging outside in their sunny courtyard.

Lounge upgrade at **Trinity Lutheran House**.

Before



After



Notable Work Completed

- Replacement of **15,663** square feet of flooring in buildings' common areas and hallways.
- Replacement of **74,965** square feet of flooring in housing units.
- **36** tub-to-shower conversions to improve accessibility and safety for seniors with changing mobility needs.
- **111** Operating Projects totalling **\$837,397**.
- **616** unit turnovers totalling **\$1,202,848** (work related to painting, flooring, window coverings, plumbing, electrical fixtures, etc.).



New tenant settling into **Strathcona Place**.



18 corporate and community groups supported our third annual **Planting Days** initiative at **28** GEF communities.

Housing Statistics

- **2,296** housing applications processed (**59%** Female; **41%** Male).
- **39%** of housing applications marked as “at risk of being unhoused”.
- **26%** of housing applications marked as urgent.
- **1,376** individuals on a GEF waitlist. An increase from **1,187** in 2024.
- **1,598** client interviews conducted.
- **684** new move-ins across all housing programs.

Responding to a Growing Demand for Affordable Housing

To support the increased demand for affordable housing for seniors, the Housing Team added a **fourth** Housing Placement Coordinator and **two** Housing Placement Administrators. These positions increased capacity and the ability to offer a more responsive and timely service to applicants.

ISO 50001 Certification

GEF reached a significant organizational milestone with the successful completion of **ISO 50001:2018 Energy Management System certification** across **41** of its **43** buildings.

This accomplishment reflects several years of sustained effort to embed disciplined, data-driven energy management practices. ISO 50001 certification provides GEF with a framework to monitor, manage, and continuously improve energy performance in its buildings.

Sustainability Framework

GEF continues to advance the goals outlined in its Sustainability Framework. Since the Framework’s introduction, our progress has been reported annually, most recently with the **October 2025 GEF Sustainability Framework Annual Report**, which highlights our performance on **47** Key Performance Indicators (KPIs).

Sustainability Highlights in 2025

- Greenhouse gas emissions intensity declined by **56%**.
- Annual pages printed declined by nearly **100,000**.
- GEF communities achieved an overall **4%** reduction in water-use intensity.
- **67%** of GEF’s cleaning products are certified as green.

Ford Maverick Hybrid compact trucks replaced aging service vans, advancing our environmental sustainability targets.



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 Experience Surveys

Clients' feedback provide important insight into the work we do and how it is experienced by those we serve. For the second consecutive year, overall expressed satisfaction from the [Annual Client Experience Surveys](#) remained strong at **90%**, based on feedback from **1,126** Apartment tenants (**38%**), **470** Lodge residents (**49%**), and **79** residents' family members and friends.

Participation Rates

	2025	2024	2023
Lodge Residents	49%	48%	48%
Apartment Tenants	38%	34%	36%

Client Experience Survey Highlights

- **97%** of residents and tenants feel safe in their unit.
- **91%** 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.
- **97%** of our residents and **96%** of our tenants feel respected by employees.
- **90%** of residents, **94%** of residents' families or friends, and **91%** of tenants expressed satisfaction with building maintenance.

Supporting Successful Tenancies

GEF works proactively with internal and external partners to help seniors successfully transition into and remain safely housed. This includes ongoing collaboration with the health care system, community agencies, support networks, and home care case managers.

Supporting successful tenancies is a core priority, with eviction considered a last resort. During the past year, **one** eviction occurred. This reflects the continued dedication and effectiveness of employees working closely with clients to address concerns, connect them to appropriate supports, and help them maintain their housing.

By ensuring that new move-ins are connected with an Outreach Support Worker, we ensure clients are supported as they transition into a GEF community. In 2025, **883** clients accessed support from Outreach Support Workers. In addition, the Outreach Support team works with site teams by attending client and employee meetings to share information and resources as well as to coordinate guest speakers.

Research Opportunities

The past year saw GEF contribute to and participate in a few targeted research initiatives, partnering with academic institutions. These projects focused on topics that included social participation, mobility, and social isolation.

