



**Capital Region
Housing**

The Way Home



FROM THE INSIDE OUT

2015 ANNUAL
REPORT

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2015 ANNUAL REPORT

Capital Region Housing
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*24-hour recording; describes who
qualifies for our programs and how to apply

VISION

Building quality homes and inclusive communities with engaged people.

MISSION

We improve the well-being of children and families in our communities through a continuum of quality housing options, social supports and partnerships.

VALUES

Dedication to every client's or tenant's success. Integrity and responsibility in all relationships. Innovation achieved through collaboration in our organization and in the community.



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MESSAGE FROM THE CHAIR

Capital Region Housing is an organization that has a compelling story to tell. In this year's annual report, we've made an effort to capture the perspectives of our staff along with some of our residents, past and present; engaging and enabling them to tell the story of Capital Region Housing, what we've collectively accomplished over the past year, what we're most proud of and where we need to continue to focus our efforts on in order to have the greatest impact.

In keeping with this approach, as Chair of the Board, I am pleased to have the opportunity to share another perspective on what was accomplished this past year, the challenges we faced, and our greatest opportunities for the future.

We've made significant inroads this past year by clearly identifying our strategic priorities – sustainability, value proposition and stakeholder advocacy – and then ensuring we focus our efforts on delivering value in each of these key areas.

Sustainability

Our ability to provide safe, affordable homes for our residents in the long-term is contingent on our organization and our operations being sustainable – financially, socially and environmentally. The sustainability plan we developed this year is foundational. It will, and already is transforming the way we operate. Guided by this plan, we are taking on a more visible leadership role, redefining who our shareholders are, breaking down silos, seeking out opportunities and embracing new partnerships. We are also working to identify potential new organizational structures and governance models, find efficiencies, develop performance measures and identify benchmarks that will tell us if our efforts are effective. In the midst of this, we have begun implementing a mixed-market (mixed-use) approach to development and redevelopment that will offer new opportunities for tenants, and enable us to generate revenue to not only support the increasing demand for social housing, but also provide for planned maintenance and future regeneration.

Value Proposition

Significant effort was spent this past year on refining our value proposition; finding a better way to tell our story – the story of who we are, why we matter and what makes us different – in order to build knowledge and understanding. This initiative is centered on our belief that we are more than just a landlord. We don't put people in housing – we provide our tenants with safe, affordable homes. We don't treat people as a number or a name on a list – we listen to their needs and treat them with dignity. We don't expect our tenants to fend for themselves – we provide program supports and services to help them be successful. I have witnessed, first hand, through the experiences of a family friend, what being able to move into an affordable home can do for a person's sense of independence and dignity. We want people to understand that social and affordable housing done well is good for people and communities. It is a component of a healthy community and should be woven into the social fabric of every neighbourhood.

Stakeholder Advocacy

Focusing efforts on building and growing our relationships with all levels of government is critical to our ability to be sustainable. Not only does it allow us to ensure elected officials understand the growing need and challenges that face social housing, but it also makes it possible for us to contribute to the improvement of housing legislation and regulations. Our CEO, Greg Dewling, has devoted immense time and energy to strengthening and advancing our relationships with the City of Edmonton and both the Provincial and Federal governments this past year. His work has helped position Capital Region Housing as not only an expert on issues related to social housing development and renewal, but also on social housing's impact on the well-being of families, individuals and the broader community. We are grateful for his efforts and excited by the progress he has already made in reaching out to and connecting with governing decision makers.

