2016 ANNUAL REPORT TO THE COMMUNITY

Seniors Housing
Transformation is the word that best describes 2016 for GEF. The transformation we experienced over the past year helped us continue to move forward serving seniors and setting standards for affordable seniors housing amidst a rapidly changing economic, political and social environment. We are proud of four achievements in particular: breaking ground at Sakaw Terrace, establishing a community support program, implementing an integrated management information system, and raising funds for capital building projects.

After years of planning, we got our shovels in the ground for Sakaw Terrace, our most ambitious project to date. This development is our first in the Mill Woods area and offers both lodge and apartment living options in an integrated mixed market housing model. Using an integrated project delivery process makes the planning and construction stages more efficient. A new building code energy modelling process reduces our environmental footprint. The incorporation of these processes into the project allows us to stay on budget, be environmentally friendly, and meet the housing needs of our seniors.

In 2016 we expanded our efforts to positively influence the quality of life of our residents by establishing our Community Support program with funding from the Government of Canada’s New Horizons for Seniors Program. The Community Support program connects individual residents to existing but previously untapped opportunities and services in the community that address their diverse needs beyond safe and affordable housing.

We are also integrating our operational, maintenance, and financial management systems by transitioning to one software system called Yardi. Designed specifically for housing management bodies, Yardi provides GEF Seniors Housing with an integrated information technology solution that will streamline our processes, increase efficiencies, and save time and money in the long run.
Supporting Quality of Life

As a leading provider of affordable seniors housing in Alberta, GEF recognizes the need to facilitate opportunities that enable seniors to engage, connect and feel supported within their community. Launched in 2016, our new Community Support program works with individual residents to improve their quality of life by connecting them to resources and services that meet their unique needs.

Additionally, we are part of the Pan Edmonton Group Addressing Social Isolation of Seniors (PEGASIS), a collective of seven senior serving agencies from across Edmonton. Together the group is working to build capacity within the community and reduce the social isolation of vulnerable seniors who have limited resources.

To ensure that our efforts to support our residents’ quality of life represent their unique needs and preferences, we have begun to collect information from our seniors on what is very important to their quality of life. Using a tool developed in collaboration with researchers from the University of Alberta’s Department of Human Ecology this information will allow us to tailor our programs and services to ensure they are meaningful to the seniors we serve.

In the coming year we will continue to explore options to enhance the independence and quality of life of our residents by pursuing their interests, maintaining social connections, accessing community resources and feeling supported through life transitions as they grow older within our buildings.

Embracing Sustainability

Embracing sustainability means being a financially strong and sustainable organization that invests strategically to improve the lives of Edmonton seniors. We undertook two major initiatives towards this goal in 2016.

First, we began the process of overhauling our Foundation-wide information management system by upgrading to the Yardi Voyager software program. The Yardi system is specifically designed for housing management bodies. The integrative system will allow us to achieve greater standardization across our operational, building management and financial processes, resulting in efficiencies in client management, maintenance practices, and accounting and financial reporting.

Second, we broke ground for the Sakaw Terrace development in Mill Woods at a ceremony at the Mill Woods Seniors Association on November 22, 2016. Minister of Seniors and Housing Lori Sigurdson, along with Minister of Labour Christina Gray and City Councillor Mohinder Banga, attended the event along with more than 100 members of the greater Mill Woods community to celebrate the start of construction.

This will be our first building that will use a mixed market approach, where 70 per cent of the 158 apartment and lodge units will be designated for affordable housing and 30 per cent will be market units. This approach to sustaining social housing has seen a great deal of success in Europe and will help make Sakaw Terrace a financially self-sustaining building.

Additionally, Sakaw Terrace is being built under the 2014 Building Code that requires an energy model be used in the design of the building. As a result, Sakaw Terrace will be our most energy efficient building with the lowest carbon dioxide emission of any building in our portfolio. The Sakaw Terrace development sets a new standard for seniors’ affordable housing in Edmonton and positions GEF as a leader. Sakaw Terrace is set to open in late 2018.

