



Sanford Housing Society gratefully acknowledges support from Vancouver Coastal Health and BC Housing as well as the City of Vancouver and Streethome Foundation.



## MANAGING HOUSES to HIGHRISES

The society's social enterprise Sanford Property Management Ltd. was established in 1998 to provide a full range of property management services for a fee. All profits are redirected to the society to assist us in fulfilling our mandate.

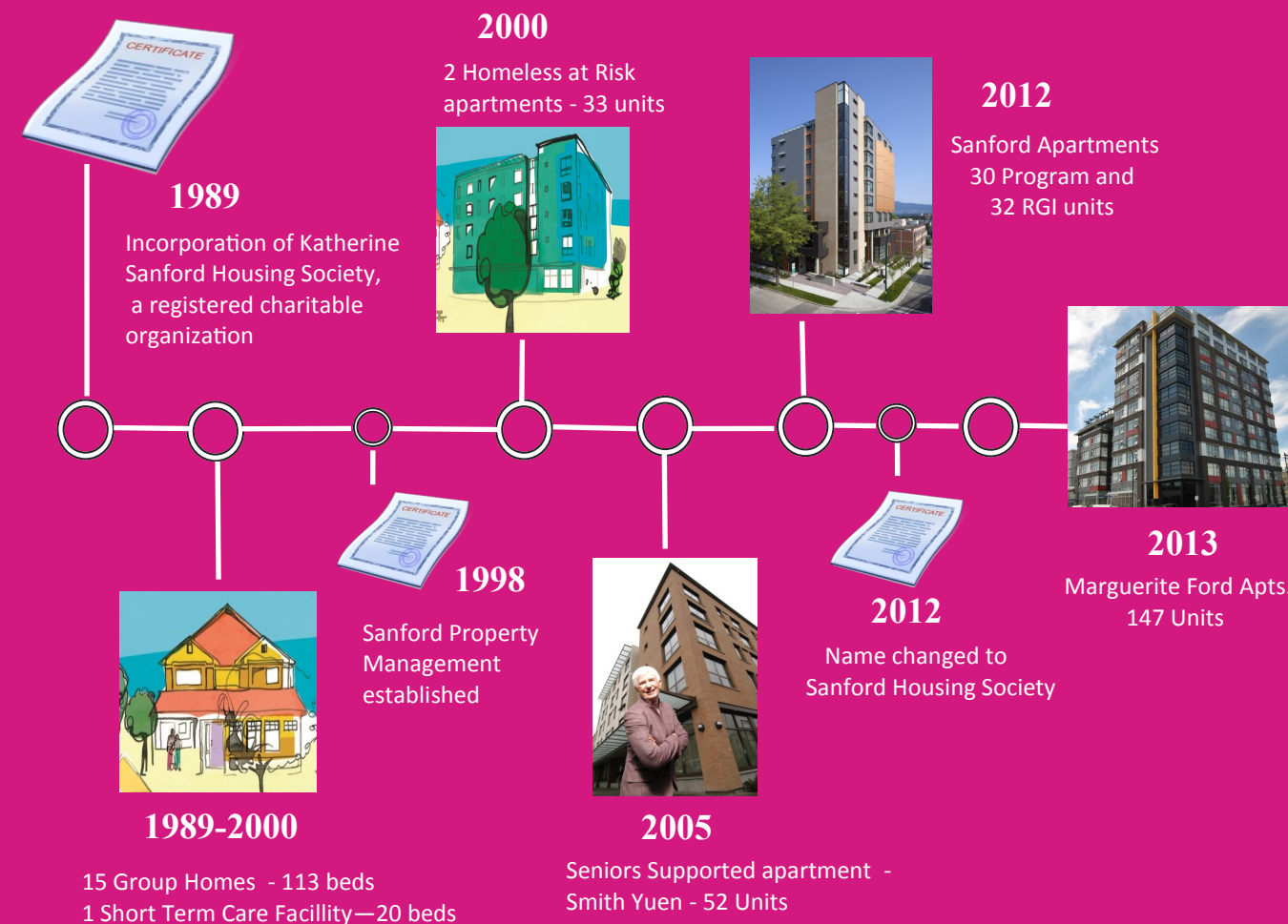


Tel. 604.732.5105  
Fax. 604.732.5127  
info@sanfordpm.com  
www.sanfordpm.com



## 2014 Annual Report

## SANFORD HOUSING SOCIETY'S 25TH ANNIVERSARY



Environments that inspire lives



**Mandate**

*To provide quality affordable housing to people with mental illness and/or addictions, low income individuals and/or families and for functionally handicapped persons.*

**Vision Statement**

*We believe that all individuals have a right to decent, affordable housing that gives them dignity and independence.*

The Katherine Sanford Housing Society was established in response to the loss of the Shaughnessy boarding houses which had provided some of the woefully inadequate housing for chronically mentally ill people. The then housing director of the Greater Vancouver Mental Health Service, Helga Hicks said, “What we need is a society that owns and manages the housing and when the operator wants to go into business, he goes and the clients stay.” The society was named after the pioneering housing director of the Mental Health Housing Services and is providing much need housing for people who otherwise are in danger of becoming homeless. I am glad that I was able to be a part of it.

Marguerite Ford CM.,OBC., LLD(hon), CA(hon)

**Anniversaries are milestones!**

**This is an opportunity to congratulate the Sanford Housing Society on their 25 years of providing exceptional housing for mental health clients. As a home manager for the various Sanford homes since 2005, I have seen clients stabilize and maximize their recovery in the home-like settings. The lower number of residents living in the homes helps staff to get to know the clients, address their needs, and provide individualized care that is not always possible in a larger institutional setting.