



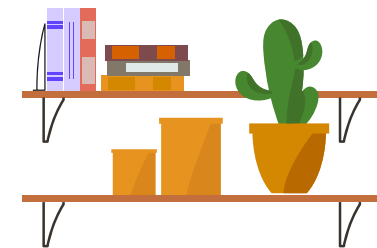
**CELEBRATING 45 YEARS
OF PROVIDING STABLE QUALITY
AFFORDABLE HOMES**

ANNUAL REPORT 2019





"Victoria Park is in a unique and powerful position to effectively blend the private and public sector resources into success in social housing."



MESSAGE FROM THE CHAIR

"Victoria Park is a place where social housing providers from around the world come for benchmarking and inspiration."

I joined this board six years ago and have been the Chair since 2016. 2019 was the end of my term as a board member for Victoria Park Community Homes.

During this time, I took pride in overseeing the development of a very diverse, knowledgeable and capable board. I will always be grateful for the support of my fellow board members and the management team at Victoria Park Community Homes.

I am proud to leave the board with the company in a very good position to succeed and thrive in the years to come. I wish our incoming new Board Chair Krish Vadivale the best of luck.

One of the great challenges in the social housing space is balancing the resources of government and the private sector. Clearly the support of various levels of government is critical for success. When these resources, which range from grants, loans and loan guarantee to administrative and legislative assistance, is paired with the private sector capabilities; some amazing things can happen.

Victoria Park is in a unique and powerful position to effectively blend the private and public sector resources into success in social housing, creating net new housing units in an environment where the unit cost to develop these housing units has risen to levels not imagined 10 or 15 years ago.

For its part, Victoria Park has greatly strengthened its management capabilities, upgrading its systems and process efficiencies to meet the challenges for the next decade. On paper, Victoria Park seems like a simple landlord of affordable and

subsidized housing units, but it is capable of packing a punch well above its weight in areas like property redevelopment, public – private partnership, and government advocacy. It is a place where social housing providers from around the world come for benchmarking and inspiration.

While being a leader in the sector and a forward-thinker is exciting, it is equally important to preserve and enhance our existing assets. These assets provide quality of life to our residents, some of whom have been with us for over 30 years. The regeneration of our two Village properties has been nothing short of miraculous, as we transform 437 units of aging high-rise building into an attractive, more modern housing apartments. As any Victoria Park insider will tell you, water supply lines, membrane roofs, soffit, fascia, and retaining walls, are wonderful and exciting things to be able to replace and renew.

I want to recognize the executive team of CEO Lori-Anne Gagne, CFO Veronica Fowler and COO Charlene Thornhill, so well supported by Lauren Blumas, Rizwan Zaem, Tracey Csordas, Petr Bakus, Vincenza Wall, Gabriella Ferencz and Darlene Robinson for their superhuman efforts over my board tenure.

Thank you to all stakeholders and the best of luck for everyone as we navigate a challenging year.

**Steve Holman,
Chairman of the Board**



"We know that EOM can result in a negative operating subsidy and, in many instances, this is not sustainable for non-profit housing providers. We must find flexible solutions that meets both the needs of the housing provider as well as the funder."

MESSAGE FROM THE CEO

Hello everyone,

In 2018, we had so much to report to you that our annual report focused an entire section on each initiative. This year, in 2019, we want to celebrate a milestone and recognize that Victoria Park Community Homes has been serving residents and the community for 45 years! It's definitely something to celebrate!

However, I did want to take a bit of time to give you, our stakeholders, an update on those innovative projects we initiated last year and carried-over to 2019.

Our Strategic Plan

In year two of our 2018-2020, people-centred strategic plan, we are happy to report that we:

- Developed and published our Customer Service Standards
- Continued to share our lessons learned through active participation with:
 - the Board of Directors of the Ontario Non-Profit Housing Association (ONPHA)
 - the Board of Directors of Housing Partnership Canada (HPC)
 - the Executive Committee, Chartered Institute of Housing (CIH)
 - the CHRA's mentorship program as a mentor
 - stakeholder consultation groups around COCHI/OPHI
 - the Community Housing Renewal Reference Group
 - learning exchanges with London-Middlesex Housing Corporation and Birch Housing
- Continued our focus on maintaining a highly engaged and effective workforce
- Continued to solidify our operational excellence and long-term financial stability around our four (4) key pillars of service
- Developed our Quality Control Checklist (QCC) with staff engagement



Preserving & Regenerating our Existing Affordable Housing

In 2019, through our Resident and Property Services and Capital Assets divisions, we continued our work on preserving and regenerating our existing housing stock (bricks and mortar) and our communities (the people).

