



**Capital Region
Housing**

The Way Home



**Preparing
for tomorrow,
today.**

Capital Region Housing's 2018 Annual Report

Preparing for tomorrow, today.

Our 2018 Annual Report highlights initiatives and partnerships that promote long term social and economic stability for customers through the regeneration and redevelopment of affordable housing.





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CRH Board of Directors

The CRH Board of Directors is comprised of up to eleven members; two members are appointed by the Edmonton City Council and nine members are appointed by Capital Region Housing's Board.

Christine Zwozdesky

Donna Stevenson

Doug Warren

Issam Saleh

Jennifer Kluthe

Karen Stone – Vice Chair (Jan.- June 2018)

Paul Whittaker - Vice Chair (July-Dec. 2018)

Rob Heron

Scott Russell – Board Chair

Tess Gordey

Todd Shipley

Welcome Home

Welcome to Capital Region Housing (CRH).

For over 9,000 families and individuals in the Edmonton Metropolitan Region, we are home.

At least once per week, I'll hear about stories of home from those we serve. Stories of hope; stories of new-found homes, communities and relationships; stories of first and memorable experiences; stories of financial stability and growth.

But there are also stories of desperation for safe, affordable housing from the families and individuals on our waitlist; stories where families move from shelter to shelter because they cannot afford a place to call home; stories where families struggle to provide basic necessities; stories where a family's financial situation means they are limited in building equity and stability.

It is these stories of home that continue to remind us of the significant role CRH plays in the development of safe affordable housing, in the regeneration of social housing and in the development of vibrant and inclusive communities.

These stories also highlight the realities of a sector that is embarking on an era of growth and transformation, growth that requires proactive and strategic planning today, for tomorrow.

Throughout 2018 we focused on our **people** by implementing programs and initiatives that promote long term economic and social stability, foster healthy tenancies and enable smooth transitions.

We focused on **processes** and established new service delivery models for continued operational and economic sustainability.

We focused on our **properties** and the demand for housing. Through a mixed income model and portfolio approach, we're redeveloping and revitalizing affordable housing in the Edmonton Metropolitan Region.

We focused on our **partnerships**. Through innovative partnerships and community engagement, we continue to collaborate with government and industry partners to support the building of new affordable housing.

As one of the largest housing management bodies in Canada with passionate and experienced staff, engaged customers and innovative practices, we will continue to demonstrate housing sector leadership and mentorship to build expertise across the housing sector and beyond.

We are excited about the opportunities for the affordable housing sector and for our families and individuals. Through our collaborative efforts, we will continue to prepare for the future to ensure the best outcomes for those in the Edmonton Metropolitan Region.

Greg Dewling, Chief Executive Officer

OUR MISSION

Building quality homes and inclusive communities with engaged people.

OUR VISION

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

OUR 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.



MORE THAN A PLACE TO LIVE

Home is much more than just a roof overhead. Home is:

Essential. Everyone deserves a home; every family, every person, every child.

Unique. Different families need different kinds of homes and every person makes it their own.

More than four walls. It is where everyone finds support from friends and neighbours.

Where families grow. It is a platform where everyone can realize their potential.

WE ARE MORE THAN A LANDLORD

Providers. We help more than 25,000 people in the Edmonton area live in a home they can afford.

Innovators. We create solutions for people who need help with their rent.

Educators. We empower families to take their first steps towards home ownership.

Partners. We work with like-minded organizations to do more together than we can do alone.

Advocates. We create awareness of housing needs and advocate for better, more inclusive communities.

2018 YEAR IN REVIEW

579

families and individuals placed

3,658

applications received

\$20.4 million

in rental subsidies to families and individuals

\$12.5 million

on refurbishing homes

2018 was a year of continuous growth and development for Capital Region Housing.



We're not just building homes.
We're developing communities.
We're transforming lives.
We're creating memories.
We're helping everyday Albertans
find a safe place to call home.

Our People

We focused on our people by implementing programs and initiatives that promote long term economic and social stability, foster healthy tenancies and enable smooth transitions for those we serve.



I felt so relieved and super excited and I couldn't wait to see my new house. I remember carrying my new baby and new hopes close to my heart and standing outside and ringing the doorbell. The day I got the keys, I felt a sense of survival. I had hope that I can raise my children in a safe environment. It has provided us with the gift of safety, security and smiles.

