



**CAPITAL REGION HOUSING CORPORATION
BOARD OF DIRECTORS MEETING**

AGENDA

9:30 a.m., Tuesday, March 25, 2014
Room 488, 625 Fisgard St, Victoria, BC

1. Approval of Agenda
2. Approval of Minutes of January 28, 2014
3. Motion to Close the meeting in accordance with the *Community Charter*, Part 4, Division 3, Section 90 (1) (e) *the acquisition, disposition or expropriation of land or improvements*, and (2) (b) *the consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government or the federal government or both*.
4. Property Management Report
5. Parry Place
6. Mortgage Renewal – Tillicum Station
7. Mortgage Renewal – Carillon Place
8. Organizational Restructuring
9. 2014 Operational Plan
10. Adjournment

Next Meeting: Tuesday, April 22, 2014 at 9:30 am



**Minutes of a Meeting of the Capital Region Housing Corporation Board of Directors
Held January 28, 2014 in Room 488, 625 Fisgard St, Victoria, BC**

PRESENT: Directors: M. Miller (Chair), R. Cooper, D. Howe, B. Isitt, S. Law,
M. Loveless (Alternate for L. Cross), L. Wergeland
Staff: C. Culham, Senior Manager; D. Metcalf, Manager of Operations;
R. Loukes, Accountant; C. English (recorder)

The meeting was called to order at 9:40 a.m. by Vice-Chair Wergeland. It was agreed to postpone the 2014 Election of Officers pending the arrival of en-route Board members.

1. APPROVAL OF AGENDA

It was MOVED by Director Loveless, SECONDED by Director Isitt
That the agenda be approved.

CARRIED

2. APPROVAL OF MINUTES OF DECEMBER 3, 2013

It was MOVED by Director Isitt, SECONDED by Director Wergeland
That the minutes of December 3, 2013 be approved.

CARRIED

Directors Miller and Howe entered the meeting at 9:45 a.m.

Chair Wergeland turned the meeting over to Christine Culham, Senior Manager and introductions were held around the room.

ELECTION OF OFFICERS

Ms Culham called for nominations for the position of President of the Capital Region Housing Corporation for 2014 and Director Miller was nominated.

Nominations were called for a second and third time, and as there were none, Director Miller was declared President of the Capital Region Housing Corporation for 2014 by acclamation.

Ms Culham called for nominations for the position of Vice President of the Capital Region Housing Corporation for 2014 and Director Wergeland was nominated.

Nominations were called for a second and third time, and as there were none, Director Wergeland was declared Vice President of the Capital Region Housing Corporation for 2014 by acclamation.

Ms Culham called for nominations for the position of Secretary-Treasurer of the Capital Region Housing Corporation for 2014 and Director Isitt was nominated.

Nominations were called for a second and third time, and as there were none, Director Isitt was declared Secretary-Treasurer of the Capital Region Housing Corporation for 2014 by acclamation.

Director Miller then assumed the Chair.

3. PROPERTY MANAGEMENT REPORT

The Property Management Report was reviewed by the Board. Discussion was held on collection of outstanding accounts, the implementation of the kitchen scraps program and the completion of the Building Envelope Remediation at Beechwood Park.

It was MOVED by Director Loveless, SECONDED by Director Wergeland
To receive the Property Management Report for information.

CARRIED

4. LEBLOND STRATA – STRATA COUNCIL REPRESENTATIVES

The Board was given the history of the Strata Council and the Corporation's role in managing the property. Staff were asked about the proportionate share of building expenses covered by the Housing Corporation.

It was MOVED by Director Howe, SECONDED by Director Loveless

1. That the Capital Region Housing Corporation Board of Directors re-affirm their resolution of October 31, 2006 and retain the Senior Manager and Executive Committee as representatives for Lot #1 on the LeBlond Strata Council.

CARRIED

2. MORTGAGE RENEWAL – PARRY PLACE

The mortgage for Parry Place is due for renewal on May 1, 2014. The Board discussed the operations of the building and possible options for reducing its operating expenses. Staff are working with BC Housing and Island Health on this matter.

It was MOVED by Director Howe, SECONDED by Director Isitt

1. That the Capital Region Housing Corporation Board of Directors approves the resolutions required by British Columbia Housing Management Commission to renew the mortgage for Parry Place.

CARRIED

The Board further discussed options for the long-term sustainability of Parry Place.

It was MOVED by Director Isitt, SECONDED by Director Loveless

2. That staff be directed to report on options for a) the ongoing operation of Parry Place; b) the divestiture of the building; and c) the long-term lease of the facility to Island Health or the public sector.