2019 represents the second year of a 3-year capital plan to invest over \$33 million into major capital repairs to replace sidings, roofs, fences and asphalt, just to list a few.

With the partnership of South Mountain Collaborative and Hamilton East Kiwanis Non-Profit Homes, along with our residents of The Village, we engaged over 500 residents in consultations, information sharing and participate in community events.

Building New Affordable Housing

It was incredibly exciting to break ground at 154 Bronte Street South in Milton, our newest addition of a 4-storey, 24-unit, one-bedroom apartment building. This development will add much needed affordable housing to the community in the Town of Milton. Occupancy will be in 2021, so stay tuned for updates!

We would like to thank all three (3) levels of government for their assistance with the funding to make this development happen. I like to call it "Lasagna Funding", as you form the layers needed to see the development to fruition. Along with our own equity contributions, we were fortunate enough to secure funding through the following:

- Investment in Affordable Housing (E)
- Home for Good
- CMHC Seed and Co-investment
- Employment and Social Development Canada

This development also has a partnership with Wesley Urban Ministries to provide supports for those units dedicated to individuals transitioning from homelessness.

News Specific to 2019

Once again, we were approached by another non-profit housing provider to begin discussions on amalgamation. The Board of Directors of

Stokes Road Residences in Brampton felt their long-term sustainability and ability to address the needs of their residents were best served through a consolidation with Victoria Park. This is a new proposal for the Region of Peel, and we thank the staff for working with our two organizations to see the goal realized.

Victoria Park also began planning for an in-house mobile maintenance team. The primary mission is to better respond to the needs of our residents while having a keen eye on the property as a whole. The goal is to deliver attentive client services while providing top-quality maintenance work.

During the year we met with the Minister of Housing's policy advisors regarding the end of mortgages (EOM). We know this is a critical time for the housing sector as the Provincial government plans to re-examine the Housing Services Act (HSA); which is the key legislation governing our operations. We know that EOM can result in a negative operating subsidy, and in many instances, this is not sustainable for non-profit housing providers. We must find flexible solutions that meet both the needs of the housing provider as well as the funder. Victoria Park will continue to be at all tables discussing the upcoming legislative changes.

Finally, during 2019, Hamilton East Kiwanis and Victoria Park entered into a Memorandum of Understanding (MOU) regarding approaching development in a collaborative and non-competitive manner. This resulted in issuing an Expression of Interest to private developers seeking an additional partner required to be able to look at larger sites that would not be possible for our individual organizations on their own. Collectively, we entered into an agreement with Ellis Don Capital and are very excited to see where this partnership will lead. Please come back to see our 2020 annual report and find out where this newly formed collaborative is heading.

In closing, I want to thank all our residents for choosing Victoria Park as your home, our partners for supporting us and working with us in achieving common goals, the three levels of government for your assistance in funding and support, and our dedicated staff working tirelessly to make affordable housing not only a place for shelter, but also a community and a place called home.

Lori-Anne Gagne,
Chief Executive Director



MARGIE & GERRY COUTURE

"My blood, sweat and tears are here. It's my home. I can't imagine living anywhere else other than here. I love my home."

Before Margie and Gerry Couture became superintendents in 1986 at Kimberly Way in Hamilton East, they were residents of Victoria Park at Limeridge Road and Carlson Drive for nine years.

"We moved-in in 1977." Margie recalls. Gerry, more of a quiet man, gives his wife of 48 years the phone. "We have the advantage of seeing both sides of the coin. As a tenant, I have no complaints, whatever work orders I put in was done. We had good conversations with the office and we can't say nothing but good as a tenant. So, we start thinking to ourselves, how about we work for the company? They have been good to us, and Gerry knows how to fix things, and I know how to clean!"

On May 1st, 1986, the couple became the Resident Managers at Kimberly Way. "We took over as Resident Managers and lived in a 3-storey townhouse. In 2021, it would be our 34 years as superintendents at Victoria Park." Margie, with a sharp memory said, "The best part about this job is meeting a variety of people and the relationships we have with the people who live here. I used to at one point know everyone's dog names."

As Resident Managers, Margie and Gerry take great care of their residents. "I think if you talk to some of the residents, they would say Gerry is a pretty good guy because we go a little bit beyond, a little bit extra. Like a tenant loses their keys and we had to change their locks, we would give them a couple of extra keys." Margie says.

