THE CAPITAL REGION'S HOUSING CORPORATION
GREATER VICTORIA, BRITISH COLUMBIA

ANNUAL REPORT 2013

CRHC
The Capital Region's Housing Corporation

CRHC

The Capital Region's Housing Corporation

ANNUAL REPORT 2013

MISSION STATEMENT

Our Mission is a commitment to the development, management and promotion of affordable housing that is essential for the well-being of people and communities in the Capital Region.

Heron Cove, North Saanich

BOARD OF DIRECTORS

Left to right:

Griffin Lewis, Community Member

Leif Wergeland, District of Saanich Councillor – Vice-Chair

Sharlene Law, Community Member

David Howe, CRD Director, Southern Gulf Islands

Ben Isitt, City of Victoria Councillor – Secretary-Treasurer

Missing from photo:

Mike Miller, Community Member – Chair

Lanny Seaton, City of Langford Councillor

. . . we are looking to the future with optimism . . .

MESSAGE FROM CRHC BOARD CHAIR

At CRHC we are driven by the belief that an affordable home makes all the difference—to people, their families, and our communities. We know that providing affordable homes is an investment in the success and vitality of our region.

CRHC has been going through a lot of change over the past year. Amy Jaarsma retired after 30 years and a new Senior Manager was appointed. Also, through the introduction of the Umbrella Operating Agreement we are afforded more independence in the way we manage our operations and strategically plan for the future. This has made us look at the way we do business and how we can do it more effectively to meet our mandate.

In the coming years, we are faced with many challenges with the end of federal and provincial operating agreements on the horizon and an aging housing stock in need of renewal.

Yet as a leader of affordable housing in the capital region for more than 30 years, we are looking to the future with optimism—we know that with challenges come opportunities.

The introduction of more flexible operating agreements, the ability to leverage our current resources, solid strategic planning and our willingness to embrace creative solutions to work through these times of transition will position us to able to serve our tenants better, renew our existing properties using greener technologies and have the potential to expand our current housing stock to meet the needs of the individuals, families and communities in the capital region.

Mike Miller, Chair

. . . investment in the success and vitality of our region.

MESSAGE FROM CRD CHIEF ADMINISTRATIVE OFFICER

The CRHC is incorporated as a wholly owned subsidiary of the Capital Regional District (CRD). Through the CRHC, the Housing Trust Fund and the Housing Secretariat, the CRD works together with community partners and stakeholders to ensure access to healthy, safe and affordable housing, so that the residents of our region will have stable environments to secure employment, raise families, and increase their health.

As we plan for the future, we continue to seek input from our stakeholders and partners on issues of regional importance. Bi-annually the CRD holds a "Forum of Councils", and in the fall of 2013, the CRD focused on "Affordable Housing". The participants of the forum reinforced the importance of the CRHC maintaining a leadership role in the delivery of affordable housing and recommended expansion of our current portfolio.

The CRD is committed to building a strong foundation for families, seniors and persons living with disabilities in our communities through the continued management and development of affordable housing in the capital region.

Robert Lapham, CAO

. . . committed to building a strong foundation for families, seniors and persons living with disabilities . . .