CARRIED

3. MOTION TO CLOSE THE MEETING

It was MOVED by Director Howe, SECONDED by Director Isitt

To close the meeting in accordance with the *Community Charter*, Part 4, Division 3, Section 90 (1) (a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality.

CARRIED

Director Law left the meeting at 10:50 a.m.

The meeting was closed at 10:50 a.m. and resumed in open session at 10:55 a.m. to Rise and Report.

4. RISE AND REPORT

It was MOVED by Director Loveless, SECONDED by Director Wergeland

1. That the Capital Region Housing Corporation Board of Directors recommends that the Chair of the Capital Regional District Board, as the shareholder representative, appoints Sharlene Law to the Capital Region Housing Corporation Board of Directors as a Community Representative for a two-year term effective January 1, 2014 to December 31, 2015.

CARRIED

Director Law entered the meeting at 10:55 a.m.

5. HOUSEKEEPING – ELECTRONIC AGENDA PACKAGES

Staff would like to provide the Board with electronic agenda packages, and supply a printed copy at the Board meeting for those Directors who wish to have one.

6. ADJOURNMENT

The meeting adjourned at 11:56 a.m.

Property Management Report – March 25, 2014
Capital Region Housing Corporation Board of Directors

This Property Management Report provides an update since the last report of February 25, 2014

REGISTRY WAITLIST STATISTICS

Category	March 2014	February 2014	March 2013
Total Registry Units	3,203	3,193	3,207
Family	373	373	403
Seniors	444	450	468
Persons with disabilities	350	345	360
Wheelchair Modified	69	70	71
Singles	20	19	20
Total	1,256	1,257	1,322

RESIDENTIAL TENANCY BRANCH (RTB) ARBITRATIONS

An arbitration hearing was held on January 16, 2014, seeking \$1,922.90 in rent and damages resulting from a move-out in December 2012. Late February 2014 the decision was received supporting CRHC's full claim. CRHC registered mailed a copy of the decision to the vacated tenant, but that letter has been returned. Staff will take further steps to serve documents.

BUILDING ENVELOPE REMEDIATION & RELATED CAPITAL IMPROVEMENTS

Staff is working with City Spaces Consulting examining the liability of outstanding envelope issues across our portfolio.

AMERESCO

CRHC has re-engaged with BC Housing concerning the implementation of the Ameresco software. Mike Pistrin, Executive Director, Capital Planning and Asset Strategies and Martin Austin, Manager Capital Planning Asset Strategies met with CRHC in January to discuss historical challenges with the software and interpretation and accuracy of the data. We addressed component lifecycles, hard versus soft cost reporting in Ameresco. At that time, BC Housing made a commitment to review the original Altus building condition assessment (BCA) data through a test case.

Altus completed this review in March. Due to discrepancies between the two reports, BC Housing has agreed to have Altus review all BCA reports to ensure accuracy of data. This information will be updated and used in the Umbrella Operating Agreement negotiations. As well, we have committed to the prompt inputting of our 2012/13 capital work into the system to facilitate discussions in relation to the operating agreement. Sharon Grigg has taken the lead and to date the collaboration has been constructive.

Training will commence once the updated software has been implemented in April.

INITIATIVES – ENERGY SAVINGS, GREEN AND CONSERVATION PRACTICES

Kitchen Scraps – Currently 22 sites have been introduced to the kitchen scraps program. The most recent batch of nine sites saw a 2% decline in the percent of residents attending the introduction session, down to 39%. CRHC staff continues to deliver kits to the door of residents who did not attend the sessions.

Energy Conservation Assistance Program (ECAP) - This BC Hydro supported program is being delivered again in 2014 by Carillon Canada. The program targets lower income residents. A technician visits the home and assesses where energy saving upgrades may be effective. Typically this work is weather stripping, light bulbs and facet low-flow aerators. ECAP aims to educate and encourage residents on energy saving practices and to that end the residents must apply and participate with the program for the upgrades to take place. In 2013 the program was offered to 235 rent-geared-to-income tenants and 50% participated in the program. Staff anticipates similar uptake in 2014.

FINANCIAL REPORTING: CHEQUES OVER \$50,000

Vendor	Date of Issuance	Expenditure	Notes
Saywell Contracting	February 20, 2014	\$68,392.51	Beechwood Building Envelope Remediation – Release Holdback

*** ORIGINAL SIGNED ***

Don Metcalf
Manager of Operations



REPORT TO CAPITAL REGION HOUSING CORPORATION BOARD OF DIRECTORS MEETING OF MARCH 25, 2014

SUBJECT PARRY PLACE

ISSUE

British Columbia Housing Management Commission (BCHMC) has provided preliminary approval to Capital Region Housing Corporation (CRHC) to use a trust fund of \$250,000 to pay for the installation of a kitchen at Parry Place rather than using the trust fund to reduce the mortgage principle on renewal.