The couple would open up their own home for their neighbours. "I've cooked turkey dinners and roast beef dinners because their oven elements were gone during the middle of cooking. I say bring it over to my place and finish cooking it, and we will get the oven contracted out for repairs immediately!"

"Everyone knows each other, knows each other's kids, and the only reason people would leave here would be either buying a house somewhere, or a job situation where they have to relocate." Margie explains.

Margie and Gerry see Victoria Park will continue on the good work for the community in the coming next 45 years. "I envision it will continue to always keep the community spirit and to always provide great subsidized housing." Margie explains that residents do see the work put into their community, "like, we just got new siding, new roads and fencing. People do see where their money is going. They can see something is done from their rent, and it is more than just taking a picture and with walls in the background, it is a home."

As to why the couple stayed with Victoria Park for more than 44 years? "I raised my kids here. My grandkids know some of the other kids here. If it wasn't for the residents, we wouldn't have had a job. It's as simple as that. My blood, sweat and tears are here. It's my home. I can't imagine living anywhere else other than here. I love my home."

"The best part about this job is meeting a variety of people and the relationships we have with the people who lives here. I used to at one point know everyone's dog names."





1974

1974
INCORPORATION

1983
SURPASSING
1000-UNITS

1986
OUR CURRENT 'HOUSE'
LOGO INTRODUCED

**NON-PROFIT HOUSING
WAS DEVOLVED FROM
FEDERAL TO PROVINCIAL
GOVERNMENT**

Because of the devolvement, Victoria Park Community Homes Management was formed, charged with the responsibility of lending its expertise and experineces to new provincial housing corporations.

1987
FOREST PARK
COMPLETED

A 60-unit family housing development with 2- and 3-bedroom townhouses, achieving full occupancy in November 1987.

1988
"THE CLOISTERS"
OFFICIALLY OPENED IN 1988

A 60-unit townhome developed under the Federal/Provincial Housing Initiative. This was a unique and innovative development during that time, with a design that breaks away from the conventional, reptitive non-profit housing design.

With internal court, the housing units are sequestered in such a fashino as to focus on a central green space, utilizing a variety of roof scapes plus coordinated colour scheme, deviated away from the standard calcite brick and siding.

1989
474-UNITS WERE
UNDER DEVELOPMENT
DURING THIS YEAR

1988
ACQUIRED BRANFORD
DEVELOPMENTS

First time since inception VPCH stepped outside of Hamilton and became a multi-regional housing provider.

1992
VPCH INCREASED ITS
UNITS TO 1738

Completion of MacCuish Court, Pinewood Gardens, Sprucedale Gardens, Cedar Ride Gardens, and Victoria Park Place.

Added Gosford and Silver Pines from Brantford Housing.

1993
VICTORIA VILLAGE
OPENED ON
OCTOBER 6

Provided an extra 30 affordable units in Burlington.

1997
DEVOLUTION OF HOUSING
PORTFOLIO TO MUNICIPAL
LEVEL

During this time, VPCH actively participated in both the devolution and the administration reforms described in the advisory councils report.

VPCH was instrumental in the formation of Hamilton Coalition of Non-Profit Housing Providers, acted as a resource for local municipality during the transition and reform of social housing in Ontario.

2000
SHRA2000

VPCH played a significant role with the rollout of SHRA, as an active participant on the Transition/Liaison committess in the four Service Managers that we were operated in.

VPCH played a key part in the Joint Local Transfer Plan development process - a key requirement for the SHRA2000

2001
PARTNERSHIP AND
MANAGEMENT
CONTRACT WITH
HAMILTON MUNICIPAL
NON-PROFIT HOUSING
CORPORATION TO
DEVELOP 68-UNITS OVER
THREE DEVELOPMENTS

2001
OPENED THE
EDUCATION AND
EMPLOYMENT
RESOURCE CENTRE

A joint initiative between Wesley Urban Ministry, VPCH, and Human Resource Development Corporation in May 2001.

2003
MILTON COMMUNITY
HOMES

VPCH was selected by Milton Community Homes to assume both management and governance located in the Regional Municipality of Halton

2002
GREY WINDS

With the request from Beth-Zuriel Non-Profit Housing Corporation, VPCH took on the stewardship and management of Grey Winds

2004
OUTSTANDING
BUSINESS
ACHIEVEMENT AWARD

Through a competitive bidding process, VPCH was selected by the City of Hamilton to take over the management of some 900-units of housing, expanding the prtfolio size of VPCH by about 30% overnight

2005
AMALGAMATION WITH
MILTON COMMUNITY
HOMES

This added a 26-unit apartment/townhouse mix into our portfolio, and provided rental assistance to 15 families.

