

ANNUAL REPORT 2012

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# CANADIAN HOUSING AND RENEWAL ASSOCIATION

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A HOME FOR THE HOUSING SECTOR



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# A HOME FOR THE HOUSING SECTOR

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Kawartha Participation Projects • Parry Sound Housing Corporation • Alex Paterson • Entre Nous Femmes Housing Society • Caroline Larocque • Aboriginal Housing Society • AIDS Committee of NL/ Tommy Sexton Centre • Aqanttanam Housing Society • Attainable Homes Calgary Corporation • BC Housing Management Commission • Andrew Harvey • Brentwood Homes - Meadowcroft Housing Society of Edmonton • Bruce House • Cambridge Non-Profit Housing Corporation • Gail Harmer • Canadian Mental Health Association (Sudbury) • Canmore Community Housing Corporation • Catherine Boucher • Central City Foundation • Centretown Citizens Ottawa Corporation • CHC/ Saskatoon Tribal Council • Christie Ossington Neighbourhood Centre • Cite d'âge d'Or Inc. • Cochrane Family and Community Support Services • Corporation d'habitation Jeanne-Mance • Corporation Waskahegen • CRC Self Help Inc • Judy Forrest • Durham Region Non-Profit Housing Corporation • Ecuhome Corporation • EHRLO Community Services Inc. • Fred Victor Centre • Fredericton Non-Profit Housing Corporation Inc. • Frontenac Community Mental Health Services • German-Canadian Housing of Newmarket Inc • Gloucester Non-Profit Housing Corporation • Heart River Housing • Homes First Society • Horizon Housing Society • Houselink Community Homes • Leduc Foundation • Lu'ma Native Housing Society • Mainstay Housing • M'akola Group of Societies • Mamele-awt Queesome Housing Society • Montfort Renaissance • Moose Jaw Housing Authority • Moose Jaw Non-Profit Housing Corporation • Multifath Housing Initiative • Maroine Bendaoud • Namerind Housing Corporation • Nanaimo Affordable Housing Society • Nanaimo Region John Howard Society • Phil Brown • Native People of Thunder Bay Development Corporation • Nepean Housing Corporation • New Vista Society • Northern Spruce Housing Corporation • Stephen Brown • Ontario Aboriginal Housing Support Services Corporation • Options Bytown Non-Profit Housing Corporation • Ottawa Community Housing Corporation • Ottawa Salus Corporation • P.A.M. Gardens Non-Profit Inc. • Surita Parashar • Pacifica Housing Advisory Association • PAL Vancouver • Peel Living • RainCity Housing & Support Society • River Bank Development Corporation • Saskatoon Housing Authority • Seton Foundation • Silver Sage Housing Corporation • Société d'habitation Chambrelle • St. Clare's Multifath Housing Society • Zheng Sun (Gene) • St. John's Status of Women Council • Stella Burry Community Services • Streets Alive Family Support Association • The Old Brewery Mission • Toronto Community Housing Corporation • Margaret Forbes • Vancouver Native Housing Society • Victoria Cool Aid Society • Bob Crane • Victoria Park Community Homes Mgt. Project • Villa Héritage Inc. • Vincent Paul Family Homes • Winnipeg Housing & Rehabilitation Corporation • Cameron Gray • Wood Buffalo Housing and Development Corporation • Woodgreen Community Housing Inc • York Developments Inc. • York Region • YWCA Peterborough Victoria & Haliburton • YWCA Toronto • Affordable Housing Association of Nova Scotia • Carl E Doucette • BNRC - Brandon Neighbourhood Renewal Corporation • British Columbia Non-Profit Housing Association • Canadian Home Builders Association • Co-operative Housing Association of Eastern Ontario • Co-operative Housing Federation of BC • Co-operative Housing Federation of Canada • Fédération régionale des OBNL d'habitation de Québec - Chaudière-Appalaches • Fonds québécois d'habitation communautaire • Habitat for Humanity Canada • Housing Services Corporation • Manitoba Non-Profit Housing Association • Métis Urban Housing Corporation • Deborah Kraus Consulting • MUHAS • New Brunswick Non-Profit Housing Association • Newfoundland & Labrador Housing & Homelessness Network • Ontario Non-Profit Housing Association • Regroupement des offices d'habitation du Québec • Réseau Québécois des OSBL d'habitation • Focus Consulting Inc. • Right to Housing • South Central Enterprise Region • Affinity Credit Union • Ameresco Canada Inc. • Andrin Ltd. • Berry Architecture & Assoc. Ltd. • CitySpaces Consulting Ltd. • Communitas Group Ltd. • DMS Property Management Ltd. • Genworth Canada • Innovative Residential

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# A HOME FOR THE HOUSING SECTOR

## To CHRA members, partners and friends,

This year has been a phenomenal year for CHRA! We gained new members, forged new partnerships, established new policies, created a new advocacy strategy, balanced our budget and even put some savings aside for our future growth. CHRA exceeded its own ambitious projections even while operating with a smaller staff and fewer resources during a time of greater uncertainty. And so before celebrating our association's accomplishments, as President and Executive Director, we wish to recognize the truly collective nature of the achievements and the contributions of the entire Board, staff and membership of CHRA, especially those of our current Past President, Bruce Pearce, who led us through the first four months of 2012 as President. Their relentless optimism, creativity and work on CHRA's behalf have brought about greater certainty, stability and effectiveness.

This year, we actualized our renewed sense of who we are – a home for the housing sector – and who we serve – the full and diverse spectrum of cities, housing providers, businesses, provinces, students, supportive services, and individuals working across the full spectrum of affordable housing, including ending homelessness, affordable home ownership, supportive housing and everything in between. With those essential elements defined, we realized new members, programs, partnerships and funding which led us to the remarkable financial results of a \$31,253 operating surplus in only the second year without the \$390,000 annual CMHC funding.

Last year amidst cuts of roughly \$200,000, we invested heavily in ourselves by developing new program and membership offerings. And while we ended last year with an operating deficit as predicted, the wisdom of that investment shows in the impressive gains we've made in our 53 new **members** and \$29,248 extra in membership dues. It shows in new **partners and funding** from Genworth Financial Services, the Catherine Donnelly Foundation, Canada's Business Improvement Areas and Districts, Eva's Initiatives, the Mental Health Commission of Canada and its At Home/Chez Soi project, and the Canadian Homelessness Research Network. And it shows in the highest recent turnout of **delegates and sponsors** at CHRA's first-ever Congress in St John's, Newfoundland and Labrador!

