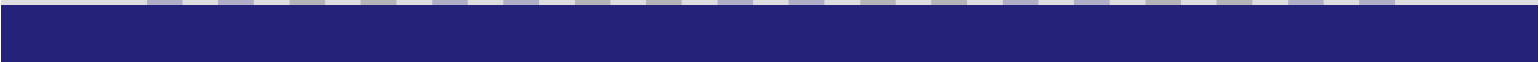




CHH Calgary
Heritage Housing

Proudly serving independent seniors

Annual Report
2019



Contents

- 1** Welcome
- 2** Fast facts about CHH
- 3** The need: affordable seniors housing
- 4** Our operations
- 5** Our locations
- 6** Property spotlight
- 7** About CHH
- 8** Our team
- 9** Our organizational structure
- 10** Our tenants
- 11** Financial results



Welcome

2019 was a good year for Calgary Heritage Housing as our dedicated management, staff and board has made great strides in making a positive difference in the lives of Calgary seniors.

Today, we are the second largest Housing Management Body in Calgary offering high-quality, self-contained suites to functionally independent seniors delivered through a rent-geared-to-income program.

Moving forward we intend to continue to execute on our goals of: enhancing our operations; redeveloping the Spruce Cliff Downs property; promoting and strengthening support services

for tenants; consolidating other housing management bodies into our operations; and attracting more qualified applicants.

2020 will, of course, be a challenging year due to the unforeseen effects of the worldwide COVID-19 pandemic. CHH was well-positioned to respond to this crisis and is performing well due to its long-time investment in developing strong plans, building a great team and creating an effective workplace culture.

We're excited to continue moving our vision forward whatever the future brings.



Marlys Jordan, CPM®, CRP, ARM®
Chief Executive Officer



Don Adolf
Board Chair

Fast facts about CHH



Tenants

85%
Satisfaction
rating of
Excellent or Good
(May 2018)

