Civida

Life starts with a home.

Annual Report 2021

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Interim CEO Message

– Mark Hoosein

I am so pleased to report that Civida's commitment to our mandate and those we serve has remained uncompromised by the effects of both COVID-19 and the leadership transition that occurred this year. Our team's embodiment of this mandate and dedication to our values has been apparent given the challenges we have faced, and how we have all met these challenges. No matter whether employees have been working on site, at home or in the office, they have all remained engaged and supportive of our tenants and to each other. Over this year, I have been impressed with our team's commitment to our core values: integrity, mastery, stewardship, authenticity and investment. Keeping these values at the centre of our decision making and actions has helped us navigate the uncertain time we faced together; and allowed us to achieve some significant results towards our mandate in 2021.

Civida faced many challenges in 2021, none larger than maintaining the safety and security of the homes we provide. Challenges with increases to anti-social behaviour throughout the city of Edmonton affected all landlords, property managers and business owners, and Civida was no different. However, I am so proud of the work our teams engaged in, along with our security partner to address these issues, innovate better methods to provide service and ensure we treat everyone with empathy and compassion.

With disciplined expense management and a constant eye to using public dollars wisely, Civida was able to ensure a balanced budget at year end. Civida was able to allocate savings in some areas of our operation to the maintenance and repair of some homes that were taken out of operation for much needed repairs. We also addressed those repairs that needed completion at our Youngstown site, where the City of Edmonton provided a $2.5 million grant to put 53 homes back into operation as well as other general repairs to the 134-unit site. We also delivered on a number of other capital grants provided by the Government of Alberta, totalling $12 million.

2021 allowed Civida to look at those changes we made in response to COVID-19 and determine if and how these changes best served our tenants and mandate moving forward. We solidified a hybrid working model to allow for flexibility for our staff while ensuring the best service delivery for our tenants. Our innovative spirit is informing how we can improve service moving forward as well as ensuring we do not forget to reintroduce those parts of our operation we lost due to working from home requirements.

Finally, I would like to extend my personal thanks to the leadership team of Civida, our employees and the Board of Directors. It was an honour to serve as the Interim CEO at Civida in 2021, and I thank everyone for their trust in me, their advice, collaboration and hard work. We had a successful year, and this was because of the people who work for or volunteer their time to achieve Civida's mandate. Thank you to everyone, I can never express how much this experience meant to me.

Board Chair Message

Paul Whittaker

The Cividа Board of Directors is comprised of seven directors, one appointed by the City of Edmonton and six appointed by the board. It has the strategic oversight of the organization, a housing management body under the Alberta Housing Act.

Through regular board meetings and committee meetings, the board delivers governance oversight to Cividа. Three committees drive the governance decisions in the areas of Audit and Finance, Governance and Real Property. We're pleased to report a positive audit of our finances, continued improvement in our governance policies, and additional investment in maintenance and new developments. This report will detail some of those activities.

Each year, the board and senior management spend time reviewing Cividа's strategic plan. In 2021, leading up to that process, the board met on a number of priorities, one being Cividа's long term vision and strategy moving forward. The board believed it required a renewed focus on our accountabilities and our obligations to Edmontonians in need of affordable housing. Our environment is changing, and so must we effect change to remain competitive and engaged with our core mission. In November, the board hired Gord Johnston as its new CEO. Gord has extensive experience in family and social services, strategic leadership and people-centred delivery. We look forward to his expertise and leadership to plan Cividа's future and we are excited to build on what Cividа accomplished in 2021.

We had six director transitions throughout 2021. We thank Scott Russill (eight years of service), Doug Warren (three years of service), Karen Oshry (two years), Janice Guzzo (two years) and Deborah Rodrigo (1 year) for their invaluable service and guidance to the board. We are thankful for the dedication they brought to the board and the organization, as well as the commitment they demonstrated to the needs of the community we serve. We also welcomed Allan Cleiren to our board in June and we look forward to welcoming additional members to our board in early 2022.

After two years of serving as chair, I'm passing the responsibility to Karen Stone, who has served with us since 2015. Karen is very knowledgeable about the affordable housing sector and will make an accomplished board chair. I will continue to serve the board as past chair and secretary.

I am excited for the future of Cividа as we continue to make the most of opportunities to provide housing and support to our families in the Edmonton Metropolitan Region.

Board of Directors

Paul Whittaker, *Chair*
Karen Stone, *Vice Chair*
Scott Russill, *Past Chair (left December 2021)*
Jan Mulligan, *Secretary*
Gabrielle Battiste, *Treasurer*
Janice Guzzo, *City of Edmonton appointee (left August 2021)*

John McGowan
Karen Oshry *(left June 2021)*
Issam Saleh, *City of Edmonton appointee*
Deborah Rodrigo *(left May 2021)*
Doug Warren *(left January 2021)*
Allan Cleiren *(joined June 2021)*

Facts & Statistics

$12.1 M

spent on capital maintenance projects

$23.6 M

new capital projects

$16.1 M

rental subsidies for families and individuals

$5.7M

in refurbishments

4,325

applications received

68,416

customers served by telephone or by email

473

individual families placed

Through efficient operational planning, **Civida** undertook planned, demand and preventative maintenance to ensure the safety and well-being of families and individuals, and to reduce operational costs.