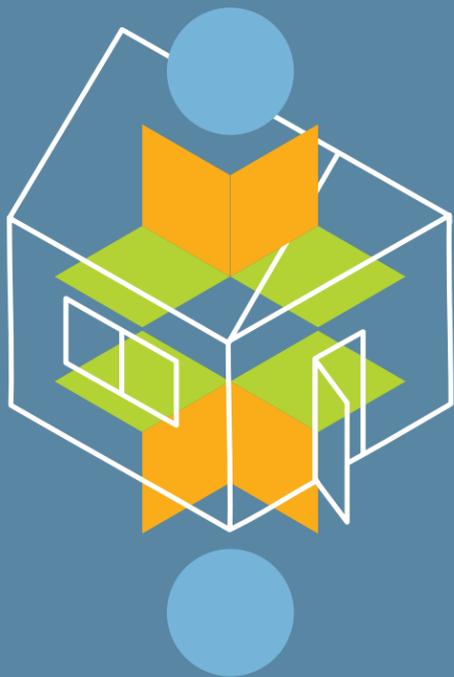
Committed People

I want to say how extraordinarily grateful I am for the ongoing work of our eleven-member volunteer board that contributes their time and skills to the organization and its work. Although we come from various backgrounds, our skills complement one another enabling us to effectively govern this outstanding organization. We have a shared vision of going beyond government subsidized housing, and rather providing homes and building communities to serve those in need. I am also grateful for the tireless efforts of the CRH management team, administration and staff, and for their unwavering commitment to help people find places to call home.

Over the past year we have changed. We've developed and grown; firmly establishing ourselves as an organization that will serve, guide and help shape the evolving housing industry on behalf of our tenants and stakeholders. We've taken on a leadership role; we're thinking strategically, listening to our tenants, embracing opportunities and working closely with partners to become a motivating force behind a sector in transition.

Why are we doing this? It's simple – with a waitlist of more than 4,100 families, the need for social and affordable housing is significant and it continues to grow, and the need for a long-term solution to the delivery of social and affordable housing is what matters.

Robert M. Heron, CPA, CA, CFP
Chair of the Board of Directors



MESSAGE FROM THE CEO

To say that this past year was challenging would be an understatement. Capital Region Housing is an organization that relies on government funding and serves the needs of low-income families. Not surprisingly, the global drop in oil prices - and the economic ripples that resulted - had a dramatic impact on our anticipated budget, our operations and the demand for our services.

Early in 2015, we were cautioned by the former provincial government to begin bracing for budget cuts and hold-the-line budgets, just as more Alberta families needed social housing options. Faced with the option to either reduce services to clients or implement staffing cuts, we made the difficult choice to reduce our staff. Although layoffs are never easy, it was a move that would allow us to balance budgets.

In the midst of these harsh budget realities, and an increasing demand that saw our wait lists for community housing triple, our staff was also dealing with the ongoing implementation of a new information management system. Staff worked diligently and by year's end we had made good progress in configuring the new system and improving overall efficiency.

Throughout 2015, we continued our work on several projects that will be essential to improving the volume and the quality of social housing in the Capital Region. We began planning for public consultations on our Londonderry Social Housing Redevelopment project, and in May of 2015 the existing units were vacated in anticipation of the redevelopment. Progress has been steady and we are hopeful several key milestones will be achieved in the coming year.

Work has also begun on drawings for our Parkdale II development, a 70 unit, mixed-use apartment in the Parkdale-Crombie neighbourhood. Permits have been submitted and a construction budget is expected for early

2016, with a goal of breaking ground in spring 2016. In Lendrum, the rezoning process is underway and Councillor Mike Walters has initiated discussion to pilot a new community consultation process.

By the end of 2015, CRH had completed more than \$6 million in capital upgrades through the region and had completed building condition assessments that will help us develop a comprehensive revitalization strategy for our properties.

We recognize the importance of engaging the owners of social housing in Edmonton - the City of Edmonton and the Province of Alberta. The election of a new provincial government in May provided an unprecedented opportunity to engage our MLA's. Meetings throughout the Capital Region took place through the spring and summer. We have been particularly heartened by the efforts of Mayor Don Iveson to raise the profile of social housing with his provincial and national counterparts.

Although this past year was challenging, we believe there are reasons to be optimistic about the future of social housing in our province. Elected officials seem to have a renewed interest in exploring its potential for improving lives and strengthening communities, and even the media has begun writing about the importance of affordable housing. All orders of government are committed to addressing the significant need to help families live in a home they can afford. And we are committed to ensuring the people that have the power to create change work together to build a better future for everyone in the Capital Region.