Shalini, Tenant

Tenants Building Their Own Homes. We collaborated with Stuart Olson and NAIT (Northern Alberta Institute of Technology) to introduce a new program that will give our customers an opportunity to train as apprentices while working for Stuart Olson, the builder for the Londonderry redevelopment. Stuart Olson pledged to hire a minimum of five per cent of its workforce for the project from our customers.

Internal Employee Training and Development. Our staff attended several training sessions focused on emergency response, refugee awareness, financial affairs, disability supports and workplace resiliency. Staff also engaged in a fun filled Policy Manual Amazing Race, an interactive activity that assisted them in understanding and applying policies and procedures.

CRH Stars. We recognized 19 high school students for their achievement in academics during the 2017/2018 school year. Through the CRH Students Total Achievement and Recognition (STAR) Award, we to motivate and encourage youth living in our homes to strive for and achieve excellence in academic and personal development.

NAIT Design Competition. In collaboration with the Construction Specifications Canada (CSC), NAIT students designed mock affordable housing developments that we would hypothetically manage and operate. The multi-disciplinary project challenged students to work with a social organization from analyzing budgetary restraints, to building life cycles and addressing maintenance concerns.

Digital Media Expansion and Upgrade. We redesigned our corporate website. The new platform fosters two-way communication, shares the story of home through compelling narrative and maximizes user experience through a more personable and visually appealing web-based system. Additionally, we expanded our social media profile to include three additional platforms, aimed at building brand awareness and knowledge.

\$3 million

received as a donation from Edmonton architect, Gene Dub, to develop affordable housing for pregnant homeless moms and their babies

19 students

recognized and celebrated for academic excellence through the CRH Stars Recognition Program



DID YOU KNOW?

Through the Building Careers That Fit program customers can enjoy more financial stability and build equity for their families.

Customers who work on the project can continue to live us and receive our services, with no rental increases during the duration of the program.

Our Processes

We focused on our processes and established new service delivery models for continued operational and economic sustainability.

DID YOU KNOW?

We developed a framework for understanding and measuring social sustainability as an affordable housing provider. This framework specifically focuses on meeting housing and non-housing needs of the tenant and building capacity and resiliency, demonstrating our focus on service delivery.

Yardi 7s Systems Implementation. Through the Yardi Property Management Software, we implemented functionalities to improve asset planning, and to provide a paperless procurement system for payments.

Yardi version 7s is a technological system that will modernize and enhance the administration of our core business functions, as well as maximize our return on investment. We will continue to update existing core modules and implement new functional components.

Business Continuity Planning. Through strategic planning at the senior leadership level, we identified scenarios that would impact our operations and our ability to provide front line customer service, and outlined the processes involved to ensure continuation of critical services.

Through a Business Impact Analysis, we developed a mass notification system for corporate communications, as well as identified internal and external service areas that would require critical services.

Due to the translation services at the Hub [sub-office], we were able to explain an offer letter to a tenant. The tenant left the Hub with the biggest smile on his face and was so happy to have been offered a unit.

Katrina, CRH Customer Service Representative

83, 249

customers served through in person or telephone inquiries

502

customers served in new sub-office

\$61,000

raised in support of homeownership

Customer Service Expansion.

Through a partnership with the C5 Hub, we expanded customer service to the Bannerman area in Northeast Edmonton; the new location provides front line customer service and assistance with completing forms. Through this initiative, we are providing more access to customers and expanding the customer service delivery model.

Nested Homebuying Guide.

Offered through the Capital Region Housing Foundation, Nested is an online guide to homeownership in Alberta, assisting individuals in understanding and navigating the homebuying process. In support of Nested, we hosted the 16th Annual Hackers Fore Housing Charity Golf Tournament, with representation from several industry partners.

Digitization of Customer Records.

To improve organizational efficiencies, increase customer service and create and maintain data security and integrity, we began the process of digitization of customer records. Current customer files will be scanned to a secure data management system, thus enabling us to have access to an electronic database of real time customer information.

