



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

AGENDA

9:30 a.m., Tuesday, February 2, 2016
625 Fisgard St., Victoria
Room 107

1. Approval of Agenda
2. Approval of Minutes
 - a) December 1, 2015
 - b) December 11, 2015 (special meeting)
3. CRHC Five Year Capital Plans 2015-2019
4. Delegation of Authority and Signing Authority Policy
5. Defining Functions and Duties of Board Officers – Rick Cooper
6. Leblond Strata – Strata Council Representative
7. Draft Terms of Reference for CRHC Task Force Examination of Possible Tenant Engagement Measures – Johnny Carline
8. 2016 Operational Plan
9. Vacancy Report
10. Property Management Report
11. Adjournment



CRHC

The Capital Region's Housing Corporation

**Minutes of a Meeting of the Capital Region Housing Corporation Board of Directors
Held December 1, 2015 in Room 488, 625 Fisgard Street, Victoria, BC**

1

PRESENT: Directors: R. Cooper (Chair), C. Plant, J. Carline, C. Stock (on behalf of Alice Finall), S. Law, D. Screech,
Staff: K. Lorette, C. Culham, D. Metcalf, R. Loukes, Rianna Lachance
Recorder: K. Kusnyerik
Absent: D. Howe
Guest: Randy Decksheimer & Heather Crowe of KPMG

The meeting was called to order at 9:32a.m.

1. APPROVAL OF AGENDA

It was **MOVED** by Director Stock, **SECONDED** by Director Law

CARRIED

2. APPROVAL OF THE MINUTES OF July 28, 2015

It was **MOVED** by Director Screech, **SECONDED** by Director Stock

That the minutes of the **July 28, 2015** be approved

CARRIED

It was **MOVED** by Director Plant, **SECONDED** by Director Screech

That the minutes of **October 27, 2015** be approved with the following amendments.

- a) Under item 3 replace the title "UBCM 2016 Age-Friend" with "UBCM Age-Friendly Grant"
- b) It was noted that a final motion wasn't made under item 3 to approve the motion as amended; stating this the directors made the following motion:

It was **MOVED** by Director Law **SECONDED** by Director Plant

That the main motion be approved as amended.

CARRIED

3. AUDITOR'S ANNUAL ADDRESS – Randy Decksheimer, KPMG

Randy Decksheimer presented CRHC's audited planning report for the year ending December 31, 2015.

It was discussed that CRHC board members would discuss a "whistle blower policy" with Dave Howe to bring forward to the CRD board. CRHC currently does not have this policy in place.

The Board requested that staff circulate the Annual Financial Statements in advance of the Annual General Meeting.

Randy Decksheimer and Heather Crowe left at 9:48am.

Rianna Lachance was introduced to the group.

4. PARRY PLACE KITCHEN

It was **MOVED** by Director Plant, **SECONDED** by Director Screech

That the Board of Directors authorizes any two members of the Executive Committee to execute a contract with Canpro Construction Ltd. up to the amount of \$175,644 plus GST.

CARRIED

5. 2016-2019 BOARD STRATEGIC PRIORITIES

It was **MOVED** by Director Stock **SECONDED** by Director Law

That the Capital Region Housing Corporation Board of Directors adopts the (CRHC) Board Strategic Priorities 2016-2019.

CARRIED

6. 2016 BUDGETS

It was **MOVED** by Director Plant **SECONDED** by Director Stock

That the Capital Region Housing Corporation Board of Directors approves the 2016 Capital Region Housing Corporation Administrative Budget.

CARRIED

C.Culham requested that the board allow her to present the combined Administrative Budget and Operating Budget.

C.Culham presented the 2015 and 2016 Administrative Budgets and the 2016 Operating Budgets. It was discussed that insurance premiums were projected to increase in 2016. Staff had looked into being added to Capital Region District's policy however it wasn't possible due to CRHC's insurance requirements. An update will be provided by Nancy Moore regarding the specifics as part of the January Property Management Report. C.Culham advised that BC Non Profit Housing Association was forming their own insurance company, "Captive", and will keep the board updated on this matter.

It was also noted that in C.Culham's new role as senior manager of both CRHC and Housing Policy and Planning that 30% of her salary is now paid by Housing Policy and Planning. Due to this arrangement the board suggested the workload be reviewed periodically.

It was **MOVED** by Director Stock **SECONDED** by Director Law

That the main motion be amended to include "and the 2016 Operating Budgets for the Umbrella Operating Agreement portfolio, Parry Place, Village on the Green and Vergo."

CARRIED

It was **MOVED** by Director Law **SECONDED** by Director Stock

That the main motion be approved as amended.

CARRIED

It was **MOVED** by Director Law **SECONDED** by Director Stock

That the Capital Region Housing Corporation Board of Directors authorizes any 2015 operating surplus/(deficits) to be transferred to/(from) the appropriate Portfolio Stabilization Reserves.

CARRIED

7. PROPERTY MANAGEMENT REPORT

It was **MOVED** by Director Screech **SECONDED** by Director Stock

That the Capital Region Housing Corporation Board of Directors receives the Property Management Report for information.

CARRIED

8. MOTION TO CLOSE THE MEETING

It was **MOVED** by Director Screech, **SECONDED** by Director Plant

Motion to Close the meeting in accordance with the Community Charter, Part 4, Division 3, Section 90 (1) (i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose and

- (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

The meeting was closed at 10:32a.m. and resumed in open session at 11:34 a.m.

9. ADJOURNMENT

It was **MOVED** by Director Law, **SECONDED** by Director Plant

To adjourn the meeting.

CARRIED

The meeting was adjourned at 11:35 a.m.

Rick Cooper, Chair

Kristine Kusnyerik, Recorder



CRHC

The Capital Region's Housing Corporation

**Minutes of a Special Meeting of the Capital Region Housing Corporation Board of Directors
Held December 11, 2015 in Room 651, 625 Fisgard St, Victoria, BC**

PRESENT: Directors: D. Screech (chair), J. Carline, C. Plant, S. Law (via teleconference)
C. Stock (alternate for A. Final)

Staff: K. Lorette, C. Culham

Recorder: K. Kusnyerik

ABSENT: Directors: D. Howe, R. Cooper

It was **MOVED** by Director Plant **SECONDED** by Director Stock

That Director Screech chair the meeting.

CARRIED

1. APPROVAL OF AGENDA

It was **MOVED** by Director Carline **SECONDED** by Director Plant
That the agenda be approved with the addition of Director Carline's item to clarify the
composition of the recent nomination committee.

CARRIED

2. NOMINATION COMMITTEE COMPOSITION

It was **MOVED** by Director Plant , **SECONDED** by Director Law

A: That the Board repeal its motion of September 29, 2015 that "The Executive
Committee appoint a Nominating Committee", and

B: That the Board recognize and ratify the ad hoc committee of Directors Howe, Plant and
Screech as the Board's Nominating Committee

CARRIED

3. MOTION TO CLOSE THE MEETING

It was **MOVED** by Director Plant, **SECONDED** by Director Carline

Motion to Close the meeting in accordance with the Community Charter, Part 4, Division 3,
Section 90 (1) (i) (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.

The meeting was closed at 8:37a.m. and resumed in open session at 8:41 a.m.

4. ADJOURNMENT

It was **MOVED** by Director Plant, **SECONDED** by Director Carline

To adjourn the meeting.

CARRIED

The meeting was adjourned at 8:51 a.m.

Director Screech, Chair

Kristine Kusnyerik, Recorder



REPORT TO CAPITAL REGION HOUSING CORPORATION BOARD OF DIRECTORS FEBRUARY 2, 2016

SUBJECT **Capital Region Housing Corporation Five Year Capital Plans 2015-2019**

ISSUE

To update the Capital Region Housing Corporation (CRHC) Board of Directors on the status of the 2015-2019 Capital Plan for the Umbrella Operating Agreement (UOA) Portfolio and to seek approval from the CRHC Board of Directors for the 2015-2019 Capital Plans for ILBC Operating Agreement - Parry Place and the No Operating Agreement (NOA) Portfolio which includes Vergo and Village on the Green (VoG).

BACKGROUND

CRHC was authorized in December 2014 to sign an UOA with BC Housing Management Commission (BCHMC) for a five year term (2015-2019). The UOA consolidated 42 of the existing operating agreements for our Canada Mortgage and Housing Corporation (CMHC), BCHMC and Homes BC properties into one agreement.

In January 2015, the CRHC Board of Directors approved the UOA 2015-2019 Capital Plan and it was subsequently approved by BCHMC for a maximum value of \$11m over the five year period.

Under UOA, the *“CRHC will be free to complete work in accordance with the approved Capital Plan throughout the five year period with no further approval by BC Housing, provided that annual capital expenditures are within 10% of the approved Capital Plan.”*¹

For the ILBC - Parry Place and the NOA Portfolios, staff had been working under the approved 2013-2018 Capital Plans. To be consistent with the UOA timeline, staff are submitting updated 2015-2019 Capital Plans for these properties.

The Heathers Building Envelope Remediation (BER) which is expected to be completed in 2016, was funded through a BCHMC forgivable mortgage under the Community Initiatives Program (CIP).

ALTERNATIVES

1. a) That the Capital Region Housing Corporation (CRHC) Board of Directors receive the CRHC updated Umbrella Operating Agreement Five Year Capital Plan 2015-2019 for information; and
b) That the CRHC Board of Directors approve the ILBC Operating Agreement - Parry Place and the No Operating Agreement Portfolio Five Year Capital Plans 2015-2019.
2. That the Capital Region Housing Corporation Board of Directors refer back to staff for revisions.

FINANCIAL IMPLICATIONS

Detailed information for the 2015-2019 Capital Plans and Capital Plans Funding Strategies for the UOA, NOA and ILBC – Parry Place Portfolios can be found in:

Appendix A for the updated Capital Plans (2015-2019)

Appendix B for the updated Capital Plans (2015-2019) Funding Strategies

¹ BC Housing – Capital Region Housing Umbrella Agreement 2015-2019, p. 2

UOA Portfolio Capital Funding Strategy

For 2015, the approved amount for the UOA Capital Plan was \$2,214,100. The estimated actual expenditures for 2015 are \$2,067,085. The variance is \$147,015 which is within the required 10% of the approved amount for 2015. Annually staff review capital priorities and have reallocated the unspent \$147,015 into the remaining 2016-2018 Plan years.

UOA Operating surpluses are deposited annually into the UOA Portfolio Stabilization Reserve (PSR). Under the UOA these operating surpluses are required to be used in the following order: a) to fund the approved five year capital plan, b) to pay for costs directly relating to a project, and c) in any other way the CRHC chooses to advance the management and development of affordable housing.

In January 2015, the CRHC Board approved that \$1,400,000 (for 2015) and \$300,000 (for 2016) be transferred from the UOA PSR into the UOA Portfolio Replacement Reserve (PRR) to ensure there was sufficient revenue available for the 2015-2019 UOA Capital Plan of \$11m.