SAYING GOODBYE

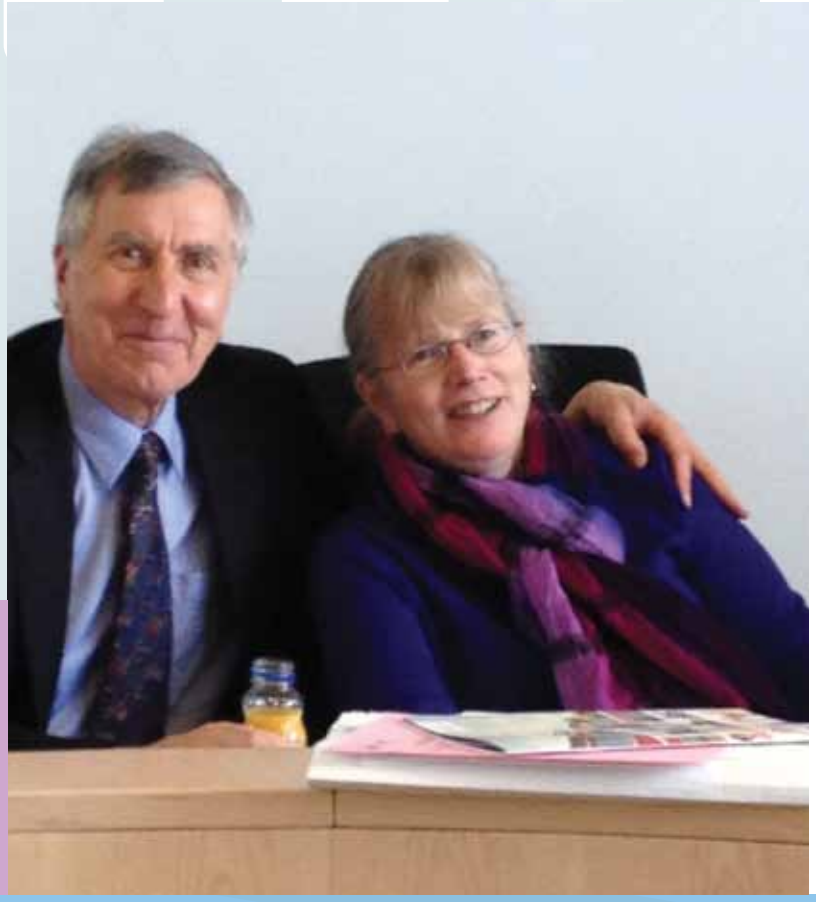
In May we said goodbye to Amy Jaarsma, who retired after 30 years with the Corporation. One of three employees in 1983, Amy became Manager of Operations in the 1990's, and Senior Manager in 2007. Amy strongly believes that affordable housing creates healthy families, which in turn builds healthy communities. Her commitment to this belief assisted in the Corporation developing over 1,200 units in 43 buildings throughout the region during her time.

Amy recognized the human side of providing housing to those in need, and under her leadership the Corporation supported community initiatives such as the Ready to Rent program and the Supported Housing for Youth program. She was always willing to share her knowledge and expertise with other non-profit housing agencies and maintained a big-picture perspective of the needs of the community.

Speaking at the Annual General Meeting of the Housing Corporation Board of Directors, Amy expressed that her career at the Housing Corporation had been a "tremendous ride." *"Not many people can finish their work life with the feeling that they've been part of something big for the community."*

Amy will be missed!

Amy Jaarsma with Gwyn Symmons, original Executive Director of CHRC



. . . part of something big for the community.

Capital Region Housing Corporation owns and manages 1,286 units in 45 buildings. The primary activity of the Corporation is the day-to-day management of our buildings, property management services and providing ongoing services to tenants.

In April 2012, CRHC and BC Housing Management Commission (BCHMC) entered into an Umbrella Operating Agreement for 42 of the Corporation's 45 housing projects. In 2013, we are still in the interim stages of this agreement while we work with BCHMC to better understand our capital renewal needs through the introduction of facility condition indexing software.

With the introduction of the Umbrella Operating Agreement we have been reviewing all areas of our business from capital reporting to tenant service policies to determine where we can find service efficiencies and align ourselves with our new way of doing business.

Firgrove, Esquimalt

STRATEGIC PRIORITIES

In 2013, the Corporation identified six strategic priorities in addition to our day to day operations.