Greg Dewling
CEO

Throughout 2015, we continued our work on several projects that will be essential to improving the volume and the quality of social housing in the Capital Region.



OUR STAFF

Our staff members bring a broad range of skills and experience to the organization, with specialized expertise in property management, social housing development, community collaboration, poverty advocacy, finance, government relations and policy development. Although our backgrounds are varied, we are all united by our belief in the importance of social housing and by our dedication to helping clients find a place to call home.

Embracing Change

This past year, our staff undertook a variety of organizational changes that support our vision of building quality homes and inclusive communities. Some of these changes were the result of our move to a more tenant-centric model that equips our front line staff to provide more services and more information during client visits. This included providing additional training opportunities and empowering staff to rethink established practices and take initiative on finding solutions.

Other changes were the result of funding shortages due to hold-the-line provincial budgets. In an effort to reduce our operational costs, we undertook two management and six staff position reductions across the organization. “We actually asked for volunteers of anyone who was considering a change or thinking about retiring,” notes Susan Sarrasin, Director of Corporate Services. In the end, most of the departures were voluntary. “So although it was still a difficult process, they left on their own terms.”

Our new information system, first introduced in 2014, continued to have a tremendous impact on all facets of

the organization. Despite the challenges it created, Susan says staff rose to the challenge and did what needed to be done, both with the new information system and with the myriad other changes the organization has undertaken.

“It has been a transformational year for our organization. We now have key people who see the potential in what we do. We understand that change is inevitable and now we’re championing change that will make new things possible and create more options and more flexibility for clients,” says Susan.

Expanding Understanding

Throughout 2015, we also continued expanding our culture of empathy, by helping staff better understand the challenges and obstacles many clients face. “We had front line staff participate in the United Way’s Poverty Exercise,” explains Esther de Vos, Manager, Customer Service, Applications and Subsidies. “It helped staff understand how frustrating it can be to be living with a low income and ping-ponged around trying to get answers. It was a really valuable experience and something we hope to get more staff participating in this coming year.” Esther notes that staff members were encouraged to think about client service and about “how we do our jobs, rather than simply what our jobs are.” We are also working to expand opportunities for collaboration with other community agencies, which will help our staff better understand the resources that are available to clients.

DEDICATED TO HELPING CLIENTS FIND A PLACE TO CALL HOME.



WHAT WE DO

Established in 1970, we are a management body incorporated by ministerial order under the Alberta Housing Act. From 1970 to January 1, 1995 operations were carried on as the Edmonton Housing Authority. Changes made to the Act on January 1, 1995 repealed the incorporation of the Authority and established the Capital Region Housing Corporation. Referred to as Capital Region Housing, we are the largest provider of social and affordable housing in the Edmonton area. We also administer subsidies in communities throughout north-central Alberta.

Our three core business strategies include:

Property Management

We provide professional housing and asset management to applicants, tenants, program funders, and property owners.

Program Administration

We provide program administration for a number of rental-subsidy and support programs.

Property Development

We develop and/or purchase housing units to provide affordable housing to meet the needs of the Alberta Capital Region. We also provide financial services and project management services on capital projects to other agencies in the region.

We operate 4,550 community-housing units, 609 affordable housing units, and serve more than 25,000 people – including more than 8,600 children under the age of 18. In total, we have 800 buildings on 128 different properties. Our funding is derived from the municipal, provincial and federal orders of government and last year our organization managed a budget that totaled close to \$65 million. It is an important responsibility and one we take seriously, as evidenced by our efforts to improve our accountability and remain good stewards of public funds. “Being good stewards and adding value to the tax dollars that are invested in us is an important part of our work,” says Mark Hoosein, Chief Operating Officer. “We’re committed to operating sustainably and to providing value to the community.”

Facing Challenges

Unfortunately, no matter how well we manage our budget and stretch resources, this past year presented daunting challenges. Many of those were driven by an economic downturn that saw the price of oil plummet and hundreds of jobs in Alberta’s resource industry disappear. This had a devastating impact on Alberta families, many of whom sought out social housing options. As a result, we added an average of 230 new families each month to our wait list. At the same time, our housing stock continued to age. No new social housing units have been built since 1993 and the average unit is now more than 40 years old. Additionally, after years of deferred maintenance, many units need substantial upgrades.

