



2013 Annual Report



Capital Region

Housing Corporation

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Every successful individual knows that his or her achievement depends on a community of persons working together.
Paul Ryan



Executive Summary

Capital Region Housing Corporation (CRHC) has been serving Edmonton and surrounding areas for over 40 years. The corporation is a Management Body under the *Alberta Housing Act* and is currently assisting approximately 20,000 individuals that need an affordable place to call home.

This past year has been one of transition for the corporation. Greg Dewling joined the organization in October, as the new Executive Director. Our strategic focus evolved to being “more than a landlord.” Significant budget restraints challenged our financial resources and low vacancy rates increased the need for affordable options. Building supportive communities with agency partners continued to be an important part of our work. The Home Program had another successful year, assisting 140 individuals and families to purchase their first home.

A number of our tenants and clients thrived in our communities. Accessing our housing allowed them much needed stability and an opportunity to be a part of their communities. While living in our housing, they were able get back on their feet and move forward into affordable housing, private market options, or homeownership. Their accomplishments are celebrated by many. One of our former tenants shares her personal experience in this report.

CRHC opened an additional 79 affordable housing units this past year in two locations. Parkdale Apartments assists low to moderate income singles and families with a mix of one, two and three bedroom units. Stadium Manor serves individuals with low to moderate income levels and contains 23 one bedroom units.

We continued to work with community based organizations to support and engage tenants in their communities. When the Housing Works Program funding ended in December of 2013 we were able to continue to work with these community agencies in new ways. Together, we provided affordable housing options and the assistance needed for individuals and families to maintain their independence. Our on-site community centers at various sites offer a wide range of programs and services for those in their neighborhoods.

Our staff and management teams have increased organizational efficiencies and have worked towards a participatory work environment. Supported by a strong Board of Directors and Executive Director, we are focusing on the mission, values and vision of the corporation.

The Financial Statements and overview of our programs are included.

The past year has presented many challenges allowing us to learn and grow and as corporation. We are committed to the tenants and communities that we serve and we work with all our stakeholders to meet the changing and complex needs in the greater Edmonton area, moving forward together.



Message from the Executive Director and Chair

The past year was one of transition. Former Executive Director, Gregory Bounds, started a new chapter in his life and retired in September. Thank you to Gregory for his service and leadership to CRHC and the industry over the past number of years. In October, our new Executive Director, Greg Dewling, joined CRHC.

2013 presented many challenges for CRHC. Most significantly, budgetary restraints forced the team to find creative solutions to stubborn challenges. Vacancy rates in the Capital Region continue to put pressure on affordable and low-income housing waitlists.

CRHC serves over 20,000 people in the Alberta's Capital Region through low-income housing, affordable housing, and rent supplements. Our strategic focus has evolved from simple property management to being **"more than a just landlord."** We want to be the best place to live for individuals and families who require housing assistance and who want to improve their lives. We are continuing to focus on initiatives to provide support for our tenants. We believe that many can achieve their own success story of greater independence.

We are very proud of the work accomplished through our foundation (Capital Region Housing Foundation) In particular, The Home Program continues to assist individuals and families throughout the province in their pursuit of home ownership. Education in homeownership, credit counseling, and financial planning coupled with down payment assistance has enabled 140 individuals and families to purchase their first home this past year.

We acknowledge that our success comes from the people of CRHC. Whether it is frontline staff, managers, partners, contractors, or the board of directors, everyone plays a vital role in providing a home for many Edmontonians. With great people we will find great solutions to complex challenges.



Greg Dewling
Executive Director



Neil Gower
Chair

Our Tenants

Many people have applied to our organization for housing or financial support to maintain their housing. We have approximately 2500 – 3000 active applicants at any one time. Our staff interacts with individuals and families as they are faced with the challenge of finding a suitable and/or affordable place to call home. We hope to, in some way, understand their needs and assist. We also get to share in the satisfaction of their successes. The mother of one of the families that we have assisted has agreed to share her story.