2013 STRATEGIC OBJECTIVE	OUTCOME
Complete an agreement with Vancity and the City of Victoria to build affordable housing on Dockside Green.	CRHC has continued to be open to the opportunity of working with Vancity to partner in the development of Affordable Housing at Dockside Green.
Complete capital planning project and negotiate capital replacement levels with BC Housing.	CRHC is working with BC Housing to complete our capital planning project so that we can better understand our capital needs in order to more effectively plan for the future. We look forward to completing the initial phase of this project in 2014.
Implement plan to increase project income.	CRHC has implemented a strategy to meet our housing target of 68% rent geared to income (RGI) and 32% low end market rent units. There will be more choice available to our tenants since all buildings will have market and RGI units.
Complete building envelope remediation project at Beechwood Park.	Building Envelope Remediation was completed as of November by Saywell Contracting Ltd.
Initiate water saving pilot projects at three buildings.	CRHC is participating in the Energy Conservation Assistance Program (ECAP). The ECAP helps qualified low-income households with a personalized home energy evaluation, installation of energy saving products and personalized energy efficiency advice.
Add LeBlond Place to our group of buildings that are transitioning to smoke-free.	As of January 1, 2014 LeBlond Place will transition to be smoke-free. This was a tenant-led initiative. An information meeting was held with tenants in December to explain the policy. Current tenants will be grandfathered in and future tenants will sign an addendum to their lease agreeing that they won't smoke in their units or anywhere on the property.

FORUM OF COUNCILS

The Forum of Councils is a Capital Regional District event held twice annually to host participation of all 13 municipal and 3 electoral service areas. This event is normally held in late spring and late fall to deliberate and seek direction on issues of priority for regional community action.

In the fall of 2013, the Forum of Councils focused on the area of Affordable Housing. It was attended by over 50 local elected officials from the municipal, provincial, and federal levels of government.

The session was launched with opening remarks by CRD Board Chair Alistair Bryson and facilitator Mr. Gwyn Symmons of CitySpaces Consulting. The feature presentation was provided by Mr. Shayne Ramsay, CEO of BC Housing on behalf of the Honourable Rich Coleman, Minister Responsible for Housing. As well a video was presented, titled The Journey to Home, highlighting the contribution of the Capital Regional District to affordable housing in the region.

Outcomes of the forum included suggestions that the CRHC embrace more of a leadership role and the possibility of expanding its affordable housing mandate and increase housing stock throughout the region. As well the Regional Housing Trust Fund should seek to secure full municipal participation and consider expanding the size of its annual levy. A key initiative, as the CRD works to complete the Regional Sustainability Strategy, should be given to the development of a "regional housing data book and toolkit" in order for the municipalities to be in an improved position to address affordable housing gaps within our regional community.

We look forward to integrating the outcomes into our strategic planning.

STAFF PROFILE: CHRISTINE CULHAM

CHRISTINE CULHAM was appointed as Senior Manager, Capital Region Housing Corporation effective July 2, 2013.

With over 25 years in the non-profit sector, and 10 years in the non-profit housing sector, Christine comes to us with a wealth of experience in social housing. Most recently, Christine was the Director of Lanark County Housing Corporation in Ontario. In addition to various social housing leadership roles, Christine has held the roles of the Executive Director for Ottawa Victim Services, and the Chair of the Coalition to End Violence against Women and Ontario Network of Victim Service Providers. We look forward to Christine's tremendous background of experience and leadership that will ensure the continued success of the Corporation.

Christine is looking forward to working with staff, tenants, stakeholders and community partners to undertake the mandate of developing, managing and promoting affordable housing for the well-being of people and communities in the capital region.

HOUSING REGISTRY WAITLIST

CRHC is a member of the Housing Registry. The Housing Registry is a centralized database for housing providers that contains current applicant information and acts as a single point of entry for individuals and families looking for rent geared to income housing. Housing providers can use this information to find tenants when housing units become available. We are mandated as part of the Umbrella Operating Agreement to participate on the Housing Registry nevertheless, we strongly believe in its' mandate and have participated on the Board of Directors for several years. The CRHC was re-elected by our peers to sit on the Board for another term in 2013.

Under the Umbrella Operating Agreement, the CRHC has a mandated target of 823 rent geared to income units. This is 26% of rent geared to income independent living units in the capital region.