Why are we seeing such support for CHRA? On the policy front, we developed the youth homelessness policy statement and in doing so developed a model of expert task forces with much broader member involvement. The Community Advisory Boards (CABs) Learning Network became a reality as over half of all the CABs in Canada met for the first time in St John's after three years of research, planning and collaboration. Together with five provincial affordable housing associations, we revised the popular online planning tool for housing providers to predict their projects' viability as federal operating agreements for social housing expire.

Perhaps the greatest reason we are seeing increased support from members and partners alike is our reemergence as Canada's voice for affordable housing at the federal level. With solid membership, programs and partners behind us, we are making change happen in Ottawa. CHRA has developed a better articulated and consistent platform on issues that matter most to our members and to affordable housing and homelessness in Canada. With a systematic and targeted approach, we are individually, with our members and with our partners calling for the federal government to reengage in affordable housing through federal policies, programs and policies.

As the home for the housing sector in Canada, CHRA will work even harder in 2013 to represent all Canadians by augmenting the breadth of interests we serve across the country. Consultation and collaboration have begun with aboriginal members and communities to allow a conversation to take place that is more inclusive and diverse.

We will amplify our voice through a first-ever Advocacy Day on Parliament Hill for CHRA members and allow them to tell their stories directly to the decision-makers in Ottawa. Our members will tell the stories of the women, men and children they know, who struggle to make ends meet, living in unsafe, unaffordable homes.

Through our members, we will carry the message of safe, secure, adequate and affordable housing across the country because the need has never been greater. Over 1.5 million households remain in core housing need. Our social housing infrastructure is in growing need of repair and, as federal agreements expire, risks becoming even less accessible. To keep rents affordable and buildings in decent working order – to protect this public asset because that it truly what it is – we remain committed to helping those individuals and families whose lives would be forever changed by an improvement in their housing circumstance.



A blue ink signature of Phil Brown, written in a cursive style.

**Phil Brown**  
President



A blue ink signature of Jody Ciuffo, written in a cursive style.

**Jody Ciuffo**  
Executive Director

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# OUR KEY PILLARS

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**We centre everything we do around four key pillars:**

**Keeping homes affordable**

**Ending homelessness**

**Renewing our communities**

**Supporting a sustainable housing profession**

The **Canadian Housing and Renewal Association's** mission is to ensure that every Canadian has appropriate, secure, decent and affordable housing.

CHRA is the only national Canadian voice speaking on the full range of affordable housing and homelessness issues and solutions, both in Canada and abroad.

**We support these pillars by:**

**Advocating** for improved federal funding, housing policies and programs

.....

Creating and disseminating **research** on affordable housing and homelessness

.....

Keeping our members **informed** of new opportunities, best practices and innovations

.....

**Connecting** the affordable housing sector through webinars, our annual congress and other events throughout the year

## Our Board

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**President**  
**Phil Brown**  
Director At-Large



**Past President**  
**Bruce Pearce**  
Director At-Large  
*St. John's Community Advisory  
Committee on Homelessness*



**Vice President**  
**Danielle Juteau**  
Director At-Large  
*Directrice générale,  
Corporation d'habitation Jeanne-Mance*



**Treasurer**  
**François Vermette**  
Regional Director, Québec  
*Vice President,  
Société d'habitation Chambrelle*



**Secretary**  
**Karen Hemmingson**  
Director At-Large  
*Research Director,  
BC Housing*



**William K. Buckland**  
Regional Director, Nova Scotia & PEI  
*Administrator,  
Seton Foundation*



**David Eddy**  
Director At-Large  
*Chief Executive Officer,  
Vancouver Native Housing Society*



**Gary Glauser**  
Regional Director, New Brunswick  
*Executive Director,  
New Brunswick Non-Profit Housing Association*



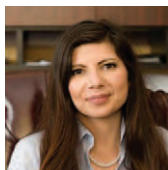
**Val Hinsperger**  
Director At-Large  
*Executive Director,  
Nepean Housing*



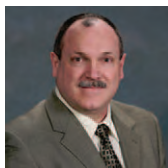
**Patsy Kuksuk**  
Regional Director, Northern Territories  
*Vice President,  
Nunavut Housing Corporation*



**Ronald Lamb**  
Regional Director, Saskatchewan  
*Board Member,  
Saskatoon Housing Authority*



**Tina Larouche**  
Director, Aboriginal Community  
*Executive Director,  
Aqanttanam Housing Society*



**Bryan Lutes**  
Regional Director, Alberta  
*President,  
Wood Buffalo Housing &  
Development Corporation*



**Sheldon Pollett**  
Regional Director, Newfoundland  
and Labrador  
*Executive Director,  
Choices for Youth*



**Linda Ring**  
Regional Director, Manitoba  
*Board Member,  
SAM Management*



**Brigitte Witkowski**  
Regional Director, Ontario  
*Executive Director,  
Mainstay Housing*

### Executive Committee

**Purpose:** The Executive serves as a governing body for the Association between Board meetings and is empowered to act on the Board's behalf when necessary.

- **Phil Brown**, President (Chair)
- **Bruce Pearce**, Past President
- **Danielle Juteau**, Vice President
- **François Vermette**, Treasurer
- **Karen Hemmingson**, Secretary

### Finance & Audit Committee

**Purpose:** To monitor the Association's finances, investment strategy and financial record keeping on behalf of the Board and the membership.

- **François Vermette** (Chair)
- **Ronald Lamb**
- **Danielle Juteau**

### Resolutions Committee

**Purpose:** To oversee the resolutions process leading up to and during CHRA's Annual General Meeting, ensuring that the CHRA resolutions policy is followed.

- **Danielle Juteau** (Chair)
- **Tina Larouche**
- **William Buckland**

### Nominations & Awards Committee

**Purpose:** To ensure that the Board nominations process is understood and widely publicized among CHRA members and that there are sufficient nominees to fill all Board vacancies. This committee also oversees the award nominations process and selects recipients.