BACKGROUND

At the January 28, 2014 CRHC Board meeting staff brought a report to the Board for renewal of the Parry Place mortgage in May 2014. The Board then directed staff to report on options for a) the ongoing operation of Parry Place; b) the divestiture of the building; and c) the long-term lease of the facility to Island Health or the public sector.

Parry Place is a 21 unit assisted living facility and was completed in June 2008 under the Independent Living BC (ILBC) program, a housing-for-health partnership that meets the needs of lower-income seniors and people with disabilities by providing a middle option between home support and residential care.

Under this funding model, CRHC is contractually obligated through an operating agreement with BCHMC and is responsible for housing and hospitality. Residents receive two meals per day, housekeeping, laundry, 24 hour emergency care and recreational services. BCHMC covers the costs of the operation and hospitality services in an amount equal to the approved operating budget and the tenant contribution, which is 70% of their net income. Vancouver Island Health Authority (VIHA) is responsible for the placement of residents in Parry Place and for the home support services.

When Parry Place was first built, it was designed and constructed with the management plan that Beckley Farm Lodge (BFL) would be a partner in operation, and since their facility was across the street, no kitchen was built. In the common area, there is a kitchenette with refrigerators for storing food before it is served, a sterilizer, some cupboards and a coffee maker and this means that food has to be brought on site. It became clear soon after opening that Beckley Farms was unable to fulfill the contract. To meet the requirements of the operating agreement, CRHC entered into a contract with Beacon Community Services to provide hospitality services to the residents.

CRHC realized that there would be challenges providing suitable and cost-effective services to the tenants due to the lack of appropriate kitchen facilities. Beacon has had difficulty finding a reliable supplier who could meet the dietary requirements of the tenants. Fortunately in the past

year, they have found a stable food provider; however, Parry Place is by far the most expensive ILBC program on the Island.

In 2009, CRHC approached BCHMC about using the remaining capital loan, which was converted to a trust fund, to renovate the kitchen space. Originally BCHMC had agreed. Later, CRHC was informed the trust fund could only be used pay down the mortgage when it expired in 2014. CRHC has been pursuing this off and on for 5 years.

Recently BCHMC agreed to allow CRHC to use the trust fund in the amount of \$250,000 to install a commercial kitchen if CRHC could stay within the \$250,000 budget and achieve a savings of \$22,700 annually. The amount of savings would be realized through Beacon Community Services providing food services internally. The original plans for the Parry Place kitchen amounted to \$160,000

In these very preliminary discussions with BCHMC, there is potential flexibility regarding the usage of the building and altering the operating agreement. BCHMC has stated that their interest and objective is for the building being the most functional in providing housing to vulnerable communities.

Any changes to the operating agreement must be done with BCHMC approval as noted in the ILBC Non-profit Operating Agreement:

“The Society will not transfer or encumber all or part of the Development, or enter into any agreement to transfer and encumber all or part of the Development except with the approval of BC Housing. Such approval may be arbitrarily withheld.”

ALTERNATIVES

1. That the Board of Directors supports the ongoing operation of Parry Place under the current operating agreement and that the Board supports the CRHC staff in pursuing the \$250,000 trust fund to develop a commercial kitchen for the in-house provision of hospitality services at Parry Place.
2. That the Board of Directors directs the CRHC staff to work with BCHMC to explore the option of developing a long term lease with a public sector organization to support the ongoing operations of the ILBC program, and that the Board supports the CRHC staff in pursuing the \$250,000 to develop a commercial kitchen for the in-house provision of hospitality services at Parry Place.
3. That the Board of Directors directs the CRHC staff to explore the option of converting Parry Place from the ILBC program (providing housing and hospitality) to self-contained units; and that the Board of Directors directs the CRHC to pursue the \$250,000 trust fund to renovate the units to include kitchenettes.
4. That the Board of Directors directs the CRHC staff to pursue discussions with BCHMC regarding the divestiture of Parry Place.

IMPLICATIONS

1. In the current model of operations, if a unit is not occupied, BCHMC deducts the subsidy for that unit. This has caused annualized deficits for CRHC. In recent conversations with BCHMC, they have indicated that CRHC would need to recover the vacancy loss through VIHA. For every vacancy, there is a loss of \$2524 per unit per month (2014). This has resulted in an accumulated loss for CRHC.