NOA Portfolio Capital Funding Strategy

VoG are independent of BCHMC operating agreements. Staff has prepared the Capital Plan based on routine replacement needs identified through annual inspections of unit and building. The plan is funded through a replacement reserve contribution of \$65 per month per unit which is consistent with the UOA portfolio. The estimated December 31, 2015 balance of the NOA PRR is \$308,925.

ILBC - Parry Place Capital Funding Strategy

The ILBC - Parry Place Capital Plan is funded through an annual replacement reserve contribution of 16,600 (adjusted annually for CPI) approved by BCHMC. The estimated December 31, 2015 balance of the ILBC RR is \$33,557. Staff has prepared the Capital Plan based on routine replacement needs identified through annual inspections of unit and building components. Note: Parry Place's exterior siding was painted in 2015.

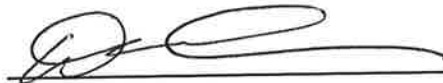
CONCLUSION

The UOA Capital Plan 2015-2019 was approved in January 2015 by the CRHC Board of Directors and subsequently by BCHMC. Staff has achieved the requirement that 2015 capital expenditures are within the 10% of 2015 Capital Plan budget year.

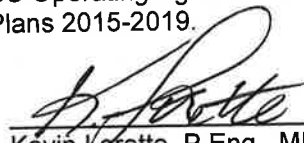
Staff has prepared Capital Plans for the NOA Portfolio and ILBC - Parry Place to align with the 2015-2019 UOA Portfolio Capital Plan for consistency.

RECOMMENDATIONS

1. a) That the Capital Region Housing Corporation (CRHC) Board of Directors receive the CRHC updated Umbrella Operating Agreement Five Year Capital Plan 2015-2019 for information; and
b) That the CRHC Board of Directors approve the ILBC Operating Agreement - Parry Place and the No Operating Agreement Portfolio Five Year Capital Plans 2015-2019.



Christine Culham
Senior Manager
Capital Region Housing Corporation



Kevin Lorette, P.Eng., MBA
General Manager
Planning and Protective Services
Concurrent

Attachments: Appendix A - Capital Plans (2015-2019)
Appendix B – Capital Plans (2015-2019) Funding Strategies

**CAPITAL REGION HOUSING CORPORATION
UPDATED FIVE YEAR CAPITAL PLANS (2015-2019)**

APPENDIX A

	2015 Plan	2015 Actuals	2016 Plan	2017 Plan	2018 Plan	2019 Plan	Updated 2015-2019 Plan
UOA FIVE YEAR CAPITAL PLAN (2015-2019)							
Routine Replacement Reserve Expenditures							
Unit Components							
Cabinets & Countertops	199,500	213,047	229,500	229,500	249,000	249,000	1,170,047
Electrical - Baseboard Heaters	18,320	13,166	28,460	29,800	34,680	34,800	140,906
Electrical - Light Fixtures & Bath Fans	22,200	33,806	20,980	21,950	20,800	22,420	119,956
Flooring - Carpet	210,000	170,902	250,000	245,890	250,150	192,110	1,109,052
Flooring - Vinyl	95,000	78,585	127,470	119,520	130,470	94,770	550,815
Hot Water Tanks	32,500	51,916	33,120	35,825	36,760	42,200	199,821
Interior Paint	185,000	178,556	196,500	201,450	193,050	177,350	946,906
Plumbing Fixtures - Toilets & Sinks	47,900	50,502	47,900	48,250	48,400	48,800	243,852
Plumbing Fixtures - Tub/Taps and Surrounds	97,000	82,874	105,000	116,400	123,670	121,250	549,194
Refrigerators	41,470	49,460	32,600	35,600	41,410	45,820	204,890
Stove	54,240	46,650	58,740	17,890	22,670	45,550	191,500
Unit Asbestos Abatement	36,000	4,600	36,000	36,000	36,000	32,000	144,600
Window Coverings	46,520	43,326	41,980	38,000	36,450	33,580	193,336
Total Unit Components	1,085,650	1,017,390	1,208,250	1,176,075	1,223,510	1,139,650	5,764,875
Building Components							
BECA - 13 CMHC/Homes BC Buildings	50,000	42,302	40,000	0	0	40,000	122,302
Decks & Stairs	49,500	33,981	35,000	20,000	12,000	29,000	129,981
Exterior - Other	7,500	42,860	9,970	9,800	6,890	0	69,520
Exterior Paint	200,200	238,084	117,800	315,000	214,300	260,000	1,145,184
Fencing	175,500	70,537	176,000	91,000	154,500	15,000	507,037
Flooring (Common Area)	57,050	35,893	37,500	65,000	36,500	13,000	187,893
Interior Paint (Common Area)	66,500	64,420	20,700	3,500	3,200	60,500	152,320
Paving/Sidewalk	50,800	66,372	29,000	30,900	32,800	14,000	173,072
Play Equipment	71,500	71,788	115,000	130,000	100,000	45,000	461,788
Roof - 2015 actuals inc. Royal Oak total contract value	297,000	319,485	311,420	322,000	210,500	390,000	1,553,405
Total Building Components	1,025,550	985,722	892,390	987,200	770,690	866,500	4,502,502
Mechanical Components							
Boilers	77,900	87,938	59,350	15,400	0	19,500	182,188
Kings Boiler - CELP Grant & Fortis Rebate	0	-30,955	0	0	0	0	-30,955
Elevator	0	6,990	75,400	120,000	46,000	110,000	358,390
HVAC Systems	25,000	0	41,000	68,000	72,000	42,000	223,000
Total Mechanical Components	102,900	63,973	175,750	203,400	118,000	171,500	732,623
Total Routine Replacement Reserve Expenditures	2,214,100	2,067,085	2,276,390	2,366,675	2,112,200	2,177,650	11,000,000
UOA 2015 (Underspent) Variance included in 2016-2018	0	-147,015	47,790	13,575	85,650	0	0
ILBC FIVE YEAR CAPITAL PLAN (2015-2019)							
Total Routine Replacement Reserve Expenditures	74,800	72,280	4,240	22,940	1,240	31,240	131,940
NOA FIVE YEAR CAPITAL PLAN (2015-2019)							
Total Routine Replacement Reserve Expenditures	59,405	51,160	41,820	50,860	100,610	49,510	293,960
Building Envelope Remediation (BER)							
Capital Budget		2015 Actuals	2016 Plan	2017 Plan	2018 Plan	2019 Plan	Updated 2015-2019 Plan
Heathers construction completion date Sept, 2016 (BCHMC approved CIP forgivable mortgage upto \$2M)	1,287,120	160,810	1,126,310	0	0	0	1,287,120
Total Building Envelope Remediation Expenditures	1,287,120	160,810	1,126,310	0	0	0	1,287,120
Combined Routine Replacement and BER Expenditures	3,635,425	2,351,335	3,448,760	2,440,475	2,214,050	2,258,400	12,713,020

**CAPITAL REGION HOUSING CORPORATION
UPDATED CAPITAL PLANS (2015-2019) FUNDING STRATEGIES**

APPENDIX B

UOA CAPITAL PLAN (2015-2019) FUNDING STRATEGY

UOA Portfolio Stabilization (Operating) Reserve		2015	2016	2017	2018	2019	2015-2019 Total
(A)	Beginning Balance	1,527,650	694,730	594,730	794,730	1,029,970	N/A
(B)	Annual Building Operating Surplus (excludes property tax adj)	567,080	200,000	200,000	200,000	200,000	1,367,080
(C)	Reallocation Matured Mortgage P&I Payments	0	0	0	35,240	230,850	266,090
(D)	Discretionary Transfer to Replacement Reserve	-1,400,000	-300,000	0	0	0	-1,700,000
(E)	Estimated Ending Balance	694,730	594,730	794,730	1,029,970	1,460,820	N/A

UOA Capital Replacement Reserve Fund (RRF)		2015	2016	2017	2018	2019	2015-2019 Total
(F)	Beginning Balance	6,183,252	6,502,860	5,565,210	4,214,030	3,098,135	N/A
(G)	Annual Transfer from Building Operating Fund	820,690	943,020	943,020	943,020	943,020	4,592,770
(H)	Annual Interest Income	166,003	95,720	72,475	53,285	32,614	420,098
(I)	Annual Capital Replacement Expenditures	-2,067,085	-2,276,390	-2,366,675	-2,112,200	-2,177,650	-11,000,000
(J)	Discretionary Transfer from Stabilization Reserve	1,400,000	300,000	0	0	0	1,700,000
(K)	Estimated Ending Balance	6,502,860	5,565,210	4,214,030	3,098,135	1,896,120	N/A

ILBC - PARRY CAPITAL PLAN (2015-2019) FUNDING STRATEGY

ILBC Portfolio Stabilization (Operating) Reserve		2015	2016	2017	2018	2019	2015-2019 Total
(A)	Beginning Balance - includes prior year adjustments	-5,649	101	101	101	101	N/A
(B)	Annual Building Operating Surplus	5,750	0	0	0	0	5,750
(C)	Discretionary Transfer to Replacement Reserve	0	0	0	0	0	0
(D)	Estimated Ending Balance	101	101	101	101	101	N/A

ILBC Capital Replacement Reserve Fund (RRF)		2015	2016	2017	2018	2019	2015-2019 Total
(E)	Beginning Balance	88,454	33,557	47,060	41,770	58,470	N/A
(F)	Annual Transfer from Building Operating Fund	16,600	16,932	16,932	16,932	16,932	84,328
(G)	Annual Interest Income	783	810	718	1,008	769	4,088
(H)	Annual Capital Replacement Expenditures	-72,280	-4,240	-22,940	-1,240	-31,240	-131,940
(I)	Discretionary Transfer from Stabilization Reserve	0	0	0	0	0	0
(J)	Estimated Ending Balance	33,557	47,060	41,770	58,470	44,930	N/A

NOA - VILLAGE & VERGO CAPITAL PLAN (2015-2019) FUNDING STRATEGY

NOA Portfolio Stabilization (Operating) Reserve		2015	2016	2017	2018	2019	2015-2019 Total
(A)	Beginning Balance	80,953	74,053	68,848	68,848	68,848	N/A
(B)	Annual Building Operating Surplus	-6,900	-5,205	0	0	0	-12,105
(C)	Discretionary Transfer to Replacement Reserve	0	0	0	0	0	0
(D)	Estimated Ending Balance	74,053	68,848	68,848	68,848	68,848	N/A

NOA Capital Replacement Reserve Fund (RRF)		2015	2016	2017	2018	2019	2015-2019 Total
(E)	Beginning Balance	310,973	308,925	314,410	310,795	256,495	N/A
(F)	Annual Transfer from Building Operating Fund	41,900	41,900	41,900	41,900	41,900	209,500
(G)	Annual Interest Income	7,212	5,405	5,345	4,410	4,354	26,727
(H)	Annual Capital Replacement Expenditures	-51,160	-41,820	-50,860	-100,610	-49,510	-293,960
(I)	Discretionary Transfer from Stabilization Reserve	0	0	0	0	0	0
(J)	Estimated Ending Balance	308,925	314,410	310,795	256,495	253,240	N/A



REPORT TO CAPITAL REGION HOUSING CORPORATION BOARD OF DIRECTORS FEBRUARY 2, 2016

SUBJECT Capital Region Housing Corporation Delegation of Authority and Signing Authority Policy

ISSUE

To amend the Delegation of Authority and Signing Authority Policy (Appendices A and B) to create operational efficiencies and to align with the Capital Regional District (CRD) Procurement Policy, 2015 (Appendix C).