**

**The staff is proud of the homes they work in and this also reflects in the quality of care they provide. Sanford Housing provides exceptional upkeep of its homes. It is not surprising to see the Director Bonnie Rice visit the homes to suggest changes in the decor and greet the residents. In an increasingly complex world Sanford Housing is an oasis providing quality, comfort and care for its residents.**

**Karen Kendal RN., BN, Coast Mental Health**

**BOARD OF DIRECTORS 2013/2014**

Dane Jansen, President  
Dale McClanaghan, VP  
Lilly Woo, Treasurer  
Judy Lindsay, Secretary  
Judy Newman, Director  
Anthony Robinson, Director  
Marlene Best, Director (P)  
Justen Harcourt, Director  
Matthew Brown, Director

**STAFF**

Bonnie Rice, Executive Director  
Linda Thomas, Associate ED  
Christina Fong, Office Manager  
Paul Loo, Financial Manager  
Rebecca Lall, Accounting Assistant  
Gilles Brunet, Operations Manager  
Stevo Vranjes, Property Manager  
Mark Baillie, Property Manager  
Melissa Fong, Property Admin Assistant  
Murray Weyenberg, Maintenance Manager  
Kara Keam, Building Manager  
Ahmad Muradi, Building Technician  
Stewart French, Janitor  
Valentina Kovacs, Janitor  
Rahman Ghahramani, Janitor  
Alfred Gladue, Janitor

**HONORARY MEMBERS**

Arleen Pare	Sheila Smigarowski
Peter Withers	John Currie
Katherine Sanford	Christine Judd
Louise Lee	Janet Flowers
Marilyn Kerfoot	Dennis Dineen
Gordon Gram	Marguerite Ford
Marleen Morris	Darlene Marzari
Ron Yuen	Marlene Best

*“I am proud of the work of the board of the Sanford Housing Society. It is time to celebrate the first class housing that has been built in the past twenty-five years.”*

**Katherine Sanford**

“Congratulations to Sanford Housing Society on your 25<sup>th</sup> year anniversary! Thank you for continuing to provide beautiful homes and great service for the residents we serve at MPA. It has been great working with all of you.”