“That was one of the most striking differences I noticed when I arrived from Ontario,” explains Michael Bunker, Director of Asset Management, who joined CRH in early 2015 after working with Niagara Regional Housing. “The housing stock here had really been allowed to deteriorate and obviously wasn’t a government priority. The mounting backlog now requires more money to correct, creating a vicious cycle.”

These challenges have helped shape our strategic priorities for the coming year, which includes a stronger focus on advocating with all orders of government for more funding for social housing. We know that effective government relations will be essential to securing the funding we need to expand our housing stock and serve the increasing number of Albertans who need the homes social housing can provide. Building more units and regenerating existing units will remain a priority for many years to come.

Building Communities

We are also working to build more essential community partnerships with organizations that share our commitment to improving the lives of low-income families. Some of these collaborations are already well underway, including a recent agreement with Lurana Shelter to assist woman who are fleeing violence.

Our focus on community also extends into our long-term vision of what social housing can become. “We already know that social housing is about more than housing units,” notes Mark Hoosein. “It’s about helping people find a place to call home. But it can be even bigger than that. Social housing can be about building entire communities, with grocery stores, coffee shops and community kitchens – places where people can come together. We can help people put down roots and invest in building communities they want to spend their whole lives in.”

“We are committed to operating sustainably and to providing value to the community.”

Mark Hoosein
Chief Operating Officer

“ I STILL REMEMBER
ONE OF THOSE
FIRST NIGHTS IN
OUR FIRST PLACE,
LOOKING AROUND
AND THINKING
'THIS IS MINE.' ”



FIRST HOME

As president of the Kilkenny Community League, Anna Taylor has worked closely with CRH on the Londonderry Social Housing Redevelopment Project, which will be the first social housing redevelopment project in the City of Edmonton. Once complete, the innovative new development will include a mix of market, social and affordable housing that will be indistinguishable from one another, with a range of density from 200 to 240 homes depending on the final plans for the building site. Although she's learned a lot about social housing through her involvement with the project, Anna's experience with social housing is much more personal.

"I actually lived in social housing as a teen mother," she recalls. "I was pregnant at 17 and had my son five days after I turned 18. I was living with my parents, and I loved them, but they had different views than me of the expectations of an unwed mother. I knew I needed to move out."

She started her search for a place of her own, but soon realized she would never be able to afford to pay market rates. "I was so scared, because I just couldn't afford it." That's when someone first connected her with Catholic Social Services, who were able to help her find social housing of her own. "I went in and applied and got my first place on 66 Street and 129 Avenue."

That was more than 30 years ago, and Taylor – now the mother of three sons – still recalls how empowering it was to have her own home. "It was wonderful because I was on my own. I was learning to be a grown-up and although

I still had to learn things, like budgeting, being able to move out and have a place for me and my son was a huge relief. It was affordable and I could manage the rent and the daycare, which was a huge expense even back then. For me, it was perfect, I didn't want to be on welfare because I was working – I just wasn't making enough money that I could afford anything other than social housing."

Once she and her son's father were married, they moved into a different unit in Millwoods while they both studied at MacEwan University; he was in the Police Studies program and she was taking Early Childhood Development classes at night. It was a stressful time for the young parents, who were able to juggle the pressures and responsibilities in large part because of the security that came with knowing they had a home they could afford. "It let us pay our bills, raise our son and go to school to build a better life."

Today Taylor, who has been an administrative assistant with Edmonton Catholic Schools for the past 15 years, looks back fondly on what social housing made possible for her and her son. "I still remember one of those first nights in our first place, looking around and thinking 'this is mine.' I'll never forget that feeling and knowing that I would be able to make it on my own."