Meeting Seniors Housing Needs

Ensuring that our facilities are properly maintained to last and identifying new capital projects to expand our portfolio of affordable housing for seniors is a pressing strategic priority for GEF. In 2016, our three-year Capital and Lodge Maintenance programs funded by the Provincial Government were completed. Under these programs we undertook elevator modernization, roofing and window replacement and security upgrades at many of our buildings. These projects increased the longevity of our building safety and improved accessibility of the building to ensure that our housing continues to meet the needs of residents as they age-in-place.

Canora Gardens is in the final stages of being rebuilt after a devastating fire in 2012. The structural and material upgrades and repairs are almost complete. Canora Gardens will re-open in late 2017 as a largely new building, providing safe, secure, and affordable housing to 98 seniors.

In December 2016, the Province of Alberta announced $18.2 million as the first release of funding under the Province’s capital improvements initiative. GEF Seniors Housing was awarded just over $3 million. This critical funding will enable us to continue with necessary upgrades of buildings and systems across our 41 sites.
The City of Edmonton approved our application to rezone the lands adjacent to Meadowlark Lodge. This location will be the site of our next capital building project, Elmwood Terrace. It too will feature a mixed market model similar to Sakaw Terrace. The development is in the initial planning phase and will include consultations with Elmwood and surrounding communities.

**Strengthening GEF Culture**

At GEF we strive to hire and retain the best people; people who are committed to delivering the best services to the seniors we serve. Our nearly 500 employees work tirelessly to make our buildings across Edmonton among the best places for seniors to live. Whether fixing a broken pipe, preparing meals or helping seniors to connect to needed resources, our employees embody our GEF values of respect, integrity, wellbeing and accountability in their work. Ensuring that our employees feel valued is central to sustaining and strengthening a culture of camaraderie and dedication that makes GEF a great place to work. Our staff are highly engaged in our health and safety programs. As a result, our Workers’ Compensation Board (WCB) claims are 78 per cent below the industry average.

For the eighth straight year GEF was recognized as a Best Small & Medium Employer (BSME) in Canada. Each year GEF Seniors Housing participates in Aon Hewitt’s Best Small and Medium Employer survey; results are published in Canadian Business magazine. This year the Foundation achieved Platinum status, the highest level an organization can achieve. GEF Seniors Housing reached an 88 per cent engagement score, substantially higher than the national average of 65 per cent. The Foundation celebrated with staff our remarkable achievement. We have analyzed feedback from the survey to find ways to continually improve as an employer.

One of the new initiatives we piloted in 2016 was a different dress code for frontline staff. Studies have shown that seniors with cognitive problems respond better when staff are dressed in bright colours. GEF Seniors Housing frontline staff typically dress in black pants and a white shirt. However, frontline staff at Kiwanis Place and Queen Alexandra Place had the opportunity to experiment with a more colourful dress code. Feedback from staff and residents was overwhelmingly positive; consequently a new dress code for frontline staff will be implemented across the Foundation in Summer 2017.

**Creating Community Connections**

In creating strong community connections, we aim to increase public awareness of our operations in Edmonton, bolster community support and improve understanding of the importance of affordable housing for seniors in our community. Key stakeholders include local seniors and their families, business and community partners, and municipal and provincial government representatives.

GEF Seniors Housing’s biggest fundraising event is the annual Building for Life Breakfast Fundraiser. This is an opportunity for the business networks and community partners that we work with to come together, celebrate the Foundation’s achievements, and show support for future capital building projects. There were a number of public dignitaries who attended and spoke at the 2016 Breakfast fundraiser to show their support for affordable seniors housing: Minister of Seniors and Housing Lori Sigurdson, Minister of Aboriginal Affairs Richard Feehan, Edmonton-Decore MLA Chris Nielsen, Edmonton-Centre MLA David Shepherd, and Ward 8 City Councillor Andrew Knack. The 2016 Breakfast fundraiser raised approximately $105,000, more money than in past years. This money will be used for the construction of Sakaw Terrace.