Jen was a young single mother of three children when she applied and accessed one of our subsidized housing units in 2007. She always said that “social housing was a stepping stone” and was committed to making a better life for herself and her family. No easy task, while also being faced with a child who was diagnosed with attention deficit-hyperactivity disorder (ADHD) and oppositional defiant disorder (ODD).

For the next three years, she worked long hours at a seasonal job and saved \$60,000, by watching every penny. She said that she couldn’t have a “girlie job that paid minimum wage”. She worked for two local companies doing landscaping, planting trees and was eventually promoted to a truck driver position.

While it was disheartening for Jen to see her children spend most of their time at daycare or with babysitters, she pushed on knowing that home ownership had always been her dream. She worried about being able to manage her other bills as a home owner and admits to being afraid of “letting go of the security blanket” of subsidized housing.

With her considerable down payment saved, she took the leap – knowing that her mortgage payments would be approximately \$800 per month. She felt secure she would have more options for employment and be able to spend more time with her family. She was ready to move herself and her children into a home of their own. She now has her own business, with a partner. But even more importantly for Jen, the “balance in her life” that she wants and choices about her future.

While there are endless recounts we could share, Jen’s story speaks to the heart of what our organization works to accomplish, improving the well-being of children and families with housing options and supports.

Our sincere thanks to Jen for sharing her story with us.

I’m a reflection of the community.

Tupac Shakur

Our Communities

Capital Region Housing Corporation was extremely proud to open another 79 affordable housing units in two locations during 2013.

Parkdale Apartments - 8329 – 113 Avenue NW



This project is a six story apartment building in the mature neighborhood of Parkdale. The building houses low to moderate income singles and families. A total of 11 units are funded under the Alberta Homelessness Program and rents must not exceed 80% of Edmonton's average market rents. The remaining 55 units are set at a rental rate that must not exceed 90% of the same average. The building contains 66 residential units with a mix of 46 one bedroom units, 14 two bedroom units and 6 three bedroom units. The building opened in March.

Stadium Manor – 11060 – 90 Street NW

This project is located on one of Edmonton's oldest commercial strips at the east end of the Norwood Boulevards and, as its namesake suggests, neighbors the home of the Edmonton Eskimos and Commonwealth Stadium. The development is comprised of ground floor commercial space with residential apartments above. The residential component of the building houses low to moderate income singles, containing 23 one bedroom units over three stories. The building opened in December.



Our Partners

Our organization continues to develop and enhance partnerships with community-based organizations to support our tenants and shape inclusive communities, by learning and growing together.

The Housing Works Program involved a number of these partners. Through the program, we worked together with community-based organizations to support families and individuals by providing information and linkages to services for social, economic and family issues. In December 2013, the funding for the program was discontinued.

We have highlighted below some of our other community collaboration efforts.



Parkdale Apartments

When Parkdale Apartments opened in 2013, we had the chance to again work with some of these agencies and to invite others to join in our efforts. These agencies assist those in need to maintain their independence in the community. Our sincere thanks to all of the following organizations for their commitment to this endeavor: [Bosco Homes](#), [Catholic Social Services](#), [Edmonton Mennonite Centre for Newcomers](#), [Skills Society of Edmonton](#), [Terra Centre](#) and the [YMCA](#).

Community Centers

A number of our sites house community centers that offer a wide range of supports and services to our tenants and others in their respective communities. Thank you to all of our partners: [Boys and Girls Clubs Big Brother Big Sister of Edmonton and Area](#), [Brander Garden ROCKS](#), [Candora Society](#), [The City of Edmonton](#), [Community Gardening Network](#), [Dickinsfield Amity House](#), [Governing Council of the Salvation Army](#), [Kameyosek Out of School Association](#), [Kara Family Resource Centre](#), [Jasper Place Child and Family Resource Centre](#), [Mill Wood Family Resource Centre](#) and the [YMCA](#).

Our Team

Of all the changes in 2013, the leadership and culture was one of the more significant shifts. Greg Dewling started as the Executive Director in mid-October. As with any new leader, there are opportunities bring a fresh perspective to the organization. Greg started to build relationships with the team of dedicated staff that support our clients and their communities.

We also started to increase organizational effectiveness, engage staff and stress a participatory work environment. This strategy utilizes the unique skills and experience that each team member brings to the success of the organization.