58,495
work orders completed

8,378
maintenance calls handled

$666,000
in emergency work

$11.3M
in demand maintenance

464
kitchens replaced

Our Mission, Vision & Values

Our mission: To provide safe and affordable housing.

Our vision: Everybody's home.

Our corporate values

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; Civida is the landlord for the 4,500 community housing units which are owned by the City, and/or the provincial or federal government. Tenants pay rent based on a percentage of their income as defined by the Social Housing Accommodation Regulation. Civida 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 per cent below market rent for a similar unit in Edmonton; Civida owns and manages over 600 near market units. To qualify, income cannot exceed the maximum limits established for this program.

RENT ASSISTANCE BENEFIT

Rent Assistance Benefits are subsidies paid directly to Civida subsidy recipients to help make their rent with a private landlord more affordable.

Recipient households live in private rental homes and receive a monthly benefit amount to help make their rent more affordable. Civida is not the landlord in this program.

This program is administered within Edmonton and surrounding communities. The Rent Assistance Benefit program is governed by the Rent Supplement Regulation and the Social Housing Accommodation Regulation. This means some of our rules are set by the Alberta government.

TEMPORARY RENT ASSISTANCE BENEFIT

The Temporary Rent Assistance Benefit (TRAB) is a new rent assistance program, designed to help make rent with a private landlord more affordable. Civida is not the landlord in this program.

TRAB is for households living in one of the seven major Alberta cities: Calgary, Edmonton, Red Deer, Medicine Hat, Lethbridge, Wood Buffalo and Grand Prairie. Satellite cities such as Sherwood Park, St. Albert, etc. are not eligible for TRAB.

TRAB is a two-year benefit program for working households or for those in between jobs. It is designed for households who may have trouble receiving priority for regular Rental Assistance Benefit (RAB) or community housing but still need help making their housing affordable. Civida is administering TRAB on behalf of the government of Alberta in Edmonton.

PRIVATE LANDLORD RENT SUPPLEMENT

We work directly with private landlords to make homes more affordable.

Civida provides Private Landlord Rent Supplements to eligible individuals within the City of Edmonton and surrounding communities. Recipient households live in private rental homes and pay an affordable rent to their landlord. Civida pays a monthly rent supplement amount to the landlord to compensate for the difference between the tenant's affordable rent and the market rent.

The Private Landlord Rent Supplement program is governed by the Rent Supplement Regulation and the Social Housing Accommodation Regulation.

PLEASE NOTE: The Private Landlord Rent Supplement program is closed to new applications and remains available for existing agreements only. All agreements will expire by 2029. Current recipients may transition to Rent Assistance Benefit (RAB) if they remain eligible.

Service Excellence

Civida clerk helps family with rental assistance, housing

While assisting a young woman with housing at our Tipaskan property in south Edmonton, one of our leasing clerks, Lori Brown, met the woman's extended family, who came as translators.

"As often happens, we contact the one applicant who qualifies for a vacant unit and they tend to bring family members with them to the viewing," says Lori.

Lori discovered the woman's father was also struggling to find or keep his home and he wanted to live close to his daughter.

"In speaking to them, it turned out they lived in the Tipaskan area, and I knew that I had vacancies there, as well, so I set up a time for another day to show them the Tipaskan unit," says Lori.

Lori spent time searching their files, affirming their eligibility for Civida housing, and in the case of the woman's father, she was able to confirm he qualified for Rent Assistance Benefits (RAB).

In the end, the woman's father and mother decided to stay in their current housing not too far away because they received RAB. The woman continues to be a Civida tenant.

"They are a humble family and are so happy to be in Canada even through their difficult journey," says Lori.

"It's the best part of our job when we can match up a family that is grateful for the opportunity to get a home from us," says Lori. "Every day, we have the opportunity to offer people a home. It really is the best job at Civida."

The family was so grateful they invited Lori for a traditional Syrian meal. Once COVID-19 restrictions are eased, Lori plans to take the family up on the invitation.

Stars Awards program gives agency and choice to Edmonton youth

"The Stars Awards gave me a lot of choice when I was thinking about where I wanted to go to post-secondary and which program I wanted to take," says 2021 award recipient Alain Humura, who lives with his family in a Cívida home in southeast Edmonton.

The Stars Awards program is designed to inspire personal development and academic achievement in youth living in affordable housing. It also aims to help youth transition from high school to post-secondary. The program, which was established in 2017, is sponsored by the Capital Region Housing Foundation and administered by Cívida.

Youth in Grades 10, 11 and 12 who live in a Cívida home or whose family receives a rent subsidy from Cívida can apply. With three award categories—academic excellence, academic improvement and community impact—there's something for everyone.