- **AGE-WELL EPIC Conference** with Ghanim Saqib (PhD student of Dr. Gaang Lee)
 - *Supporting Mobility and Independence in Older Adults: A Wearable-Driven Solution for Neighbourhood-Specific Challenges*
- **C2UExpo** with Dr. Anna Azulai from MacEwan University
 - *Enhancing Social Participation in Subsidized Housing for Older Adults in Canada*
- **The Age: A Work of Verbatim Theatre** with University of Alberta and University of Connecticut
 - The project's goal is to document life stories from a diverse cross-section of older North Americans who live in social housing.

*Tenant and her dog cuddling at **Porta Place**. There are currently **222** dogs and cats living at GEF.*



Standardized Uniforms

GEF introduced standardized uniforms for our Food Services, Housekeeping, and Maintenance employees in June 2025. Clear employee identification makes it easier for clients and visitors to recognize team members and access support quickly. By enhancing team identity, the uniforms support environments where clients feel comfortable, connected, and confident in the services they receive.

Alberta Seniors' Week

Since 2022, GEF has recognized Seniors' Week through our **Blue Ribbon Campaign**. This year, seniors, volunteers, and employees created and distributed approximately **6,500** blue awareness ribbons. These ribbons were handed out at the City of Edmonton's official **Seniors' Week Kick-off** event at City Hall and the **Seniors in the Square** event at Churchill Square.

*Third annual **Summer Fair** events saw a record attendance of nearly **1,400** residents and guests and over **100** volunteers.*



Life Enrichment Programming

GEF's Life Enrichment team is dedicated to enhancing the quality of life for clients through meaningful recreation and social opportunities. The team prioritizes inclusion, diversity, and meaningful client feedback to ensure programming reflects the interests and experiences of each community.

Lodge communities have dedicated Life Enrichment employees who deliver a wide range of structured recreation and wellness programs with the support of residents and volunteers. These programs are designed to foster connection, engagement, and overall well-being by utilizing the seven dimensions of wellness and through diverse leisure activities, special events, fitness programs, and social gatherings.

In Apartment communities, tenants take the lead in shaping their recreation and social experiences. Employees work collaboratively with tenant-run social committees to support self-led activities, assist with planning when needed, and ensure tenants have the resources to pursue meaningful initiatives. This model empowers tenants, strengthens community ownership, and encourages social connectedness through tenant-led programming.

To better support the vibrancy of Apartment communities, a Life Enrichment team member works closely with established social committees and support Apartment communities interested in starting a committee.

Activity and Wellness Programming

- Approx. **9,500** hours of diverse programming have been offered to residents in Lodges.
- **440** hours of paid exercise instruction offered to residents in Lodges.
- **477** hours of exercise instructions provided by Activity and Wellness Coordinators in Lodges.
- **330** hours of live entertainment offered across all GEF communities.
- **110** events that connected GEF communities with family, friends, and the greater community.
- **425** bus outings offered across all GEF communities.

*Kiwanis Place residents and tenants led a **National Indigenous Peoples Day** celebration – viewed more than **370** times on YouTube.*





Rosslyn Place Lodge knitters, in collaboration with YEG Seniors Project, donated over 100 handmade items to the Grey Nuns Hospital's Labour and Delivery unit.

During the year, GEF focused on reviewing partnerships to ensure they are mutually beneficial and are achieving their intended impact. This work has helped identify opportunities to deepen engagement, strengthening connections with partners in the community and improving collaboration through more intentional program planning and group-focused events. This proactive strategy ensures that we are prepared to be intentional partners, rather than simply responding to opportunities as they arise.

GEF hosted a total of **22** full-time practicum students across Client Services, Facilities Management, Finance, IT, and Human Resources. In addition, **20** third-year Community Nursing students from MacEwan University completed 30 to 40 practicum hours each, gaining exposure to the Lodge program and the clients it supports.

GEF organized visits with **22** local schools and **five** daycares with classes ranging from kindergarten through to grade 12 having regularly scheduled visits to GEF Communities.