(30,954) 2012 Financial Statement Deficit Balance
11,880 2011 correction to Replacement Reserve Contribution
13,548 2012 Subsidy correction
(5,526)
(44,006) 2013 operating deficit
(49,532) 2013 Financial Statement Deficit Balance

CRHC staff has started communications with BCHMC and VIHA to determine how CRHC can recover vacancy loss.

Although the CRHC works with partners to provide supportive programs within our buildings and the CRHC support third party societies through the provision of property management services, Parry Place is the CRHC's only building in which our organization is actively engaged in providing assisted living. CRHC has, however, achieved a very successful partnership with Beacon Community Services in providing the hospitality services. VIHA has recently advised ILBC operators that they will be putting forth a Request for Proposal from ILBC operators to provide the homecare services in addition to the housing and hospitality services operators are currently providing. This could include being involved in the tenant placement process. The installation of a commercial kitchen would allow for the provision of cost-effective, reliable food services for residents.

2. The option of developing a long term lease with a public sector organization to support the ongoing operations of the ILBC program would alleviate our obligations under the operating agreement while maintaining the ILBC programs and subsidies in our community. We could maintain ownership of the building and the land and responsibility for the building envelope. The installation of a commercial kitchen would allow for the provision of cost-effective, reliable food services for residents and make the building more attractive to potential "Lessors".
3. If CRHC were permitted to convert Parry Place from the ILBC program (providing housing and hospitality) to self-contained units, the ILBC subsidies attached to the current operating agreement would not be transferred to a regular rent-geared-to-income model as they are earmarked for the ILBC. There might be an opportunity to access the Shelter Aid for Elderly Renters (SAFER) rent supplement program through BCHMC, however those subsidies are attached to the individual, not the housing provider. The building would be a low-end-of-market building rather than a subsidized building.
4. The cost of building Parry Place was \$6,072,407 including the land cost of \$1.4 million. CRHC owns the building and the land. As of December 31, 2014 the balance on the mortgage was \$4,099,006. CRHC would need to gain approval from BCHMC to divest of the property and would need to obtain an appraisal to better understand the market value of Parry Place. Also at this time we have committed to a mortgage renewal in

May 2014 and a payout penalty may apply. Further there is a potential loss of the subsidized independent living placements to our community.

CONCLUSION

Subsidized assisted living units offer a middle option to bridge the gap between home care and residential care for those who need some assistance, but don't want or need 24 hour professional nursing care. New builds, like Parry Place were funded through a partnership with the federal government through CMHC as part of the Canada-BC Affordable Housing Agreement. It is a cost-effective model that delivers comprehensive services through creative partnerships.

CRHC has been requesting access to the \$250,000 trust fund from BCHMC for the past five years. They have now agreed to provide us with the funding for the installation of the kitchen. Beacon Community Services have agreed with the estimated operating savings and have expressed support in the installation of the kitchen and their capacity to provide the food services in-house.

CRHC staff is currently engaged in efforts aimed at enhancing the partnership between BCHMC and VIHA and cost recovery of vacancy loss.

CRHC has found providing assisted living services to be outside of its current mandate. This has proven to be much more time consuming than administering other buildings in our portfolio due to the fact that we do not have internal capacity or expertise.

VIHA is currently moving forward with a Request for Proposal from ILBC operators to provide the homecare services in addition to the housing and hospitality services operators are currently providing. The potential outcome is that this could make it more viable and attractive for a public sector organization to assume responsibility for the operations of Parry Place.

RECOMMENDATIONS

1. That the Board of Directors directs the Capital Region Housing Corporation staff to work with British Columbia Housing Management Commission to explore the option of developing a long term lease with a public sector organization to support the ongoing operations of the ILBC program, and that the Board supports the CRHC staff in pursuing the \$250,000 to develop a commercial kitchen for the in-house provision of hospitality services at Parry Place.

*** ORIGINAL SIGNED ***

Christine Culham
Senior Manager
Capital Region Housing Corporation

*** ORIGINAL SIGNED ***

Travis Whiting
Acting General Manager
Planning & Protective Services



**REPORT TO CAPITAL REGION HOUSING CORPORATION BOARD OF DIRECTORS
MEETING OF MARCH 25, 2014**

SUBJECT MORTGAGE RENEWAL – TILLICUM STATION

ISSUE

BC Housing Management Commission (BCHMC) requires the Capital Region Housing Corporation (CRHC) Board of Directors to authorize BCHMC to act on behalf of CRHC to renew the mortgage for Tillicum Station and authorize any two members of the Executive Committee to sign the required documentation.