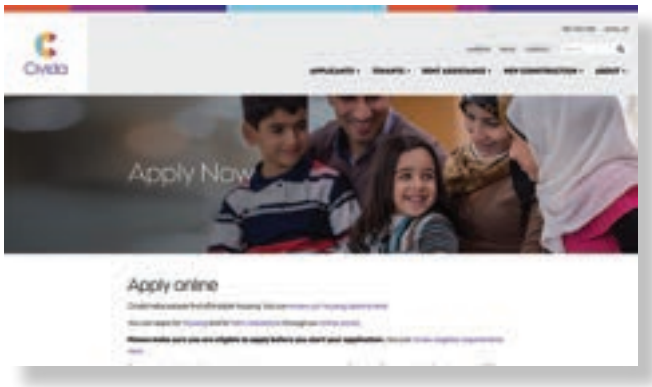
In 2021, Alain received a $5,000 scholarship to the post-secondary institution of his choice, as well as a $250 Community Impact Award and a $250 Academic Excellence Award. This wasn't his first time applying though. He applied in Grades 10 and 11 as well, and felt motivated year-after-year to improve his academic standing. "I am academically inclined, and I was doing well, but the awards motivated me to achieve my academic best. It pushed me to work harder and put in more time."

*Stars Awards program recipient, **Alain Humura**, student, University of Alberta.*

Alain is now in his first year at the University of Alberta, pursuing a double major in philosophy and economics. He plans to get a post graduate degree and work in international law.

"This program gives agency to people like me. It's been really beneficial for me, and I'm really happy that the program exists."

A first for Alberta – Cividа's online application portal



To better serve customers who apply for a home, we launched an online, self-serve applicant portal through our external website. Ours was the first such online application system in Alberta. Since then, several other housing management bodies have developed their own online portals. Applicants can submit their application online, view the status of and update their application any time and from anywhere. We have received more than 4,000 applications through the applicant portal.

Partnership provides tenants needed home insurance

We partnered with Zipsure, an insurance provider to offer tenant insurance to customers. Zipsure was recommended by Alberta Residential Landlord Association members as a preferred insurance partner. Zipsure insurance features include: tenants don't require a credit check; tenants require no proof of previous insurance; policies run month to month; it is affordable; and there is a self-serve online system. Cividа buildings are already pre-loaded into the Zipsure system so tenants do not need to answer any complex questions.

Outreach to tenants

Cividа held a Talk With Tenants public engagement information session via Zoom in the spring. Topics included tenant insurance, Cividа's appeals policy, spring maintenance and Cividа's beautification project. The session was hosted by Chief Operating Officer, Mark Hoosein.

We delivered a quarterly, printed newsletter by mail to all tenants. The newsletter includes helpful information such as maintenance and seasonal tips, frontline employee profiles, COVID-19 updates and housing support resources for tenants, among other content.

Rent Supplement Program

The Customer Service team updated information and forms to be ready for the government of Alberta's redesigned Rent Supplement Program, which includes two program benefits: the Rent Assistance Benefit (RAB), formerly referred to as the Direct to Tenant Rent Supplement (DTRS) program, reopened to new applicants in April with no changes. The Private Landlord Rent Supplement (PLRS) program will remain closed to new intake and existing units will be phased out over time. Households receiving PLRS are expected to transition to RAB if they remain eligible.

Improving access to our buildings

Our Customer Service Director facilitated a meeting with tenants in Sir Douglas Bader Tower and senior members of the government of Alberta's Ministry of Seniors and Housing regarding advocacy for people with severe disabilities. Minister Josephine Pon committed to a review of this building.

Improving the safety of Civida communities

We worked with our security provider, Paladin, to improve and maintain the safety of our Civida communities. We asked for an additional patrol to increase surveillance and responsiveness for our downtown portfolio which is experiencing the effects of vagrancy in the city's core. We also added a mobile security car downtown, which responds to security incidents 24/7 to help with people who are sleeping rough in that area. As always, we treat those encountered with empathy and find them assistance as opposed to just dispersal.

We also met with the neighbourhood empowerment team (NET) and the City of Edmonton social work team to establish how we can work better together to address anti-social behaviour within neighbourhoods. NET is a team of police and social workers who find solutions to community safety that do not always defer to incarceration or police action.

We have discussed an empathy-based security delivery model with our security provider, Paladin. An example of this model would be that security personnel offer water to people loitering in our parking lots on hot days and ensure they have another safe place to go. We have increased training for staff on safe work practices. Our front-line customer relations team attended the Canadian Mental Health Association mental health first aid training in June. The focus was on accessing resources for people in crisis and how to protect staff while working with vulnerable populations.

Waste not, want better service

Civida met with the City of Edmonton administration on the challenges and impact of changes to the current garbage collection process at Civida properties. Better information for our affected tenants as well as better solutions to ensure pick up is completed properly will decrease some of the complaints about garbage collection at Civida properties..

Helping tenant gardens grow

We supported our tenants at our Brander Gardens complex and their wish to develop a community garden. A few years ago, they approached us with the idea to transform the gardens into something beautiful and asked for a small donation to help them start the process. We contributed $2,000 to their program and we have been extremely impressed with the outcome.

These gardens went from being vandalized and neglected, to a beautiful garden oasis where tenants grow a wide variety of vegetables, including radishes, carrots, potatoes, onions, zucchini, squash, tomatoes and lettuce. Our tenants have become gardening mentors to others; 10 families a month teach other tenants how to garden and maintain their plants.