BACKGROUND

As part of the overall administration of the Capital Region Housing Corporation (CRHC) within the governance framework of the CRD, the Delegation of Authority and Signing Authority Policy requires revision to reflect changes to authorities and responsibilities. Procurement transactions must be within the scope of the Board approved annual financial plan and must only be initiated and executed by persons authorized to acquire and purchase goods and services by the CRHC Delegation of Authority and Signing Authority Policy.

While attempting to place short-term investments, it was noted that the system required approval by Board signing authorities in order to finalize transactions. This is not consistent with the CRD Procurement Policy and in October 2015, the CRHC Board directed staff to review the CRHC Delegation of Authority and Signing Authority Policy to ensure that the policy is efficient and accountable and meets the needs of the CRHC.

In reviewing the policy, staff identified other areas of inconsistencies with the CRD Procurement Policy, 2015 which has resulted in the following recommended changes to the CRHC Delegation of Authority and Signing Authority.

- Alignment of signing authorities for Leases and Land Acquisitions with the CRD Procurement Policy, 2015
- Alignment of signing authorities for Contracts with the CRD Procurement Policy, 2015
- Alignment of signing authorities for Investments with the CRD Procurement Policy, 2015
- Inclusion of Electronic Financial Transaction (EFT) and wire transfer in payment processing.

The amended policy is attached in Appendix A with changes indicated in red. For information and comparison, the policy from 2013 is attached as Appendix B.

ALTERNATIVES

1. That the Board of Directors approves the Capital Region Housing Corporation Delegation of Authority and Signing Authority policy as amended in the attached document – February 2, 2016.
2. That the Board of Directors refers back to staff for more information.

FINANCIAL IMPLICATIONS

The majority of financial and contractual transactions processed by CRHC staff is of a routine nature and are reviewed and approved by senior CRHC staff and CRD Finance Staff. Larger transactions and transactions not identified and approved in the CRHC annual budget process are subject to CRHC Board approval and signature by one or two members of the Executive Committee.

CONCLUSION

The purpose of the policy amendments is to create efficiencies within the practices of signing of documents as well as to align the CRHC Delegation of Authority and Signing Authority Policy with the CRD Procurement Policy, 2015.

RECOMMENDATIONS

That the Board of Directors approves the Capital Region Housing Corporation Delegation of Authority and Signing Authority policy as amended in the attached document – February 2, 2016.



Christine Culham
Senior Manager
Capital Region Housing Corporation



Kevin Lorette, P.Eng., MBA
General Manager
Planning and Protective Services
Concurrent

CC/tt

Attachments: Appendix A - Capital Region Housing Corporation Delegation of Authority and Signing Authority Policy, 2016
Appendix B - Capital Region Housing Corporation Delegation of Authority and Signing Authority Policy, 2013
Appendix C – Capital Regional District Procurement Policy, 2015

**CAPITAL REGION HOUSING CORPORATION,
DELEGATION OF AUTHORITY & SIGNING AUTHORITY**
February 2, 2016

	DOCUMENT	APPROVING AUTHORITY	SIGNEE	COMMENTS
1	Leases (Value under \$100,000)	CAO, GM	Senior Manager or Designate	Office and maintenance equipment
	Leases (Value over \$100,000)	Board of Directors	Executive Committee (any 2)	Land, vehicles, accommodation
	Land Acquisition/Disposal/Use	Board of Directors	Executive Committee (any 2)	Legal documents relating to: purchases, easements, rights-of-way, encroachment agreements, restrictive covenants, etc.
2	Contracts Under \$200,000	CAO	Senior Manager or Designate	Expenditures within budget approval.
	Contracts under \$100,000	GM	Senior Manager or Designate	Expenditures within budget approval.
	Contracts under \$50,000	Senior Manager or Designate	Senior Manager or Designate	Expenditures within budget approval.
	Contracts over \$200,000 (or in excess of approved budgets)	Board of Directors and GM	Executive Committee (any two)	New construction, acquisition of goods & services (painting, floor coverings, garbage disposal)
	Mortgage Documents	Board of Directors	Executive Committee (any 2)	Mortgage Commitment Letter, Mortgage, Modification of Mortgage, Mortgage Loan Renewal Authorization
3	Operating Agreement	Board of Directors	Executive Committee (any 2)	Operating Agreement, Amendments
	Contract Management	Senior Manager or Designate	Senior Manager or Designate	Examples - Progress Claims, Change Orders, consultants
	Tenancy Agreements	Senior Manager or Designate	Senior Manager or Designate	Tenancy Agreement, Application for Rent Subsidy
	Utility Agreements	Senior Manager or Designate	Senior Manager or Designate	Telephone, hydro, gas, oil, cablevision, water
	Investment Account	Senior Manager and CRD Manager Financial Planning and Executive Committee (any 1)	2 signaturs: Senior Manager or Designate and Executive Committee (any 1);	
INVESTMENTS	Investment Transactions	Senior Manager and CRD Manager Financial Planning	2 signaturs: Senior Manager or Designate and CRD Manager FP or CRD Senior Manager Finance	CRD Manager FP (Financial Planning) & CRD Senior Manager Finance have signing authority at MFA to facilitate transactions.
	Purchasing Card	Senior Manager or Designate	Senior Manager or GM	Travel expenses, on-line purchasing
	Request for Payment under \$50,000	Senior Manager or Designate	Senior Manager or Designate	All costs within approved budgets or contracts previously approved by the Board of Directors. Approvals for payment & cheque requisitions are separate from cheque signing authority
4	Request for Payment over \$50,000	Senior Manager or Designate and Sign-off by GM	Senior Manager or Designate	
	Cheque Signing, EFT or Wire Transfer (Less than \$50,000)	Applicable Authorization	Senior Manager or Designate	Applies to manual signature or electronic signature.
	Cheque Signing, EFT or Wire Transfer (Over \$50,000)	Applicable Authorization	2 signaturs: Senior Manager or Designate, and CRD Senior Manager, Finance or designate	
	Authorization to Post Existing Union Position	Senior Manager and GM	Senior Manager and GM	
5	Authorization to Post a New FTE, either exempt or union	GM and CAO and CRD Board	GM	
	Dismissal of a Union Employee	Manager or Senior Manager and GM with CRD HR		
	Dismissal of Exempt Employee	CAO with CRD HR		
HUMAN RESOURCES				

**Executive Committee is comprised of the President, Vice President and Secretary/Treasurer
GM is General Manager - CRD Planning & Protective Services, CAO is Chief Executive Officer, CRD

**CAPITAL REGION HOUSING CORPORATION
DELEGATION OF AUTHORITY & SIGNING AUTHORITY
July 23, 2013**

	DOCUMENT	APPROVING AUTHORITY	SIGNEE	COMMENTS
1	LEASES AND LAND ACQUISITION			
	Leases (Value under \$50,000)	Senior Manager or Designate (if within approved budget)	Senior Manager or Designate	Office and maintenance equipment
	Leases (Value over \$50,000)	Board of Directors and GM	Executive Committee (any 2)	Land, vehicles, accommodation
	Land Acquisition/Disposal/Use	Board of Directors	Executive Committee (any 2)	Legal documents relating to: purchases, easements, rights-of-way, encroachment agreements, restrictive covenants, etc.
2	CONTRACTS			
	Contracts Under \$50,000	Senior Manager	Senior Manager or Designate	Expenditures within budget approval.
	Contracts over \$50,000 (or in excess of approved budgets)	Board of Directors and GM	Executive Committee (any two)	New construction, acquisition of goods & services (painting, floor coverings, garbage disposal)
	Mortgage Documents	Board of Directors	Executive Committee (any 2)	Mortgage Commitment Letter, Mortgage, Modification of Mortgage, Mortgage Loan Renewal Authorization
	Operating Agreement	Board of Directors	Executive Committee (any 2)	Operating Agreement, Amendments
	Contract Management	Senior Manager or Designate	Senior Manager or Designate	Examples - Progress Claims, Change Orders, consultants
3	AGREEMENTS			
	Tenancy Agreements	Senior Manager or Designate	Senior Manager or Designate	Tenancy Agreement, Application for Rent Subsidy
	Utility Agreements	Senior Manager or Designate	Senior Manager or Designate	Telephone, hydro, gas, oil, cablevision, water
	Investment Transactions (MFA & Banks)	Senior Manager and CRD Manager Financial Planning; Board updated at next meeting	Banks - 2 signatures: Senior Manager or Designate and Executive Committee (any 1); MFA - 2 signatures: Senior Manager or Designate and CRD Manager FP or CRD Senior Manager Finance	CRD Manager FP (Financial Planning) & CRD Senior Manager Finance have signing authority at MFA to facilitate transactions.
4	PAYMENT PROCESSING			
	Purchasing Card	Senior Manager or Designate	Senior Manager or GM	Travel expenses, on-line purchasing
	Request for Payment under \$50,000	Senior Manager or Designate	Senior Manager or Designate	All costs within approved budgets or contracts previously approved by the Board of Directors. Approvals for payment & cheque requisitions are separate from cheque signing authority
	Request for Payment over \$50,000	Senior Manager or Designate and Sign-off by GM	Senior Manager or Designate	
	Cheque Signing (Less than \$50,000)	Applicable Authorization	Senior Manager or Designate	Applies to manual signature or electronic signature.
5	HUMAN RESOURCES			
	Cheque Signing (Over \$50,000)	Applicable Authorization	2 signatures: Senior Manager or Designate, and 1 of Executive Committee or CRD Manager Financial Planning	
	Authorization to Post Existing Union Position	Senior Manager and GM	Senior Manager and GM	
	Authorization to Post a New FTE, either exempt or union	GM and CAO and CRD Board	GM	
	Dismissal of a Union Employee	Manager or Senior Manager and GM with CRD HR		
	Dismissal of Exempt Employee	CAO with CRD HR		

**Executive Committee is comprised of the President, Vice President and Secretary/Treasurer
GM is General Manager - CRD Planning & Protective Services, CAO is Chief Executive Officer, CRD



Making a difference...together

CAPITAL REGIONAL DISTRICT

CORPORATE POLICY

Section	Finance	
Subsection	Policies	(policy #)
Title	PROCUREMENT POLICY AND PROCEDURES	

1. POLICY

This policy will ensure that all goods, services and construction will be acquired in a competitive, fair and open manner that

- is efficient, accountable and maximizes value;
- supports the Capital Regional District's commitment to sustainability; and
- meets the requirements of the *Community Charter*, the *Local Government Act*, the Agreement on Internal Trade (AIT), the New West Partnership Trade Agreement (NWPTA) and public sector procurement standards and competitive bidding law.