Our Properties

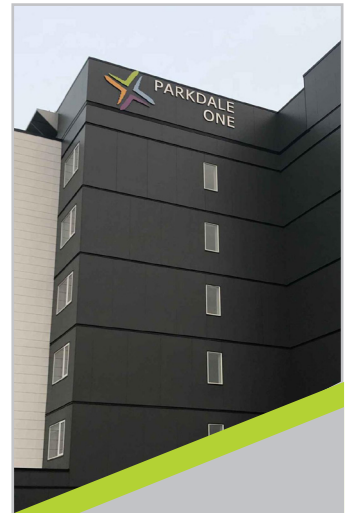
We focused on our properties and the demand for housing. Through a mixed income model and portfolio approach, we're redeveloping and revitalizing affordable housing in the Edmonton Metropolitan Region for social and economic sustainability.



Londonderry Breaks Ground. In partnership with the City of Edmonton and the Government of Alberta, we broke ground on the Londonderry project; Londonderry will be home to 240 families and individuals.



Youngstown Redevelopment. Through the four-phased process, community members were given the opportunity to provide feedback on the concept building options. The redevelopment will provide up to 350 mixed income homes.



First Mixed Income Homes. The new Parkdale development opened in June 2018 and can accommodate 70 families and individuals. The mixed income model assists with increasing housing stability by allowing tenants to stay in their homes and have their rents adjusted as their incomes change.

\$1 billion

under management for portfolio planning and revitalization

\$12.5 million

spent on refurbishing a significant percentage of the homes in our portfolio

\$6 million

spent on capital projects

“

Housing [is] a human right. It really is more than just a remedy. It is transformational for people. We have so many sites in the City that we would like to partner with housing providers like CRH and others to do this kind of thing.

Mayor Don Iveson, Londonderry Breaks Ground, October 2018

”



DID YOU KNOW?

Through strategic project planning and business case development, there are approximately 5,000 homes to be developed over the next few years. Of the 5,000 new homes for development, we have 2,500 homes in the planning phase for development.

Our Partnerships

We focused on our partnerships. Through innovative partnerships and community engagement, we continue to collaborate with government and industry partners to support the building of new affordable housing.



It was important for Pregnancy Pathways to find the right housing partner, a landlord who could work with us in a really collaborative way to meet the needs of people who have very complex needs. We're really happy to partner with Capital Region Housing. They've been very flexible in making systems work so that women can move into housing quickly. We're looking forward to working with them to figure out the best ways of supporting our clients and making sure they can move on to affordable housing when they leave Pregnancy Pathways as well.

Wendy Bouwman Oake, Program Director
Pregnancy Pathways

New home for moms and babies. With the generous donation of an apartment building by Gene Dub Architects, moms who are part of the Pregnancy Pathways program will now have a safe place to call home. Valued at approximately \$3 million, the building has been converted into affordable housing units for Pregnancy Pathways.

Community Consultations. Through community engagement and consultation, we're seeking to provide families with more than a roof overhead. In 2018, we hosted three community engagement consultations; these consultations ensured timely sharing of project information, and enabled us to gather critical feedback, opinions and perspectives from tenants, the community and key stakeholders.



DID YOU KNOW?

Our Joint Venture is the first innovative partnership of its kind in Alberta, which allows for the integration of affordable rental units into a market housing development. Pine Creek Manor is a joint venture with a private developer to create 174 homes; 35 of these homes are subsidized (affordable housing).

Joint Ventures. Through a Joint Venture with RMS Group, Pine Creek is home to 174 families; 35 homes will be subsidized. By integrating affordable housing into market development, we continue to work with like-minded organizations to do more together than we can do alone.

Train the Trainer. We are the exclusive provider of the RentSmart Educator course for Alberta. Through a Train the Trainer model, the RentSmart course prepares community educators to deliver tenant education programming in their own organizations and communities, with the aim of creating successful tenancies through transformative education.

Calgary Housing Collaborative. We met with representatives from the Calgary Housing Company to discuss strategic initiatives, as well as performance measures, the impact of the cannabis policy and key performance indicators. The collaborative was aimed at creating a network for sharing best practices and lessons learned for mutual organizational growth.

615 new homes

to be built through three community engagements

28 RentSmart courses

provided and over 30 RentSmart basics courses

40 new educators

trained to provide RentSmart education across the province

Our Programs

Through our programs and initiatives, we continue to provide housing and supports to our families and individuals in the Edmonton Metropolitan Region.