41
Wait list count*

71 days
Average wait time

6.4 years
Average stay

**77.4
years**
Average age of
residents*



Properties

9
Buildings

480
Units

**2nd
Largest**
Seniors
Self-contained
Calgary HMBs

5.9%
Average Vacancy
Rate



Financial

**\$3.60
million**
Revenue 2019

**\$0.31
million**
Surplus 2019

**\$13.0
million/
144
projects**
Capital Maintenance
Requests

**\$36.1
million**
Capital
Development
(Spruce Cliff Downs)



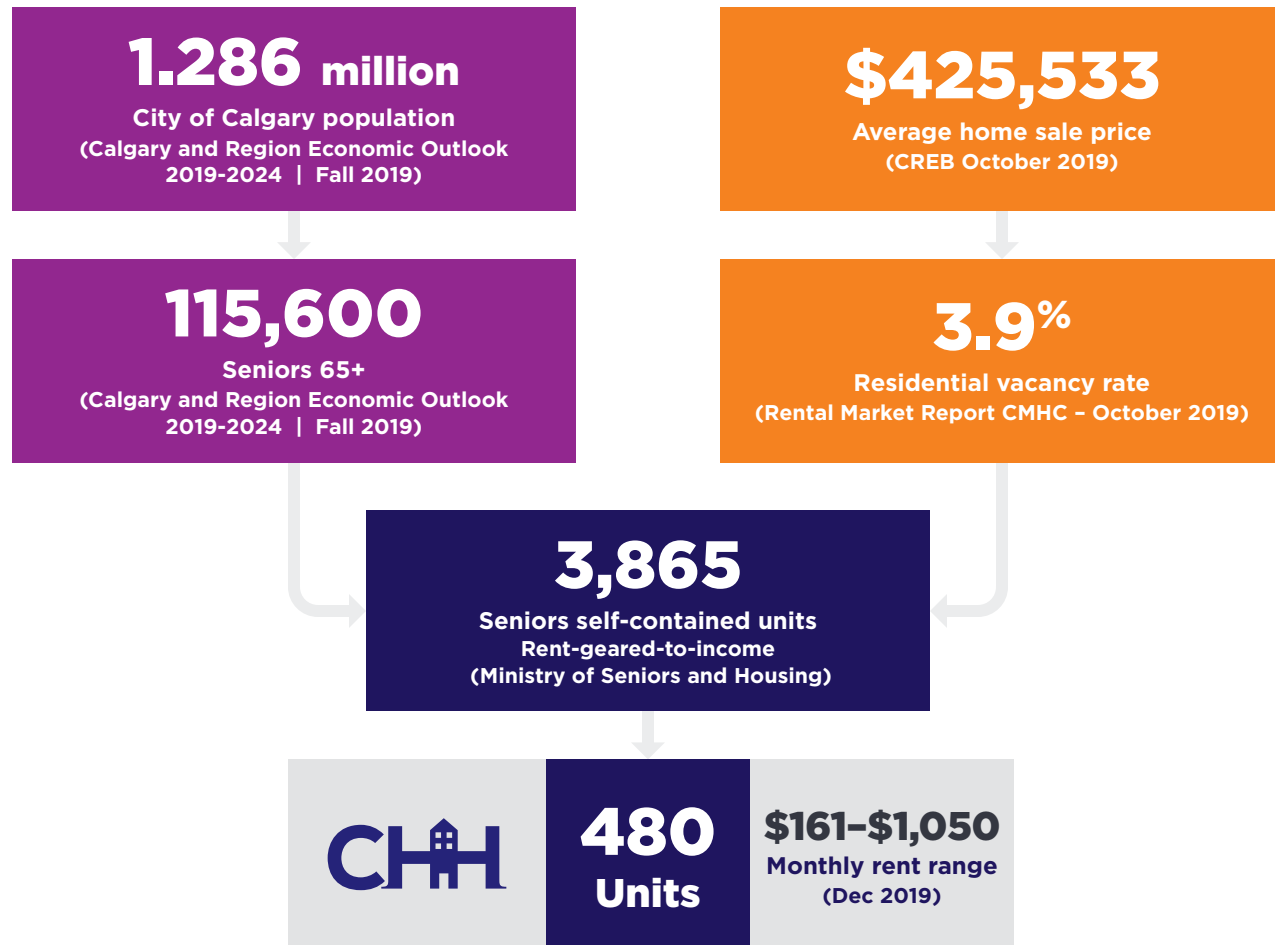
Our People

13
Staff Members*

9
Board Members*

*As of December 31, 2019

The need: affordable seniors housing



Our operations

If you are a functionally independent senior with a low-to-moderate income, and are seeking subsidized housing, Calgary Heritage Housing is where you want to be.



