

JUNIPER HOUSING CORPORATION

松柏樓公司

408 Ave. F South, Saskatoon, Saskatchewan, Canada S7M 1T4

www.juniperhousing.com

2016 Juniper Housing Corporation Annual Report

1 Introduction

The Juniper Housing Corporation (JHC) Board of Director is pleased to present the 2016 annual report. The primary purpose of JHC is the ownership and operation of Juniper Manor or Juniper House. Juniper House is a 43 unit affordable senior housing complex located on 408 Avenue F South. In November 2012, JHC is also the owner of a house/property at 408 Avenue F South, located immediately south of Juniper Manor.

2 Building Development and Operation

Construction of Juniper Manor started in July, 2007 when a design-build contract for the value of \$3.94M was awarded to Northridge Development Corporation of Saskatoon. The 43 unit building was substantially completed in December 2008. Following occupancy clearance from the City, the first tenant started to move into the building between December, 2008 and January 2009. An official grand opening was held on January 2009. The event was attended by the general public, community association leaders and representatives of Federal, Provincial and Municipal governments. This past year will mark the 8th anniversary for Juniper.

Since substantial completion, Juniper with approval from the Board has undertaking ongoing building improvements. Some of these improvements were deleted from the capital construction due to budget constrain. Past examples of building improvements conducted include expansion of the basement assembly hall by removal of an internal wall and the servery and installation of large mirrors to enhance tenant programming. The basement expansion was officially completed in time for the 2014 year end function. The cost of the mirrors were partially funded by a donation and the City of Saskatoon Sask. Lottery Grant. Their assistance is acknowledged. Recent improvements examples included exterior lights for the parking lot and major renovation of the basement living space at 414 Ave. F south.

Also, we continued with ongoing maintenance activities such as repairs to the boiler/heating pump system, damaged water pipes and security camera system. In 2015, Juniper procured a sound system including a new mixer in support of our tenant and social activities. The sound system is also being used by other community associations. New full size fridges were added to improve comfort of the tenants.

The above improvements plus other day to day maintenance activities by our staff allows Juniper Manor to remain in good condition. The Board has also passed a motion in 2012 to establish a building reserve fund in anticipation of future major repairs such as replacement of carpet, flooring, windows, etc. However, the reserve fund was not established due to purchasing of 414 Avenue F south and surplus funds used to reduce the mortgage.

2.1 Parking and Land Purchase

On property and on street parking has always been an issue at Juniper since initial development. Complaints have been received from neighbours and the City. The Property Manager and the Board has been reviewing short/long term options to resolve this issue. The City advised that the number of On Property parking spaces were short of the actual required for multiple unit dwelling. In the spring of 2012, the lot located immediately south of JHC at 408 Avenue F South was available for private sale by the Owner. This lot offered an opportunity for Juniper to develop additional parking to satisfy City requirements. The Juniper Board conducted a number of meetings and discussion with the Owner. To establish the market value of the lot, a professional assessment was conducted. Based on the assessment, an initial offer was made to the Owner but was rejected by the seller as being too low.

After further discussions and preparation of concept plans incorporating 408 Ave. F south, the Board determined that purchasing this lot, even at a higher cost than market assessment is in the best long term interest of Juniper. In September, 2012, Juniper made another offer to the Owner of 408 Avenue F south. The offer of \$220,000 was accepted contingent on Juniper obtaining approval from the City to re-zone the property so a parking lot can be developed. An open house was held by the City to advise local residents of the re-zoning. No objections were received. Based on this successful event, Juniper finalized the offer and took possession of the property on November 1. Final rezoning at City council was approved on November 27th, 2014.

With this land purchase, Juniper installed fencing and 8 temporary gravel parking spaces in 2014 to bring our total spaces to 21. This will resolve a long outstanding parking issue. Once Juniper has sufficient funds, an asphalt parking lot will be constructed. Juniper also conducted renovation at the existing house so both upstairs and down stairs can be rented out to cover the cost of land purchase.

3 Juniper Manor Organization and staff

The overall management of Juniper Manor is the responsibility of the Board of Directors. The Bylaw for Juniper Housing Corporation allows a maximum of eight (8) board members. The 2015 board consists of four (4) members:

- Stephen Chan
- Gu, DeQiang
- Garry Mak, Co-Chair
- Lionel Wong, Co-Chair

All board members are volunteers and do not receive any salary or numeration. The Board is actively recruiting new members and currently have 1 member at large. The Board generally meets every 6 weeks or as needed to address any issues arising. The term for Board Members are 3 years and can be extended as determined by the Board and with input from the founding Chinese community associations. New members are added or appointed by the existing Board or at annual meeting. Mr. Garry Mak and Lionel Wong have agreed to act as Co-Chairs.

The day to day operation of Juniper Manor is under the direction of the Property Manager (PM). The Property Manger reports to the Board of Director. The current Juniper staff is:

- Property Manger – Felix Mui;

- Part time assistant - Shiyong (Kathy) Liang
- Program/Activity coordinator – Zhen Yuan
- Caretakers – Ming Xu Li, Jian and Ghag Gan.

The Board would like to thank all the staff for their assistance and dedication during this past year.