Total number of social housing independent living units in the capital region	2013 3,194	2012 3,207	2011 3,157

AWAITING HOUSING	DECEMBER 2013	DECEMBER 2012	DECEMBER 2011
Families	383	436	483
Seniors	460	468	422
Persons with disabilities	346	378	343
Wheelchair Modified	69	66	47
Singles	24	17	15
Total Waitlist	**1,282**	**1,365**	**1,310**

COMMUNITY PARTNERSHIP – SAFE HOUSING FOR YOUTH (SHY) PROGRAM

Youth experience unique challenges when faced with a breakdown in their home living environment. Threshold Housing Society supports teenagers and young adults who need housing, not only with finding a place to live, but through providing support to assist with these challenges. Modeled after programs running in Vancouver, Winnipeg and London, Ontario, the **Safe Housing for Youth** (SHY) Program is designed to house at least 8 youth over a one year period The target population will be at-risk youth transitioning into adulthood that have barriers (mainly age, minimum wage jobs and no savings) to finding safe housing.

The SHY program will provide support and supervision of the youth; it aims to build positive rental experience for the youth and the landlord. This support includes consistent visitations with the youth as well as bi-monthly life skills workshops, Ready-to-Rent training, and community resource access education. The hope is to create long term tenancies for youth.

Threshold has reached out to housing providers in the community to ensure the region's youth have a safe place to call home. CRHC is pleased to partner with Threshold Housing to offer some of our units for youth who are able to live independently with supports under the SHY program.

CRIME-FREE MULTI-HOUSING

CRHC continues to provide support to the Crime Free Multi-Housing Project in both Saanich and Victoria. The Corporation currently maintains 20 buildings designated crime-free; 14 in Victoria and 6 in Saanich. We held safety socials at four of our Victoria buildings in 2013 as a refresher for tenants due to break-ins to the parkades. We are hopeful that the safety socials reminded our tenants that they can play a role in reducing crime at their complex. We are pleased that our crime free building security upgrades prevented or deterred the thieves from accessing the interior of the buildings.

BEECHWOOD PARK – BUILDING ENVELOPE REMEDIATION

One building envelope project was undertaken in 2013 utilizing replacement reserve funding and operating surplus from our CMHC portfolio.

BEECHWOOD PARK, 48 UNITS – The work started in November 2012 to undertake a building envelope remediation on the apartment building and a roof replacement on the townhouse units. The scope of the building envelope remediation includes the removal of siding, repair and replacement of decks, installation of upgraded windows and doors, and new roof, along with improved insulation, ventilation and gutters. The roofing replacement on the townhouses also included new gutters, upgraded attic insulation and improved ventilation. Refurbishment of four yards to include poured patio surfaces, drainage and new fencing were added to the project mid-stream. The estimated date for completion of this contract was September 2013 however unforeseen structural repairs and concrete patio work at the ground floor delayed completion to November 2013. The total cost in 2013 was $1,662,219

CAPITAL REPLACEMENT ACROSS ALL PROPERTIES

Capital renewal projects were carried out at most complexes where new flooring, interior painting and cabinet replacement took place throughout the year. Larger capital projects were also initiated in 2013, including the Beechwood Park building envelope repair. Contracts are in place to regularly service mechanical systems, elevators, and fire safety systems.

CAPITAL REPLACEMENT ACROSS ALL PROPERTIES

Appliance Replacement	$137,685
Cabinets/Countertops	$254,287
Decks/Fencing	$216,618
Electrical/Mechanical	$63,440
Exterior Paint	$239,365
Flooring	$510,033
HW Heaters/Plumbing Fixtures	$208,599
Interior Paint	$256,201
Roofs	$39,659
Window Coverings	$54,249
Paving/Sidewalks	$5,650
Perimeter Wall/Sidewalks/Walkways*	$42,788
Other	$21,073

*MICHIGAN SQUARE, PHASE II

Beechwood Park, Saanich

ENERGY CONSERVATION ASSISTANCE PROGRAM

The Energy Conservation Assistance Program (ECAP) was a great success over the past year and continues to be promoted to our tenants with enthusiasm.

We have been working closely with BC Hydro through Carillon Canada to ensure our tenants have a clear understanding of how this program works and how it can save them money on their BC Hydro bills.

After the tenant submits an application to Carillon Canada, a technician assesses the tenant's home for upgrades needed to increase energy efficiency. These upgrades include weather stripping, faucet and shower head replacements, and lighting changes.

We used different approaches to engage tenants to participate in the program. We did mail-outs, held community meetings and Carillon sent out teams in stages to different communities to visit tenants door-to-door.