In 2015, here's how we helped low income individuals and families find **The Way Home**



we received 231
new applications per month

4,163 families
on the waitlist
(represents 16,652 people)



609 units
in affordable housing

4,550 units
in community housing

128 locations
in Edmonton area with
800 buildings



average rent
\$400/month for community housing
\$750/month for affordable housing

8,600 children under 18
lived with us



The Way Home



served over
25,000 Albertans

OUR YEAR IN REVIEW

Our past year reflects the reality of an economic downturn that has had a profound impact on our province. Dropping oil prices, rising unemployment and the increasing financial pressures on Albertans has led to an unprecedented increase in demand for social housing units. Over the course of 2015, our waiting list for Community Housing more than tripled, as we received an average of 231 new applications each month. As of December 31, 2015 we had more than 4,100 families on our waiting list.

At the same time, we are dealing with a housing stock that has been awaiting desperately needed maintenance and repairs for years. As of the end of 2015, we had more than \$157 million in deferred maintenance needs. Addressing these urgent needs will remain our focus for the foreseeable future.

Here is a brief overview of our programs and what they accomplished in 2015.

Affordable Housing

Our Affordable Housing program is intended to help families and individuals find housing at lower rents. The program offers more than 600 units in the Edmonton area that are rented to tenants at 10 to 20 per cent below current average market rental rates. The Government of Alberta and the City of Edmonton both provide funding to support the program. Families with children, couples, seniors and individuals rent apartments and townhouses at varying pre-set rates, depending on the type of housing they can afford.

Maintenance is a big part of the work that CRH does as a provider of affordable housing. "There have been a lot of changes this past year and lots of improvements," says Donna Monkhouse, District Manager, Affordable and Community Housing. "We've worked to increase structure and improve consistencies, which helps make sure everyone is treated fairly. We're firm, but fair and we try to make sure people are treated with dignity. Everyone deserves that." She explains the program is taking a much more proactive – rather than reactive – approach to maintenance issues. "And we have good site managers, who can respond quickly."

In 2015, of the 609 units we have, 549 were occupied by tenants – a number that Monkhouse explains could increase. "Although the waiting list for community housing is growing, we actually have some affordable housing units available for people that need them," explains Donna. "I'm really proud of what we're able to do here and that we can help people that may not be low-income, but who can't afford market rates, find a safe, affordable home."

Community Housing

Community Housing is CRH's subsidized rental program, which provides housing to qualified families and individuals with low to modest income at a rate of no more than 30 per cent of their income. To qualify, applicants must be Canadian Citizens, permanent residents or government sponsored landed immigrants with assets and belongings that do not exceed \$7,000.

"The increase in our volume of clients has been huge this year," explains Marisa Redmond, District Manager of Community Housing. "And some of the units are literally falling apart." That problem poses an interesting, and timely, solution. "Investing now in building social housing not only creates jobs, but also creates housing for those without jobs. It's win-win." Building more social housing is also an investment in the future. "When you look at families on social assistance, social housing can help give their kids a chance at a better life. If they have a home and their rent is affordable, then maybe they can afford to pay for sports or some after school recreation activities. If families have a safe, stable home, then their kids will do better in school, their health will be better, and they are that much more likely to get out of the cycle of poverty. That's the kind of impact social housing makes."

In 2015, CRH's Community Housing program served 4,137 families throughout Edmonton. Our waitlist more than tripled during the past year, as we added approximately 230 new families to the list each month.

Rent Subsidy

CRH's Rent Subsidy program assists people who rent in buildings owned by private landlords with a subsidy that reduces the cost of rent. The program makes it possible for low-income families and individuals to find affordable housing options, even in communities where social housing is not available. CRH administers two rent subsidy programs in Edmonton and surrounding communities.

The Direct Rent Supplement Program provides rent subsidies to tenants to help with their housing costs. The amount of rental assistance is based on the difference between the tenant's qualified rent and 30 per cent of their gross household income, to a maximum of \$500 per month and is fixed for one year.

The Private Landlord Rent Supplement Program provides for subsidized housing in privately owned accommodations. Clients pay rent based on 30 per cent of their income to their landlord, and CRH pays the landlord the difference between the agreed market rent and subsidized rent paid by the tenant.

