

JUBILEE HOUSING Inc.

SISR AND CHFV Seminar
Growing Community Housing
March 19, 2004

Where did we come from?

- Two Baptist Churches in eastern suburbs, recently joined by Anglican Church
- Commenced as a single project
- Emerged out of involvement in crisis accommodation
- Initially focused on the City of Whitehorse, now includes Maroondah
- Aim was to increase the supply of social housing for local low income households
- And to develop a locally responsive housing management for tenants

What do we provide?

- Long term community housing
- Low-income, public housing eligible, some priority applicants
- Rents based on OOH but with CRA capture
- Three multi unit developments
 - Jubilee Place (10 units), Box Hill
 - Figtree Lane (10 units), Burwood
 - Emmaus Park (19 units), Croydon
- Each project a mix of 1, 2, 3, & 4 BR units
- Joint venture projects
- Full asset, property and tenancy management responsibility

What is our financial responsibility?

- Property valued at approximately \$7.2M
- Annual rental income of approximately \$220,000
- Debt of \$350,000
- Maintenance reserves of \$250,000
- Annual operating expenses of approximately \$140,000
- Includes maintenance expenditure of approximately \$60,000pa.

What is valuable about JHI?

- Strong church links, ecumenical
- Geographical focus on Whitehorse/Maroondah
- Significant volunteer contribution
- Substantial financial contribution to joint ventures
- Experience in full asset/property responsibility
- Pastoral care approach (not professional support)
- Experience in policy change (e.g. rebated rents to rent assistance model)

What are the challenges?

- Responding to a waiting list which currently includes over 70 households
- Breadth of management responsibility for small staff
- Viable asset management strategy for 40 years
- Balancing the short term (resident) and long term (property) goals
- Lack of support services for tenants with complex needs
- Ensuring appropriate form of pastoral care

What is most likely to undermine the organization?

- Lack of governance skills over time
- Loss of focus on long term financial management
- Loss of control over who we house
- Policy changes which remove ability to manage risk
- Loss of staff with personal commitment

Is growth necessary?

- JHI does not see itself as AHA but change is necessary for long term sustainability and there are several options
- Break up the service into 2-3 small project based voluntary services
- Merge with another organization with similar values
- Grow to ca. 100-200 units and further professionalize service
- Link with an AHA for asset management, financial management and project development services
- Currently see latter two as most appropriate way forward.