In 2013 this program was offered at buildings with 100% rent-geared-to-income communities. We outreached to 235 units over 2013. With about 52% of tenants participating, we have completed energy efficiency upgrades to 123 units.

Moving into 2014, we are continuing to work with BC Hydro and Carillon on the next stage of the program. We will be promoting to our mixed "market and subsidized" communities and moving forward with reviewing applications based on annual household incomes.

Portage Place, View Royal

NAOSH: "ARE YOU AS SAFE AS YOU THINK?", MAY 6–10, 2013

Annually staff at the CRHC form a committee to develop a week of activities that focus on safety in the workplace and coincide with North America Occupational Health and Safety (NAOSH) Week.

We do annualized activities such as respirator fit tests and other required safety training as well as activities focused around our theme. Some of these activities were: a tenant safety quiz with earthquake kits as draw prizes, a fire safety webinar for staff that was specific to apartment buildings, "Take 3" scenario posters placed around the CRD headquarters, and a residential storage locker safety initiative. The highlight of NAOSH was a staff safety scavenger hunt of downtown Victoria which wrapped up with an all staff BBQ.

"Take 3" was the official logo of NAOSH 2013. This refers to taking 3 seconds to consider if what you are about to do is safe.

OHS TRAINING OPPORTUNITIES

Staff attended two seminars hosted by the CRD, presented by the Employers' Advisers Council of BC. These were Occupational Health and Safety (OHS) Committee and Risk Assessment Workshops. CRHC built relationships with OHS professionals that have supported our internal OHS initiatives. CRHC continues to participate in the CRD Back Safety and Respectful Workplace seminars.

The 2013 NAOSH Week was well received by tenants and staff for both its educational and team building successes.

BC NON-PROFIT HOUSING ASSOCIATION (BCNPHA) CONFERENCE

The BCNPHA Conference was held November 18-20, in Richmond, BC. This conference was a valuable opportunity to network with other housing providers, suppliers and our funding partners within the BC Housing community. Staff participated in diverse workshops. These sessions included: Transitional Planning, Effective Capital Planning for Managing Investment Priorities, Helping People with Mental Challenges Age in Place, Residential Tenancy and Subsidized Housing, and Planning for Expiring Operating Agreements.

The Minister Responsible for Housing, the Hon. Rich Coleman gave a keynote address where he outlined the priorities included in the upcoming "Housing Matters" refresh. Housing Matters is the provincial housing strategy.

LeBlond Place, Victoria

OTHER LEARNING OPPORTUNITIES

A variety of training opportunities were undertaken by staff in 2013, including Hazmat Training, Asbestos Awareness, Sharpening Your Negotiating Skills, Western Canada Safety Conference, Skills Plus Carpentry, Residential Tips and Traps, and Crime-Free Multi-Housing.

The largest group learning initiative saw half of the staff participating in "Question Behind the Question". This daylong session focused on personal accountability in the workplace and at home. This was a well-received personal and team strengthening event. The balance of staff will participate in the session in 2014.

FUNDING SOURCES

Capital Region Housing Corporation owns and manages 1,286 units in 45 buildings, built over the past 30 years. In all cases, except one, provincial and federal government funding was utilized to provide mortgage financing and operating subsidies to ensure affordability.

The Corporation's newest building, Vergo, completed in 2012, was funded through an equity contribution from CRD in the form of a land gift, equity realized when CRHC re-mortgaged Village on the Green and a grant from the Regional Housing Trust Fund.

The adoption of the Umbrella Operating Agreement does not alter how operating subsidy is calculated for each portfolio in so much as the CMHC buildings still receive subsidy based on the 2% write down of the mortgage interest rate and BCHMC and Homes BC buildings still receive subsidy based on the difference between the 2010 approved operating budget and tenant rent contribution. The only difference being that for BCHMC and Homes BC portfolios the monthly subsidy amount is set once in each year of the Agreement and does not change, except when a mortgage is renewed, then the subsidy is revised to reflect the new mortgage payment.