Throughout the summer of 2016, we attended farmers’ market events around the City to raise public awareness about GEF and the safe, secure and affordable housing we provide to local seniors. Attendees at the farmers’ markets stopped by our GEF Seniors Housing booth to inquire about new building projects in their neighbourhoods, the housing programs that the Foundation offers, and volunteer opportunities. GEF Seniors Housing also took part in other community events throughout the year.

CEO Raymond Swonek spoke at Fulton Place Community Centre in June to seniors from the Forrest Heights and Terrace Heights areas on the Foundation’s affordable housing program and how they as a community can encourage more affordable housing building sites in their neighbourhoods. GEF Seniors Housing took part in Seniors Week by placing the ever popular As I Age boards at three different sites across the City where community members had an opportunity to write down what they hope to achieve in their later years as they grow older. GEF Seniors Housing staff also participated in the Seniors Housing Forum in September, where more than 1,200 seniors explored different housing options available in Edmonton.
<table>
<thead>
<tr>
<th>Financial Statements</th>
</tr>
</thead>
<tbody>
<tr>
<td>GREATER EDMONTON FOUNDATION LODGE OPERATIONS</td>
</tr>
<tr>
<td>Summary Statement of Financial Position</td>
</tr>
<tr>
<td>December 31, 2016 (in thousands)</td>
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### ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
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<tbody>
<tr>
<td>Current Assets</td>
<td>$13,965</td>
<td>$8,080</td>
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<tr>
<td>Long-term investments</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Property and equipment</td>
<td>54,912</td>
<td>52,375</td>
</tr>
<tr>
<td>Total long-term assets</td>
<td>54,912</td>
<td>52,375</td>
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<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>$68,877</td>
<td>$60,455</td>
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### LIABILITIES AND NET ASSETS

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<thead>
<tr>
<th></th>
<th>2016</th>
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<tbody>
<tr>
<td>Current Liabilities</td>
<td></td>
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<tr>
<td>Accounts payable and other current liabilities</td>
<td>$8,145</td>
<td>$6,521</td>
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<tr>
<td>Current portion of mortgages payable</td>
<td>-</td>
<td>-</td>
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<tr>
<td><strong>Total current liabilities</strong></td>
<td>8,145</td>
<td>6,521</td>
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<tr>
<td>Mortgages payable</td>
<td>3,110</td>
<td>3,470</td>
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<td><strong>TOTAL LIABILITIES</strong></td>
<td>$11,255</td>
<td>$9,991</td>
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### NET ASSETS

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<tr>
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<th>2016</th>
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<tr>
<td>Invested in property and equipment</td>
<td>$16,483</td>
<td>$16,983</td>
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<tr>
<td>Externally restricted</td>
<td>35,124</td>
<td>28,653</td>
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<td>Internally restricted for:</td>
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<td></td>
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<tr>
<td>Property &amp; Equipment</td>
<td>-</td>
<td>615</td>
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<tr>
<td>Debt retirement</td>
<td>1,349</td>
<td>-</td>
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<tr>
<td>General</td>
<td>455</td>
<td>455</td>
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<tr>
<td>Maintenance</td>
<td>3,088</td>
<td>3,056</td>
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<tr>
<td>Restricted operating</td>
<td>150</td>
<td>150</td>
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<tr>
<td>Resident quality of life</td>
<td>763</td>
<td>342</td>
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<tr>
<td>Unrestricted</td>
<td>210</td>
<td>210</td>
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<tr>
<td><strong>TOTAL NET ASSETS</strong></td>
<td>$57,622</td>
<td>$50,464</td>
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### Revenue

- Rent: $16,479 (57%)
- City of Edmonton: $3,700 (13%)
- Province of Alberta: $4,211 (15%)
- Other Revenues: $4,459 (15%)