2005
PURCHASED VILLAGE
LIFESTYLE

In December 2005, VPCH purchased Village Lifestyle, two fifty-unit townhouse development in Kitchener.

2008
VICTORIA PLACE
OPENED

Residency began for this 42-unit project in Cambridge, Ontario.

2010
OUTSTANDING
BUSINESS
ACHIEVEMENT
AWARD

VPCH was presented with the Hamilton Chamber of Commerce's 2011 Outstanding Business Achievement Award in the Not-for-Profit Category.

2011
QUEEN'S GATE

A 40-unit townhome joined our portfolio.

2012
SLOVAK VILLA

On April 5, 2012, VPCH became the owners of Slovak Villa, a 42-unit senior's housing complex in Cambridge.

2014
RETIREMENT OF
COLIN GAGE

Colin Gage, our long time Chief Executive Director, retires after 28-years leading the organization.

2016
ADDED INDO CANADIAN
NON-PROFIT TO OUR
PORTFOLIO

2015
ADDED EDENWOOD
SENIOR VILLAGE TO OUR
PORTFOLIO

This marks the first time VPCH managing units in Peel Region.

2015
SOUTH MOUNTAIN
COMMUNITY INITIATIVE

A joint initiative with McGivney, Hamilton East Kiwanis and Social Planning Reserach Council to connect social housing residents to neighbourhoods.

2017
AMALGAMATION WITH
KITCHENER ALLIANCE

One of our biggest amalgamations, this added 194-units to our portfolio, (10% increase).

2019



STAFF MILESTONES

15 Years

Karen & Phillip Gray
Kris MacNeil

5 Years

Kayla Volpini-Tayler & Ryan Tayler
Mandy Luck
Jackie & Elvsi Wilcox
Sandra Snyder



COMINGS & GOINGS

Welcome Aboard

Amanda LeBlanc-Hutchinson
George Caceres
Melissa Phillips
Marjery Lisso
Ruth & Ron Larkin
Emily Lamb

Carrie & James Fleming
Vlado Izmaragdi &
Amber Cudmore
Phillippe Lessard
Marjery Lisso

Thank You for Your Contributions

Jonne G Young
Karen Deveau

Victoria Park Community Homes sincerely thank all our contractors, co-op, and summer students, for your hard work and dedication to the affordable housing community.

OUR BOARD OF DIRECTORS

Thank you for your time, insight, and expertise in serving as Board of Directors at Victoria Park Community Homes.

Steve Holman - President/Chair

Krish Vadivale - Vice President

Ugo Filice - Secretary

Margaret Gallagher – Treasurer

Michael Hackl

Deborah Filice

Marsha Forth

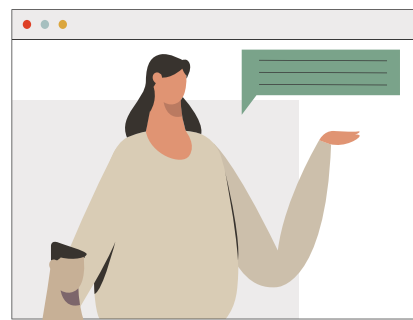
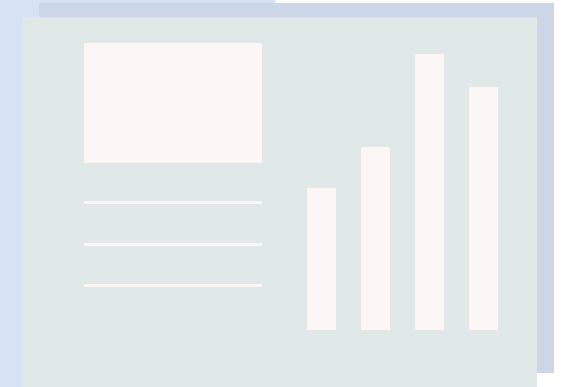
Lisa DuPelle

Mohamed Al-Halimi

Jessica Mestre-Monteiro

William Verkaik

Yvette Rybensky



AUDITOR'S FINANCIAL REPORT

SEE REPORT



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YEARS OF PROVIDING STABLE QUALITY AFFORDABLE HOMES