Victoria Lim, Manager  
Sophia & Byron House

*BC Housing has enjoyed a long and mutually beneficial partnership with Sanford Housing Society. For more than two decades, the Society has worked diligently to provide housing solutions for people at risk of homelessness in Vancouver and Richmond.*

*We rely on the specialized knowledge and experience of community partners such as Sanford Housing Society to deliver successful housing projects for those most in need. Our most recent projects with Sanford Housing Society include two supportive housing buildings in Vancouver: Marguerite Ford Apartments (2013), a \$38M, 147-unit apartment building operated in partnership with RainCity Housing and Support Society, and Sanford Apartments (2012), a \$22.5M, 62-unit building operated in partnership with MPA Society. These two buildings are part of a Memorandum of Understanding between the City of Vancouver and the Province of BC, in which city-owned sites were made available for supportive housing projects funded by the Province.*

*Partners such as Sanford Housing Society are a key component of the Province’s efforts to address homelessness in British Columbia.*

**Shayne Ramsey, CEO  
BC Housing**



Venture Opening 1991

(l to r) John Currie, Bonnie Rice, Jim O'Dea, Jack Hoestra, Ron Yuen

Birchwood Opening 1995

Edith Hamilton, Helga Hicks,

Michael Smith, Marguerite Ford, Bob Thompson

Triumph Opening 2001

Dane Jansen

10th Anniversary 1999

(l to r) Bob Thompson, Michael Smith, Judy Lindsay, Katherine Sanford, Helga Hicks, Marguerite Ford, Darlene Marzari, Peter Withers, Ron Yuen

Katherine Sanford, Bonnie Rice, Peter Withers

Sanford Apartments Opening 2012

Marguerite Ford Apts. Ground Breaking 2013

## CELEBRATING 25 YEARS!

The Society's inaugural year in 1989 was truly ground zero. Our namesake Katherine Sanford had just retired, leaving behind a legacy for her tireless work housing people with mental illness. Back then there were few options for placing people coming from hospital or deteriorating family situations, other than large boarding homes that often required 3 or 4 people sharing a room. The Society's vision was to provide individuals with more options and to develop quality housing that afforded people dignity and independence. We wanted to develop the kind of housing that made people feel at home and provide the kind of foundation and environment that would inspire people to build better lives.

We began with a meagre operating budget of \$50,000, no capital budget and a small office space within Mental Health Housing Services. The Executive Director was the sole employee tasked with developing 50 new beds to replace two private boarding homes that were closing within our initial 6 months of operating. The first frenzied year resulted in the opening of 5 group homes. The pace rarely slowed down as we went on to average a project every 14 months.

Over the years we have developed a variety of housing options that includes 15 licensed residential facilities, a short-term stay emergency facility and 5 supportive independent apartment buildings totalling 426 units. Reflecting back on the limited resources we started with we are proud of our accomplishments. We built a reputation as leaders in efficient development and property management and operated a growing social enterprise for 16 years that provides property management services to other non-profits, allowing us to be a little less reliant on government funding.

We attribute our success to the diligence and determination of the many dedicated individuals who have helped us achieve our goals these past 25 years - board members past and present, staff, funding partners and consultants and our service provider partners who provide their care and support to our tenants. They have not only shared their expertise and support but continue to share in our passion and commitment.

Every year brings new challenges but we are able to draw upon many years of experience and past successes. Recognizing there is always room for improvement we strive to make each new project better than the one before. While we are pleased with how much we have accomplished this past quarter century we know there is so much more to do.

We wish to thank all of our friends and supporters who forwarded their thoughts and good wishes to be included in this report in honor of our 25th Anniversary. Our Office Manager, Christina Fong once again did a fantastic job of putting it all together.

Happy Anniversary, everyone!

Respectfully submitted by,

Dane Jansen  
President

Bonnie Rice  
Executive Director



Dane Jansen



Bonnie Rice

Sanford Housing Society would like to thank our funders - BC Housing, Vancouver Coastal Health, the City of Vancouver and the Streethome Foundation whose capital and operating funding is used solely to carry out our work of developing and operating supportive housing for the people we serve.