- **Bruce Pearce** (Chair)
- **David Eddy**
- **Linda Ring**

### Community Advisory Boards Steering Committee

**Purpose:** This committee has representatives of the Community Advisory Boards (CABs) community and CHRA Board members to provide direction to the National Network of CABs. They act as a sounding board for best practices and lessons learned from across the country, and provide input and support into the annual meeting of the network.

- **Phil Brown**, CHRA President
- **Jody Ciuffo**, Executive Director, CHRA
- **Jo-Ann Coleman Pidskalny**, Executive Director, Saskatoon Housing Coalition
- **Jennifer Dockstader**, Executive Director, Abbey House, St. Catherines-Niagara
- **Dayle Hernblad**, HIFIS Community Coordinator and Homelessness Coordinator, City of Yellowknife
- **Claudia Jahn**, Program Director, Community Action on Homelessness, Halifax
- **Susan McGee**, Executive Director, Homeward Trust Edmonton
- **Bruce Pearce**, Past President, CHRA & Community Development, St. John's Community Advisory Committee on Homelessness
- **Matthew Pearce**, Executive Director, Old Brewery Mission, Montreal
- **Diane Randell**, Manager, Community & Social Development Group, City of Lethbridge
- **Tim Ross**, Fredericton CAB Coordinator
- **Sheldon Pollett**, Board Member, CHRA & Executive Director, Choices for Youth, St. John's
- **Alice Sundberg**, Co-chair, Regional Steering Committee on Homelessness, Metro Vancouver

### Task Groups

Chaired by a CHRA Board Member, CHRA Task Groups bring together experts to undertake a specific piece of work, and are then retired upon completion of their assigned task.

#### In 2012 three CHRA Task Groups were formed:

##### **Business Improvement Areas/Districts and CHRA**

Chaired by Phil Brown, this Task Group proposed a series of actions designed to enhance collaboration with Business Improvement Areas/Districts (BIAs/BIDs). The proposed actions, which included the development of a webinar and Congress 2013 session on how BIAs/BIDs and the affordable housing and homelessness sector can work together, were adopted by the CHRA Board of Directors and are being implemented by staff.

##### **Private Rental Housing**

Chaired by Alan Wallace, this Task Group has developed a report which outlines why and to what degree more market rental housing is needed, as well as proposes actions designed to expand the private rental housing stock. Having completed its assignment, this Task Group has been retired.

##### **Expiry of Social Housing Operating Agreements**

Chaired by David Eddy, this Task Group is collecting examples of the impact of the expiration of social housing operating agreements and will consider proposals designed to ensure the sustainability and ongoing affordability of the social housing stock.

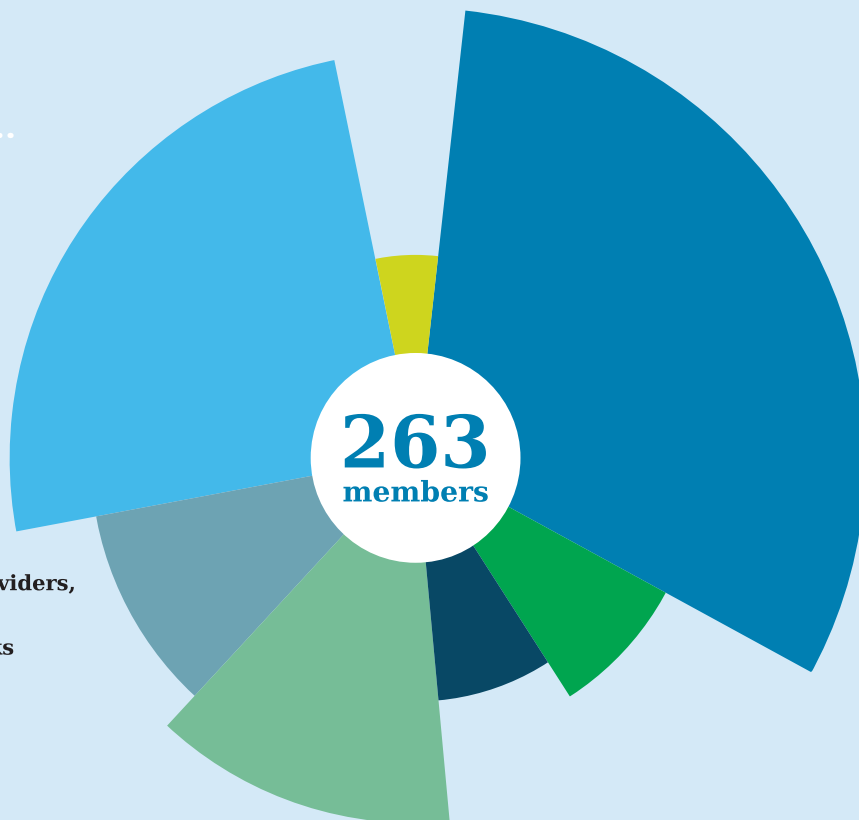
# OUR MEMBERS

## 2012

**Membership by categories**

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- 82** — Affordable housing providers, owners & managers
- 21** — Associations & networks
- 20** — Business partners
- 35** — Individual members
- 27** — Municipalities
- 65** — Non-profit groups
- 13** — Provincial/territorial departments



The Year 2012 proved to be an actualization of CHRA's renewed sense of who we are – a home for the housing sector – and who we serve – the full and diverse spectrum of cities, housing providers, businesses, provinces, territories, students, individuals and supportive services working across the full spectrum of affordable housing, including ending homelessness, affordable home ownership and everything in between.

Nowhere is this more apparent than in the exponential increase in members we have experienced since 2010 when we listed 180 paying members. Today, CHRA has 263 members in total. In only two years, we have reversed a serious decline in membership and achieved a 46 percent increase in our members.