2. PURPOSE

This policy outlines authorization and competition requirements for procuring goods, services and construction for the Capital Regional District (CRD), the Capital Regional Hospital District (CRHD) and the Capital Region Housing Corporation (CRHC) (collectively, "**CRD**").

3. MANAGEMENT OF THE POLICY

This policy is managed by the Finance and Technology Department. Any and all modifications to this policy subsequent to implementation must be reviewed and approved by the Executive Leadership Team. Purchasing and supply management activities at the CRD are decentralized by divisions (service), and staff in those divisions are responsible for acquiring goods, services and construction for all operational and capital requirements in accordance with the terms of this policy.

4. SCOPE

This policy applies to all CRD services (functions) and to all acquisitions and purchases made by CRD officers, employees and volunteers. Specific exemptions are set out in section 9 below.

5. DEFINITIONS

Appendix A establishes definitions for terms used in this policy.

6. AUTHORITY FOR PROCUREMENT TRANSACTIONS

Procurement transactions must be within the scope of the Board approved annual financial plan and must only be initiated and executed by persons authorized to acquire and purchase goods and services by the CRD Delegation Bylaw ("**Authorized Staff**").

Authorized Staff must only authorize procurement transactions that are within the signing authority limits set out in the CRD Delegation Bylaw. The signing authority limits are summarized in the following table:

Position	Signing Authority Limit
Chief Administrative Officer	\$200,000
General Managers Project Director – Core Area Wastewater Treatment Program	\$100,000
Staff/volunteers	Subject to the approval of the applicable GM or the GM, Finance and Technology: The <u>lesser</u> of \$50,000 or the amount set out on a signing authority form held by the Department of Finance and Technology

Refer to the “Awarding and Execution of Contracts and Agreements” policy attached as Appendix C for more information on delegation and conditions for exercising delegated authority.

7. PROCUREMENT THRESHOLDS AND METHODS

The CRD’s primary goal in the procurement process is to attain best value using processes that are competitive, open, transparent and non-discriminatory. Where possible, the CRD will give preference to the purchase of goods, services and construction that minimize adverse environmental impacts and greenhouse gas emissions and that promote recycling, re-use and reduction of waste. This preference will be incorporated into bid, proposal and tender documentation and evaluation criteria where applicable.

The method of CRD procurement is based on the dollar value and the nature of the specific procurement transaction, ensuring that the cost and time associated with using a competitive process is proportionate to the benefit received.

Procurement methods must be selected in accordance with the following table and the procedures set out in Appendix B to this policy:

Estimated Transaction Cost	Method
<i>Goods and Services</i>	
Less than \$5,000	Low Value Process
Less than \$10,000	Informal Quotation Process
\$10,000 to \$75,000	Written Quotation Process <i>or</i> Formal Competitive Process (RFP, ITQ, RFSO)
Greater than \$75,000	Formal Competitive Process (RFP, ITQ, RFSO)
<i>Construction</i>	
Less than \$200,000	Written Quotation Process <i>or</i> Formal Competitive Process (RFP, ITT)
Greater than \$200,000	Formal Competitive Process (RFP, ITT)

Note: Multi-year agreements are dollar value accumulative and shall be subject to the thresholds listed above.

The requirement for competitive purchasing may be waived by a GM or the CAO and replaced with negotiations by staff under the circumstances set out in section 8 of Appendix B.

8. CONTRACTUAL AGREEMENTS

Authorized Staff are responsible for determining whether it is in the best interests of the CRD to establish a written contract with a supplier. The following factors should be taken into consideration:

- P-Cards should be used for straightforward purchases and only in accordance with the policies and procedures established by the Department of Finance & Technology.
- A purchase order may be used when the resulting contract is straightforward and will contain the CRD's standard purchase order terms and conditions.
- A written contract is to be used when the arrangement is complex or when terms and conditions are required that are not in the CRD's standard purchase order, including, but not limited to: contract security, performance monitoring, insurance, WorkSafe BC compliance and project schedules.
- A written contract must be used where the procurement method selected requires the use of CRD-approved templates (as set out in Appendix B).

Where it is determined that a written contract is required, the contract must be executed in accordance with the "Awarding and Execution of Contracts and Agreements" policy attached as Appendix C.

9. GENERAL

Late Bids. Submissions not received by the stated closing time and date will be rejected. The CRD will identify the timing device to be used.

Procurements That Exceed Budget. A bid that is accepted under the procedures set out must not exceed the amount that is included for that purpose, specifically or generally, in a budget approved by the Board. Where the bid was not accepted solely due to exceeding budget, the General Manager of the division, must either recommend rejection, revision of the requirements sufficient to reduce the cost to within budget or request approval from the Board for the transfer of additional revenues sufficient to fund the bid amount.

Unsolicited Proposals. Unsolicited proposals received by the CRD will be reviewed by Authorized Staff in the applicable division. Any procurement activity resulting from the receipt of an unsolicited proposal must comply with the provisions of this policy. A contract resulting from an unsolicited proposal will only be awarded on a non-competitive basis when the procurement requirements comply with the non-competitive procurement procedures described in Appendix B.

Identical Bids.

- 1) If identical lowest bids are received, each of which are less than the signing authority of the General Manager of the division and all other criteria are equal (delivery, service, performance, security of supply and price), the successful bid must be chosen by the drawing of lots under the General Manager's supervision.
- 2) The General Manager of the division is to recommend to the CAO for decision whether any bid should be accepted as the successful bid if the CRD receives identical lowest bids, each of which are more than the General Manager's signing authority but less than \$200,000.

- 3) If the CRD receives identical lowest bids each more than \$200,000, the General Manager of the division must make a recommendation for consideration and approval by the Board.

Increase to an Existing Contract or Purchase Order. Increases to the value of an existing contract or purchase order must only be approved by the Authorized Staff person that approved the award and only if the total amount of the contract or purchase order, including the increase, is within that Authorized Staff person's signing authority limit.

Purchase Standardization. All CRD divisions shall co-operate in the purchase of supplies by simplifying and standardizing like requirements, wherever possible. Every effort should be made to reduce the types and kinds of products used to the smallest number (i.e., considering equivalents or any alternatives suggested) in order to minimize investment.

Co-operative Purchasing. Savings likely to be achieved through purchasing goods and services jointly with other government bodies should be pursued. This policy provides the authority to Authorized Staff to participate with other government agencies or public authorities in cooperative acquisition ventures when it is in the best interests of the CRD. In such cases, the procedures set out by the agency responsible for the venture will be followed and not the procedures set out in this Policy.

Financial Security. The purchaser may require financial security from potential suppliers if considered to be in the CRD's best interest. Additional information can be obtained from the Manager of Risk, Insurance & Contracts. Bonding is not required on every bid but it is advisable where there is a large liability or the value is over \$100,000.

Disposal of Surplus Goods. Management in service areas must dispose of all goods and equipment for which there is no longer a use, by any method considered to be in the CRD's best interest, including transfer to another CRD division, public auction, public tender, trade or negotiated sale. If the surplus goods cannot reasonably be sold by any of these means, the goods may be disposed of in such manner as deemed appropriate and may include donation to a not-for-profit agency.

Surplus goods may not be sold to any CRD employee except via public auction or tender. Goods valued at less than \$1,000 may be disposed of on the web through a silent auction.

Prohibitions. The following activities are prohibited:

- 1) Purchase by the CRD of any goods or services for personal use by or on behalf of any member of the Board, appointed officers or employees or their immediate families.
- 2) The division of a single purchase into multiple increments to circumvent policies or levels of authority.
- 3) Committing the CRD or entering into a procurement transaction without the appropriate authority to do so.

Conflict of Interest. No member of the Board, employee or volunteer shall have any direct or indirect pecuniary interest in any competitive bid or arrangement for the supply of goods, services or construction to the CRD, unless it is first disclosed by the person submitting the bid or supplying the goods, services or construction. All competitive bid documentation must include a section that requires suppliers to disclose any actual or potential conflicts of interest and existing business relationships it may have with the CRD, its elected or appointed officials or employees prior to submission of the bid.

WorkSafeBC. All contracts for service to be provided on CRD property require the contractor to provide proof of registration, where applicable, and remain in good standing with WorkSafeBC throughout the term of their contract. Contractors may be required to provide clearance letters before and after performing work for the CRD. In the event the contractor is not registered with WorkSafeBC, premiums applicable to the contract may be paid on the contractor's behalf.

Supplier Performance. Authorized Staff and the department responsible for a procurement transaction will maintain records of supplier performance. The information will be used to ensure contract compliance, to supplement a subsequent prequalification process or to justify a subsequent award to other than the low bidder where it can be demonstrated that such records are part of the evaluation process and criteria.

Supplier Debriefing. When a procurement transaction is awarded using a formal competitive process, unsuccessful suppliers are entitled to a debriefing upon request to obtain feedback on the strengths and weaknesses of their bid.

Insurance. All contracts for services to be provided on CRD property require the contractor to provide and maintain their own insurance coverage acceptable to the CRD, including but not limited to commercial general liability, auto, property/all risk and professional liability. The risk associated with each contract varies and accordingly the CRD may require additional factors, such as being named as an additional insured, cross liability clauses, waiver of subrogation, notice of cancellation and proof of coverage.

Freedom of Information and Protection of Privacy Act. This Policy is subject to the provisions of the *Freedom of Information and Protection of Privacy Act* with respect to the disclosure of information.

Exemptions. This procurement policy establishes the policies and practices applying to the purchase of all types of goods, services and construction with the exception of the following:

1. The borrowing and investing of money
2. The rental, lease, purchase and sale of property, land or accommodation
3. Memberships in professional and vocational associations and their publications and other professional and training activities
4. Health services and social services
5. Legal services
6. Procurements from a public body or non-profit organization
7. The hiring of contract employees
8. Goods and services purchased through provincial and federal corporate supply arrangements
9. The hiring of consultants – the hiring of consultants to provide professional consulting services is governed by the CRD Policy for Hiring Consultants

Approval Date:	April 9, 2015	Approved By:	ELT
1. Amendment Date:		Approved By:	
2. Amendment Date:		Approved By:	

3. Amendment Date:		Approved By:	
Next Review Date:		Reviewed By:	
Supersedes:	Procurement Policy, June 1, 2006		

Attachments

Appendix A – Definitions

Appendix B – Procurement Method Procedures

Appendix C – Policy “Awarding and Execution of Contracts and Agreements”

DEFINITIONS

“Acquire” or “Acquisition” means to obtain by any method, accept, receive, purchase, be vested with, lease, take possession, control or occupation of, and agree to do any of those things, but excludes expropriation, except by agreement under section 3 of the Expropriation Act;

“Bid” includes a proposal submitted in response to a Request for Proposal and a written formal offer, which may or may not be sealed, submitted in a particular form in response to an invitation to supply goods/services/construction, where the specifications and conditions of the goods or services are known and disclosed in the request;

“Board” means the board of the Regional District;

“Request for Qualifications” means a non-binding request to potential suppliers who wish to be considered for future RFP’s or other competitive purchasing processes to pre-qualify based on various factors including but not limited to expertise, experience, availability, prior performance, in order to avoid either buyer or supplier devoting resources to preparing and evaluating future RFP’s or competitive processes.