**TOTAL Revenue Operations Only: $28,849**
Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Operations Only (In Thousands)</th>
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<tbody>
<tr>
<td>Personnel</td>
<td>$18,493</td>
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<tr>
<td>Operating</td>
<td>$3,527</td>
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<tr>
<td>Utilities/Taxes</td>
<td>$2,603</td>
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<tr>
<td>Maintenance</td>
<td>$1,062</td>
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<tr>
<td>Administrative</td>
<td>$818</td>
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<tr>
<td>LTD Interest</td>
<td>$100</td>
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<tr>
<td>TOTAL</td>
<td>$26,603</td>
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</table>

** expenses are calculated as a percentage of the Total:
- Personnel: 70%
- Operating: 13%
- Utilities/Taxes: 10%
- Maintenance: 4%
- Administrative: 3%
- LTD Interest: 0%

### GEF Locations

This symbol * indicates a combined site with both a lodge and an apartment on the same property.

The number of apartment suites or lodge rooms is listed in brackets after the building name.

#### Seniors Self-Contained
- Central Edmonton
  - Ansgar Villa (176)
  - Cathedral Close (131)
  - Great House (51)
  - Kiwanis Place* (121)
  - Britannia Gardens (65)
  - Canora Gardens (98)
  - Mountwood (51)
  - Rosslyn Place* (50)
  - Northwest Edmonton
    - Britannia Gardens (65)
    - Canora Gardens (98)
    - Mountwood (51)
    - Rosslyn Place* (50)
- Northwest Edmonton
  - Britannia Gardens (65)
  - Canora Gardens (98)
  - Mountwood (51)
  - Rosslyn Place* (50)
- Northeast Edmonton
  - Avenwood Corner (65)
  - Buchanan Manor (23)
  - Highland Place (67)
  - Londonderry Village (118)
  - Porta Place* (73)
- Southeast Edmonton
  - Golden Homes (25)
  - Ontario Terrace (50)
  - McQueen Place (120)
  - Queen Alexandra Place (58)
  - Ottewell Place* (124)

#### Affordable Apartments
- Northwest Edmonton
  - Rosslyn Terrace* (50)
  - McQueen Place (120)
- Southeast Edmonton
  - Ottewell Terrace* (54)
- Lodge
  - Central Edmonton
    - Kiwanis Place* (206)
  - Southeast Edmonton
    - McQueen Place (120)
    - Meadowlark Place (58)
    - Queen Alexandra Place (58)
    - Ottewell Place* (124)
- Northeast Edmonton
  - Beverley Place* (73)
  - Queen Alexandra Place (58)
  - Ottewell Place* (124)
  - Southeast Edmonton
    - Golden Homes (25)
    - Ontario Terrace (50)
  - Southeast Edmonton
    - Northern Woods (50)
    - McQueen Place (120)
    - Meadowlark Place (58)
    - Queen Alexandra Place (58)
    - Ottewell Place* (124)
Quick facts about GEF Seniors Housing

GEF Seniors Housing is the largest provider of subsidized seniors housing in ALBERTA.

GEF is a not-for-profit registered charity.

OUR MISSION Leaders in friendly, affordable, secure housing & services for seniors.

The year GEF began serving seniors & their families.

Since 2000, GEF has received the COR for workplace Health & Safety through the Partnerships in Injury Reduction program.

GEF buildings are certified Crime Free Multi-Housing properties by the Edmonton Police Service.

More than 750 seniors are waiting to call GEF home. Some will never be able to.

76% of GEF residents have incomes of less than $1,850 per month.

60% of residents are over 75 years of age.

13 residents are over 100 years of age.

500 Albertans are employed by GEF.

8 Years GEF has been recognized as a Best Small and Medium Employer in Canada by our employees.

3,500 seniors call GEF home. Our measure of success is our residents' happiness, continued health & their families peace of mind.

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