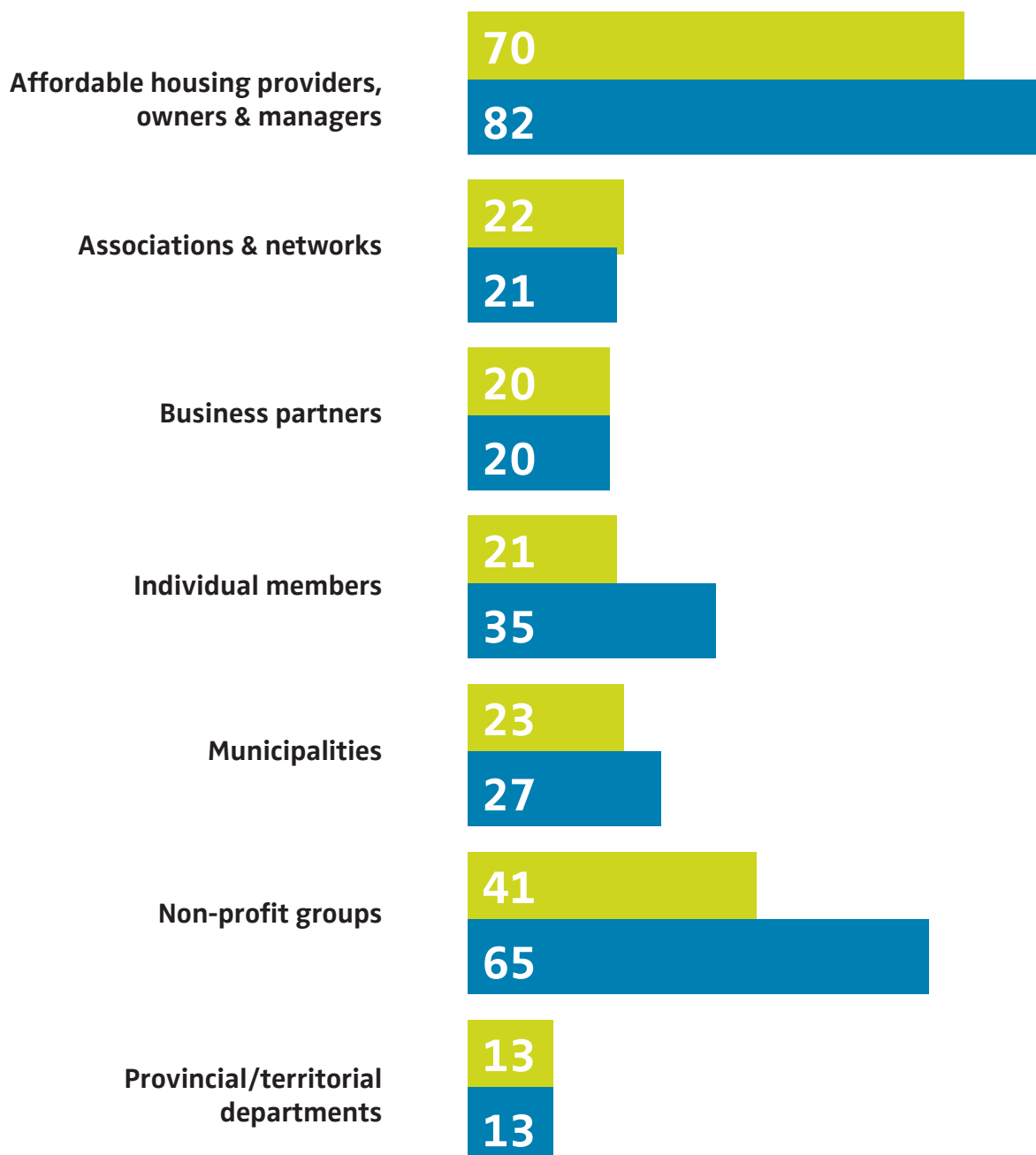
Over the course of the year, 53 new members have joined CHRA to total 263, a 25% increase in one year, and our

membership revenues have grown by \$29,000 for a total of \$319,000. This revenue stream now accounts for 40% of our funding which is due to the increase in members, but also the loss of the CMHC funding, leaving membership as a larger contributor to our financial health.

The largest sector of CHRA members is the non-profit housing providers, totally 82 members or roughly one third of our membership. The second largest group is our non-profit group sector with 65 members or one quarter of the membership, with this category seeing a 60 percent increase with 24 new members this year.

This renaissance in membership shows in real terms that CHRA has earned the confidence of the sector and speaks more strongly on its behalf.

# 2011/2012 COMPARISON



2011

2012

# OUR WORK IN 2012

## Advocacy

Having received input and advice on advocacy activities from CHRA members as part of the “Talking to Ottawa: Strategic Action for Affordable Housing” event that took place in conjunction with Congress 2012, the CHRA Board decided to hold an advocacy event on Parliament Hill as part of Congress 2013. While the ultimate event – the CHRA Housing and Homelessness Advocacy Day – will take place in 2013, many milestones were reached in 2012 in planning for this event, including initial meetings with Members of Parliament and Senators to lay the groundwork for the fulsome Advocacy Day on April 30, 2013.

We participated in the inaugural event of the All-Party Anti-Poverty Caucus, which is a newly formed group of Members of Parliament and Senators from all parties who have come together with the goal of bringing to Parliament solutions that would address poverty. They have cited affordable housing and homelessness as a priority.

We participated at the formal launch and media event of Bill C-400, *An Act to ensure secure, adequate, accessible and affordable housing for Canadians*.

In June 2012, we wrote to the Prime Minister to congratulate him on his leadership on mental health issues through the release of “Changing Directions, Changing Lives: The Mental Health Strategy for Canada”. Among other components, the Strategy outlined access to housing as critical for mental well-being and recovery from mental illness.

On October 15, 2012, we presented on Parliament Hill as part of the “All-Party Affordable Housing Roundtable” where Members of Parliament of all parties and their staff were invited to learn about affordable housing issues and solutions. Other presenting organizations included the Federation of Canadian Municipalities, the National Aboriginal Housing Association, the Co-operative Housing Federation of Canada and others.

In the lead-up to the 2012 federal budget, we submitted a brief to the House of Commons Standing Committee on Finance which, in keeping with the request of the Committee, outlined the role of affordable housing and measures to address homelessness in economic recovery and job creation.

## CHRA Policy

CHRA officially launched its *Ending Youth Homelessness Policy Statement* at Congress 2012 in St John’s. This new policy adds to CHRA’s policy arsenal, explaining why youth are one of the fastest growing segments of the homeless population and proposing solutions. The policy has been formally endorsed by over 1100 individuals and 100 organizations. The policy and its endorsements were sent to federal decision-makers and stakeholders, putting the need for a national strategy to prevent, reduce and end youth homelessness front and centre.