“Construction” means a construction, reconstruction, demolition, repair or renovation of a building, structure or other civil engineering or architectural work and includes site preparation, excavation, drilling, seismic investigation, the supply of products and materials, the supply of equipment and machinery if they are included in an incidental to the construction, and the installation and repair of fixtures of a building, structure or other civil engineering or architectural work, but does not include professional consulting services related to the construction contract unless they are included in the procurement;

“Contract” means a contract for the supply (by way of sale, conditional sale, lease or otherwise) of goods, services or construction, including a purchase order or other document evidencing the obligation, and any amendments;

“Contract Amendment” means any change to a term, condition or other Contract provision, including a Change Order;

“Dispose” or “Disposition” means to transfer by any method including assign, give, sell, grant, charge, convey, lease, divest, dedicate, release, exchange, alienate or agree to do any of those things;

“Formal Competitive Process” means a public procurement process that is competitive, open, transparent, non-discriminatory and compliant with the requirements of the AIT and NWPTA, and includes an ITQ, ITT, RFP, RFSO and RFQ;

“Invitation to Quote (ITQ)” means a process used to solicit bids or quotes from vendors for the provision of clearly specified goods or services. The bids received in response to an ITQ are evaluated primarily on price;

“Invitation to Tender (ITT)” means a process used to solicit bids from vendors for the provision of construction services where the specifications, terms, conditions and other details are set out in the invitation and the responsive bids are evaluated primarily on price, without further negotiations;

“Notice of Intent (NOI)” means a publicly advertised method to inform vendors a contract is to be directly awarded on the basis that there is only one suitable vendor to provide the good or service.

“Original Value” means the contract price or fees for services as at the effective date of the Contract, excluding taxes;

“Procurement” means the acquisition by any means, including by purchase, rental, lease or conditional sale, of goods, services or construction;

“Request for Expression of Interest (RFEOI)” means the buyer is interested in receiving information from suppliers on any products or services available to achieve a particular outcome and may issue an RFQ, RFP or ITT depending on the response. The RFEOI is used to survey the market for firms interested in responding to a tender or RFP from the buyer. RFEOI are not open for bidding;

“Request for Proposal (RFP)” means an invitation for providers of a product or service to bid on the right to supply that product or service where the requirement for goods or services cannot be definitively defined or specified or alternative solutions or offers are being solicited. Proposals are evaluated on predetermined criteria where the selection of a supplier may not be made solely on the basis of the lowest price;

“Request for Standing Offer (RFSO)” means an invitation for providers of a product or service to bid on the right to supply that product or service by way of a standing offer. A standing offer is an offer from a supplier to provide well-defined, readily available goods or services, as and when requested, at prearranged prices or on a prearranged pricing basis, which can be established at the outset, under set terms and conditions, and for a specific period of time.

“Signing Authority” means the approved levels of authority, as defined in the CRD Delegation Bylaw, to purchase goods or services on behalf of the CRD (see Signing Authority Form);

PROCUREMENT METHOD PROCEDURES**1. Low Value Process**Application

- 1.1 This method will be used for goods or services having a value less than \$5,000 and required for a one-time (non-repetitive) procurement.

Process

- 1.2 Before initiating the transaction staff and volunteers with sufficient signing authority must obtain approval of the applicable General Manager¹ ("GM") or the GM, Finance and Technology.
- 1.3 An informal quote or quotes (i.e. telephone, email, fax, letter) from known suppliers will be obtained. Competitive quotes should be obtained where possible.
- 1.4 Authorized Staff are responsible for ensuring that low value procurements are made at fair market value and all information relating to the procurement must be documented and maintained on file.
- 1.5 Authorized staff are responsible for selecting the payment tool appropriate for the transaction (refer to sections 8 and 9 of the Procurement Policy).

2. Informal Quotation ProcessApplication

- 2.1 This method will be used for goods or services having a value less than \$10,000 and required for a one-time (non-repetitive) procurement.

Process

- 2.2 Before initiating the transaction staff and volunteers with sufficient signing authority must obtain approval of the applicable GM or the GM, Finance and Technology.
- 2.3 Three informal quotes (i.e. telephone, email, fax, letter) will be obtained from known suppliers.
- 2.4 Authorized Staff are responsible for ensuring that the purchase or acquisition is made at fair market value and all information relating to the procurement must be documented and maintained on file.
- 2.5 Authorized staff are responsible for selecting the payment tool appropriate for the transaction (refer to sections 8 and 9 of the Procurement Policy).

¹ For the purposes of this Appendix, the term "General Manager" will include the Project Director – Core Area Wastewater Treatment Program, as the Project Director has the same signing authority level (\$100,000) as the General Managers.

3. Written Quotation Process

Application

- 3.1 This method will be used where:
 - 3.1.1 for goods or services, the value of the transaction is between \$10,000 and \$75,000,
 - 3.1.2 for construction, the value of the transaction is between \$10,000 and \$200,000,
 - 3.1.3 the transaction is for a one-time (non-repetitive) procurement of goods, services or construction; and
 - 3.1.4 the goods, services or construction required can be fully defined.
- 3.2 Authorized Staff may determine that it is appropriate to use a formal competitive process instead of the written quotation process even though the value of the transaction is less than \$75,000 (for goods or services) or \$200,000 (for construction). In such a case, Authorized Staff will, in accordance with the provisions of this Appendix, use an Invitation to Quote (goods and services only), Invitation to Tender (construction only) or a Request for Proposals (goods, services or construction).

Process

- 3.3 The upper limit of staff and volunteer signing authority is \$50,000. Staff and volunteers with sufficient signing authority must only initiate transactions under the \$50,000 limit, and only after obtaining approval of the applicable GM or the GM, Finance and Technology. Transactions over \$50,000 may be initiated after receiving the following approvals:
 - 3.3.1 for acquisitions over \$50,000 but not exceeding \$100,000, approval of a GM or the CAO;
 - 3.3.2 for transactions over \$100,000 but not exceeding \$200,000, approval of the CAO.
- 3.4 Where a GM or the CAO approves the initiation of a written quotation process, the applicable GM or CAO is responsible for the execution of the transaction, which includes making key decisions, approving the award and executing all required documentation.
- 3.5 Written quotes will be obtained as follows:
 - 3.5.1 three (3) written bids obtained from three (3) separate potential suppliers;
 - 3.5.2 all suppliers will receive the same quotation written information; and
 - 3.5.3 all bid documentation will be retained by the Authorized Staff person in Department files to be held in accordance with CRD records retention policies.
- 3.6 Authorized Staff are responsible for selecting the supplier on the basis of best value to the CRD.

3.7 Authorized Staff are responsible for ensuring that the purchase or acquisition is formalized in a written contract, where appropriate (in accordance with section 8 of the Procurement Policy).

4. Invitation to Quote (ITQ)

Application

4.1 This method should be used where

4.1.1 the procurement is for goods or services and the value of the transaction exceeds \$75,000; and

4.1.2 the requirement can be fully defined such that the primary competing factor is price (i.e. the solution(s), specification(s), performance standard(s) and timeframe(s) are known).

4.2 This method may be used where the value of the transaction is less than \$75,000 and the other criteria set out in section 4.1 are met.

4.3 Authorized Staff may issue a Request for Proposals instead of an Invitation to Quote where, in accordance with section 6 of this Appendix, Authorized Staff determine that a Request for Proposals would be more appropriate in the circumstances.

4.4 For clarity, this method must not be used for construction procurement transactions (the Invitation to Tender process is used for construction transactions – see section 5 of this Appendix).

Process

4.5 The upper limit of staff and volunteer signing authority is \$50,000. Invitations to Quote must only be initiated as follows:

4.5.1 for acquisitions under \$50,000, by Authorized Staff (subject to the approval of the applicable GM or the GM, Finance and Technology);

4.5.2 for acquisitions estimated to be over \$50,000 but not exceeding \$100,000, on written approval from the applicable GM or CAO;

4.5.3 for acquisitions estimated to be over \$100,000 but not exceeding \$200,000, on written approval of the CAO; or

4.5.3 for acquisitions estimated to be over \$200,000, on approval of the Board by way of a Board resolution authorizing the Invitation to Quote.

4.6 Invitations to Quote will be issued in the same manner as an Invitation to Tender and will follow the procedures set out in sections 5.6 to 5.9 of this Appendix.

4.7 On receipt of quotations from respondents, the competitive bid will be reviewed in accordance with the terms of the Invitation to Quote.

- 4.8 Staff will forward to the GM of the responsible department a summary of the procurement and recommend an award of contract to the supplier that meets all the mandatory requirements and provides the best value as stipulated by the ITQ.
- 4.9 Following review by the applicable GM, a summary of the procurement and the recommendation of award will be forwarded as follows for final approval of award,
 - 4.9.1 for awards within the signing authority limit of Authorized Staff, to the responsible staff person;
 - 4.9.2 for awards above \$50,000 but below \$100,000, to the applicable GM or CAO;
 - 4.9.3 for awards above \$100,000 but below \$200,000, to the CAO;
 - 4.9.4 for awards above \$200,000, to the Board.
- 4.10 Written notification regarding a procurement award and all supporting documentation is to be kept in the procurement file.

5. Invitation to Tender

Application

- 5.1 An Invitation to Tender must be used where:
 - 5.1.1 the procurement is for construction and the value of the transaction is \$200,000 or greater; and
 - 5.1.2 the specifications are adequately defined to permit the evaluation of tenders against the clearly stated criteria.
- 5.2 An Invitation to Tender may be used where the procurement is for construction and the value of the transaction is less than \$200,000.
- 5.3 Authorized Staff may issue a Request for Proposals instead of an Invitation to Tender where, in accordance with section 6 of this Appendix, Authorized Staff determine that a Request for Proposals would be more appropriate in the circumstances.
- 5.4 For clarity, this method must not be used for goods and services procurement transactions (the Invitation to Quote process is used for goods and services transactions – see section 4 of this Appendix).