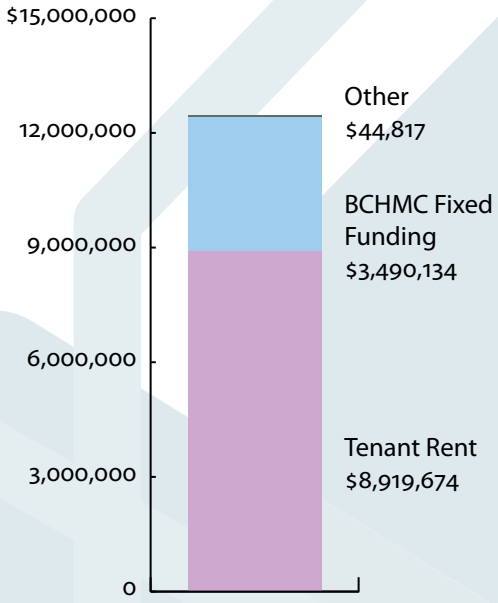
Traditionally, the Annual Report has reported on the revenue and expenditures of each portfolio however with the introduction of the Umbrella Agreement we are now reporting on the 42 properties together.

Our Independent Living BC II program building—Parry Place—receives a subsidy from BCHMC based on the approved operating costs of the building and the resident rent and hospitality services contribution, which is based on 70% of the resident's gross income.

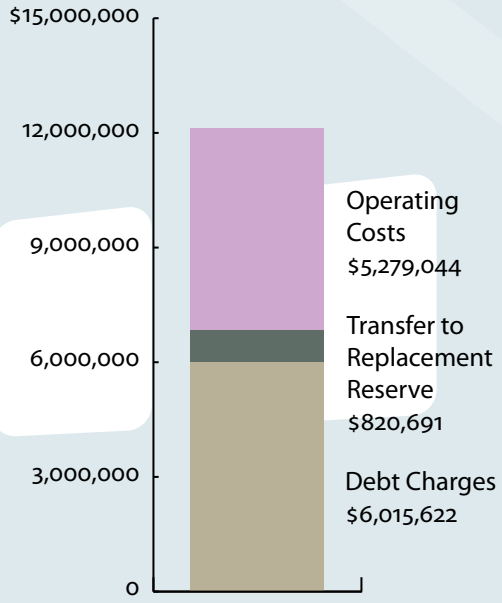
CRHC has two buildings that are not part of an operating agreement with senior government. Village on the Green operating costs are supported by tenant rents and Vergo's operating costs are paid by tenant rent and a subsidy transfer from the CRHC Accumulated Surplus Reserve.