In 2012, CHRA formed the *Task Group on Private Rental Housing*, a group of experts representative of diverse stakeholders involved in private rental housing from across the country. This group developed a detailed report and recommendations on how more private rental housing can be built to meet demand and improve affordability. A formal policy statement based on this work will be launched in 2013.

## CHRA Programs

The *Mobilizing Local Capacity to End Youth Homelessness Program (MLC)* is a five-year initiative whose goal is to end youth homelessness by fostering collective community action and promoting systemic change to public policies. The MLC is the result of a partnership between CHRA, the National Learning Community on Youth Homelessness and Eva’s Initiatives, with generous funding from the Catherine Donnelly Foundation. Two pilot communities - Kamloops and Kingston – were chosen in 2012 to test-drive the program.

After years of planning, CHRA convened the first national meeting of over half of the 61 federally-designated Community Advisory Boards/Community Entities (CABs), national organizations and stakeholders working against homelessness from May 4-5 in St John’s. Delegates shared information, linked their communities and crafted the framework for sustaining a learning network to support the daily work of CABs in preventing, reducing and ultimately ending homelessness.

Making their funding stretch as far as possible within their community, the majority of CABs couldn’t rely on existing budgets to attend the meeting. As such, CHRA sought funding to support the travel costs of each CAB, along with the other costs of staging the meeting. Sponsorship from the Homelessness Partnering Strategy, the Canadian Homelessness Research Network, the CADRE Research Chair of the Mental Health Commission of Canada’s At Home/Chez Soi Project and the City of St John’s made the event possible.

## CHRA Tools

CHRA and five provincial non-profit housing associations – the British Columbia Non-Profit Housing Association; the Manitoba Non-Profit Housing Association; the New Brunswick Non-Profit Housing Association; the Ontario Non-Profit Housing Association; and the Réseau québécois des OSBL d’habitation – jointly developed a common financial assessment tool for use by social housing providers. Available on the provincial association and CHRA websites, this tool helps providers better understand the financial impact that expiring federal funding will have on their operations and, as a result, their ability to serve their low-income tenants.

### Spreading CHRA's message in 2012

*Sharing our vision for a Canada where everyone has a home, we presented at:*

- The Ontario HIV Treatment Network Meeting, January 12, Vancouver. *Presentation by Jody Ciuffo.*
- Liberal Social Policy Caucus, March 12, Ottawa. *Presentation by Phil Brown.*
- YWCA Canada and Canadian Association of Elizabeth Fry Societies Parliament Hill Event, March 13, Ottawa. *Presentation by Dallas Alderson.*
- APEC Symposium on Human Capital Policies for Green Growth & Employment, March 20-21, Washington, D.C. *Presentation by Bruce Pearce.*
- The New Brunswick Non-Profit Housing Association Annual Conference, May 11, Fredericton. *Presentation by Phil Brown.*
- All-Party Affordable Housing Roundtable, October 15, Ottawa. *Presentation by Val Hinsperger and Dallas Alderson.*
- Newfoundland and Labrador Housing & Homelessness Network Provincial Conference, October 24-25, Terra Nova. *Presentation by Sheldon Pollett*
- 4e Colloque du Réseau québécois des OSBL d'habitation, October 26, Quebec City. *Presentation by Jody Ciuffo.*
- National Association of Housing and Redevelopment Officials Conference and International Committee Meetings, October 29-30. *Presentations by Phil Brown.*
- The British Columbia Non-Profit Housing Association Annual Conference, November 21, Richmond. *Presentation by Phil Brown.*
- The inaugural conference of the Manitoba Non-Profit Housing Association, November 22, Winnipeg. *Presentation by Phil Brown.*
- Nova Scotia Housing and Homelessness Network Conference, November 23, Halifax. *Presentation by Jody Ciuffo.*

### **We participated on:**

- The Mobilizing Local Capacity to End Youth Homelessness Program Steering Committee
- The National Housing Research Committee
- The Canadian Homelessness Research Network/Canadian Homelessness Observatory Working Group

### **We participated at:**

- The Federation of Canadian Municipalities Sustainable Communities Conference, February 7-9, Ottawa.
- Parliament Hill Launch of Private Member's Bill C-400, February 16, Ottawa.
- World Indigenous Housing Conference, June 12-15, Vancouver.
- The Ontario Non-Profit Housing Association Annual Conference, October 16-18, Toronto.

### **We organized:**

- CHRA Congress 2012, May 1-4, St. John's.
- Inaugural meeting of Community Advisory Boards/Community Entities Learning Network, May 4-5, St John's.



## CHRA webinars

Our webinars share promising practices and leading research on a variety of affordable housing and homelessness solutions from across Canada and beyond. In 2012, we offered six webinars on a range of topics:

February 15

### **Pay the Rent and Feed the Kids: A Discussion on Community-Based Responses Linking Affordable Housing & Food Security**

Speakers:

Karyn French, *Pacifica Housing Advisory Association*  
Valerie Tarasuk, *University of Toronto*

February 29

### **Winning the Bed Bug Battle: Strategies & Techniques in Prevention & Elimination for Housing Providers**

Speaker:

Kevin Bradley, *Ontario Non-Profit Housing Association (ONPHA)*

April 10

### **Forty is too Young to Die: A Call for Action**

Speakers:

Kate Francombe Pridham, *York University*  
Volletta Peters, *Mainstay Housing*

September 19

### **Taking Action: New Housing Initiatives in Vancouver**

Speakers:

Abi Bond, *City of Vancouver*  
Dennis Carr, *City of Vancouver*  
Edna Cho, *City of Vancouver*

October 10

### **The Challenge Ahead: What Will Happen When Social Housing Operating Agreements Expire?**

Speaker:

Steve Pomeroy, *Focus Consulting & University of Ottawa Centre on Governance*

November 7

### **Housing as Settlement: Issues and Solutions in Housing for Newcomers**

Speakers:

Tom Carter, *Carter Research Associates*  
Susan Radstrom, *New Journey Housing*

# CONGRESS ST. JOHN'S 2012

## **First-ever Congress in Newfoundland and Labrador a Success**

For the first time, Congress took place in Newfoundland and Labrador and the affordable housing sector from across the province came out in full force to take in the Congress. Combined with delegates from farther afield, Congress had over 375 delegates in attendance. Delegates experienced first-hand Newfoundland and Labrador's famous hospitality through the active participation of the Minister responsible for Housing Tom Hedderson and St John's Deputy Mayor Shannie Duff, the Congress mobile tours to local housing providers and the not-to-be-forgotten 'Rally in the Alley' pub crawl on George Street.