Process

- 5.5 The upper limit of staff and volunteer signing authority is \$50,000. Invitations to Tender must only be initiated as follows:
 - 5.5.1 for acquisitions under \$50,000, by Authorized Staff;
 - 5.5.2 for acquisitions estimated to be over \$50,000 but not exceeding \$100,000, on written approval from the applicable GM or CAO;

- 5.5.3 for acquisitions estimated to be over \$100,000 but not exceeding \$200,000, on written approval of the CAO; or
- 5.5.4 for acquisitions estimated to be over \$200,000, on approval of the Board by way of a Board resolution authorizing the tender call.
- 5.6 The department responsible for issuing the Invitation to Tender will review and determine the specifications, terms and conditions relevant to the acquisition and,
 - 5.6.1 for Invitations that require Board approval, the department responsible will make best efforts to provide a summary of this information to the Board at the meeting the Board considers the resolution to approve the initiation of the Invitation to Tender; and
 - 5.6.2 for Invitations that require GM or CAO approval, the department responsible will provide this information to the applicable GM or CAO before notice of the Invitation to Tender is issued.
- 5.7 Where a GM or the CAO approves the initiation of an Invitation to Tender, the applicable GM or CAO is responsible for the execution of the transaction, which includes making key decisions, approving the award and executing all required documentation.
- 5.8 All Invitations to Tender will be issued using standard CRD contracts and tender documentation.
- 5.9 Notice of an Invitation to Tender will be given by electronic posting on BC Bid and the CRD webpage, complemented, if appropriate, by other means of making the public and suppliers aware of the invitation. If the Invitation to Tender is issued out of a competitive pre-qualification process that was posted on BC Bid notice will only be given to successful respondents in a manner consistent with the pre-qualification documents.
- 5.10 The department responsible will evaluate the bids in accordance with the terms of the tender documentation and will recommend to Authorized Staff, the applicable GM, CAO or CRD Board (in accordance with section 5.11 of this Appendix) that the contract be awarded to the lowest compliant bidder.
- 5.11 Awards will be approved as follows:
 - 5.11.1 for tenders below \$50,000, by Authorized Staff;
 - 5.11.2 for tenders below \$100,000, by the applicable GM or CAO;
 - 5.11.3 for tenders above \$100,000 but below \$200,000, by the CAO; and
 - 5.11.4 for tenders above \$200,000, by the Board.
- 5.12 Written notification regarding a procurement award and all supporting documentation is to be kept in the procurement file.

6. Request for Proposals

Application

- 6.1 A Request for Proposals should be used for goods, services or construction where
 - 6.1.1 suppliers are invited to propose a solution to a problem, requirement or objective;
 - 6.1.2 the selection of the supplier is based on the effectiveness of a proposal or other criteria, rather than primarily on price alone;
 - 6.1.3 it is expected that negotiations with one or more bidders may be required with respect to any aspect of the requirement; or
 - 6.1.4 the requirement is best described in a general performance specification.
- 6.2 Where the requirement is not straightforward or an excessive workload would be required to evaluate proposals, either due to their complexity, length, number of any combination of factors, a multi-step process may be used that would include a pre-qualification stage to ensure the workload is a manageable level.
- 6.3 At the discretion of Authorized Staff, this method may be used where the value of the transaction is less than \$75,000 and the other criteria set out in section 6.1 are met.

Process

- 6.4 The upper limit of staff and volunteer signing authority is \$50,000. Staff and volunteers with sufficient signing authority must only initiate transactions under the \$50,000 limit, and only after obtaining approval of the applicable GM or the GM, Finance and Technology.
- 6.5 Requests for Proposals will be issued in the same manner as an Invitation to Tender and will follow the procedures set out in sections 5.5 to 5.9 of this Appendix.
- 6.6 A selection committee composed of staff from the responsible department will review all proposals against the established criteria and reach consensus on the final rating results and ensure that the final rating results with supporting documents are kept on the procurement file.
- 6.7 Staff will forward to the GM of the responsible department a summary of the procurement and recommend an award of contract to the supplier that meets all the mandatory requirements and provides the best value as stipulated by the Request for Proposal.
- 6.8 Following review by the applicable GM, a summary of the procurement and the recommendation of award will be forwarded as follows for final approval of award,
 - 6.8.1 for awards within the signing authority limit of Authorized Staff, to the responsible staff person;
 - 6.8.2 for awards above \$50,000 but below \$100,000, to the applicable GM or CAO;
 - 6.8.3 for awards above \$100,000 but below \$200,000, to the CAO;
 - 6.8.4 for awards above \$200,000, to the Board.

- 6.9 Written notification regarding a procurement award and all supporting documentation is to be kept in the procurement file.

7. Request for Standing Offer

Application

- 7.1 A Request for Standing Offer will be used where:
- 7.1.1 the same goods or services are repetitively ordered and the actual demand is not known in advance; or
 - 7.1.2 a need is anticipated for a range of goods and services for a specific purpose, but the actual demand is not known at the outset, and delivery is to be made when a requirement arises.

Process

- 7.2 Where the total value of goods or services required is estimated to be less than \$75,000 in a fiscal year, Authorized Staff will determine, in consultation with the appropriate GM, whether it is appropriate to issue a Request for Standing Offer in accordance with the above criteria.
- 7.3 Where the total value of goods or services required is estimated to be less than \$50,000 in a fiscal year, Authorized Staff will solicit bids from at least three (3) known suppliers who are qualified to supply the goods or services. Where the total value of goods or services required is estimated to be above \$50,000 but less than \$75,000, a GM or the CAO may authorize and be responsible for the solicitation of bids from at least three (3) known suppliers who are qualified to supply the goods or services.
- 7.4 Where the total value of goods or services to be purchased is estimated to be above \$75,000 in a fiscal year, a Request for Standing Offer will be issued in the same manner as an Invitation to Tender and will follow the procedures set out in sections 5.5 to 5.11 of this Appendix.
- 7.5 In a Request for Standing Offer, the expected quantity of the specified goods or services to be purchased over the time period of the agreement will be as accurate an estimate as practical and be based, to the extent possible, on previous usage.
- 7.6 More than one supplier may be selected where it is in the best interests of the CRD and the bid solicitation allows for more than one.
- 7.7 Where competition results in a large number of offers from vendors, Authorized Staff are authorized to negotiate lower unit rates with the highest ranked vendors in return for a reduction in the number of firms authorized to provide the goods or services or the offer of a firm contractual commitment by the CRD.
- 7.8 The time period specified to provide goods or services pursuant to a Request for Standing Offer will normally not extend beyond the end of the fiscal year in which the Request was issued. The time period may be extended beyond the end of the fiscal year on approval of the CAO or, for Requests with a total value estimated to be over \$200,000, the Board.

- 7.9 Notwithstanding section 7.8, the bid documentation and accompanying contractual documentation may provide that the time period to provide goods or services may be extended beyond the end of the fiscal year at the mutual consent of the CRD and the supplier. This will not normally extend beyond a two-year period without re-issuing the Request for Standing Offer.
- 7.10 A call-up against a standing offer is considered to be an individual contract and the normal contract award prescribed limits apply, unless otherwise stated in the original approval document.

8. Non-Competitive Purchase Process

Application

- 8.1 The requirement for competitive purchasing may be waived by an applicable GM or the CAO and replaced with negotiations by staff under the following circumstances:
- 8.1.1 where competition is precluded due to the application of any Act or legislation or other legal consideration (such as patent rights/copyrights);
 - 8.1.2 where it can be demonstrated that only one supplier is able to meet the requirements of a procurement and a Notice of Intent has been issued;
 - 8.1.3 where the nature of the requirement is such that it would not be in the public interest to solicit competitive bids as in the case of security of confidentiality matters,
 - 8.1.4 where the possibility of a follow-on contract was identified in the original bid solicitation;
 - 8.1.5 where the requirement is for a utility for which there exists a monopoly;
 - 8.1.6 where the goods or services are urgently required and delay would be injurious to the public interest;
 - 8.1.7 where the procurement is from a public body or non-profit organization;
 - 8.1.8 where the value of a transaction for goods or services is less than \$75,000 and the applicable GM or CAO has determined that a competitive process would not be practical and has given written approval for the acquisition;
 - 8.1.9 where the value of a transaction for construction is less than \$100,000 and the applicable GM has determined that a competitive process would not be practical and has given written approval for the acquisition; or
 - 8.1.10 where the value of a transaction for construction is less than \$200,000 and the CAO has determined that a competitive process would not be practical and has given written approval for the acquisition.

- 8.2 Approval of a non-competitive transaction must be within the signing authority of the person approving the transaction.
- 8.3 Staff should not seek Board approval for a non-competitive transaction in excess of \$200,000 without first seeking appropriate advice on whether the transaction is compliant with applicable trade agreements and procurement law principles.

Process

- 8.4 When staff or volunteers wish to use a non-competitive purchase process staff will provide the CAO or applicable GM with the rationale that warrants a non-competitive selection for approval and will obtain the CAO's or applicable GM's written approval before proceeding. If the amount of the proposed non-competitive purchase is over \$200,000, the Board must approve the transaction.
- 8.5 The supplier in whom the CRD has the greatest confidence to fulfill the requirement and provides for fair market value will be selected. Awards will be approved as follows:
 - 8.5.1 for awards under \$100,000, by the CAO or an applicable GM;
 - 8.5.2 for awards over \$100,000 but under \$200,000, by the CAO;
 - 8.5.3 for awards over \$200,000, by the Board.

9. Request for Qualifications

- 9.1 A Request for Qualifications may be conducted in any procurement transaction for goods, services or construction to determine qualified suppliers that may bid on a subsequent procurement process undertaken by the CRD. A Request for Qualifications may be used in the following circumstances:
 - 9.1.1 the work requires a stipulated performance and experience level or requires elements of confidentiality or security; or
 - 9.1.2 the value and complexity of the work is such that the contract administration costs (work inspection, follow-up, delay) would result in substantial additional costs or loss to the CRD if the work is not performed as required; or
 - 9.1.3 to build supplier interest to determine if there are enough suppliers to justify a full Request for Proposal process or other formal competitive process.

Process

- 9.2 Staff and volunteers with sufficient signing authority must only initiate transactions under the \$50,000 limit, and only after obtaining approval of the applicable GM or the GM, Finance and Technology.
- 9.3 For transactions that are estimated to be above \$75,000, a Request for Qualifications will be issued in the same manner as an Invitation to Tender and will follow the procedures set out in sections 5.5 to 5.11 of this Appendix.

- 9.4 A selection committee composed of staff from the responsible department will review all submissions against the criteria established in the Request for Qualifications and will reach consensus on the final rating results and ensure that the final rating results with supporting documents are kept on the procurement file.
- 9.5 The final rating results will be forwarded for approval in the same manner as a Request for Proposals award approval and will follow the process set out in section 6.8 of this Appendix.
- 10. Other**
- 10.1 There may be other procurement methods or tools not described in this Appendix that may be appropriate for any given transaction (including, for example, a Request for Expression of Information or Request for Information).
- 10.2 Authorized Staff may use a method not listed in this Appendix for transactions within their signing authority limit with the approval of the applicable GM.
- 10.3 Staff may bring forward for approval methods not listed in this Appendix for transactions outside of their signing authority as follows:
- 10.3.1 for transactions with an estimated value of less than \$100,000, to the applicable GM or CAO;
- 10.3.2 for transactions with an estimated value of more than \$100,000 but less than \$200,000, to the CAO;
- 10.3.3 for transactions with an estimated value of more than \$200,000, to the Board.
- 10.4 When staff wish to use a method not listed in this Appendix, staff will provide the rationale that warrants the process proposed and a description of the process proposed when seeking approval in accordance with 10.3 above.