Financials

	Totals	
	2014	2013
<b>Consolidated Statement of Financial Position</b>		
<b>Assets</b>		
Current Assets	2,314,379	2,191,593
Restricted Cash and Investments	3,264,372	2,251,560
Property, Plant & Equipment	68,366,380	67,405,111
	73,945,131	71,848,264
<b>Liabilities and Fund Balances</b>		
Current Liabilities	864,906	26,816,190
Mortgage Payable, current portion	2,559,874	722,095
Total Current Liabilities	3,424,780	27,538,285
Mortgage Payable	51,335,708	28,031,869
	54,760,488	55,570,154
<b>Fund Balances</b>	19,184,643	16,278,110
	73,945,131	71,848,264
<b>Revenue and Expenses</b>		
<b>Revenue</b>		
BCHMC Funding	2,848,731	1,582,649
VCH Funding	1,036,662	1,026,036
Rental Income	1,168,302	591,817
Construction Grants	2,940,000	1,651,378
Donations	5,160	10,292
Other Income	412,292	290,302
<b>Total Revenue</b>	8,411,147	5,152,474
<b>Expenditures</b>		
Project Operations		
Operating Costs	2,819,886	1,733,880
Amortization	1,678,973	932,513
Wages & Benefits	626,153	363,935
	5,125,012	3,030,328
Administration		
Operating Costs	170,684	180,959
Wages & Benefits	181,085	171,572
	351,769	352,531
<b>Total Expenditures</b>	5,476,781	3,382,859
<b>Excess of Revenue over Expenditures</b>	2,934,366	1,769,615
<b>Subsidy Adjustments</b>	(27,832)	-
	2,906,534	1,769,615
<b>Fund Balance, Beginning</b>	16,278,110	14,508,495
<b>Fund Balance, Ending</b>	19,184,644	16,278,110

Treasurer’s Report



Lilly Woo

Sanford Housing Society enjoyed a very successful 2014 year. On the fiscal front, the Society operated with great fiscal care resulting in \$28,248 surplus for the year. With the addition of over 200 units in the past two years, the Society continues to successfully work through some operational challenges that come with growth.

On the administration front, we were able to build capacity by hiring additional staff and expanding our IT knowledge through up-to-date database solutions.

A new financial statement framework was recently implemented by BC Housing for this fiscal year. This framework builds on the budget framework which was designed to improve the annual operating budget review process. This process is intended to support us to align our reporting of annual spending closely to our approved budgets. While it requires more time from the financial department and our auditors, we anticipate it will result in a more efficient budget approval process by BC Housing.

We look forward to developing more projects in the future as we continue our mission of providing affordable housing to those in need.

On behalf of the Board, I express our sincere gratitude for the hard work and professionalism shown by the management and staff during the past year to ensure Sanford Housing Society’s mission.