## **Congress session looks at housing challenges and responses in boom economies**

Top provincial officials – Len Simms (CEO, Newfoundland and Labrador Housing Corporation), Don Allen (President and CEO, Saskatchewan Housing Corporation), and Mike Leathwood (Assistant Deputy Minister, Alberta Municipal Affairs) – discussed the strategies their jurisdictions have developed in response to the affordable housing challenges that have arisen due to considerable economic growth.

## **Keynote speaker inspires delegates to think big**



**David Cowans**, Group Chief Executive of Places for People, an organization delivering affordable housing in the United Kingdom, delivered an inspirational address. He shared with delegates how Places for People transformed itself from a traditional housing provider into a diverse business which provides a range of services designed to support communities and tenants over the long-term.

## **Packed house for Fundamentals of Housing Policy and Governance Course**

Because supporting a sustainable housing profession is one of our pillars, we were pleased to offer the one-day The Fundamentals of Housing Policy and Governance course in conjunction with CHRA Congress. Designed and taught by Steve Pomeroy, the course was specifically designed as a professional development opportunity to help those without formal training in housing build a foundation of knowledge or fill in any gaps. For the second year in a row, the course sold out and participant feedback was extremely positive.



## **Youth Homelessness Policy launched at Congress with local 'Sleep Out 120' advocates**

Youth leaders Blair Trainor and Ashley Gosse from the local Sleep Out 120 Campaign, which raises awareness and funds for youth homelessness in Newfoundland and Labrador, joined CHRA President Bruce Pearce & CHRA Newfoundland and Labrador Director, Sheldon Pollett, in officially launching the newest CHRA policy statement "Ending Youth Homelessness". CHRA delegates also took the opportunity to donate to the work of the Sleep Out 120 Campaign, raising over \$1,200.

## PRE-CONGRESS 2012

**FINDING THE MONEY, RENEWING THE MISSION:**  
Social Finance, Social Enterprise & Affordable Housing

### Can we do more with less? Pre-Congress examines social finance and social enterprise for affordable housing

What if those leaving prisons with few options to join the workforce or attain housing had a chance to develop real job skills that also reduced energy costs in social housing? How did a social enterprise model transform a single transitional housing space into a multi-service agency supporting women and children impacted by violence? These were just a few of the game-changing initiatives grounded in social finance and social enterprise approaches that were presented at CHRA's Pre-Congress, "Finding the Money, Renewing the Mission: Social Finance, Social Enterprise and Affordable Housing".



Stella Burry's Inclusion Choir rocked the house and performed a full encore for appreciative delegates.

### Interactive 'Talking to Ottawa' session supports development of CHRA's advocacy agenda

On Parliament Hill, CHRA is the only national voice representing the full spectrum of housing to decision-makers in Ottawa. While CHRA regularly meets with federal political leaders, the landscape – political, social and economic – has shifted significantly since the current federal programs were introduced and renewed approaches to advocacy are needed. With this session's state-of-the-art engagement tools, CHRA looked to delegates to contribute their perspectives and priorities into the development of CHRA's renewed advocacy agenda. The session was sponsored by Housing Services Corporation and Newfoundland and Labrador Rural Secretariat.

### Congress 2012 Local Host Committee

- Jocelyn Greene, Chair, Executive Director, Stella Burry Community Services
- Jody Ciufo, Executive Director, CHRA
- Glenn Furlong, Corporate Representative, Newfoundland & Labrador, Canada Mortgage and Housing Corporation
- Helen Handrigan, Former Senior Housing Officer, Non-Profit Housing Division, City of St. John's
- Kate Moffatt, Executive Director, Program Delivery & Planning, Newfoundland & Labrador Housing Corporation
- Scott Morton Ninomiya, Affordable Housing Coordinator, City of St. John's
- Dave Murphy, Network Coordinator, Newfoundland & Labrador Housing & Homelessness Network
- Bruce Pearce, CHRA President & Community Development, St. John's Community Advisory Committee on Homelessness
- Sheldon Pollett, CHRA Board Member & Executive Director, Choices for Youth
- Lisa Slaney, Executive Director, Grace Sparkes House & Co-chair, Newfoundland & Labrador Housing & Homelessness Network
- Kimberly Yetman Dawson, Director, Newfoundland & Labrador Housing & Homelessness Network
- Dallas Alderson, Director of Policy & Programs, CHRA

**CHRA is indebted to its many sponsors whose support made Congress 2012 possible. We give special thanks to our title and major sponsors:**

#### Title sponsors:



#### Major sponsors:



# CHRA AWARD WINNERS

## Robert Hale Jr. Memorial Award

*This award was established in 1990 as a memorial to Robert Hale Jr. to encourage emulation of the outstanding contribution he made to housing improvement in Canada.*



### Pierre Baril

*Retired,  
Société d'habitation du Québec*

Before his retirement in December 2011, **Pierre Baril** was involved in an impressive roster of renovations in Québec during his 30 years with Société d'habitation du Québec (SHQ). At two periods during his career, he was responsible for directing the housing improvement/renovation program in Québec.

Pierre launched and managed the "Équerre" program of stimulation and renovation from 1976-1980. This program worked very well and was a true innovation. He also managed community housing in the 1980s through the "PSBLP" and produced thousands of affordable housing units in older urban areas, contributing to the urban revitalization.

He was also responsible for the "AccèsLogis" program which worked to produce affordable housing in old urban areas. He represented SHQ on the Board of the Fond québécois d'habitation communautaire (a multi-million or billion dollar fund for affordable housing) during a period of successful partnership between the social housing community and the realization of housing in older areas.

For many years, Pierre chaired the program "Rue Principale" (Main Street), a program that aims to improve and renovate the downtowns of medium-sized towns in different regions of Québec.