Over 2,500 GEF residents and tenants received a gift through the London Drugs Stocking Stuffer for Seniors campaign.

Volunteer and Community Engagement

GEF's volunteer program supports a wide range of initiatives aimed at enriching the lives of clients, including programming, events, gardening, trishaw rides, companionship, and more. A key strength of the program is its tailored approach, aligning opportunities with individual interests to create meaningful and fulfilling experiences for volunteers. In 2025, GEF received **380** new volunteer applications.

Volunteer engagement has shown continued growth.

Volunteer Engagement		
	2025	2024
Individual Volunteers	247	152
Volunteer Hours	7,041	4,173

We experienced a significant increase in formalized group volunteer hours as well. In 2024, 18 groups contributed 88 hours, while this year **21** groups logged **418** hours (groups averaging 5 to 10 individuals). *These figures exclude one-time group visits and reflect only formalized volunteer groups.*

The Bridging Generations Project with Harry Ainlay High School highlights the impact of intergenerational connection.



Volunteer Program Enhancements

- Launched GEF's **first** quarterly volunteer newsletter in February 2025 to inform, inspire, and recognize volunteers.
- Introduced a volunteer survey and exit survey to better understand engagement, satisfaction, and reasons for leaving; **47** volunteers resigned this year.
- Transitioned to centralized group meet-and-greets and orientations to improve efficiency, consistency, and volunteer connection.
- Updated the GEF volunteer webpage to better reflect the role and impact of volunteers across GEF communities.

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 implemented some key initiatives to enhance employee engagement, well-being, and inclusion, reinforcing our commitment as a supportive and high-performing workplace.

Employee Recognition

During **Staff Appreciation Week** we launched Guusto, an online recognition platform, where employees can exchange non-monetary recognition with each other and receive monetary recognition from the organization. In 2025, **1,358** instances of both monetary and non-monetary recognition, aligned with GEF's Vision, Mission, Values, and Strategic Priorities, were shared through the platform. Retirement recognition gifts were also transitioned to Guusto.

GEF Gives Back

An Employee Volunteer Program was launched this year, providing full-time and part-time employees with **7.5** paid hours annually to volunteer at a non-profit or registered charity of their choice. In its first year, **49** employees contributed a combined total of **241** volunteer hours, supporting organizations like the Edmonton Food Bank, Bissell Centre, and United Way. The Volunteer and Community Engagement department regularly shares volunteer opportunities with leadership teams to promote awareness and encourage employee participation. These efforts reflect our commitment to civic engagement and community impact, and we look forward to increasing participation in 2026 and beyond.

Benefits Review

GEF completed a comprehensive market review of its benefits plan to ensure offerings remain competitive, cost-effective, and responsive to employee needs. Through this review, we identified the need for stronger support in managing short-term disability cases. To address this, GEF partnered with **Homewood Health** to enhance case management processes, better assist employees through recovery, and support timely and sustainable returns to work.

Feedback from employees signalled the importance of improving service and managing rising premium costs. As a result, GEF will transition benefits providers from Sun Life to **Desjardins** in 2026. The transition will help maintain high-quality benefits for employees, while addressing affordability and sustainability.



Employees ready to give feedback at their Staff Town Hall at Meadowlark Place Lodge.

GEF Portfolio Manager, **Jody George**, was named the **2025 Property Manager of the Year** at the **Alberta Residential Landlord Association (ARLA) Achievement Awards**.

*Employees showing off their airbrush tattoos that were offered during the **Kiwanis Place Summer Fair**.*



*The **GEF Employee Volunteer Program** partnered with **WECAN Food Basket Society** to pilot a produce basket depot at a GEF Apartment community, beginning in March 2026.*





Diwali celebrations for residents and employees at Ottewell Place Lodge.

Learning and Development

GEF continued in its commitment to strengthening the capabilities, knowledge, and skills of employees through effective education, training, and development.

This year, **LinkedIn Learning** access expanded from **60 to 153** licensed users, extending availability to all leadership, professional, and full-time and part-time administrative support employees. Overall training completion decreased due to the 1-year, 2-year, and 3-year recertification cycles of many eLearning courses.