Making a difference...together

CAPITAL REGIONAL DISTRICT

CORPORATE POLICY

Section	<i>Administration</i>	
Subsection	Policies, Procedures, Manuals	(policy #)
Title	AWARDING AND EXECUTION OF CONTRACTS AND AGREEMENTS	

POLICY:

This policy outlines the authority and responsibilities of Capital Regional District officers and employees with regard to executing and reviewing contracts, agreements and land agreements.

PURPOSE:

The purpose of this policy is to ensure that contracts, agreements and land agreements are executed by the appropriate signing authority(ies) in accordance with the CRD Delegation Bylaw and to establish procedures to ensure that all documents are subject to a consistent review process prior to execution.

RESPONSIBILITIES:

Legislative and Information Services has the responsibility for the control, coordination and implementation of the policy after it has been approved by the Executive Leadership Team.

The "Procedure" section below sets out specific staff responsibilities relating to document execution.

SCOPE:

This policy applies to all of the CRD.

DEFINITIONS:

In this policy:

"Contract" means any document for the supply of goods or services that incurs a commitment or payment on the part of the CRD.

"Document" means and includes agreements, contracts and land agreements.

"Agreement" means any written arrangement between the CRD and a third party respecting the CRD's activities, works or services that obligates the CRD to a course of action or set of responsibilities beyond a commitment to purchase goods or services. Agreements include, but are not limited to, the following types of documents:

- Funding/Contribution Agreements
- Memorandums of Understanding
- Advertising Agreements
- Cost sharing Agreements

- Protocol Agreements
- Service Fee Agreements
- Service Agreements (where the CRD is the party providing services)
- Partnership Agreements
- Grant Applications or Grant Funding Agreements

“Land Agreement” means an instrument, deed or other agreement affecting title to or granting a right in relation to the use of real property and improvements including, but not limited to, the following:

- Transfer of fee simple interest in real property
- The creation, modification, assignment or release of a charge
- Licences of Occupation or Permits
- Lease agreements
- Covenants registrable under section 219 of the *Local Government Act*

“Public Authority” means any of the following:

- The government of Canada, British Columbia or another province (or any agent of them)
- A local government body, educational body or health care body
- A first nation
- A body in another province or country that provides local government services

“Signing Authority” means the legal authority delegated by the CRD Board under the CRD Delegation Bylaw to CRD employees, volunteers, organizational positions and commissions to enter into and execute agreements or contracts on behalf of the CRD Board.

PROCEDURE:

1. All contracts, agreements and land agreements must only be approved by the Board or by those persons authorized to do so under the CRD Delegation Bylaw (see the “Signing Authority” section below for information on authorization).
2. The following documents must be approved by the Board:
 - a) contracts that have a value greater than \$200,000;
 - b) land agreements that have a value greater than \$100,000;
 - c) agreements between the CRD and a public authority respecting the activities, works or services of a party to the agreement (with the exception of grant agreements, contracts or agreements entered into by CRD Commissions with approved signing authority, and agreements entered into by Fire Chiefs for wildfire suppression and the provincial emergency program).
3. Contracts, agreements and land agreements approved by the Board must be signed by the Board Chair and the Corporate Officer. Notwithstanding the foregoing, a document approved by the Board may be signed by an Electoral Area Director instead of the Board Chair and Corporate Officer where the document affects only the interests of the Electoral Area represented by that Director.
4. All agreements that are not contracts or land agreements (see above definitions) must be either approved by the Board or approved and executed by the CAO or General Manager, Finance and Technology.

5. All contracts must be initiated, negotiated and entered into in accordance with the CRD Procurement Policy.
6. All contracts, agreements and land agreements must be within budget and consistent with the approved annual Financial Plan.
7. All contracts, agreements and land agreements developed by staff (or consultants on behalf of staff) without the assistance of legal counsel must be drafted in the appropriate CRD document template. Legislative and Information Services will be responsible for providing advice to staff on the appropriate document form and will maintain a list of CRD-approved templates.
8. All contracts, agreements and land agreements must be forwarded to Legislative and Information Services for review before being sent to the other party(ies) for signing. Any proposed revisions to a CRD template must be tracked or detailed in a covering memo and provided to Legislative and Information Services at the time of review.
9. Where a document has been developed without the assistance of legal counsel, Legislative and Information Services will, in consultation with the department responsible, determine whether it should be sent to legal counsel for review having regard to the dollar value, nature and complexity of the transaction.
10. Contracts, agreements and land agreements will first be provided the other party(ies) for signature and then returned to the CRD for final signatures. Legislative and Information Services may authorize exceptions to this practice on a case-by-case basis, where circumstances require (such as agreements with senior levels of government).
11. The CRD department responsible for a contract, agreement or land agreement will ensure that the Agreement Stamp Configuration is applied to one originally signed copy of the document (or attached to the originally signed document on a separate page). Before the document is executed by the CRD, staff from the department responsible will initial the applicable sections of the Agreement Stamp Configuration in accordance with the guidelines set out in Appendix B. The department responsible will then forward the document to Legislative and Information Services. Legislative and Information Services will ensure any remaining sections of the Agreement Stamp Configuration are completed and will forward the document to the appropriate CRD signing authority for signature.
12. Where a contract or agreement has been approved by Board resolution a copy of the Board resolution is to be attached to the document prior to it being submitted to Legislative and Information Services for processing.
13. Legislative and Information Services will be responsible for preserving and retaining the original copies of all contracts and agreements and will maintain an electronic directory that will be indexed and accessible to other departments.

SIGNING AUTHORITY:

All contracts, agreements and land agreements must only be approved and executed by persons with authority to do so under the CRD Delegation Bylaw. The following table is a summary of the authority delegated by the Board:

Position(s)	Commitment	Limit	Other Conditions
All CRD officers, employees and volunteers	Contracts	the lesser of \$50,000 or the amount listed on their approved signing authority form held by the Financial Services Department	Subject to 1) CRD purchasing policies and procedures and 2) the approval of the applicable GM or the GM Finance and Technology
General Managers/Project Director	Contracts	\$100,000	Subject to CRD purchasing policies and procedures
CAO	Contracts	\$200,000	Subject to CRD purchasing policies and procedures
CAO, General Managers	Land agreements	\$100,000	Subject to CRD purchasing policies and procedures
CAO, General Manager of Finance and Technology	Agreements (excluding agreements with public authorities)		Subject to the approved financial plan
CAO, General Managers	Grant applications and agreements respecting the receipt and use of grants (including agreements with public authorities)	\$100,000	Where consistent with the approved financial plan
Fire Chiefs	Agreements for wildfire suppression and the Provincial Emergency Program		Subject to the approved financial plan

COMMISSIONS:

The following table is a summary of the authority delegated by the Board to CRD Commissions in the CRD Delegation Bylaw and the Core Area Wastewater Treatment Program Commission Bylaw:

Commission	Commitment	Limit	Other Conditions
Regional Water Supply Juan de Fuca Water Distribution Saanich Peninsula Water Saanich Peninsula Wastewater Peninsula Recreation	Agreements/contracts relating to the service administered by the Commission (including agreements with public authorities)	N/A	Provided that the revenue or expenditure is included in the approved annual financial plan
Regional Water Supply Juan de Fuca Water Distribution Saanich Peninsula Water Saanich Peninsula Wastewater	Land agreements	N/A	Provided that the revenue or expenditure is included in the approved annual financial plan and subject to

Peninsula Recreation			the District's purchasing policies and procedures
Core Area Wastewater Treatment	Contracts relating to the Program	N/A	Subject to the approved financial plan, CRD policies and procedures, section 3 and 4 of the Delegation Bylaw

1. All documents approved by a Commission must be signed by the Commission Chair and the applicable General Manager or in the case of the Core Area Wastewater Treatment Commission, the Commission Chair and the Project Director.
2. If a CRD Commission has not been delegated authority by the Board to enter into contracts, agreements or land agreements all documents relating to the service administered by the Commission must be approved by the CRD Board or entered into and executed by CRD officers or employees in accordance with this policy and the CRD Delegation Bylaw.

Approval Date:	April 9, 2015	Approved By:	ELT
1. Amendment Date:		Approved By:	
Next Review Date:		Reviewed By:	
Supersedes:	Execution of Contracts and Agreements Policy dated July 1990		

Attachments: Appendix A

Related Policy, Procedure or Guideline: CRD Procurement Policy, Capital Regional District Delegation Bylaw No. 1, 2001 (consolidated)

Agreement Stamp

The “Agreement Stamp Configuration” illustrated below shall be affixed to the signature page on one copy of every contract or agreement. In circumstances where the stamp cannot be affixed to the signature page, it will be affixed to a separate page that will be attached to the document. This is the copy that will be kept for CRD records.

Agreement Stamp Configuration

		Initial	Date
Content	Procurement		
	Financial Plan		
	Content		
GM Approval			
Form			
Authority			

All agreements and contracts shall be affixed with the “Agreement Stamp” with the appropriate boxes initialled before the document is executed by the CRD signing authority(ies).

Content

The three boxes under the Content section shall be initialled by the individual from the service area responsible for the generation and implementation of the document.

The following shall be taken into consideration:

- Procurement Policy: the appropriate CRD-approved procurement method was utilized to obtain the goods, services or construction (note: not applicable for agreements and land agreements).
- Financial Plan: the contract or agreement amount is within budget and is included in the approved annual Financial Plan.
- Content: the individual responsible has reviewed the document and is in agreement with the content of the document.

GM Approval

This box will be initialled by the General Manager (or designate) of the service area responsible for the generation and implementation of the document. In some cases the GM will initial both the Content and GM Approval sections.

Form

This box will be initialled by Legislative and Information Services. Legislative and Information Services will review the document to ensure that:

- The document is either in a CRD-approved template form or has been reviewed by legal counsel or the Legislative Services and Information Services department.
- The person that will be executing the document on behalf of the CRD has authority to do so under the CRD Delegation Bylaw.

Authority

Once initialled this box will indicate that the person initialling the document is satisfied that the other boxes have been initialled in accordance with this Appendix and that the document is ready for signature by the officer or employee named in the document. The box will be initialled as follows:

- For all documents to be signed by the Board Chair and Corporate Officer and all contracts and agreements to be signed by CRD staff other than the CAO: by the CAO or designate.
- For all documents to be signed by the CAO: by the Corporate Officer or designate.
- For all land agreements to be signed by staff other than the CAO: by the CAO or the GM, Finance and Technology (or their designates).

Defining Functions and Duties of Board Officers

Introduction

Section 14.2 of the CRHC Articles of Incorporation authorize the CRHC Board to define the functions, duties and powers of its officers as elected under section 14.1. I am not aware that previous Boards ever exercised this power. Certainly, when I was elected president in January, 2015, I was not apprised of any such resolutions and that was in some respects a problem since the role and responsibilities of the position were undefined. Not everyone elected to Board positions will have experience serving as a corporate officer and it would assist both new incumbents and CRHC staff if those roles were at least partially defined.

Be it resolved that:

The Officers of the Board of Directors of the Capital Region Housing Corporation shall carry out the following functions and duties:

President

Function To provide leadership for the CRHC by determining the need for affordable housing in the CRD and identifying opportunities through which the CRHC can meet that need.