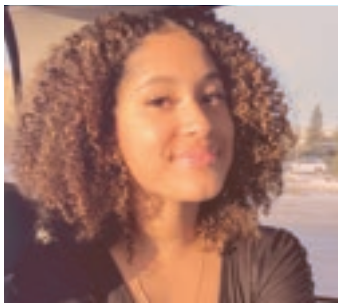
"We live with Cívida for seven years. We are so happy with them (Cívida). There is a backyard and the rent is in the budget. We are in a good area where they mix the high income with the low income – a very good idea. It means we have safety and security. It means we can raise our kids properly. At the end of the month, we are not scared that we are going to pay our rent bill. We are very optimistic about the future."

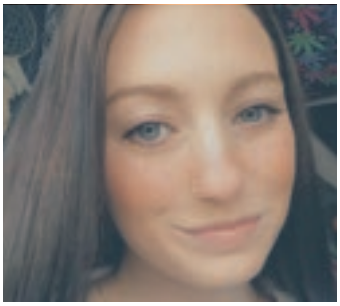
– Mo & Jalila (Cívida residents)

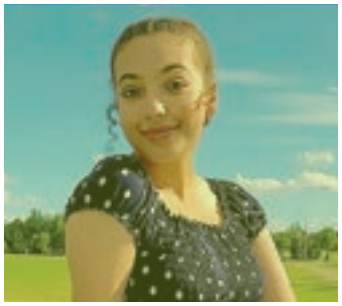
Student stars shine bright at Cívida

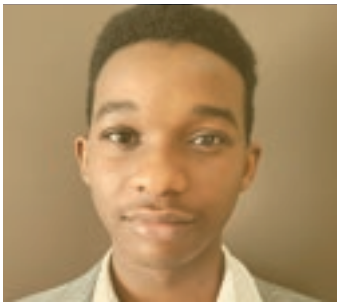
Through Cívida's Stars Awards program, students living in Cívida housing are recognized and celebrated for their achievement during the academic year. In 2021, 33 students ages 14-19 were recognized for were recognized for academic excellence, academic improvement and community impact, receiving more than $12,000 in bursaries and scholarships. Started in 2017, the Stars Awards program is designed to motivate and encourage youth living in our housing to strive for and achieve excellence in academics and personal development.

Over the years, Cívida has increased the amount of the awards to give more students the chance to further their educational goals. Awards are presented to high school students based on the criteria for the Alexander Rutherford High School Achievement Scholarship. For the past two years, Cívida hosted an online celebration for recipients of the awards. The Stars Awards program is open to children and/or dependents of Cívida tenants, subsidy recipients.









Operational Excellence

Civida care, compassion saves tenant's life

Our Director of Capital Development & Asset Management, Husam Alimami, was onsite at one of our west-end complexes. A tenant noticed his Civida lanyard and ID badge, and approached him to say he was concerned about a neighbouring tenant who he had not seen or heard from for a few days.

Husam decided to investigate a little further.

"I called back to our office and asked a staff person to reach out to the tenant's emergency contact, but we could not reach a contact," says Husam. "We couldn't locate any other family members, so I called the Edmonton Police Service (EPS) and gave them access to the suite."