BACKGROUND

Tillicum Station is a 40 unit apartment and townhouse community built under the Homes BC program in 2002. Capital Region Housing Corporation is the sole owner of the facility. The existing mortgage is secured by the Toronto Dominion Bank at a rate of 5.029% and is due for renewal on July 1, 2014.

BCHMC will tender the mortgage renewal to lenders to secure the best interest rate and terms available in the market. The estimated principle at July 1, 2014 is \$4,456,262. Twenty-three (23) years will remain on the mortgage when it renews in July.

CONCLUSION

BCHMC requires approval of the following resolutions to act on the Corporation's behalf:

BE IT RESOLVED:

That the Borrower hereby irrevocably authorizes British Columbia Housing Management Commission ("BCHMC") to act on its behalf to renew the mortgage presently held by Toronto Dominion Bank (the "Mortgage") for the project located at 285 Hampton Rd., Saanich, BC, with the lender who will be awarded the bid of the tender call for mortgage renewal under terms and conditions most favourable and acceptable to BCHMC (BCHMC file no. 903333 / 3241) including but not limited to selecting, at BCHMC's sole discretion, the mortgage renewal terms and arranging mortgage renewal with the take out lender (the TAKE-OUT lender) on terms that are acceptable to BCHMC.

BE IT FURTHER RESOLVED:

That any two officers or directors of the Borrower for and on behalf of the Borrower be and are hereby authorized to execute and deliver under the seal of the Borrower or otherwise, all such

deeds, documents and other writings and to do such acts and things in connection with the Mortgage assignment, renewal and amendment as they, in their discretion, may consider to be necessary or desirable for giving effect to this resolution and for the purpose of fulfilling the requirements of the lender of the monies.

RECOMMENDATION

That the Capital Region Housing Corporation Board of Directors approves the resolutions required by British Columbia Housing Management Commission to renew the mortgage for Tillicum Station.

*** ORIGINAL SIGNED ***

Christine Culham
Senior Manager
Capital Region Housing Corporation

*** ORIGINAL SIGNED ***

Travis Whiting
Acting General Manager
Planning & Protective Services



**REPORT TO CAPITAL REGION HOUSING CORPORATION BOARD OF DIRECTORS
MEETING OF MARCH 25, 2014**

SUBJECT MORTGAGE RENEWAL – CARILLON PLACE

ISSUE

BC Housing Management Commission (BCHMC) requires the Capital Region Housing Corporation (CRHC) Board of Directors to authorize BCHMC to act on behalf of CRHC to renew the mortgage for Carillon Place and authorize any two members of the Executive Committee to sign the required documentation.

BACKGROUND

Carillon Place is a 15 unit townhouse community developed in 1998 under the Homes BC program. Capital Region Housing Corporation is the sole owner of the facility. The existing mortgage is secured by the Royal Bank of Canada at a rate of 3.615 % and is due for renewal on July 1, 2014.

BCHMC will tender the mortgage renewal to lenders to secure the best interest rate and terms available in the market. The estimated principle at July 1, 2014 is \$1,329,863. Nineteen (19) years will remain on the mortgage when it renews in July.

CONCLUSION

BCHMC requires approval of the following resolutions to act on the Corporation's behalf:

BE IT RESOLVED:

That the Borrower hereby irrevocably authorizes British Columbia Housing Management Commission ("BCHMC") to act on its behalf to renew the mortgage presently held by RBC Royal Bank (the "Mortgage") for the project located at 625 Superior St., Victoria, BC, with the lender who will be awarded the bid of the tender call for mortgage renewal under terms and conditions most favourable and acceptable to BCHMC (BCHMC file no. 13328 / 828) including but not limited to selecting, at BCHMC's sole discretion, the mortgage renewal terms and arranging mortgage renewal with the take out lender (the TAKE-OUT lender) on terms that are acceptable to BCHMC.

BE IT FURTHER RESOLVED:

That any two officers or directors of the Borrower for and on behalf of the Borrower be and are hereby authorized to execute and deliver under the seal of the Borrower or otherwise, all such

deeds, documents and other writings and to do such acts and things in connection with the Mortgage assignment, renewal and amendment as they, in their discretion, may consider to be necessary or desirable for giving effect to this resolution and for the purpose of fulfilling the requirements of the lender of the monies.

RECOMMENDATION

That the Capital Region Housing Corporation Board of Directors approves the resolutions required by British Columbia Housing Management Commission to renew the mortgage for Carillon Place.