4 Volunteers

From time to time, Juniper also rely on volunteers to assist with committee work, fund raising, special activities and operations, legal, accounting and web site maintenance. The Board of Director would like to thank the following persons for their generous support:

Theresa Ma, Lily Yu, Mabel Mack, Linda Mak, Shawn Zheng, XiaoPei Zhang, Jayson Mak, Betty Mui, Josephine Mui, Anthony Kong, Julie Yu and Daniel, Liqun Kong, Linda, MeiBo, Baoheng Wang, Jiapei Wang, Liu Xia, Shi Andy, Allen Yu, Geoffrey Yu, Karen Zeng, Queena Lin, Karen Chen. Wang Yi (Chinese Artists Association).

Web Site/Master – Pei Lui

The Board would also like to acknowledge numerous individuals who has volunteered their time and contributed financially during the Juniper Manor development stage. A list of major contributor is recognized on the donation wall located at the entrance to Juniper Manor.

5 Juniper Occupancy and Rental Policy

Juniper Manor is developed to meet the needs of low income seniors and immigrants. We have a total of 43 units. The following guidelines were established by the Board:

Seniors (65 years or older) – The annual income for a single person or a couple must not exceed \$45,000 as determined by actual tax filing with the Canada Revenue Agency (CRA). In the event that there are surplus units that not occupied, the Board may decide at its discretion to lower the qualifying age of senior in order to utilize Juniper Manor fully.

Immigrant – Must be landed immigrant eligible for Canadian Citizenship. The purpose of affordable immigrant housing is to assist settlement of newly arrived immigrant. To ensure the units are not occupied over a long term, the length of stay by qualified immigrant is limited to 3 years. If after 3 years and there is vacancy and no waiting list, the Board may decide at its discretion to extend the length of rental contact as appropriate. Immigrants must be 18 years or older.

Children – Juniper Manor is not designed to accommodate children. Therefore children are not allowed to stay at Juniper as residents.

The vacancy rate in 2016 has been challenging as we experienced a high percentage of vacancy. Our incoming has in turn reduced by \$50,000.00. The Board will be monitoring the operating cost closely in 2017.

Application form can be obtained by contacting Juniper Manor, attention Property Manger by mail at or by phone at 382-2222. Application form can also be downloaded from the Juniper Housing Web site.

In 2016, the Board has also updated the Juniper Common Area rental policy including a slight increase in rental rates.

To ensure Juniper's rental rates meets the affordability criterion, Juniper meets with Sask Housing and it's housing consultant, Kate Nieman in 2016 to review the rent structure.

6 Community Relations

Juniper Housing was developed by the Saskatoon Chinese Community. As such, we encourage all community associations to use the Juniper facility. In 2010, numerous groups used the Juniper facilities for meetings and activities. These groups include:

- Saskatoon Chinese Benevolent Association;
- Saskatoon Chinese Wellness Society – hosting of weekly Tai Chi classes.
- Federation of Saskatoon Chinese Canadian Organizations.
- Saskatoon Chinese Dance School
- U of S Confucius Institute (CI)

The Board encourages tenant and cultural activities and we look forward to networking with all community organizations.

7 Board Activities and Meeting

In addition to regular Board meetings, the Board also organized other activities. In 2016, some highlights are:

- 7th annual BBQ/Block Party. Organized by Board Members and Juniper Tenants.
- Christmas appreciation event for residents, staff and supporters.
- We are also pleased to utilize recreation and cultural grants to organize events such as weekly Tai Chi (in conjunction with the Wellness Society), Mother's Day congee social function.
- Informal ballroom dancing class and volunteered English class on Sunday.
- U of S Confucius Institute children function

8 Financial

Juniper is a non-profit and federal regulated Charity. As such, we must retain an independent external auditor to review and prepare an audited financial statement. A copy of the 2016 audited financial statement is attached and is available for viewing at Juniper Manor office and will be posted in our web site:

www.juniperhousing.com .

The highlights are:

- Our gross revenue increased slightly from \$284,963 to \$286,212. Expenses (including depreciation) increased from \$315,541 to \$328,055.
- In 2016, our mortgage principal for the two Juniper properties were reduced by \$29,798. The total mortgage remaining for both properties located on 408 and 418 Avenue F South as of Dec. 31, 2016 is \$632,221.

- Juniper recorded a negative net income from operation of \$96,222.00 in 2016. However, this includes amortization of the building and contents of \$93,268 which is a non-cash item so if this is removed from expenses, the loss would only be \$2,954.
- The Juniper Board of Directors has retained the firm of Worry Free Book Keeping and Cheryl Woloschuk, Certified General Accountant Prof. Corp. as our external book keeper and auditor for 2017.

9 Summary

In closing, Juniper welcomed its first resident in 2009 and has reached the 8 year anniversary milestone. We resolved the long outstanding parking issue with the staged development of a parking lot at 414 Ave. F south. Juniper Manor is being maintained in good condition for future generations.

We experienced a decline in gross revenue. We have increased our marketing in an effort to reduce our vacancy rates and the situation shows improvement in the first half of 2017. The Board is continuing to monitoring income and expenses in 2017.

We would like to thank all members of the Board, committee members and volunteers for their time and valuable assistance to make Juniper Manor a success in 2016. We like to thank the Juniper staff for their professional work in operating Juniper Manor. We would also like to thank local Chinese Community Organizations and donors for their continuing support.

We are proud to call Juniper Manor our home and look forward to another successful year in 2017.

Respectfully Submitted by

A handwritten signature in blue ink that reads "Garry Mak, & Lionel Wong". The signature is written in a cursive style.

Garry Mak and Lionel Wong

Co-Chairs, Juniper Housing Corporation

Dated, June 24th, 2017