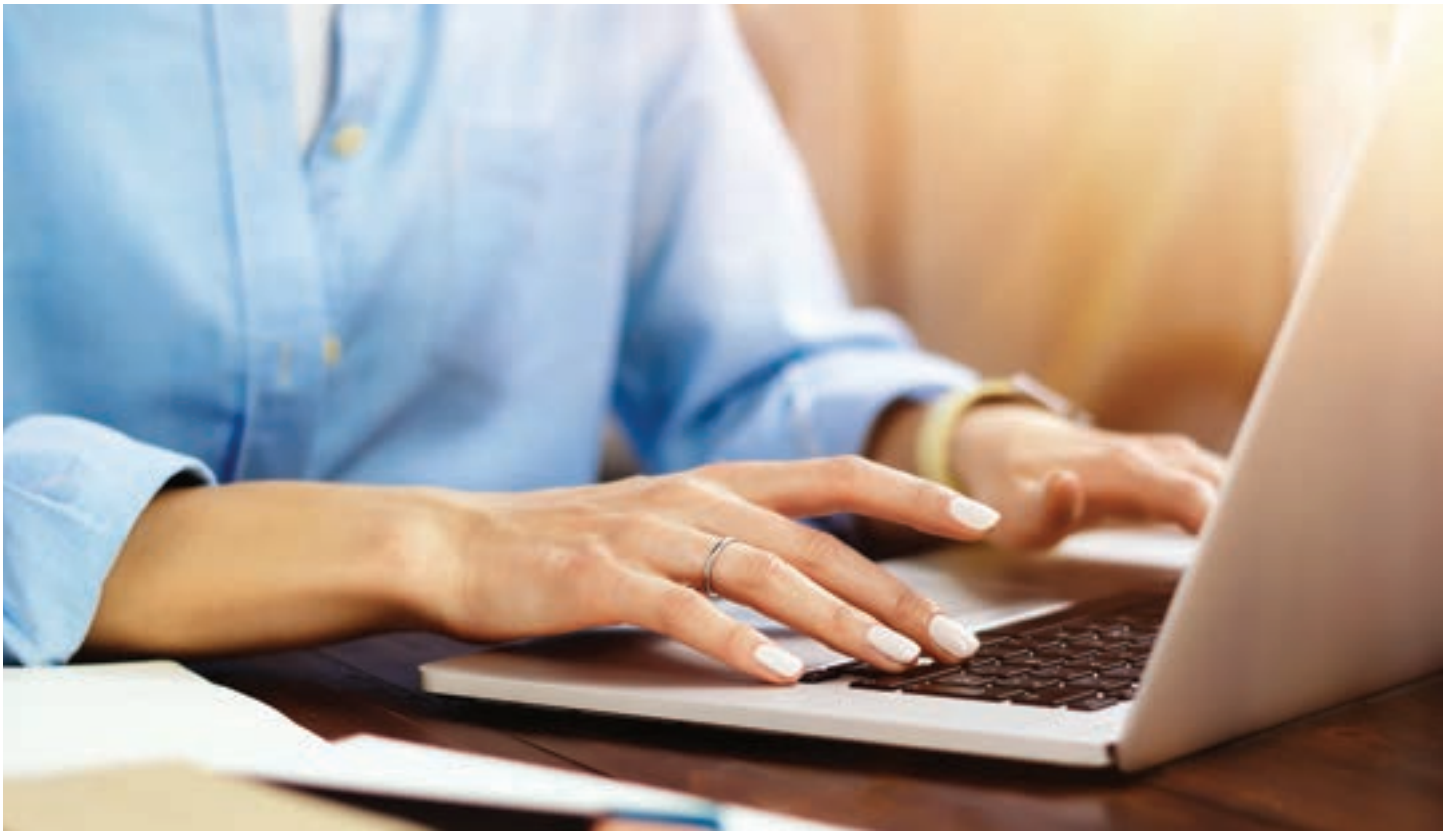
When they entered the suite, EPS and Husam found the elderly woman had fallen and had likely been on the floor for a few days.

"She was in bad shape when we found her and she didn't want to go to the hospital," says Husam. "EPS convinced her to go because otherwise, I believe she could have died."

Husam arranged for the woman to be taken to the hospital and her cat to be cared for in her absence. After her hospital stay, the tenant recovered and is now living with her daughter

"That day, I was in the right place at the right time but thanks to a concerned neighbour, we were able to get this tenant the medical attention she badly needed," says Husam.

Husam Alimami, Director, Asset Management, Civida.



Coming full circle

From affordable housing resident to advocate, researcher and policy influencer

"When I was six or seven, my parents separated and my brother and I lived with my mom in a Cívida building in Duggan, and with my dad in Cívida building in Ermineskin," says Francis Campbell.

Francis, who lived in affordable housing as a child, has come full circle.

Today, she's employed by Cívida as a Policy and Research Analyst. "A theme in my career is that I want to work in fields where I can help people behind the scenes and hopefully influence systems for the greater good. That's why I am interested in policy—I want to help change the system so people can live in a better world."

Francis's role involves reviewing, updating and writing policies for the organization. She contributes to research projects, stays up-to-date on Alberta legislation and seeks out trends, successes and current research in the housing sector.

In 2021, Francis was involved in some significant work for the organization and the sector, including a research project that helps affordable housing providers respond to community opposition during the development of much-needed affordable housing. She also helped advance changes that will make income verification—which is a requirement for our Community Housing program—much simpler for Cívida customers. Learning and growth was a focus for Francis, from being a mentee in the Housing Professionals Mentorship Program to completing professional development at the Max Bell Foundation Public Policy Training Institute.

Looking back on her childhood, Francis says, "I had no idea I was living in low-income housing. I'm sure my parents had their fair share of worries, but I don't remember being hungry, cold or wondering where I would sleep. I learned to read and ride a bike, made friends and drew with sidewalk chalk. Living with Cívida let me be a kid."

Ensuring Cividа has an engaged and healthy culture

The organization completed a survey on remote work with a 90 per cent response rate. The questions were focused on engagement, work-life balance and productivity and assessed where employees feel they work best and what they feel is missing in creating a healthy and engaged workplace culture.

The results of the survey indicated our employees are concerned about how a return to office will impact health, work-life balance and work productivity. We communicated to staff that when the Business Continuity Planning (BCP) ends, we would be moving to a continuation of our hybrid work model. We implemented all-staff events to build organizational culture, increase employee engagement and focus on cross-departmental problem solving. We also worked on identifying key performance indicators to measure work performance and outputs. We used WorkTango, an employee feedback software, to continue monitoring staff engagement, organizational health and productivity on an ongoing basis.

We implemented mandatory vaccination program for staff and for contractors.

We held monthly Staff Town Halls on Zoom throughout the year to maintain a virtual touchpoint with all staff, including special celebration events during the summer, Halloween and during the December holiday season.

Rebranding rollout

2021 was a milestone year as we rebranded to Cividа from Capital Region Housing. The name Cividа is a combination of two words: Civitas, the Latin word for community, and vida, the Spanish word for life. Our new slogan is: Life Starts With A Home. Led by the Project Management Office, several departments co-ordinated rebranding efforts such as new signage, letterhead, forms, websites and social media to ensure a smooth transition for customers. The official rebrand launch took place April 7.