## International Award

*This award was established in 1998 to highlight the involvement of CHRA and its members at the international level.*



### Gerrit Teunis

*Chief Executive,  
Housing Association Beter Wonen Vechtdal*

**Gerrit Teunis** is currently the Chief Executive at the Housing Association Beter Wonen Vechtdal in Hardenberg, The Netherlands, which owns about 3,500 properties and has friendly ties with British and German housing associations. Through this role, Gerrit has contributed to creating numerous affordable housing solutions and developing sustainable communities.

Gerrit is focused on achieving positive changes in society. He is the chairman of the board of commissioners of non-profit organisations: SURPLUS (provides work and education to homeless and low-income people in the city of Enschede) and WINNERS (improving living conditions of underprivileged inhabitants in the city of Zwolle).

During his career, Gerrit was employed at the Council of the cities of Zwolle and Almere, at the Dutch equivalent of the National Association of Housing and Redevelopment Officials and at Housing Associations in the cities Enschede and in Zandvoort. He is also a prominent member and driving force of several European housing networks, and a regular speaker on housing conferences on the continent and elsewhere.

Gerrit was also an elected member of the council of his hometown, the city of Zwolle, and wrote a book in 2010 on his experiences in council, *Dreams, Ambitions, Politics*. He also recently finished another book *Ghosts Don't Live in Houses*.

**Graham Emslie Award**

*This award, established in 1988 to honour Graham Emslie, a former CHRA president, honours those who have made an outstanding contribution to housing and community development.*

**Ed Stelmach**

*Former Premier, Government of Alberta, from 2006 to 2011*

**Ed Stelmach** contributed significantly to the field of housing and community development during his tenure as Premier of Alberta. He was sworn in as Premier on December 14, 2006. By the end of his term in October of 2011, the Government of Alberta had supported the development of over 11,500 affordable housing units, and 3,995 Albertans had been provided with permanent housing and supports to help them break the cycle of homelessness.

Ed established the Alberta Secretariat for Action on Homelessness in January 2008 as part of his ambitious vision of ending homelessness in Alberta in 10 years. He also created the Ministry of Housing and Urban Affairs in March 2008 to further support his vision which was mandated with developing 11,000 affordable housing units by 2012, among other directives.

In September of 2011, the province announced that it had exceeded its goal of supporting 11,000 affordable housing units by 2012. These units benefit a variety of Albertans in need, create more vibrant communities, revitalize neighbourhoods, support the goals of non-profit organizations, and engage the private sector.

A Plan for Alberta: Ending Homelessness in 10 Years was released by the Secretariat and accepted by the Premier in March 2009. The plan, which was acclaimed by key stakeholders, adopted a Housing First approach to homelessness, marking a fundamental shift in the way this issue was addressed in the past. For the first time in 10 years, there is a decline in emergency shelter use in all major cities in Alberta, and homeless counts in Edmonton and Fort McMurray have indicated decreases in homeless populations.

**CMHC Award**

*The CMHC award is presented annually to recognize an individual's outstanding contribution to affordable housing.*

**Jim O'Dea**

*Co-founder,  
Terra Housing Consultants*

**Jim O'Dea** has been involved in social purpose real estate delivery in Canada for almost 40 years. His commitment to housing began back in 1973 at CMHC in St. John's, Newfoundland & Labrador where he was the Manager of Housing Programs and Operating Agreements. After five years in that position, he transferred to Vancouver to work as the CMHC Regional Coordinator of Housing Programs. A year after arriving in Vancouver, he was seconded to BC Native Housing as the Executive Director for 2 years, delivering CMHC funded housing in rural communities of less than 2,500 people.

He returned to CMHC in 1981 as the Manager of Housing Programs and Operating Agreements where he oversaw the delivery of the new non-profit housing program with 3,300 units delivered per year.

In 1983, after a successful career with CMHC, Jim started Terra Housing Consultants. In the past 29 years, Terra Housing has delivered nearly 12,000 affordable housing units in 260 projects across British Columbia and beyond.

From 1997-2001, Jim held a variety of positions within the BC government including Deputy Minister of Community Development, Co-operatives and Volunteers, President of the Provincial Rental Housing Corporation, and Chair of BC Housing. He returned to Terra Housing in 2003, where he began to expand his horizons to do more work at the national level. Jim has worked on housing from coast to coast and has continuously exhibited commitment and leadership as a strong voice and advocate for affordable housing. For this outstanding contribution, CMHC is pleased to honour him with this award.

# STATEMENT OF OPERATIONS

Year Ended December 31, 2012

Revenue	2012	2011
Membership	\$ 319,538	\$ 290,290
Annual congress	369,887	275,550
Partnership funding	94,796	29,667
Investment revenue	1,705	2,293
Miscellaneous	1,971	4,018
	<u>787,897</u>	<u>601,818</u>

## Expenses

Salaries, benefits & contracted services	\$ 366,996	\$ 403,603
Office & overhead	135,373	139,066
Democratic functioning	11,147	45,218
Annual congress	173,563	174,110
Communications	18,361	40,474
Membership development	46,285	21,709
Amortization	4,919	6,329
	<u>756,644</u>	<u>830,509</u>

## Excess of revenue over expenses

(expenses over revenue)

\$ 31,253 \$ (228,691)

## 2012 Financial Overview

An absolute imperative for 2012, CHRA not only balanced the budget, but achieved a year-end surplus of \$31,253, significantly more than the \$928 forecast in the original budget. Overall CHRA saw a net difference in income of \$259,690 over last year, a truly remarkable accomplishment in only one year, as 2011 ended with a \$220,000 deficit and full draw down of our reserves. The CHRA Board developed a solid, realistic financial plan in December 2011 and committed to a return to fiscal health, holding the line on spending. CHRA is equally indebted to its staff who achieved this while operating with only four members for the majority of 2012, only adding our fifth member in the fall.

The revenues total \$787,897 which is 31% higher than the \$601,818 CHRA brought in last year. The \$186,079 in increases in one year are noteworthy. Congress in 2012 brought in roughly \$50,000 more in registration fees than Regina thanks to an extra 75 delegates over the previous year. We increased profitability as well by keeping expenses at the same level of \$174,000 despite this increase in delegates. Congress sponsorship was similarly higher than the previous year, with \$30,000 more due to strong sponsorship recruiting from the St John's local committee and new national partners.

Membership grew by \$29,248 to reach \$319,538 including provincial contributions. Last year, CHRA had 210 paid members. In 2012, we had 263 on the roster.