*** ORIGINAL SIGNED ***

Christine Culham
Senior Manager
Capital Region Housing Corporation

*** ORIGINAL SIGNED ***

Travis Whiting
Acting General Manager
Planning & Protective Services



REPORT TO CAPITAL REGION HOUSING CORPORATION BOARD OF DIRECTORS MEETING OF MARCH 25, 2014

SUBJECT ORGANIZATIONAL RESTRUCTURING

PURPOSE

The purpose of this report is to provide information to the Capital Region Housing Corporation (CRHC) Board of Directors regarding the organizational changes that were implemented on March 4, 2014.

BACKGROUND

Following the restructuring that took place in 2012 with the reintroduction of the Manager of Operations position, it was thought that it might be beneficial to evaluate the current structure and determine if improvements could be made utilizing the current resources available. This evaluation commenced in the fall of 2013.

Through interviews with current staff, observation and discussions with senior staff it was determined that the current organizational framework could benefit from structural changes to ensure an efficient, vibrant, and fiscally responsible service delivery model.

Outcomes of review:

- Concerns had been identified that work processes over time had become inefficient. Systems lacked role clarity resulting in deficiencies in work performance, duplication of work, bottlenecks in system, accountability concerns and decision-making challenges.
- There were positions with several direct reports resulting in staff identifying a need for more guidance and support. Staff identified that they were responsible to too many people on a daily basis which created confusion.
- Employees have not been engaged in the strategic or operational plan and their individual work goals are not driven by the overarching plan. Employees suggested that they would like to be consulted on and informed of operational plans as they feel it could create more investment in their work.
- Employees are supportive of one and other. They provide ongoing assistance and peer coaching to each other. There are many informal leaders in the group.
- Job descriptions hadn't been updated to reflect actual duties.
- There is good communication among staff and good processes in place for problem solving.

Goals of restructuring:

- Increase the organizational capacity through the development of a cohesive leadership team and a clear vision and priorities ;

- Improve the decision-making and avoid duplication of effort through clear roles and accountabilities and an organizational structure that supports objectives;
- Increase the effectiveness of current employees/positions through an alignment of performance measures to clear objectives;
- Improve the supervisory support to employees through regular performance feedback, coaching and better communication;
- Create effective and efficient support of processes and systems for the CRHC; and
- Identify career pathing, training and education opportunities.

Process:

1. Interviewed staff, met with HR, developed draft organizational restructure (September-November);
2. Reviewed with CRHC supervisory staff for input (December);
3. Presented recommendation to GM and CAO for input and approval (December);
4. Provided notice to the Union regarding the proposed changes (with HR) (February);
5. Finalized job descriptions and organizational chart (February);
6. Roll-out with employees, report to Board (March); and
7. Employees evaluate new organizational structure, report concerns, comments, suggestions. Amendments to system if necessary. (March to September)

FINANCIAL IMPLICATIONS

There were no new positions created and positions are not being referred for job re-evaluation.

CONCLUSION

The identified changes will assist in realigning our business delivery model, assist in revisiting some of our processes that have evolved and become inefficient with time, focus on the strengths of our staff, ensure proper supervision, support and direction is provided, increase understanding of individuals' roles and responsibility and formally recognize duties being performed.

RECOMMENDATIONS

That the Capital Region Housing Corporation Board of Directors receives this report for information.