Management succession plans

Cividа's leadership team began the process of developing succession plans and development plans for all directors and managers. The end goal of this process will be for all directors and managers to understand where each individual stands when it comes to common competencies for their positions and the position above them, and to have a development plan to address any gaps identified.

Meeting Housing Demand

Home ownership dream comes true for Civida tenant

As a long-time tenant, Fartun Yusuf was grateful for the rental housing she received from Civida. The Somali-born mother of two children – one with special needs – lived in two Civida properties over 13 years. In that time, she moved from a two-bedroom home to a three-bedroom home to give her family more space.

Home ownership wasn't in her plans until a friend told her about the Habitat For Humanity (HFH) Homeownership program. The benefits of the program include: no cash downpayment, mortgage payments equal to 50 per cent of the home's appraised value at a below market mortgage rate and stable payments.

"I said I want to be an owner – I need that program and I want to build my life upwards," says Yusuf.

In 2019, her first application to the program was denied. But, Fartun persisted.

"I worked hard at my job to increase my salary and I also improved my credit rating," she says.

Eligible applicants must meet a number of conditions including have a gross household income of $35,000-65,000, maintain a good credit rating and be employed on a full-time permanent basis.

In 2021, she received the news she was accepted into the HFH program. Civida helped by providing a referral for her as a good candidate for home ownership.

"I teared up so much when I heard the good news," says Fartun. "I cried because I became a homeowner. Now, I felt like a Canadian. I felt complete. We have good neighbours. My kids were so excited – they jumped up and down."

Fartun says this experience is just one part of her history and her journey.

"My history continues," she says.

She has some advice for those who are dreaming of owning their own home one day.

"Don't get disappointed if you get denied the first time," she says. "Ask them (HFH) what you need to do. Don't ever give up or think that you will never get your home."

Fartun never gave up and her family is thankful for that.

Increase the number of affordable housing units to Edmontonians

Investment and grant monies from Alberta Social Housing Corporation (ASHC), the City and federal funds have been invested in suite turnovers, asphalt repairs, fence replacements, roofing, furnace and boiler replacements, kitchen and bathroom cabinet replacements, and window and electrical upgrades. In particular, 51 units that were down in Youngstown received these and other funds so those units could be reinstated and rented to applicants on our wait list.

Londonderry redevelopment open to tenants

Civida took official possession of its newest development, Londonderry, from the City of Edmonton. Located in the north Edmonton neighbourhood of Kilkenny, the building includes 240 new units, ranging from two- and three-bedroom apartments, to one-, three-, four- and five-bedroom townhomes. The new development triples the amount of affordable housing units available in the previous building, which had reached the end of its life. The Ministry of Seniors and Housing highlighted Londonderry as a stellar example of a mixed-income model of affordable housing in Stronger Foundations, the government's 10-year affordable housing strategy. Tenant move-ins started in December 2021.

Construction begins on Lendrum redevelopment

Our Lendrum Redevelopment began construction work this year. Graham Construction began work on the project, which will bring 120 new homes consisting of one- to four-bedroom townhomes and apartments to the south-central neighbourhood. Twelve suites (10 per cent) will be barrier free/accessible units. At minimum, the new complex is projected to be a mix of 80 per cent near-market and 20 per cent market homes, achieving an 80 per cent overall affordability. Civida also received approval from the Minister of Seniors and Housing to increase lending on the property.

Helping Afghan refugee families in need

Civida was asked to join Catholic Social Services Joint Resettlement committee call to help Afghan refugee families and have offered to provide our expertise and support to finding homes for those Afghan refugees who continue to make their way to Edmonton,.

First rent subsidy tenants get homes

We placed our first group of families into the new rent subsidy programs. These families are included in the new temporary rent assistance benefit (TRAB) and the rent assistance benefit (RAB) that were released by the government of Alberta in 2021,

It is a challenging time in the affordable housing sector in Canada. All levels of government are recognizing the importance of affordable housing and how having a home can positively impact someone's life. As one of the largest housing management bodies in Canada with passionate and experienced staff, engaged customers, and innovative practices, Civida will continue to demonstrate leadership.

***Noora Badr**, Supportive Housing Manager, Homeward Trust Edmonton, in front of the Hotel Grand.*

The demand for affordable housing across Alberta continues to increase and there is a strong demand for a variety of homes of affordable size in Edmonton; Cividа is prepared to help address this need.