Employee Training Summary

- Employees completed **19,420** eLearning courses in 2025.
- Employees completed **7,562** hours of training.
- **1,431** courses and **1,371** hours completed in LinkedIn Learning for employee professional development.
- **600%** increase in time spent on professional development through LinkedIn Learning from 2024.
- **77%** internal training compliance rate for all employees, an improvement from **65%** in 2024.

Implementation of SiteDocs

In the first year of **SiteDocs** implementation, employees submitted **110,853** electronic forms, significantly reducing paper use and streamlining administrative processes. This transition enables us to more accurately capture data, verify compliance with health and safety requirements, and meet legislative and regulatory obligations. Increased access to real-time reporting and metrics also supports earlier identification and correction of program gaps.

Looking ahead, we will continue to advance quality and safety initiatives with the goal of achieving a minimum score of 90% in all ten Certificate of Recognition program elements in the 2026 audit cycle.

Diversity, Equity, and Inclusion

GEF continues to strive towards providing a welcoming and inclusive environment for employees. Leadership demographics shifted in 2025, with a **6%** increase in representation of women, 2SLGBTQIA+, and non-binary individuals. Excluding Chef roles, women now hold **74%** of all leadership positions. Representation in non-management roles remained at **82%**. Participation in **Dayforce's** self-identification feature rose to **19%**, with **7%** of employees identifying as Aboriginal or visible minority – up from **3%** in 2024. These metrics reflect real progress in fostering and supporting diversity and inclusion within GEF.

Performance and Development Plans

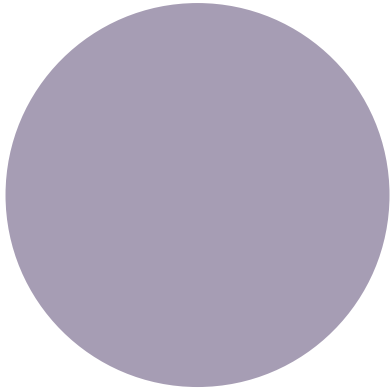
We launched the Performance and Development modules within Dayforce, transforming how we manage these processes across the organization. With this launch, we implemented a Focal Review Period for leadership and professional groups. Performance evaluations now align with the calendar year and are finalized in the first quarter of the following year. This change ensures evaluations and compensation planning align more effectively with GEF's budget cycle and strategic priorities.

A delicious and beautifully presented spread for the Ottewell Place Lodge Merry Mixer event.



Addressing Workload Challenges

To address workload challenges and maintain service quality, GEF added **7.5** new Full-Time Equivalent (FTE) positions across Maintenance, Activity and Wellness, Housekeeping, and Administrative Support. Partnerships with temporary staffing agencies and increased recruitment of casual employees further enhanced flexibility and responsiveness.



Beautiful fruit platter crafted by the talented **McQueen Place Lodge** Food Services team.

Health, Safety, and Wellness

GEF continued to strengthen and streamline its Health, Safety, and Wellness program to maintain our **Partnership in Injury Reduction (PIR) Certificate of Recognition** and maximize the rebates available through the **Workers Compensation Board (WCB)**. These ongoing efforts have had a significant impact on reducing both the number and duration of work related injuries. In 2025, GEF employees experienced **six** lost time claims and **138** total lost time days, demonstrating substantial progress compared to previous years.

Lost Time Claims			
	2025	2024	2023
# of Lost Time Claims	6	19	25
Total Days of Lost Time	138	501	944

Outreach Support team at the **Seniors' Week Wellness Fair** at **Montgomery Place**, offered in collaboration with **SAGE**.



Supporting Employee Well-Being

Employee well-being remains a priority, and GEF works with **TELUS Health One** to support our team. The program saw a **6.74%** utilization rate, delivering meaningful assistance through 32 counselling cases and four work/life cases. In total, 22 unique participants accessed these services – 15 for the first time and seven returning for continued support.

GEF partnered with **Perkopolis** to offer a variety of perks and discounts to all employees, helping to alleviate financial pressures and presenting no added cost for GEF being a part of this program.