By the end of 2013, the Executive Management team was in place. Combined, these three Directors have over 85 years of experience with the organization, a remarkable contribution.

- Barb Sommerfield, Director of Asset Management
- Susan Sarrasin, Director of Corporate Services
- Barb Radford, Director of Operations

Supported by a strong Board of Directors, the organization started its transformation to fully embrace the vision, mission and values of the organization. The Board of Directors was as follows;

- L. Neil Gower, QC, Chair
- Rob Heron, CA, CFP, Vice Chair
- Antara Gabinet, CHRP
- Chris Simonson, MC Psych
- Christine Zwozdesky, RPA
- Donna Stevenson
- Reginald Appleyard, FCA
- Rob Martin
- Scott Russill
- Shane Laptiste, M. Arch
- Gerry Devine, MBA, P.Eng., CMC
- Dianne Eustace (Unger) M. Ed.

Alone we can do so little; together we can do so much.

Helen Keller

Our Financials

Balance Sheet (combined for all programs) As at December 31, 2013

| | |
|--|-------------------|
| ASSETS | |
| Cash | 12,279,104 |
| Cash in Trust | 3,144,257 |
| Accounts Receivable | 2,794,217 |
| Prepaid Expenses | 674,587 |
| Intangible Assets | 1,204,760 |
| Fixed Assets | 248,323 |
| NSD Housing | 78,436 |
| Housing Projects | |
| Capital Cost | 79,123,431 |
| <i>(includes Accumulated Depreciation)</i> | |
| Capital Grants | (51,670,435) |
| <i>(includes Accumulated Depreciation)</i> | |
| TOTAL ASSETS | 47,876,678 |
| LIABILITIES | |
| Current Liabilities | 28,611,895 |
| Trust Liabilities | 1,440,680 |
| Surplus Equity and Reserves | |
| Restricted Reserve | 1,896,831 |
| Furniture and Equipment | 248,323 |
| Land and Building | 6,874,256 |
| Retained Earnings | 28,654,497 |
| 2012 Excess of Revenue over (Expense) | (19,849,804) |
| TOTAL LIABILITIES | 47,876,678 |

Our Financials

Income Statement – Government Programs For 12 month ending December 31, 2013

| | |
|-----------------------------|---------------------|
| REVENUE | 21,076,056 |
| EXPENSES | |
| Recurring Payments | 18,279,333 |
| Operating Expenses | 6,903,672 |
| Maintenance Expenses | 7,436,571 |
| Project Expenses | 1,153,831 |
| Administration Expenses | 7,339,267 |
| TOTAL EXPENSES | 41,112,673 |
| OPERATING SURPLUS(DEFICIT) | (20,036,617) |
| AMORTIZATION EXPENSES | 113,042 |
| NET SURPLUS(DEFICIT) | (20,149,659) |

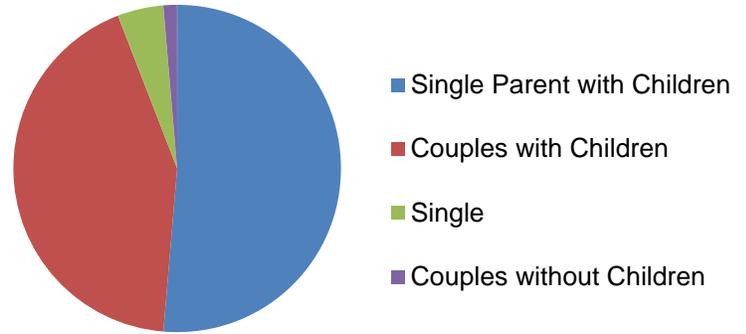
Income Statement – Corporation Owned Properties For 12 month ending December 31, 2013

| | |
|---------------------------------|------------------|
| REVENUE | 4,042,971 |
| EXPENSES | |
| Recurring Payments | 1,597,811 |
| Operating Expenses | 737,742 |
| Maintenance Expenses | 491,945 |
| Project Expenses | 274,202 |
| Property Management Fee | 268,314 |
| TOTAL OPERATING EXPENSES | 3,370,015 |
| OPERATING SURPLUS(DEFICIT) | 672,956 |
| RESERVE | 157,811 |
| NET AMORTIZATION | 470,321 |
| NET SURPLUS(DEFICIT) | 44,824 |