Heritage building to serve as supportive housing site

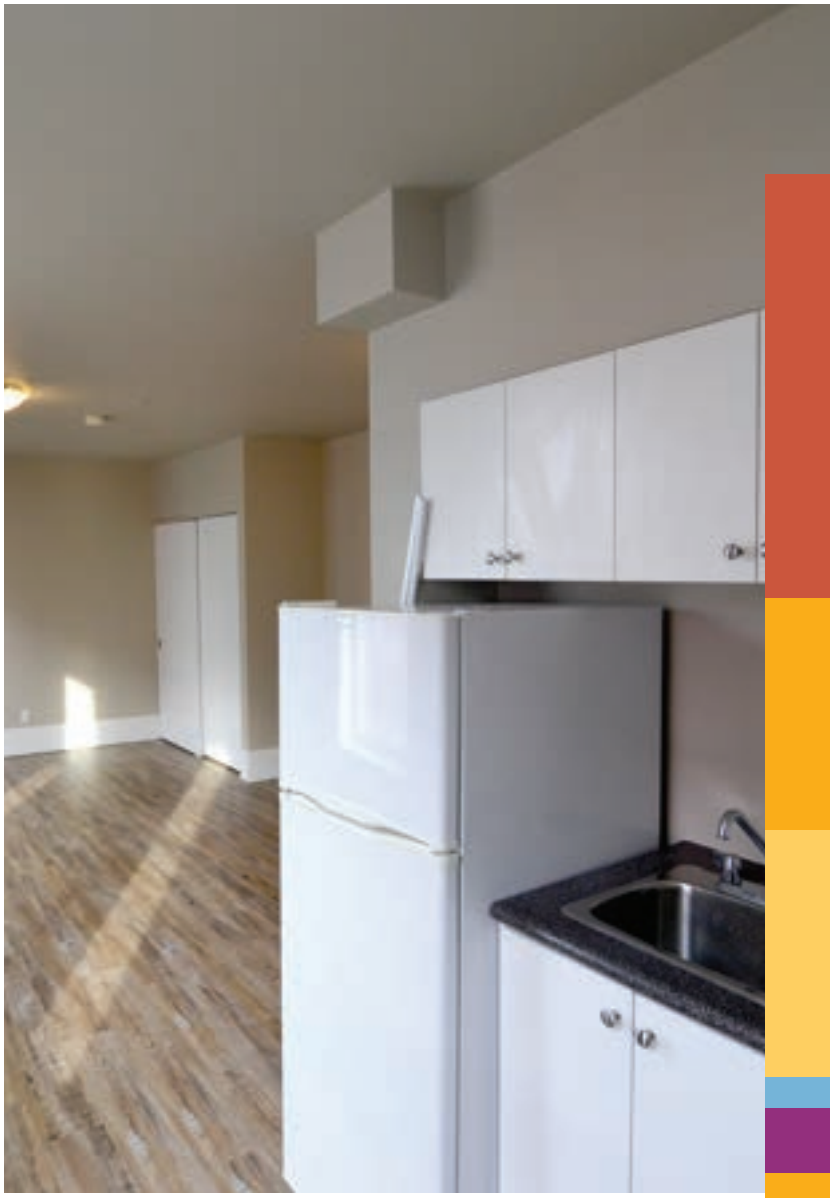
Hotel Grand, built in 1913, is a beautiful heritage building located in the McCauley neighbourhood in central Edmonton. The building contains 18 residential bachelor and one-bedroom suites as well as commercial space on the ground floor. It was donated by local architect Gene Dub.

Hotel Grand required repairs before it could open its doors as an affordable housing site. In 2021, Cividа secured a $500,000 grant from the Alberta government to complete flooring, cabinetry and elevator replacements, as well as painting. Cividа also found a tenant to lease and operate the building for the next 10 years—Homeward Trust Edmonton.

"We felt leasing to Homeward Trust was the best use for the community," says Mark Hoosein, Chief Operating Officer at Cividа. "And it allows Cividа to have a hand in another type of housing that we don't currently offer."

Homeward Trust contracts and operates over 100 different programs in the city with more than 30 agencies. "One of the programs that we contract social service agencies to operate is what's called supportive housing, which serves people who have experienced homelessness in the past," explains Emily Ruttan, Chief Programs Officer at Homeward Trust. "Through supportive housing, tenants sign a lease under the Residential Tenancies Act, however they also have 24/7 onsite support staff and in reach from the community to help them live independently."

Homeward Trust was looking for a new site for one of its supportive housing operators, and Hotel Grand was a good fit. "We wanted to find a building that was more right-suited for the clientele served by the supportive housing operator," says Emily. "Last year, we invited the operator to tour Hotel Grand with us and meet with the folks from Cividа, to articulate some of the needs to be covered off in the renovation that would suit the space to a supportive housing site."



Demonstrating Housing Leadership

Children at the Bissell Centre's Early Childhood Development Centre at one of Civida's properties.

"We leased child care space to the Bissell Centre at one of our central Edmonton properties for $1 a year," says Mark Hoosein, COO, Civida. "We understand that having affordable child care is important for families who might be struggling financially. We wanted to be a part of the solution, so we were happy to provide a physical space for the centre."

Partnering with Bissell Centre for childcare success

When the Bissell Centre needed a new location for its Early Childhood Development Centre, Civida offered them a unique solution.

The Bissell Centre has been providing child care services since 1987. After a successful capital campaign, the organization moved its child care program in 2020 into a new location to continue providing full-time, subsidized and drop-in/respite child care to low-income families.

Families who use the centre have full wrap-around services available to them, ranging from help with early diagnosis of fetal alcohol spectrum disorder or autism, guidance on accessing government supports or help with getting a new pair of winter boots.