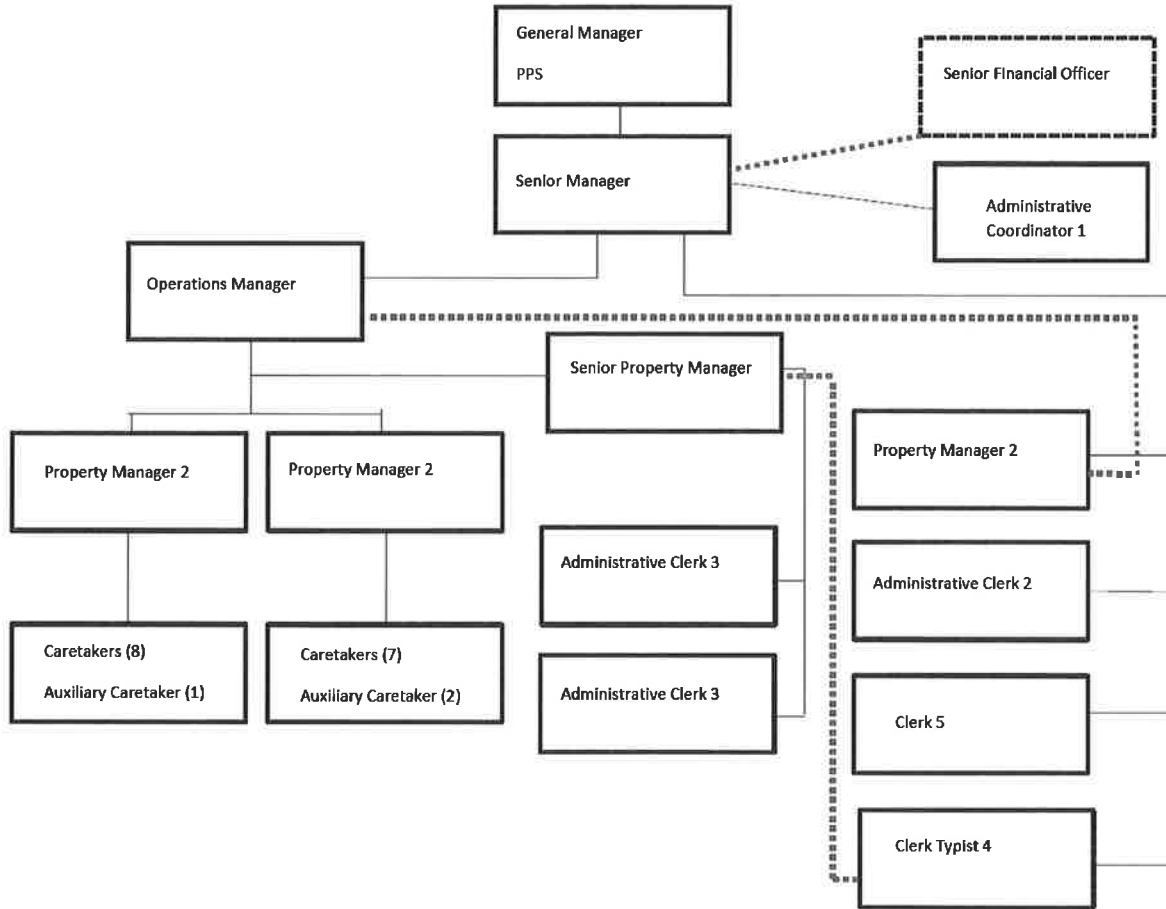
*** ORIGINAL SIGNED ***

Christine Culham
Senior Manager
Capital Region Housing Corporation

*** ORIGINAL SIGNED ***

Travis Whiting
Acting General Manager
Planning & Protective Services

Current Organizational Structure





CRHC

The Capital Region's Housing Corporation

**REPORT TO CAPITAL REGION HOUSING CORPORATION BOARD OF DIRECTORS
MEETING OF MARCH 25, 2014**

SUBJECT **OPERATIONAL PLAN 2014**

PURPOSE

The purpose of this report is to provide information to the Capital Region Housing Corporation (CRHC) Board of Directors regarding the operational business plan for 2014.

BACKGROUND

As part of our strategic objectives in 2014, CRHC staff was to **“Undertake a strategic operational plan to identify operational efficiencies. For example: a) implement IT solutions to improve caretaker communications and service delivery; b) refine organizational structure to increase oversight and efficiency: and C) perform a policy review”**.

The CRHC senior management team embarked on an operational planning exercise to guide the work of the organization over the next year. The idea was to develop a document to be used to communicate with the employees the organizations goals, the actions needed to achieve those goals and all of the other critical elements recognized during the planning exercise.

Process:

- 1) Performed an analysis of the current internal and external environments
- 2) Formulated high level strategy and high level strategic goals were documented
- 3) High level plan translated into operational planning and action items
- 4) Next steps: Implementation phase, ongoing refinement, management and evaluation.

FINANCIAL IMPLICATIONS

There are no financial implications.

CONCLUSION

CRHC staff has created an operational business plan to act as an organizational tool to keep us on track to meet our strategic objectives. We will work with Board of Directors to clarify whether these objectives meet the needs of the organization as we plan for 2015.

RECOMMENDATIONS

That the Capital Region Housing Corporation Board of Directors receives this report for information.