In 2015, the Rent Subsidy programs were able to assist 2,944 families and individuals in the capital region. Our total budget for these Rent Subsidy programs was more than \$18 million, which we administered on behalf of government in more than 15 different municipalities across the province.



Supportive Housing

Supportive Housing is offered as part of the Community Housing program, and provides assistance to individuals who may require additional support to maintain their quality of life in the community. This supportive housing environment is available to tenants who live in our Renfrew Arms, Ashton Apartments, Towne House Apartments and Sir Douglas Bader Towers properties.

Facility managers at these properties are available to work with the tenants to help them identify needs and interests, then assist them by making referrals to other community agencies. They also arrange activities, outings and social events designed specifically to enrich the lives of individuals who require assistance. The goal of supportive housing is to ensure that tenants have an opportunity to engage in the broader community and are not isolated because of their limitations.

Crime-Free Multi-Housing

Ensuring people feel safe and secure in the place they call home is an essential part of our commitment to our clients. That's why we partner with the Edmonton Police Service to bring the Crime-Free Multi-Housing Program to all of our properties. The program, which has been in place in Edmonton since 2001, is designed to make our apartment and townhouse complexes a more secure and safer environment for tenants.

At the same time, the program helps ensure that our sites are a safe and welcome part of the broader community. "It's really about making everyone feel safer in their homes," says Haydn Ache, Manager, Verification and Compliance.

The key components of this program that help ensure our multi-family properties are safe and secure for residents and the community alike include: crime prevention through environmental design, tenant education through Safety Socials, and staff training and re-certification courses.

"It's really about making everyone feel safer in their homes."

Haydn Ache
Manager, Verification and Compliance

HOME TO STAY

When Gary McDonald first saw his home, it was nothing more than a wooden frame in a new social housing complex that was being built in Rundle Heights in North Edmonton.

"I remember that we had our pick of units, and this is the one we chose." That was in 1971, when Gary was all of eleven years old. Forty-five years later, it's still the place he calls home, making him the longest residing tenant in CRH history.

Born with spina bifida, Gary has struggled with mobility issues his entire life – something that made finding suitable housing for him and his parents back in the 1960s and early 1970s difficult. "Before here, we had lived in regular housing. Back then, even though I used crutches to get around, our place had stairs, so my parents had to make a bedroom for me on the main level. Once we moved here, everything was on one level, so I could get around the whole house."

A lot has changed in the surrounding neighborhood as the community grew up around Rundle Heights. "When we moved in, the park was just going in down the hill," recalls Gary. "As a kid here, I knew a lot of people and my dad was even the caretaker for bit. I have roots here that go way back."

Over the years, Gary has given back to the local community as a member of Neighborhood Watch and as a Safe Parent house. And he's always taken pride in treating his home with the respect it deserves. "I've never understood people who treat their rental unit like it's temporary," he explains. "It's just a crazy way of thinking. They should treat it like home, because it is home."

In addition to his neighborhood activities, Gary is also an avid volunteer with organizations like Edmonton's Fringe festival, where he has volunteered for over 30 years in various capacities, including as a front of house volunteer and working at the box office. "If I wasn't a theatre fan before I started, I definitely am now!" He's also lent his time to the CNIB and to the Stollery Children's Hospital Foundation. It's no surprise that someone who was 1967's Easter Seal's Timmy, would want to give back to the community in any way he can. "I enjoy the chance to do something for other people." Although he is currently recovering from shoulder surgery, he plans to return to volunteering as soon as possible.

Today Gary, who is now confined to a wheelchair, lives in his two-bedroom townhouse with his wife of one year, Sharlene. The newlyweds, who will celebrate their first anniversary in July, are both grateful for the independence Gary enjoys in his home.

"It's not that easy to go out and rent a house that will accommodate a wheelchair," stresses Sharlene. "It's awesome that this place exists and that social housing is available for people who need it. We just need more of it."

Neither Gary nor Sharlene can envision a time when they would consider moving. "I couldn't imagine living anywhere else," says Gary. "This is home."