**Cathedral
Manor Estates** **115**



**Kendale
House** **33**



**J.E. Harris
House** **100**



**Robertson
House** **30**



**Spruce Cliff
Downs** **55**



**Cambrian
Manor** **50**



**Heritage
Terrace** **32**

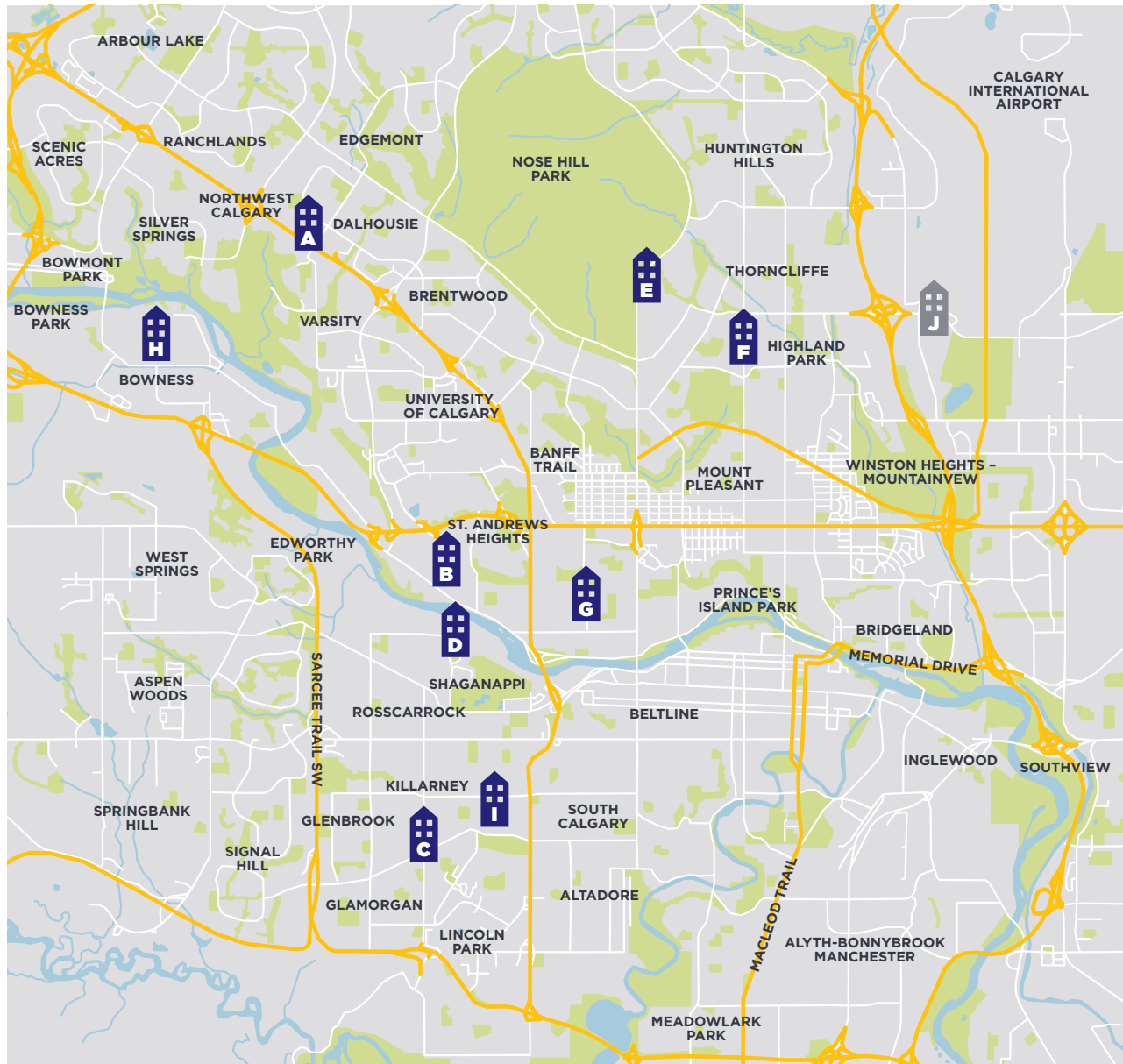


**General
deLalanne
Manor** **40**



**Richmond
Park Manor** **25**

Our locations



- | | |
|----------------------------------|----------------------------------|
| A Cathedral Manor Estates | F J.E. Harris House |
| B Kendale House | G General deLalanne Manor |
| C Robertson House | H Heritage Terrace |
| D Spruce Cliff Downs | I Richmond Park Manor |
| E Cambrian Manor | J Office |

Property spotlight

Spruce Cliff Downs

3400 Spruce Drive SW

Built: 1980

Units: 55 up-down townhouse units

Location: The property's expansive park-like setting promotes anytime access to the great outdoors in the mature neighbourhood of Spruce Cliff.

Condition: With the support of the local community, CHH is actively working with the Ministry and other stakeholders on plans to double our capacity by replacing these functionally obsolete buildings as soon as possible.

Amenities: An easy walk to nearby shopping, the C-Train and buses.



About CHH

Vision Statement

An industry leader in the seniors housing community.

Mission Statement

Provide housing and foster a caring, inclusive community for independent seniors with a low-to-moderate income.

Our Mandate for Programs and Services

- Provide housing to seniors with low-to-moderate income.
- Manage the Province's assets in a fiscally responsible manner.

Our Values and Guiding Principles

Honesty and integrity: We build trust with seniors so they feel secure.

Compassion: We are in the “people business,” not just the “housing business.” We focus on each individual as a person, demonstrating care and concern for their unique circumstances.

Living well: We help tenants obtain community-based support services so they can sustain a healthy and functionally independent lifestyle.

Life enrichment: We provide opportunity and facilities for tenant engagement and social activities.

What matters to us

Tenant well-being: We actively care about our tenants and want them to remain in their units as long as possible.

Diversity: We embrace cultural diversity (e.g. ethnic, religion, language) among our staff, tenants and applicants.

Community partnerships: We work with various stakeholders to help tenants secure the right accommodations and support services.

Innovation: We leverage technology and software to help us better manage our operations and cost effectiveness.

Environmental initiatives: We seek to minimize our overall impact on the environment wherever practical.

Workplace culture: We strive to make CHH a place where our employees enjoy coming to work.

Risk Management: We actively investigate and plan ways to mitigate potential risks from unforeseen or rare events.



Our team



Our diverse and personable staff demonstrate professionalism in their respective roles and genuine compassion for the seniors we serve on a daily basis.