UMBRELLA AGREEMENT PROJECTS 1987–2002 42 buildings – 1,209 units

TOTAL REVENUE BY SOURCE



EXPENSES BY TYPE

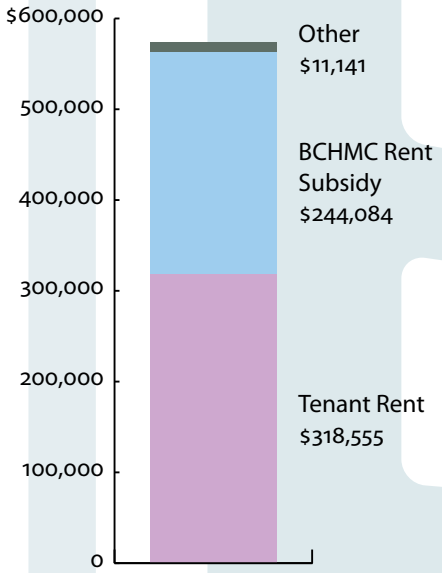


2013 Actual Revenue $12,454,625
2013 Actual Expenses $12,115,357

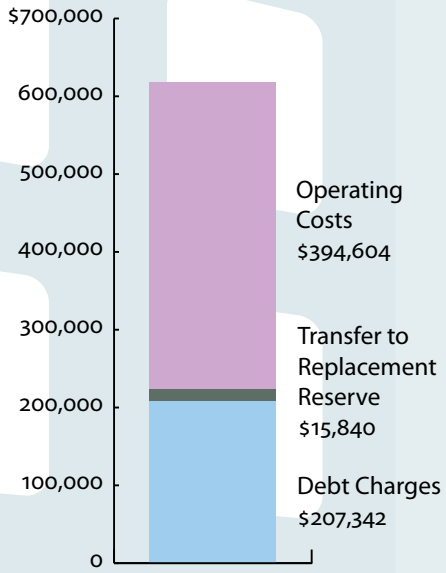
Total Operating Surplus $339,268

INDEPENDENT LIVING BCII (2008) PARRY PLACE 1 building – 21 units

TOTAL REVENUE BY SOURCE



EXPENSES BY TYPE

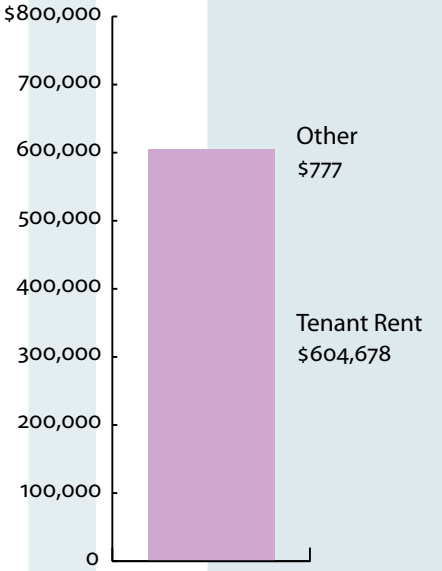


2013 Actual Revenue $573,780
2013 Actual Expenses $617,786

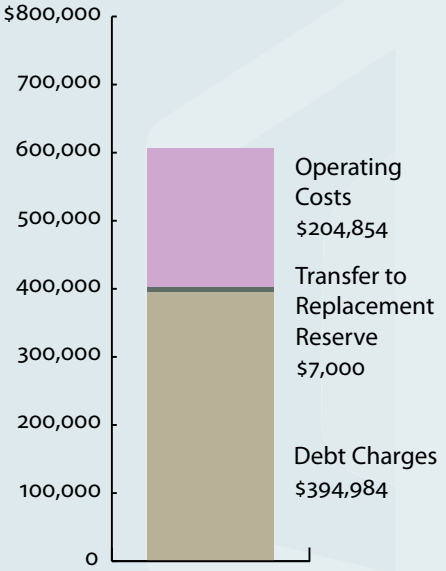
Total Operating (Deficit) ($44,006)

CRHC–NO OPERATING AGREEMENT 2 buildings – 56 units

TOTAL REVENUE BY SOURCE



EXPENSES BY TYPE



2013 Actual Revenue $605,455
2013 Actual Expenses $606,838

Total Operating Deficit ($1,383)

