



*Embracing our
Changing Future*



Seniors
Housing

Strategic Plan 2011-2016

Photo: Myrna, Apartment Tenant

Message from the Executive Director

Providing senior citizens with affordable housing and the services they need is something we have been doing well for over 50 years. We have become leaders in the community and are fortunate to have built relationships with many businesses and groups. Community partnerships complement our services and provide many benefits to the seniors we serve.

During our strategic planning process, the Board of Directors and management confirmed that we will continue to focus on low to moderate income seniors living in Edmonton. The demand in this sector will grow over the next 20 years and we are prepared to meet this challenge.

Our success is directly linked to our highly engaged and diverse staff. GEF employees encourage residents and tenants to stay healthy and well so they can maintain their independence for as long as possible, and stay out of the health care system. One indicator of the caring and supportive culture within GEF is our high resident satisfaction results. We will continue to focus on the staff who make a positive contribution to seniors.

Four strategic priorities (services, workplace culture, facilities and technology and community awareness) serve as our blueprint for continued success and will guide us to meet the needs of current and future residents and tenants.

I am pleased to present this strategic plan to you.

Sincerely,

A handwritten signature in black ink, appearing to read 'R. Swonek', with a stylized flourish at the end.

Raymond Swonek, CA
Executive Director
GEF: Seniors Housing

Our Vision

Positively influencing seniors' quality of life

Our Mission

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

Our Values

- **Respect:** We show empathy, appreciation and regard for the dignity, uniqueness and worth of everyone.
- **Integrity:** We aspire to the highest standard of ethical and professional conduct.
- **Life Enrichment:** We actively engage the mind, body and spirit to promote well being.
- **Accountability:** We have high standards and are responsible for the results achieved.