“ I COULDN'T
IMAGINE LIVING
ANYWHERE ELSE.
THIS IS HOME. ”



The HOME Program

The idea of home ownership can be overwhelming for many people, but for people living with low incomes, it can seem completely out of reach. Making the seemingly impossible, possible, is the goal behind The HOME Program. Launched in 2001, the program, which involves a partnership between CRH, the Alberta Real Estate Foundation's Affordable Housing Initiative, the Alberta Real Estate Foundation and Canada Housing and Mortgage Corporation, focuses on the financial literacy of home buying. It combines education sessions, one-on-one counselling, financial resources and follow-up support to people interested in purchasing a home.

Education First

"In our first session, there were six people in the class," recalls Brian Finley, The HOME Program coordinator. "Since then, we've had roughly 5,500 participate in the sessions." The six-hour long education component is run on a two-session model, with a two-hour evening session that can be modified to meet the needs of participants, and a four-hour session – usually held on a Saturday – that gets into the nuts and bolts of home ownership. "The first half of the four-hour session focuses on the finances of home ownership – such as mortgages and pre-qualifications," explains Brian. He brings in speakers such as bankers or mortgage brokers, Realtors, lawyers, home insurance providers and home inspectors, as well as community partners who come and talk about what they do. The education sessions are open to everyone, regardless of income.

"After people have made that six-hour commitment to us in the form of the education session, our commitment back is to work with them as long as it takes for them to get into home ownership." For some the process will be quick, while for others it takes some time. "The shortest we've ever had was seven days, the longest was nine years, but on average it probably takes about two years," he explains.



Start to Finish

It's a start-to-finish process that also includes referrals to mortgage and homeownership experts, as well as financial aid and post-purchase support. Participants learn how to budget, build a credit history and make smart buying decisions. Since 2001, The HOME Program has distributed almost \$2-million in down-payment assistance to its graduates and helped more than 1,300 people become homeowners. In 2015, 30 CRH tenants participated in the program and four of those tenants became homeowners.

Over the past 15 years, the program has also expanded to explore initiatives geared at making homeownership easier for everyone. This includes the United Way's Empower U program and partnerships with First Nations communities. And last year, The HOME Program launched an employer assisted housing program for employers who are interested in helping their employees explore home ownership. Brian notes that they have offered several workplace lunch-and-learn sessions as part of the program. "We're happy to go to them, because we want to show more people that home ownership is actually doable."

Capital Region Housing Foundation

Established in 2000, this charitable foundation supports the efforts of CRH through a number of initiatives including the annual Hackers Fore Housing Charity Golf Tournament. This popular annual tournament, which began in 2003, is the primary source of funding for The HOME Program. Thanks to the contributions and support of our committed sponsors and participants, the tournament raised \$40,000 in 2015.

OUR BOARD

Capital Region Housing is governed by a committed group of individuals who contribute their time, energy and considerable skills and experience to guiding our

organization. We are incredibly grateful for their dedication, their wisdom and their commitment to improving the lives of our tenants.

Rob Heron, Chair
Scott Russill, Vice Chair
L. Neil Gower, Past Chair
Reginald (Reg) Appleyard
Antara Gabinet
Shane Laptiste (to June 2015)

Joceline Martel
Rob Martin (to November 2015)
Todd Shipley
Chris Simonson
Donna Stevenson
Christine Zwozdesky

OUR PARTNERS

Our community-based partners play an integral role in helping build strong, supportive communities. All of our current partners, listed below, share our commitment to improving the lives of our tenants and to finding ways to expand social housing options and explore poverty reduction strategies. Like us, they understand

that change happens from the inside out and that once people have a place to call home, they can begin to tackle challenges and embrace opportunities. We are always looking to build new partnerships and welcome inquiries from interested organizations or agencies.