Our Programs

Community Housing

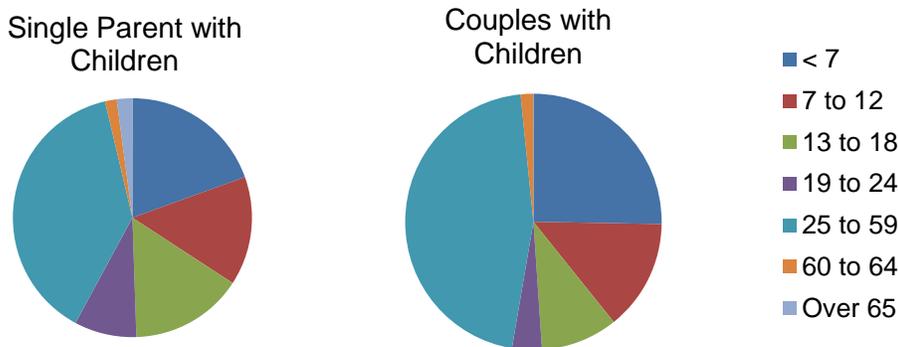
Our organization houses approximately 4500 households within our existing communities throughout Edmonton. The pie chart to the right displays the family composition of those families within the Community Housing Program.



*78% of applicants for this program remain on the waiting list for more than 60 days.
71% of applicants have an income of less than \$30,000 per year.*

Affordable Housing

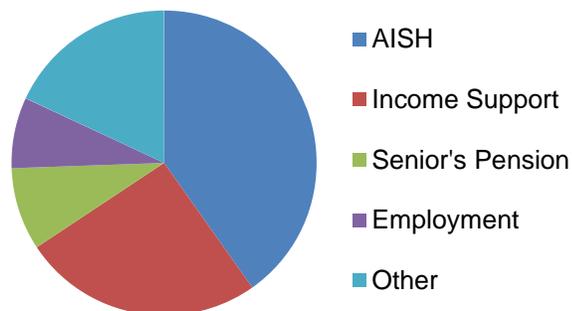
Our organization houses over 443 households within our Affordable Housing Program. The following pie charts show the age range of the children in single parent homes and couples with children.



*32% of applicants for this program remain on the waiting list for more than 60 days.
73% of applicants have an income of less than \$30,000 per year.*

Rent Supplement

Our organization provided more than 3000 households with rent supplement in Edmonton and surrounding communities. The pie chart to the right displays the various income sources of those within the Rent Supplement Program.



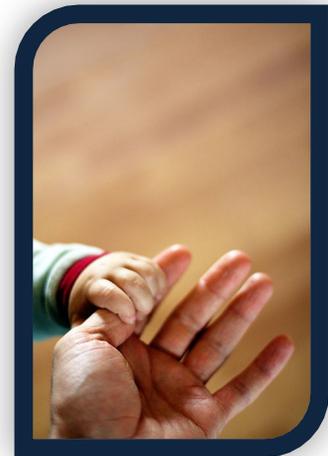
*50% of applicants for this program remain on the waiting list for more than 60 days.
89% of applicants have an income of less than \$30,000 per year.*

Our Next Steps

The past year has allowed the organization to experience numerous challenges, opportunities and learnings. These experiences have better positioned us to face the challenges of the future. Change will continue to be a constant.

We will continue to support individuals and families in the greater Edmonton area with their changing and increasingly complex needs. We are committed to the success of our clients. We will work in collaboration with them to build communities together, where everyone has a place to call home.

Our organization will grow to be seen as a visionary in building communities and providing long term sustainable housing options for those we serve. We will be innovative and creative and work inclusively with all of our stakeholders. We will celebrate our achievements and contributions of all of those who have played a role in the realization of these accomplishments.



***Coming together is a beginning, keeping together is progress;
working together is success.***

Henry Ford



Capital Region
Housing Corporation

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