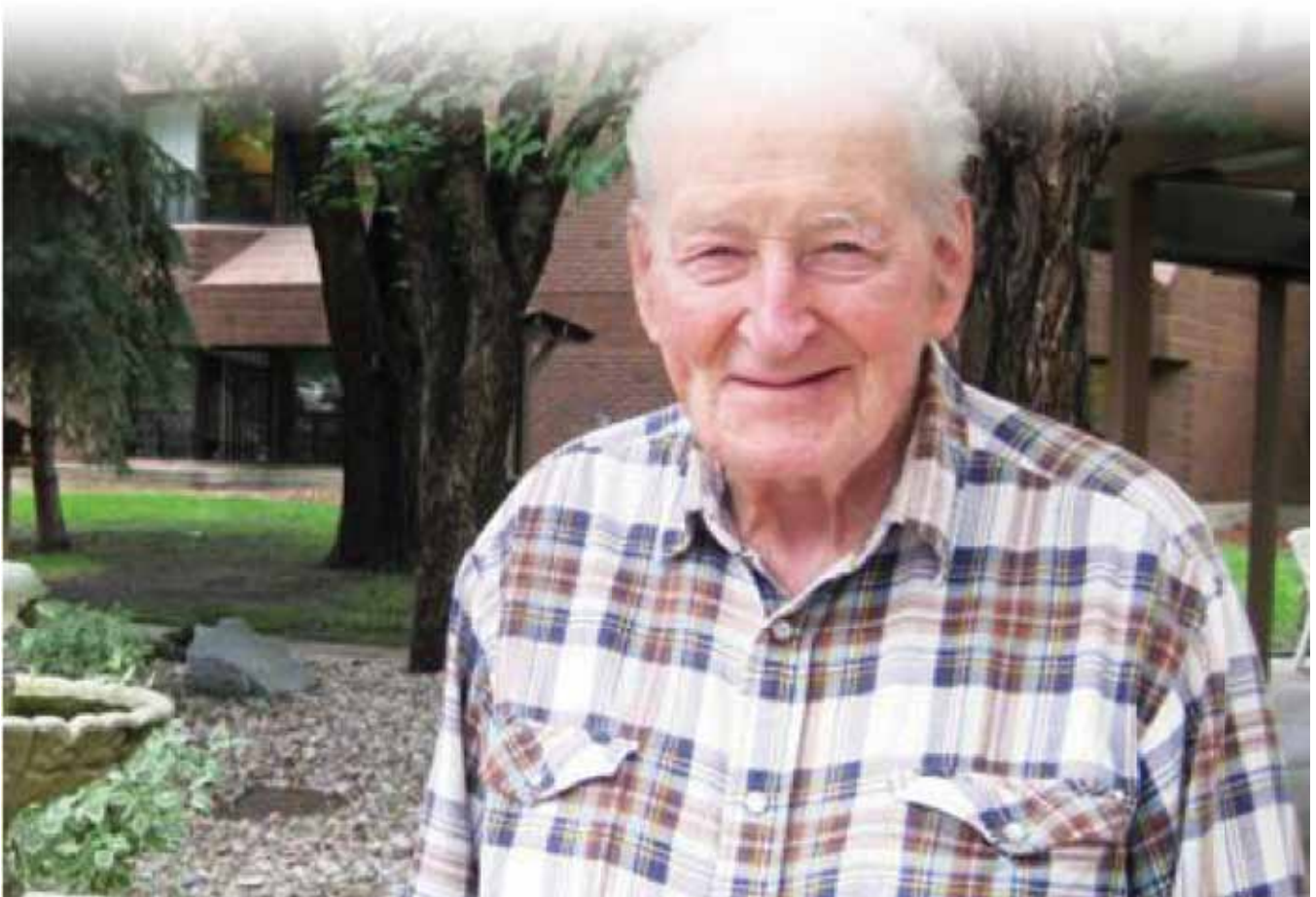


Photo: Per, Lodge Resident

Strategic Priorities

We have identified four strategic priorities that will move us closer to our Vision:

Positively influencing seniors' quality of life

SERVICES

We will focus on providing quality housing for low and moderate income seniors and offer targeted supportive services to create a home environment where seniors want to live.

Goal

- Enhance the range of services offered to meet residents' and tenants' evolving needs and create a home environment

Strategies

- Implement and integrate new and/or improved services
- Identify service gaps
- Identify service opportunities through peer organizational reviews
- Develop community partnerships for service delivery

Success

- The implementation of new or improved services that will enhance residents' and tenants' quality of life



Photo: GEF Bus

WORKPLACE CULTURE

“Attitude is a little thing that makes a big difference” ~ Winston Churchill

We will focus on fostering a workplace culture that engages employees, stimulates positive interaction and values employees for their contributions in creating a home-like environment for the seniors we serve.

Goal

- GEF commits to a highly engaged workforce who embraces our Vision, Mission and Values.

Strategies

- Hire people with a positive attitude
- Identify what we do well and keep doing it (Staff Morale Committee)
- Communicate key messages and important information to all staff
- Promote a participatory work environment
- Be a leader in health, safety and well being
- Develop employees through on-going education and training
- Identify and develop employees to fill leadership positions
- Provide career opportunities and advancement

Success

- Success will be an engaged workforce of 80% or higher



Photo: Staff with the BSME Award

FACILITIES AND TECHNOLOGY

We will focus on continuing a high standard of maintenance and ensuring our assets are used for the best purpose. We will explore and build functional and flexible housing to meet current and future seniors needs.

Goals

- Increase energy efficiency
- Build or operate more affordable housing to meet the needs of seniors
- Design new facilities that will provide opportunities for new revenue streams

Strategies

- Collaborate with the Province of Alberta and City of Edmonton to provide quality housing for seniors
- Research and implement new technologies
- Research other facilities and global trends, to obtain new ideas including flexible design

Success

- Increased energy efficiency
- More units of affordable housing available for seniors
- Increased revenue from new sources



COMMUNITY AWARENESS

We will focus on raising public awareness of our Vision, Mission and Values.

Goal

- To be recognized and better known by the general public

Strategies

- Share key messages including the GEF Vision, Mission and Values with our stakeholders and the community
- Develop and implement a Communications Plan
 - Create a Communications Committee
- Develop and implement a Fund Development Plan
 - Maintain and build relationships with existing supporters: donors, business and community
 - Develop and implement a Planned Giving Program
- Conduct a marketing survey to determine GEF's position in the community

Success

- Increased awareness of GEF by the general public



Photo: Building for Life Breakfast Fundraiser

SUMMARY

Over the past few years we have established strong relationships with many people and organizations in the community. It's these relationships and business partnerships that have enabled us to provide outstanding services to seniors.

We are grateful for the support of government, donors, the business community, family members and friends. Over the next few years we will actively pursue more partnerships which will enable us to provide residents and tenants with the services they need and provide the community with the additional affordable housing required to meet the growing demand.



Photo: Family & Friends Summer BBQ

Our Approach

The GEF Mission – “Leaders in providing friendly, affordable, secure housing and services for seniors” guides the design, development and operation of every GEF business activity.

The GEF business approach is well developed. Governance of our organization is driven by our Vision and operation of our organization is mandated by our Mission. Residents, tenants and their families know they can trust us to consistently provide a friendly home environment and high quality services at an affordable price.



Accommodation and Services

GEF provides affordable secure housing along with supportive living services for low to moderate income seniors in the City of Edmonton.

Our apartment buildings, lodges and duplex units are fully occupied with 2,600 seniors. With an approved waitlist of over 500 seniors, the need is great.

Supportive living services at our lodges includes three meals a day plus snacks, weekly housekeeping, recreational activities and 24 hour staff in case of emergencies in a communal living environment. Residents are encouraged to participate in activities to promote a healthy lifestyle.

Tenants in our apartments can be assured of living in well maintained, safe accommodation. With the recent addition of a dedicated recreation coordinator we are now able to offer tenants wellness programs and a range of activities to choose from.



Photo: McQueen Place Backyard

The Seniors We Serve





Central Office

14220 - 109 Avenue
Edmonton, AB T5N 4B3
780-482-6561
www.gef.org