Alberta Seniors – Housing
Boys and Girls Clubs of Edmonton
Brander Garden ROCKS
C5 Partnership: Edmonton Mennonite Centre, Bent Arrow
Traditional Healing Society, Terra Centre, Norwood Child & Family Resource Centre, Boyle Street Community Services
Canadian Mortgage and Housing Corporation
Catholic Social Services
City of Edmonton Cornerstones
Dickinsfield Amity House
E4C Changing Lives Growing Community
Edmonton Community Legal Centre
Edmonton Police Service
Crime Free Multi Housing Program
Family Futures Resource Network
(previously called Mill Woods Family Resource Centre)

Habitat for Humanity
Homeward Trust Edmonton
Jasper Place Child and Family Resource Centre
Kameyosek Out of School Association
Kara Family Resource Centre
Multicultural Health Brokers
Operation Friendship Seniors Society
Skills Society
The Candora Society of Edmonton:
Community Action for Children
The Salvation Army
Unlimited Potential Community Services Society
WeCan Food Basket Society
YMCA of Northern Alberta

THE NUMBERS

Balance Sheet (combined for all programs)

As at December 31, 2015

ASSETS	
Cash	\$14,047,203
Accounts Receivable	\$2,933,296
Prepaid Expenses	\$782,639
Assets Held In Trust	\$923,201
Investments in Related Parties	\$1,011,595
Housing Projects and Capital Costs	\$81,391,416
Intangible Assets	\$1,204,760
TOTAL ASSETS	\$102,294,110
LIABILITIES	
Current Liabilities	\$16,336,002
Mortgage Payable	\$10,480,676
Trust Liabilities	\$923,201
Deferred Contributions	\$42,873,321
TOTAL LIABILITIES	\$70,613,200
EQUITY	
Invested in Property and Equipment	\$27,065,814
Unrestricted	\$2,625,464
Internally Restricted Reserve	\$1,989,632
TOTAL EQUITY	\$31,680,910
TOTAL LIABILITIES & EQUITY	\$102,294,110

Income Statement Government Properties

For 12 months ending December 31, 2015

REVENUE	\$23,351,390
EXPENSES	
Human Resources & Administration	10,581,372
Utilities & Taxes	11,987,302
Maintenance	12,093,626
Operating	3,085,020
Major Projects	1,290,349
TOTAL EXPENSES	39,037,669
OPERATING SURPLUS (DEFICIT)	-15,686,279
Amortization Expense	34,604
NET SURPLUS (DEFICIT)	-15,720,883
NET OPERATING GRANT	15,720,883

Income Statement Corporation Owned Properties

For 12 months ending December 31, 2015

REVENUE	\$6,016,838
EXPENSES	
Human Resources & Administration	\$1,337,634
Utilities & Taxes	\$895,449
Maintenance	\$815,035
Operating	\$630,524
Major Projects	\$150,323
Interest	\$398,649
TOTAL EXPENSES	\$4,227,614
Operating Surplus (Deficit)	\$1,789,224
Restricted Grant	\$176,789
Net Amortization Expense	\$650,729
NET SURPLUS (DEFICIT)	\$1,315,284

READY FOR WHAT COMES NEXT

If the challenges and the change that defined this past year taught us anything, it is that the work we do is more important than ever before. CRH knows that social housing is critically important to our clients and to the broader community. We also know that demand will continue to grow and that the time to develop innovative, sustainable approaches to social housing is now.

That's why our focus going forward will be on working with government to secure essential funding that will allow us to build desperately-needed new social housing units and revitalize existing stock. Some of that work is already underway, and we have advocated with all three orders of government to help them understand both the need and the investment opportunity that exists in social housing. No one understands social housing better than CRH, and we're ready to use our experience and our expertise to help government find innovative, sustainable solutions.

We've also begun working more collaboratively with community partners who share our commitment to social housing and who understand its impact. Investing in social housing is an investment in our citizens, our community and our future. It allows people to live without the stress of having to choose between rent and food and changes the very nature of families, allowing them to have the stability to put down roots, strengthen communities and realize our collective potential as a society.

We know that change happens from the inside out, both for us and our clients. That's why we're committed to making it easier for people who need affordable housing to find the places they can call home, so they can look outward to what comes next for them and their families.

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