Team member credentials

- Certified Property Manager (CPM®)
- Accredited Residential Manager (ARM®)
- Certified Reserve Planner (CRP)
- Certified Association Executive (CAE)
- Power Engineering (PE) – 5th Class Certificate of Competency (Building Operator’s Certificate)
- Certified Internal Auditor (in progress)
- Bachelor of Commerce and Science degrees

Team member profile



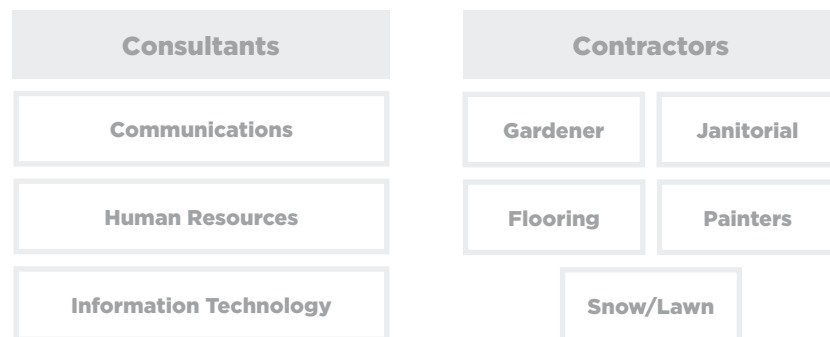
Don Mathieson

Who? Senior Building Administrator at CHH for the past four years.

Why here? After 25 years of working as a Pastor at two different churches it was time for a change. I took eight months off but soon realized I wasn’t ready to retire as I love people and missed the social interaction. So, after looking around, I heard about the opportunity to work with seniors at CHH and jumped at the chance. It’s been a great four years and I’m looking forward to many more.

Role? Essentially I work with our tenants at the Cathedral Manor Estates and J.E. Harris House locations to renew leases and help solve any challenges that might arise. It’s fun and rewarding work most every day.

Our organizational structure



CHH Calgary
Heritage Housing
Proudly serving independent seniors
April 2020

Our tenants

While there are many in need, CHH focuses primarily on potential tenants who are:

- 65 years of age or older.
- Canadian citizens or permanent residents.
- Earning under \$41,000 per year.
- Non-smokers (Smoking is prohibited inside all CHH buildings.)
- Non-pet owners.



Tenant profiles

“It’s wonderful to be so carefree; if I need anything of any importance done, I just contact you guys. Issues are dealt with very quickly and very professionally.

My location is so close to all amenities especially for people who don’t have a car. Everything is quite handy; a senior doesn’t have to go very far to get what they need.”

Judy | Richmond Park Manor | Tenant since 2011

“Maintenance is always there when you need them; fixing things right fast. Our building administrator is super! The building is well maintained. I really appreciate the fact I have someone I can call to fix things.

My favourite thing about living here is the independence—there are social things but I get to choose what I want to do. The presentations are also really good.

We are also going to have an election poll right in the building—this is the first time and it’s good. Bringing in the flu shot clinic so we don’t have to go out to get it is also great.”

Kelly | Cambrian Manor | Tenant since 2014

“I love living at Kendale House. I picked this location because it’s very quiet and peaceful. Most of the people are friendly and easy to get along with.”