Community Housing

The **Community Housing** program provides low rent housing to people with lower incomes; CRH is the landlord for the 4,500 community housing units which are owned by the city, and/or the province or federal government. Tenants pay rent based on a percentage of their income as defined by the *Social Housing Accommodation Regulation*. Capital Region Housing offers a variety of apartments and townhouses, ranging from studio to five-bedroom units.

Near Market Housing

The **Near Market Housing** program assists people who need a lower rent by offering rentals at 10-20% below market rent for a similar unit in Edmonton; CRH owns and manages over 600 near market units. To qualify, income cannot exceed the maximum limits established for this program.

Direct Rent Supplement

The **Direct Rent Supplement** provides subsidies to people with lower incomes who are renting from a private landlord; CRH administers the program in Edmonton and surrounding areas. To qualify, subsidy recipients must be eligible as outlined in the *Social Housing Accommodation Regulation*.

Private Landlord Rent Supplement

Private Landlord Rent Supplement. CRH matches clients with private market landlords. When a CRH designated unit becomes vacant, CRH connects the next eligible applicant with the landlord to determine if they are a suitable tenant for that unit. To qualify, recipients must be eligible and have priority as per the requirements in the *Social Housing Accommodation Regulation*.

Rent Smart. CRH is the exclusive provider of the RentSmart Educator course for Alberta; RentSmart is developed by Ready to Rent in British Columbia to create housing stability, prevent homelessness and build community.

The Train the Trainer course prepares community educators to deliver tenant education programming in their own organizations and communities, with the aim of creating successful tenancies through transformative education.

4,500

community homes

600

near market homes

820

buildings

120

locations

DID YOU KNOW?

The demand for affordable housing is at a record high and the affordable housing sector is embarking on an era of growth and transformation;

CRH is proud to be part of this transformation. Our vision for the affordable housing sector is one that is customer-focused, affordable and sustainable. With continued collaboration with industry partners and funding from federal and provincial governments, we can invest in our people, our properties and our programs.

Our Finances

Balance Sheet as at December 31, 2018

Government and CRH Owned Properties

ASSETS	
Cash	\$10,771,041
Accounts Receivable	\$8,843,868
Prepaid Expenses	\$983,711
Assets Held in Trust	\$1,752,821
Investments in Related Parties	\$5,700,971
Housing Projects and Capital Costs	\$86,555,952
Intangible Assets	\$1,204,760
TOTAL ASSETS	\$115,813,124

LIABILITIES	
Current Liabilities	\$24,500,964
Mortgage Payable	\$13,121,147
Trust Liabilities	\$923,201
Deferred Contributions	\$39,487,027
TOTAL LIABILITIES	\$78,032,339

EQUITY	
Invested in Property and Equipment	\$32,871,969
Unrestricted	\$2,507,456
Internally Restricted Reserve	\$2,401,360
TOTAL EQUITY	\$37,780,785
TOTAL LIABILITIES & EQUITY	\$115,813,124

Income Statement as at December 31, 2018

Government Properties for 12 months

REVENUE	\$26,938,738
EXPENSES	
Human Resources and Administration	\$12,012,773
Utilities & Taxes	\$13,215,716
Maintenance	\$11,673,090
Operating	\$2,184,410
Major Projects	\$4,648,400
TOTAL EXPENSES	\$43,734,389
Operating Surplus (Deficit)	-\$16,795,651
Amortization Expense	\$13,111
Net Surplus (Deficit)	-\$16,808,762
Net Operating Grant	\$16,808,762

Income Statement as at December 31, 2018

CRH owned properties for 12 months

REVENUE	\$7,936,767
EXPENSES	
Human Resources and Administration	\$1,378,417
Utilities & Taxes	\$2,212,056
Maintenance	\$1,242,240
Operating	\$597,522
Major Projects	\$702,694
Interest	\$395,313
TOTAL EXPENSES	\$6,528,242
Operating Surplus (Deficit)	\$1,408,525
Restricted Grant	\$173,084
Gain on Transfer of Assets	\$4,761,175
Net Amortization Expense	\$1,231,118
NET SURPLUS (DEFICIT)	\$5,111,666