*** ORIGINAL SIGNED ***

Christine Culham
Senior Manager
Capital Region Housing Corporation

*** ORIGINAL SIGNED ***

Travis Whiting
Acting General Manager
Planning & Protective Services

CRHC Operational Business Plan 2014-2015

STRATEGIC GOALS	OBJECTIVES	2014 ACTIVITIES	2015 ACTIVITIES
Governance – Board	Enable effective oversight by the Board of Directors	<ul style="list-style-type: none"> • Board orientation package • Succession planning – Board & staff 	TBD
	Promote good governance and effective management	<ul style="list-style-type: none"> • ongoing 	<ul style="list-style-type: none"> • Bylaw reviews
Leadership	Stabilize organizational financing for long term planning	<ul style="list-style-type: none"> • Negotiate terms of Umbrella Operating Agreement by March 31, 2014 	TBD
	Engage in long term planning	<ul style="list-style-type: none"> • Development of 5 and 10 year Capital and Operational Strategy • RGI/Market Strategy: 2014 goals – BC Housing assessments, Housing Connections • Annual Budget process 	TBD
	Ensure alignment with CRD strategic and divisional plan	<ul style="list-style-type: none"> • Participation in RSS • Participation on Planning and Protective Services • Website 	TBD
	Increase capacity of management team through effective change management	<ul style="list-style-type: none"> • Organizational Review • Development work team plans 	TBD
	Ensure effective communication with CRHC employees	<ul style="list-style-type: none"> • Clear communication , consultation and participation of strategic operational plan with CRHC employees 	TBD
	Provide a safe and healthy workplace	<ul style="list-style-type: none"> • NAOSH • Annual SMT OHS Inspections 	TBD
	Enhance performance management and support to employees through employee engagement and leadership development	<ul style="list-style-type: none"> • Develop a training strategy (Leadership, skills, professional development, organizational values) • Increased mandatory coaching meetings • Mandatory annual performance conversations 	TBD
	Organizational Effectiveness	Develop and use policies to deliver excellent, transparent and consistent service	<ul style="list-style-type: none"> • Revision of tenant policies • CRHC Procurement: Clarification of Procedures • Documentation of procedures and guidelines • Staff Training policy development/alignment with CRD
Create system efficiencies		<ul style="list-style-type: none"> • Development of work teams based on work alignment • Documentation of work flows • Chargeback system improvements – current and move outs. 	TBD

CRHC Operational Business Plan 2014-2015

		<ul style="list-style-type: none"> • Service Contract Review 	
	Enhance Communication processes	<ul style="list-style-type: none"> • Revision meeting mandates and membership • Increase communication between work teams on critical issues • Ensure clear communication of capital replacement /maintenance strategy with caretakers/staff 	TBD
Technology	Identify operational capacity and benefits of Ameresco	<ul style="list-style-type: none"> • Reintroduce concept through meeting series Ameresco, BC Housing • Integration of Ameresco ; Ensure ongoing effectiveness of Ameresco 	TBD
	Enhance Caretaker IT capacity	<ul style="list-style-type: none"> • Introduction of Smartphones • Evaluation of smartphones 	<ul style="list-style-type: none"> • Phase 2 –see below
	Increase CRHC effectiveness through IT solutions	<ul style="list-style-type: none"> • Analysis of IT Business Needs • Integration of “easy quick fix” IT Business Solution into service delivery 	<ul style="list-style-type: none"> • Integration of longer term IT Business Solution
Maintenance and Development of Housing Stock	Increase effectiveness of annual capital planning process	<ul style="list-style-type: none"> • Ensure effective management of capital planning process • Integrate capital plan into budget 	TBD
	Adopt green practices and promote green culture	<ul style="list-style-type: none"> • ECAP • Kitchen Scraps evaluation 	TBD
	Increase capacity and suitability of affordable housing	<ul style="list-style-type: none"> • Parry Place Kitchen • BERs financing • Portfolio 95 Analysis 	TBD
Tenant Engagement	Marketing strategy for new tenants	<ul style="list-style-type: none"> • Develop information pamphlets for individual communities for handout and use on website/advertising • Develop online marketing strategy 	TBD
	Enhance Tenant Supports	<ul style="list-style-type: none"> • Development of eviction prevention program - Tenant support 	TBD
	Enhanced communication with Tenants	<ul style="list-style-type: none"> • Kitchen Scraps • Website (what’s new) • Newsletter • Non-smoking 	TBD
Partner Engagement	Identify opportunities and strategies to leverage partnerships to enhance tenant service	TBD	TBD

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	Enhance relationships/business management with Third Party Organizations	<ul style="list-style-type: none"> • Address Parry Place vacancy loss etc. • Determine internal communication strategy and define work team for third parties 	TBD
	Provide leadership in convening partners for collaborative solutions on sector priorities	<ul style="list-style-type: none"> • Increased participation with other Housing Providers 	TBD
	Promote the value of social housing	<ul style="list-style-type: none"> • Participation in BCNPHA • Participation in the Housing Group of the Greater Victoria Coalition to End Homelessness 	TBD
	Ensure effective collaboration with BC Housing	<ul style="list-style-type: none"> • Increasing understanding of new “system” • Working with BC Housing to understand new funding opportunities (refinancing) 	TBD