SCHEDULE OF PROPERTIES

Rental Projects	Operating Agreement Expiry Date	Mortgage Interest Rate	Mortgage Maturity Date	2013 Outstanding Mortgage	2013 Insured Asset Value
Umbrella Agreement					
Portage Place	2018	3.680%	August 2018	$ 365,401	$ 3,287,300
Campus View Court	2018	2.110%	September 2018	288,153	2,430,000
Royal Oak Square	2019	2.710%	March 2019	811,380	7,285,434
Oakwinds	2020	2.760%	June 2015	1,363,194	9,383,000
James Yates Gardens	2019	2.650%	February 2015	172,470	1,610,460
Pinehurst	2020	2.760%	June 2015	542,862	4,400,000
The Brambles	2020	2.400%	October 2015	502,327	3,969,000
The Terraces	2020	2.400%	October 2015	542,105	4,200,000
Michigan Square	2020	2.260%	August 2016	1,557,576	13,770,000
Olympic View	2021	2.930%	April 2021	1,762,054	11,000,000
Swanlea	2020	3.430%	December 2020	398,547	2,895,000
Firgrove	2021	3.150%	February 2021	920,926	6,000,000
Beechwood Park	2021	3.150%	February 2021	1,319,203	11,075,850
Grey Oak Square	2021	3.150%	March 2021	704,401	4,590,000
Willowdene	2022	3.680%	December 2018	402,275	2,875,920
Rosewood	2023	3.680%	December 2018	1,039,497	5,178,000
Gladstone	2024	3.680%	December 2018	553,377	2,738,600
Camosun Place	2024	2.710%	April 2019	292,876	1,589,100
Parkview	2024	3.440%	September 2019	1,089,282	4,984,836
Carey Lane	2024	3.440%	September 2019	920,721	4,633,500
Colquitz Green	2024	3.510%	February 2020	908,245	4,281,000
Springtide	2025	3.130%	October 2020	1,608,514	7,692,000
Greenlea	2025	3.430%	June 2020	1,055,018	3,811,950
Arbutus View	2025	3.130%	October 2020	1,107,362	3,950,700
Amberlea	2025	3.130%	October 2020	1,718,344	6,979,050
Cloverhurst	2025	3.130%	October 2020	480,037	1,950,000
Hamlet	2025	3.430%	February 2021	554,543	1,860,378
Viewmont	2026	2.490%	October 2021	1,652,583	4,800,000
Creekside	2027	3.650%	June 2021	1,631,638	4,183,500
The Birches	2027	3.540%	September 2018	2,595,158	5,991,000
Caledonia	2028	3.650%	June 2018	1,147,937	3,063,900
The Heathers	2028	3.650%	June 2018	1,469,531	3,352,000
Heron Cove	2028	3.680%	December 2018	1,577,585	4,601,334
Castanea Place	2030	3.430%	June 2020	4,261,652	9,803,500
Leblond Place	2031	2.490%	October 2021	3,203,203	10,648,000
Leblond Place (2nd mortgage)		2.999%	October 2015	3,027,082	-
Rotary House	2036	4.370%	March 2018	2,321,104	7,870,000
Cairns Park	2031	4.759%	December 2016	473,036	954,000
Kings Place (subleased)	2027	N/A	N/A	N/A	7,500,000
Carillon Place	2033	3.615%	July 2014	1,358,052	3,020,000
Brock Place	2035	5.260%	January 2020	3,553,119	5,460,000
Harbour Lane	2036	4.653%	October 2016	3,474,409	6,135,000
Tillicum Station	2037	5.029%	July 2014	4,515,891	7,000,000
ILBC2 Agreement					
Parry Place	2043	2.934%	May 2014	4,099,006	5,000,000
CRHC No Operating Agreement					
Village on the Green	N/A	4.900%	October 2014	2,282,674	6,588,000
Vergo	N/A	3.450%	August 2022	4,382,701	4,545,500
				$ 70,007,051	$ 238,936,812

PLANNING AND PROTECTIVE SERVICES, CAPITAL REGIONAL DISTRICT

Capital Region Housing Corporation is an Administrative Division of Planning and Protective Services, Capital Regional District.

Maurice Rachwalski, PhD, Acting General Manager

CORPORATION STAFF AS AT DECEMBER 31, 2013

Christine Culham, Senior Manager
Don Metcalf, Manager of Operations
Sharon Grigg, Senior Property Manager, Physical Plant
Janice Webster, Property Manager, Tenant Relations
Steve Leckie, Property Manager, Maintenance
Paige Niederer, Property Manager, Maintenance
Kristine Kusnyerik, Works Control Clerk
Kristin Kemle, Works Control Clerk
Deanna Fowler, Housing Assistant
Colleen English, Administrative Coordinator
Sharon McKeown, Administrative Clerk (Accounts Payable)
Elizabeth Hermosa, Clerk/Receptionist
Robyn Loukes, CRD Corporate Accountant
Alan Paladini, Caretaker
Alexander Martynenko, Caretaker
Arthur Goss, Caretaker
Barry Cathers, Caretaker
David Weeks, Caretaker
Dennis Norbury, Caretaker
John Howe, Caretaker
John MacPhee, Caretaker
Mike Chazottes, Caretaker
Norman Shaw, Caretaker
Robert Reid, Caretaker
Scott Bowlware, Caretaker
Stephen Ullom, Caretaker
Tibor Szabo, Caretaker
Todd Winger, Caretaker
Trevor Baird, Caretaker

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