The space has neutral and calming colours, is built with natural materials and has activity space to promote learning through play. The facility includes one outdoor space with plans to expand to three outdoor spaces.

Its program is designed to foster improved early childhood development outcomes so children can get the best possible start to life.

Improving safety and security for tenants

The Customer Service management team met with the new Edmonton Police Service Community After incident Response (CAIR) team to discuss how Cívida can be more involved with serious incidents on-site. The goal is to help our tenants and residents feel confident and safe in their homes, neighbourhood and community. Our Tenancy Management team will facilitate the work between Cívida tenants and the Edmonton Police Service (EPS). Our Compliance team will also assist EPS, if necessary.

As part of our ongoing commitment to safety, Cívida occupational health and safety staff completed 60 hazard assessments, 40 new employee health and safety orientations, 10 fire drills and 15 fire inspections at Cívida properties, as well as field supervisor and site manager inspection training and other corporate health and safety initiatives.

Hosting municipal election candidates

In September, Cívida hosted an elections candidate open house to educate Edmonton municipal candidates about affordable housing. Nineteen candidates including mayoral and councillor hopefuls attended the open house to engage with our leadership team, including Cívida Board of Directors member Allen Cleiren. For those who couldn't attend, Interim CEO Mark Hoosein followed up with a phone call or email.

Research, toolkit to combat NIMBYism

Our Policy, Research and Education team completed two research projects: Responding to Community Opposition to Affordable Housing and Resiliency and Business Transformation in the affordable housing sector.

The applied research into responsing to community concerns was conducted to understand why communities are opposed to affordable housing and how housing providers can understand and respond to opposition. It also examines the realities of how social and affordable housing impacts communities in terms of property values, crime rates and other common areas of concern. The research resulted in the development of toolkit and fact sheets, now available on the Cívida website. This research is funded by a grant from the Alberta Real Estate Foundation.

The business transformation and resiliency research draws on the understanding of individual and organizational resilience as entwined concepts. The research seeks to understand and define resiliency of housing providers through the capacity of staff to address challenges and thrive. Through funding from the Canada Mortgage and Housing Corporation, the research includes a toolkit, videos and workshop tools.

YEG Housing Month participation

Cívida staff were instrumental in helping to promote YEG Housing Month in November. Cívida's Communication team were part of the planning committee for YEG Housing month and participated in creating and promoting this year's activities with other Edmonton housing and homelessness partners. Staff and stakeholders were invited to sign up for the free virtual webinars offered. One of our Policy, Research and Education staff members, Francis, presented "Strategies for responding to community opposition for affordable housing providers" during the month-long event. YEG Housing Month coincides with National Housing Day on November 22, a day to recognize the important work done by housing providers to improve access to all Canadians.

Our Financials

BALANCE SHEET

For 12 months ending December 31, 2021

ASSETS	
Operating Cash	4,696,481
Restricted cash	15,584,370
Accounts Receivable	3,496,867
Prepaid Expenses	1,120,441
Assets Held In Trust	1,759,734
Long-Term Receivable	347,616
Funds withheld on borrowings	24,058,977
Investments in Related Parties	1,574,984
Housing Projects and Capital Costs	123,240,316
Intangible Assets	662,618
TOTAL ASSETS	**$ 176,542,404**

LIABILITIES	
Current Liabilities	41,957,882
Mortgage Payable	55,653,230
Trust Liabilities	923,201
Deferred Contributions	43,245,842
TOTAL LIABILITIES	**$ 141,780,155**

EQUITY	
Invested in Property and Equipment	46,453,315
Unrestricted	(14,539,450)
Internally Restricted Reserve	2,848,384
TOTAL EQUITY	**$ 34,762,249**

TOTAL LIABILITIES & EQUITY	**$ 176,542,404**

INCOME STATEMENT - Government Properties

For 12 months ending December 31, 2021

REVENUE	**$ 29,210,778**
EXPENSES	
Human Resources & Administration	13,998,133
Utilities & Taxes	13,946,444
Maintenance	8,476,138
Operating	2,753,734
Major Projects	7,252,269
TOTAL EXPENSES	**46,426,718**
OPERATING SURPLUS (DEFICIT) BEFORE OTHER ITEMS	**(17,215,940)**
Transfer operating deficit grant	(300,000)
Amortization Expense	6,589
NET SURPLUS (DEFICIT)	**(17,522,530)**
NET OPERATING GRANT	**$ 17,522,530**

INCOME STATEMENT - Cividа Operations

For 12 months ending December 31, 2021

REVENUE	**$ 7,934,251**
EXPENSES	
Human Resources & Administration	1,502,884
Utilities & Taxes	2,132,937
Maintenance	1,389,422
Operating	749,708
Rent Subsidy	228,514
Interest	918,819
TOTAL EXPENSES	**6,922,285**
OPERATING SURPLUS (DEFICIT) BEFORE OTHER ITEMS	**1,011,966**
Restricted Grant	56,863
Transfer operating deficit grant	300,000
Gain (Loss) On Disposal of Assets	325,636
Net Amortization Expense	(1,097,569)
NET SURPLUS (DEFICIT)	**$ 596,896**

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Civida