An aggressive membership campaign by board and staff as well as improved overall value in membership can be credited with this success. The other major factor in the strong revenues is the additional funding associated with the National Meeting of CABs in St John's in conjunction with Congress. It contributed over \$10,000 to cover CHRA's staff, administrative and overhead costs.

On the other side of the ledger, we continued the stringent cost-cutting that had begun in 2010, slicing another \$74,000 for a total expenditure of \$756,644. Approximately one quarter of these savings came through postponing the hiring of a replacement for our Communications Manager, who was replaced with a program coordinator position in September. Related to that vacancy was the \$20,000 under-spending in communications and website activities. The cancellation of CHRA's spring meeting accounted for up to \$15,000 in savings. The remaining savings can be attributed to more administrative efficiencies, including the significant reduction in vacation owing to staff who used the majority of time owing to them so CHRA would not have the liability on our books.

We see the recording of a \$31,253 surplus as a strong signal to our members, our funders and our financiers that CHRA is succeeding in its commitment to surmount the significant loss of CMHC funding, to develop new sources of support and to ensure we can continue our operations and mission into the future.



2012 CHRA Congress Delegates on a tour of Choices for Youth in St. John's, Newfoundland and Labrador.

# OUR STAFF

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**Jody Ciufo, MBA**  
*Executive Director*



**Dallas Alderson**  
*Director, Policy & Programs*



**Vicky Coulombe-Joyce**  
*Coordinator, Communications  
& Member Services*



**Kayla De Sousa**  
*Administrative Assistant*



**Cheryl Ripley**  
*Program Officer*

## Contact us

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### **Canadian Housing and Renewal Association**

75 Albert Street, Suite 902  
Ottawa, ON, K1P 5E7

**Phone:** 613.594.3007

**Fax:** 613.594.9596

**Email:** [info@chra-achru.ca](mailto:info@chra-achru.ca)

**Twitter:** @chrastaff

[www.chra-achru.ca](http://www.chra-achru.ca)

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• Jackson Brown Associates Inc. • Prentice, Yates & Clark • Rayside Architectes • Ron Fougere Associates Ltd. • S.A.M. (Management) Inc. • SHS Consulting • Sound Advice Consulting Co-operative • Terra Housing Consultants • The Daniels Corporation • VanCity Enterprises • Walker, Nott, Dragicevic Associates Ltd. • Greg Suttor • City of Winnipeg • Region of Waterloo • Capital Regional District • Helen Danahy • City of Calgary • City of Cornwall • City of Edmonton • Housing and Community Development • City of Fredericton • City of Grande Prairie • City of Hamilton • Housing Authority of the City of Milwaukee • City of Lethbridge • City of London • City of Medicine Hat • City of Moose Jaw • City of North Vancouver • City of Ottawa • City of Peterborough • City of Red Deer • City of Saskatoon • City of Spruce Grove • City of St. John's • City of Toronto • City of Vancouver Housing Centre • Innovative Housing Consultants Inc. • Region of Peel • Regional Municipality of Halton, Social and Community Services Dept • Regional Municipality of Wood Buffalo • The District Municipality of Muskoka • Ville de Montréal • Community Action Group on Homelessness • Fife House Foundation • Good Shepherd Non-Profit Homes • Sisters of Mercy Newfoundland • Social and Enterprise Development Innovations (SEDI) • Vancouver Coastal Health • Aboriginal Housing Management Association • Advocacy Centre for Tenants Ontario (ACTO) • Ahmadiyya Abode of Peace Inc. • Association des groupes de ressources techniques de Québec • Association of Neighbourhood Houses of British Columbia • At Home/Chez Soi Project - Mental Health Commission of Canada • Atira Women's Resource Society • Blue Door Shelters • Joyce Potter • Boyle Street Community Services • Boys and Girls Clubs of Calgary • Broadway Youth Resource Centre (Pacific Community Resources Society) • BUILD Inc. • Calgary Homeless Foundation • Calgary John Howard Society • Canadian Home Builders' Association - Newfoundland and Labrador • Karen Cooper • Canadian Mental Health Association (Ottawa) • Canadian Mental Health Association (Red Deer) • Mark Guslits Consulting • Centre for Addiction & Mental Health • Choices For Youth • Community Action on Homelessness Project • Covenant House Toronto • Downtown Yonge B.I.A. • Eva's Initiatives • Fédération des OSBL d'habitation de Montréal (FOHM) • Fédération Régionale des OSBL d'habitation de la Montérégie (FROHM) • Mary McKenzie-James • Furniture Bank • Ganesh Community Development Co-operative Inc. • Greater Moncton Homelessness Steering Committee • Greater Victoria Coalition to End Homelessness • Groupe de ressources techniques - Bâtir son quartier • Harry Lash Library • Home Ownership Alternatives • Homeward Trust Edmonton • Iris Kirby House Inc. • Kamloops Homelessness Action Plan • Nick Falvo • Kehilla Residential Programme • La Maison du Père • Nicole Wilson • Labrador Friendship Centre • Noreen Khimani • New Dawn Enterprises • New Journey Housing • Ontario HIV Treatment Network • Options For Homes • P.A. Community Housing Society Inc. • Raising the Roof • Regina Downtown Business Improvement District • Rehabitat Inc. • Pam Ralston • Resource Assistance for Youth • Rooftops Canada • Salvation Army - Newfoundland • Paul Dowling & Associates • Saskatoon Housing Initiatives Partnership • Sidedoor Youth Centre • Social Housing Registry of Ottawa • St. John's Community Advisory Committee on Homelessness • St. John's Native Friendship Centre Association • The Agency for Co-operative Housing • The Ottawa Mission • Toronto Entertainment District BIA • Yellowknife Homelessness Coalition • YWCA Canada • BC Housing • Paul T Becher • Government of Alberta • Government of Ontario • Government of Yukon • Robert Cohen • Manitoba Housing and Renewal Corporation • Newfoundland and Labrador Housing Corporation • Northwest Territories Housing Corporation • Nova Scotia Department of Community Services • Nunavut Housing Corporation • Tim Welch Consulting • Prince Edward Island Department of Community Service and Seniors & Labour • Province of New Brunswick Family & Community Services • York University • Saskatchewan Housing Corporation • Société d'habitation du Québec

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# 263 CHRA MEMBERS

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