Diane | Kendale House | Tenant since 2016

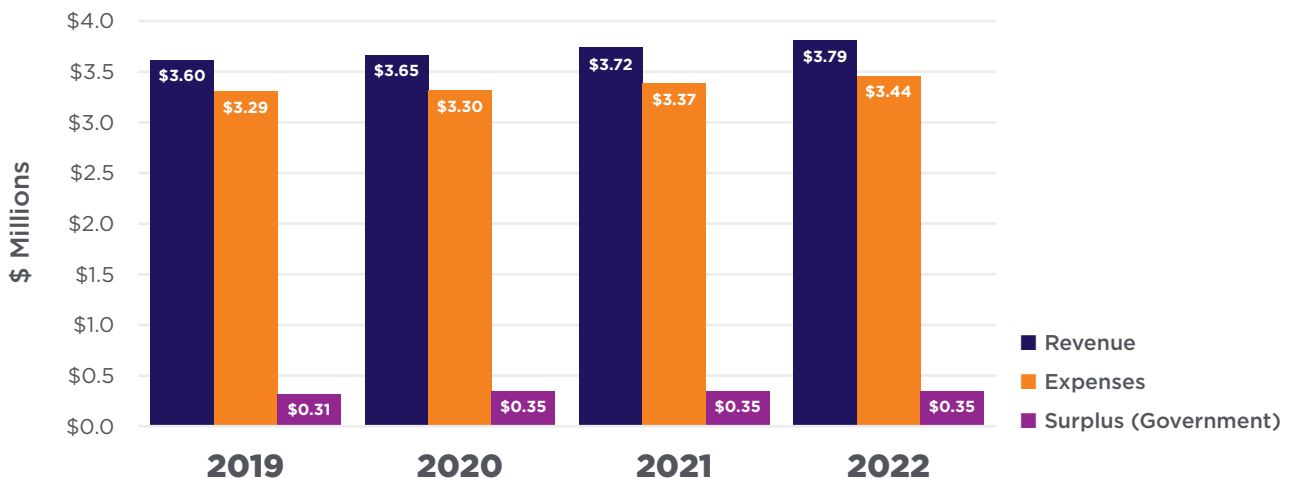
Financial results

Projected results for the next three years

Prior to the pandemic in early 2020, CHH anticipated stable revenues and expenses through to 2022. Our analysis at the time of initial preparations for this annual report in mid-2020 suggests while revenue projections remain achievable, expenses may be higher than forecasted resulting in a smaller surplus than expected.

Revenues, expenses and surplus returned to government

Historic and projected



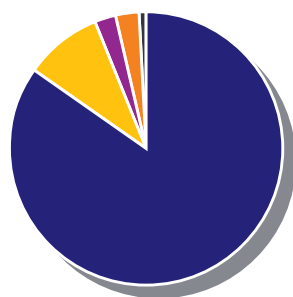
Note: Alberta Seniors and Housing mandates that Housing Management Bodies (HMBs) such as CHH, actively earn a surplus each year and that any surplus is returned to the government at the end of the year.

Sources: CHH 2020-2022 Business Plan, June 30, 2019

Where we earn and spend

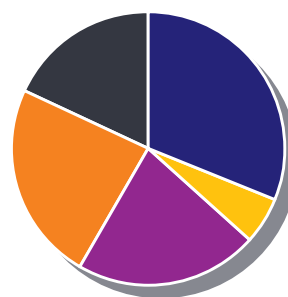
CHH generates 85% of its revenue from our tenants.

2019 Revenues by source



- 85.2%** Rent
- 9.0%** Tenant services
- 2.5%** Non-tenant services
- 2.8%** Grants
- 0.5%** Other