- **221** employees were registered with Perkopolis (**40%**) in 2025; an increase from **170** registered employees (**31%**) in 2024.

Residents and employees working together to get **Beverly Place Lodge** festive for the holidays.



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 ensuring the effective utilization of our buildings' infrastructure and the responsible management of financial resources remains central to our mission of providing affordable housing to low-to-moderate income seniors. In our second year of reporting on these priorities, we continued to build on the strong foundation established last year. This progress is reflected in our consistently high occupancy rates across all housing programs and continued strong financial performance that supports our long-term sustainability.

*Clients in all 43 GEF communities were offered free **Holiday Lights Tours** this year, thanks to the **Quality of Life Fund** donations.*



Housing Occupancy

The efficient use of our housing capacity remains an essential part of supporting seniors who require access to safe, affordable homes. As demand continues to grow, with more seniors seeking stable and affordable housing options, GEF remains committed to maintaining high occupancy levels and minimizing the number of units unavailable for rent at any given time.

Through our disciplined efforts we were successful in minimizing unit vacancies, ensuring timely unit turnovers, and ongoing collaboration between site teams, maintenance, and our Housing Placement team. As a result, we maintained high occupancy rates across all housing programs. These outcomes help ensure GEF remains aligned with the housing strategies of both the Government of Alberta and the City of Edmonton. Most importantly, this positions us for continued success in the years ahead.



*GEF was awarded the **Alberta Residential Landlord Association's (ARLA) 2025 Not for profit Housing Provider of the Year**, a recognition of our leadership in creating affordable, vibrant, and sustainable communities for seniors.*

End of 2025, GEF had an overall occupancy of 96.9% for our rentable units (3,818 of 3,964 units).

Average number of housing units out of service at any given time throughout the year was **0.56%** (22 units).

- **97.3%** occupancy rate in the SSC Apartments (Subsidized) Program (**2,447 of 2,537** units), with **22** of our total 2,537 units unavailable for rent due to unit renewal work.
- **95.5%** occupancy rate in the Lodge (Supportive Living) Program (**944 of 990** units), with **one** unit unavailable for rent due to unit renewal work.
- **97.7%** in the Affordable Apartments (Below Market Rates) Program (**427 of 437** units), with no units unavailable for rent.

At the end of 2024, overall occupancy was **97.4%** of rentable units (**3,664 of 3,780** units).



Thanks to donations to the **Quality of Life Fund**, **Bethany Senior Citizens Home** tenants enjoy their newly relocated shuffleboard.

Fund Development

GEF is a registered charity that welcomes donations to help ease financial burdens and enrich the lives of seniors living on limited incomes. Our donor base now consists of over **50** individuals, including employees, family members, community groups, and businesses.

GEF launched a strategic initiative to enhance visibility, strengthen community engagement, and grow fundraising efforts through the installation of permanent and temporary lighting at Central Services and McQueen Place Lodge in early December. This **Light Up Launch** event marked the beginning of the **Brighten the Lives of Seniors** campaign, designed to refresh our traditional Giving Tuesday approach. We were thrilled to celebrate with McQueen Place Lodge residents and their families and friends, employees, volunteers, and community partners. We were also honoured to be joined by City of Edmonton Mayor Andrew Knack, The Honourable Sarah Hoffman (MLA for Edmonton-Glenora), Councillor Jo-Anne Wright (Ward Sspomitapi), and Councillor Reed Clarke (Ward Nakota lsga).

The campaign ran through the Winter Festival events to the end of February 2026, with plans to relaunch annually starting December 2026. Our long-term vision is to expand this initiative to illuminate other GEF Lodges, creating a unified presence that celebrates seniors and fosters deeper community engagement. This inaugural year focused on building a strong foundation for future growth and impact.

Improved Donor Management

An outdated donor management system (eTapestry) was decommissioned in 2025, and we established a new system called **CanadaHelps**. The new system is integrated with an online donation form that automates several manual processes and improves donor recognition and stewardship by eliminating manual tracking and generating automatic tax receipts.