Respectfully submitted,

Lilly Woo  
Treasurer

PROPERTY MANAGERS’ CORNER



Gilles Brunet



Stevo Vranjes



Mark Baillie

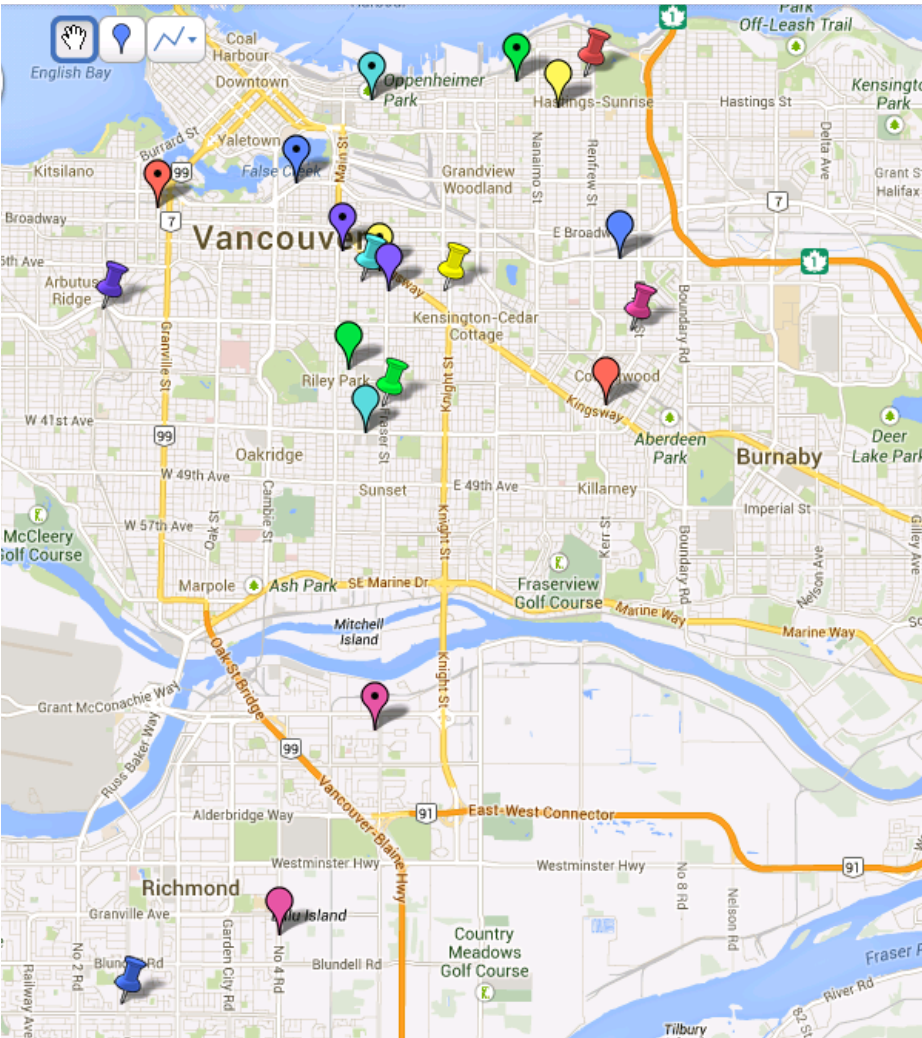
Following the opening of two new projects in 2012 and 2013, 2014 was a year of taking stock and adapting to meet the various challenges presented by substantial growth in our portfolio.

Continuing with the rebranding process that began in 2013, we introduced the Housing Support Corner section of our website to our partners. This section of our website provides online access to property-specific forms and Housing Management Operations Guides. It allows us and our service providers to revise paperwork, eliminating the use of out-of-date forms and guidebooks.

A new Building Manager position was created at Marguerite Ford Apartments as we continue to work towards integrating the special needs of this client group into our overall portfolio. Her role assists in bridging the gulf between our traditional property manager services with the support services being provided by our service provider partner. Kara Keam was hired for this position bringing years of experience providing outreach and housing support services to homeless individuals in Kelowna. We have already seen an improvement in the overall upkeep of the building along with greater tenant engagement and satisfaction.

After fourteen years of heavy use the community kitchen at East 16th Apartments was in dire need of replacement. Since kitchen cabinets are not regularly funded through the BC Housing’s Replacement Reserve Schedule, obtaining funding for this project required some resourcefulness. After receiving a generous donation from Heatherbrae Builders, BC Housing funded the remainder of the renovation. The end product is a modern functional kitchen that will be enjoyed by our tenants for years to come.

SHS PROPERTY LOCATIONS



- |                 |                 |                       |
|-----------------|-----------------|-----------------------|
| Banyan House    | Granville House | Westminster House     |
| Birchwood House | Magnolia House  | Venture               |
| Bridge House    | Pender House    | E 16                  |
| Byron House     | Shaw Place      | Smith-Yuen Apts       |
| Chester House   | Sophia House    | Triumph Apartments    |
| Emerald House   | Tamarack House  | Sanford Apartments    |
| Francis House   | Tilikum House   | Marguerite Ford Apts. |