2019 Expenses by source

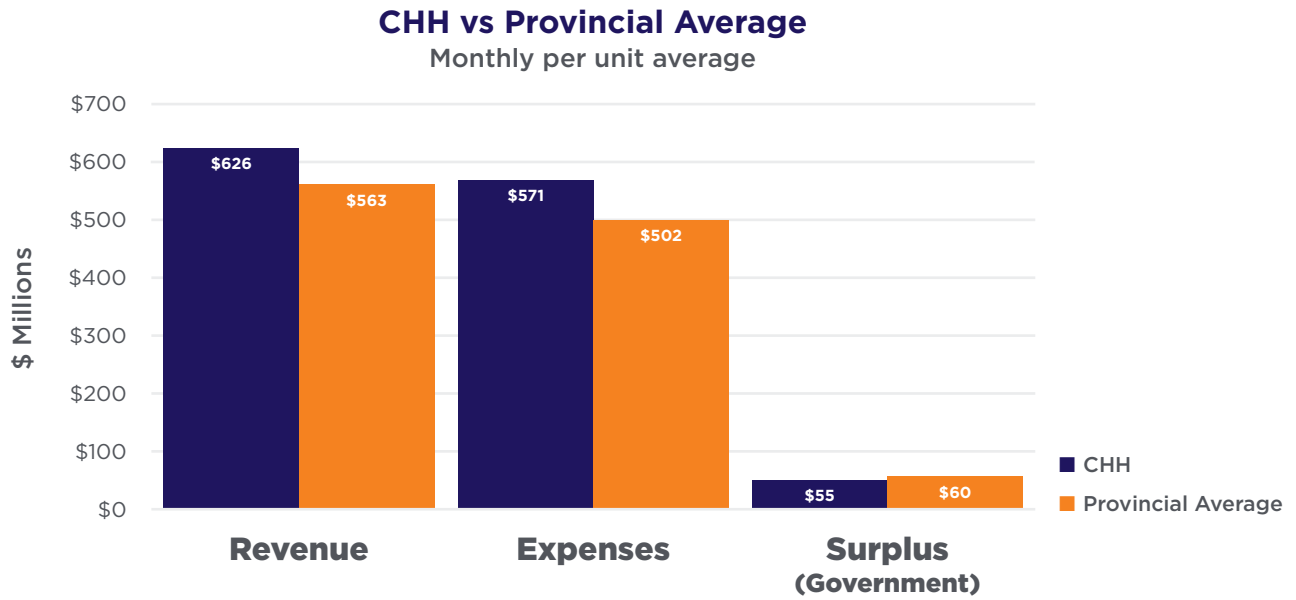


- 31.5%** Human Resources
- 5.6%** Operating
- 21.7%** Operating Maintenance
- 23.2%** Utilities
- 18.0%** Other

Source: CHH financial statements for year ending December 31, 2019

How we compare with other HMBs

CHH compares favourably with the average provincial HMB despite the challenges of operating in a relatively high-cost urban centre.

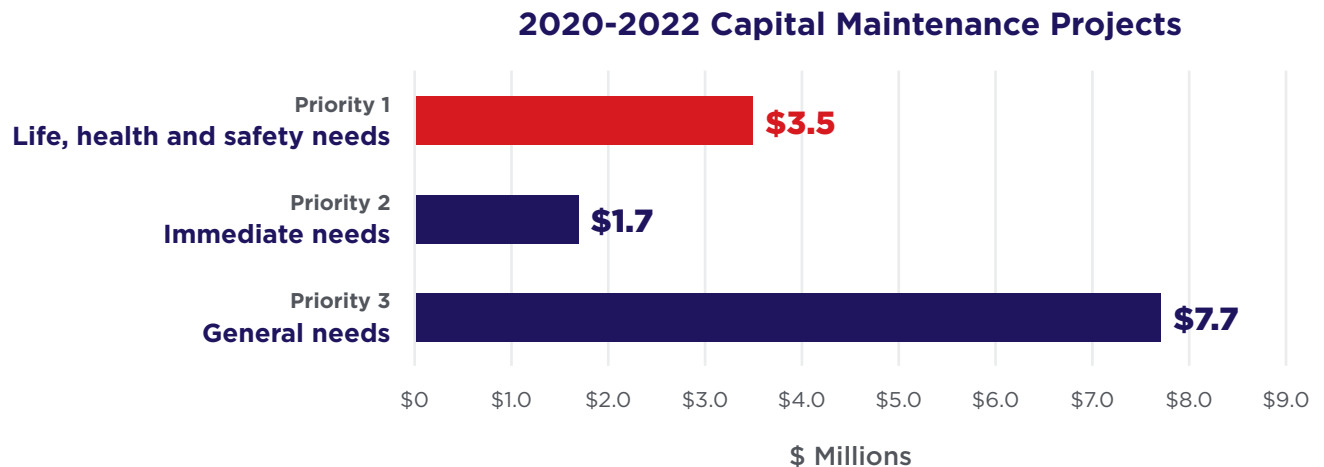


Sources: CHH (2019 data), Provincial Average = Seniors self-contained HMBs with 101-500 units in 2017 (latest year of data available).

Note: Alberta Seniors and Housing mandates that housing management bodies such as CHH actively earn a surplus each year and that any surplus is returned to government at the end of the year.

Capital investment

CHH is seeking **\$13 million** from the Ministry of Seniors and Housing for key capital projects over the next three years.



Sources: CHH 2020-2022 Business Plan, June 30, 2019

Note: CHH regularly updates the Ministry of Seniors and Housing on its capital requirements and is dependent solely on the Ministry for such funding.

Capital development

CHH is seeking **\$36.1 million** from the Ministry of Seniors and Housing and other sources for the redevelopment of Spruce Cliff Downs.



Contact us



CH Calgary
Heritage Housing

#3, 4303 - 14 Street NE
Calgary, AB T2E 7A9

Phone: 403-286-7402

Fax: 403-286-0693

Hours of operation

Monday to Thursday: 7:30 a.m. – 4:30 p.m.

Friday and Statutory Holidays: Closed

For more information, please visit: www.calgaryheritagehousing.ca