The **Brighten the Lives of Seniors Campaign** raised nearly **\$25,000** in the 2025 portion of the campaign, nearing the fundraising goal of **\$35,000**.

Accessing the Quality of Life Fund

The **Quality of Life (QoL) Fund** supports initiatives that advance client well-being and service improvement initiatives. It has been the main focus of fund development opportunities since the introduction of GEF's Quality of Life Philosophy. In 2025, GEF introduced a process to ensure QoL Funds are allocated strategically and transparently to support high-impact, sustainable initiatives that enhance the well being of clients living in GEF communities. The types of projects that can be funded include initiatives aimed at social connection and engagement, technology and AI integration, health and wellness innovations, building environment and accessibility improvements, and research and knowledge translation.

In 2025, \$201,168.67 was added to the Resident Quality of Life Reserve Fund.

- The July bi-annual casino was a major contributor, adding **\$81,737.49**.
- **Three** major gifts were received from the Edmonton Community Foundation totalling **\$49,667**.
- **\$41,826.82** was added from the annual Sysco rebate received through GEF's purchases.
- **\$27,937.36** was contributed by over **50** donors, including employees, family members, community groups, and businesses.

Sakaw Terrace residents and tenants enjoy cold drinks thanks to an ice and water machine donation.





Pleasantview Place tenant showing off donated grocery gift cards.

Savings through Health, Safety, and Wellness

Through effective WCB claims and account management, GEF successfully removed **\$214,111** in past employer experience costs from 2021 to 2024. This adjustment resulted in **\$148,399.75** in premium credits being applied to GEF's account in 2025.

Together, these outcomes reflect our continued commitment to reducing workplace injuries, improving safety performance, and ensuring cost effective stewardship of organizational resources.

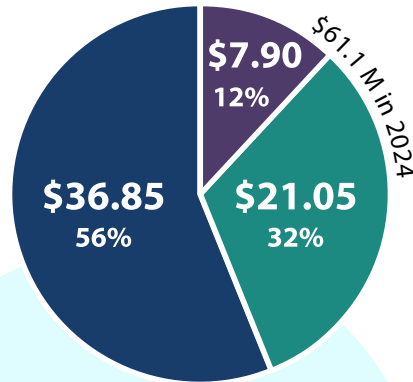
Improvements made in 2024 resulted in GEF receiving the maximum **20%** Improving Your Performance PIR rebate, totalling **\$107,546.79**.



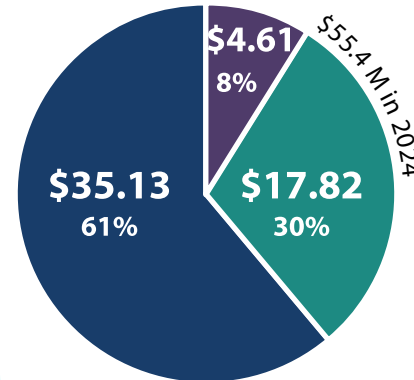
Hot drinks and sweet treats were offered around cozy fire pits to warm visitors at the **Light Up Launch** event.

Financial Summary

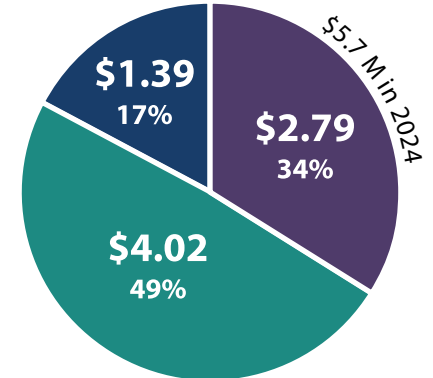
Revenue (Consolidated)
of \$65.8 M



Expenses (Consolidated)
of \$57.6 M



Operating Surplus
(Consolidated) of \$8.2 M



- Affordable Program
- Subsidized SSC Program
- Lodge Program

Generous donors enabled **Ottewell Manor** to acquire a new gazebo. A welcome addition to the green space.





"Brighten the Lives of Seniors"

*Light Installation at
GEF McQueen Place Lodge and
Central Services*

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