Duties:

1. Within a few days after each Board meeting, receive and approve draft minutes from the Board's recording clerk and ensure that Board resolutions are accurately recorded and subsequently published on the CRHC's website.
2. Around the middle of each month, meet with Senior Manager to review operations, monitor implementation of past Board resolutions, and plan agenda for next month's meeting.
3. At least one week prior to meeting, review and approve draft agenda and staff reports for next month's meeting. Ensure Board members have sufficient information upon which to reach decisions on proposed resolutions.
4. Participate in meetings involving regional housing providers, and with municipal representatives on affordable housing issues, where useful.
5. Consult with Executive members on substantive operational and policy issues and on the development and constitution of Board committees.

Vice-President

Function: To provide leadership for the CRHC by identifying and pursuing resources within the community and beyond through which the CRHC can meet the need for affordable housing in the CRD.

Duties:

1. Perform the functions of the President upon request.

Secretary-Treasurer

Function: To provide leadership for the CRHC by ensuring that its financial and other resources are managed prudently so as to enable those resources to be leveraged to meet the need for affordable housing in the CRD.

Duties:

1. Meet with CRD and CRHC financial staff to review draft budgets prior to Board meetings.
2. Review and monitor CRHC long-term financial planning.
3. Ensure Board has appropriate financial information upon which to approve budgets and take other decisions having substantive financial impacts.

All Officers

Duties: All officers should extend an offer of assistance to the person succeeding them to help them orient to the role and responsibilities of the position and any current issues facing the CRHC.



CRHC

The Capital Region's Housing Corporation

REPORT TO CAPITAL REGION HOUSING CORPORATION BOARD OF DIRECTORS MEETING OF FEBRUARY 2, 2016

SUBJECT **LEBLOND STRATA - STRATA COUNCIL REPRESENTATIVES**

BACKGROUND

LeBlond Place is located in the Selkirk Waterfront development. This building includes 13 family townhouses, 28 apartments for seniors, a four-bedroom group for persons requiring 24 hour care, underground parking and a commercial office space.

The property was developed in partnership with Jawl Holdings Ltd., and is comprised of three strata lots under the Leblond Strata. Lot #1 is Capital Region Housing Corporation (CRHC) units and parking and represents 93.7%. Lot #2 is the commercial offices and Lot #3 is the residual parking and is owned by Jawl Holdings Ltd.

CRHC is responsible for the management of the strata including maintenance of the common areas and administration. Part of that administrative work includes preparation of the annual operating budget and compliance with the Act; specifically maintaining a replacement reserve and ensuring that the annual general meeting requirements are met.

By mutual agreement, the parties have decided to waive holding an annual general meeting, and in its place a resolution is prepared respecting the business of the AGM.

In 2006, the CRHC Board of Directors passed a resolution that deemed to appoint the Senior Manager and the Executive Committee as representatives of Lot #1 to the LeBlond Strata Council after each successive Annual General Meeting of the LeBlond Strata Council unless the appointments are revoked by resolution of the CRHC Board of Directors.

ALTERNATIVES

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.
2. That the Capital Region Housing Corporation Board of Directors revoke the appointment of the Senior Manager and Executive Committee and appoint new representatives.

RECOMMENDATIONS

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.

Christine Culham
Senior Manager
Capital Region Housing Corporation

Kevin Lorete, P. Eng., MBA
General Manager
Planning & Protective Services
Concurrent

Draft Terms of Reference for CRHC Task Force Examination of Possible Tenant Engagement Measures

February 2, 2016

Purpose: The primary purpose of the study is to identify ideas which might promote tenant engagement with CRHC operations and decision making.

A secondary purpose, particularly of the early phases, is to generate ideas which might be helpful for the planned tenant satisfaction survey.

Underlying Assumptions: The assumptions underlying the study are:

- (a) a more engaged tenant is likely to be a more constructive tenant and, therefore, a 'better' tenant;
- (b) a more engaged and constructive tenant is likely to be a more satisfied tenant;
- (c) it is in the CRHC's interest and, to some extent, a duty as a responsible landlord, to facilitate tenant engagement and satisfaction.

Method: The study will be carried out by a Board appointed Task Force. It is anticipated that the Task Force will generate some questions, pertinent to the purpose of the study, and pose these questions to selected tenants, either by questionnaire, interview or both.

As the emphasis is on idea generation rather than verification, the determination of where to target the enquiries, in terms of which groups of tenants, should be driven by the likelihood of a productive response rather than attempting to achieve statistical sampling validity.

At all times the Task Force will make it clear to tenant participants in the process that, while the study is generated by a genuine interest by the CRHC Board to examine the possibilities of greater tenant engagement, there should be no presumption that the Board will endorse any of the specific ideas generated.

Task Force Composition: The Task Force will comprise of two Board Directors (Carline and Braude); two tenants identified in the recent recruitment process; and the Senior Manager, Regional Housing (C. Culham).

Director Carline will be the Task Force Chair and Director Braude the Alternate Chair. A quorum of the Task Force shall be three but must include at least one of the directors.

No additions to or changes in the Task Force composition are contemplated nor could any be made without the consent of the CRHC Board.

Budget: The study has a zero dollars budget other than incidental expenses associated with meetings and report production.

Deliverables: The Task Force will produce a report responding to the purpose of the study, including a description of the process followed and the ideas generated.

Timing: The Task Force should aim to bring forward a report in May 2016. However, if no report has been made prior to October 2016 then a report on activities and progress shall be made at that time and the Board will determine accordingly whether the study should continue.



CRHC

The Capital Region's Housing Corporation

REPORT TO CAPITAL REGION HOUSING CORPORATION BOARD OF DIRECTORS MEETING OF February 2, 2016

SUBJECT OPERATIONAL BUSINESS PLAN 2016

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 2016.

BACKGROUND

The CRHC Board of Directors is responsible for the oversight of the operations of the CRHC. The CRHC Board of Directors guides the long term planning needed through the development of the Strategic Priorities.

In December 2015, the CRHC Board of Directors approved the CRHC 2016-2019 Strategic Priorities.

These goals are then turned into a business plan by senior CRHC staff that will guide the work of staff for 2016.

FINANCIAL IMPLICATIONS

Financial implications are identified during budget process.

CONCLUSION

CRHC staff has created an operational business plan to act as an organizational tool to keep us on track to meet our strategic priorities.

RECOMMENDATIONS

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

Christine Culham
Senior Manager
Capital Region Housing Corporation

Kevin Lorette, P.Eng., MBA
General Manager
Planning & Protective Services

ATTACHMENT: CRHC Operational Business Plan 2016

2016 CRHC Operational Plan

Priority Area	Goals	Objectives	Strategies	Timeline	Key Performance Indicators
Management	<i>Be a good and responsible landlord to those who rent accommodation with the CRHC</i>	<i>Ensure the CRHC is operating efficiently and effectively</i>	IT Business Review Phase 2	1 st -4 th quarter	a) Annual staff performance planning and evaluation b) Annual Board survey
			Performance Management	1 st and 4 th quarter	
			Coaching ongoing		
		<i>Maintain Financial Sustainability of the CRHC</i>	Develop and implement Board Survey	3 rd quarter	Increase net revenue by 1.5 % annually
			Long Term Financial and Asset Management Plan (LTFAMP)	1 st quarter	
			Social Financing	1 st quarter	
		<i>Ensure the CRHC Housing stock is adequately maintained</i>	Insurance Appraisals	2 nd quarter	Strive to complete one additional building envelope remediation by 2019
			Field Services Review	1 st quarter-4 th quarter	
			Michigan Square Redevelopment Strategy	4 th quarter	
			Perry Place Kitchen	2 nd quarter	
		<i>Maximize subsidized units</i>	Heathers BER	3 rd quarter	a) Review tenant eligibility policy in 2016 b) Maintain at least 70% rent geared to income in 42 Umbrella Operating agreement properties
			Review tenant eligibility policy	2 nd quarter	
		<i>Ensure Tenant satisfaction</i>	Develop Tenant Satisfaction Survey	1 st quarter	Implement a tenant satisfaction survey with an annual improvement in tenant satisfaction index
			Implement Tenant Satisfaction Survey	2 nd quarter	
Development	<i>Increase CRHC housing stock to benefit households in core housing need</i>	<i>Develop strategy to increase development capacity</i>	Develop corporate strategy to increase development capacity (financial resources/opportunities, internal corporate capacity, development strategy)	2 nd quarter	Adopt strategy by 2016
				3 rd quarter	
		<i>Develop priorities to address housing needs</i>	Analysis of need and where CRHC is best positioned to address gaps		
	<i>Implement strategy to increase housing for households in core housing need</i>	Implement Strategy	4 th quarter - 2019	Increase housing stock by at least 30 rent geared to income units by 2019	



**REPORT TO CAPITAL REGION HOUSING CORPORATION BOARD OF DIRECTORS
MEETING OF FEBRUARY 2, 2016**

SUBJECT TURNOVER AND VACANCY REPORT 2015

ISSUE

This report provides information on the activity and performance results in the areas of turnover, vacancy and move-ins for 2015 and to provide an update on the Fourth Quarter vacancy performance.

BACKGROUND

In 2015, one of the organizational objectives identified was to complete a review of the Vacancy Turnover Processes for Tenant Services and Maintenance and Facility Services and to identify areas for improvements.

The areas identified for improvement were: availability of contractors, coordinating increased volume of work at end of month, managing unit refusal, transfers, internal coordination and communication, and consistently reinforcing processes and standards. Staff are in the process of identifying solutions for integration into our current systems.

In the 2015 Third Quarter vacancy report presented to the Board of Directors in October, 2015, staff indicated that they had set a target to have an average days vacant for the Fourth Quarter of 2015 of 30 days vacant. Staff have met the target in the fourth quarter of 24.3 average days vacant.

Year	Period	Number of units vacant	Number of Days vacant	Average of days vacant
2015	October 1-December 31, 2015	18	437	24.3

Turnover

Turnover represents the move-out activity of tenants from the Capital Region Housing Corporation (CRHC) housing portfolio. The measurement for this activity is the number of move-outs, including internal transfers which occurred within the reporting period. As a result of the repair to the units, the volume of turnover has a significant financial impact on the operating and capital budgets.

Year	Period	Number of Turnovers Subsidized (913 units)	Number of Turnovers Non-Subsidized (373 units)	Total
2015	January 1, 2015-December 31, 2015	77	42	119
2014	January 1, 2014 – December 31, 2014	122	58	180

Vacancy

Vacancy activity is a key performance area and provides information on the occupancy level of the housing stock. This is also an area that the Canada Mortgage and Housing Corporation (CMHC) monitors and provides statistical data for municipalities, provinces and nationally. The performance indicator for this activity is the vacancy rate which is a snapshot in time of the number of units that are not occupied, not committed to a future tenant and incurring vacancy loss (no rental revenue at that point in time). As of December 2015, the CMHC has identified the current vacancy rate for Greater Victoria as 0.6%.

Year	Period	CRHC Vacancy Rate
2015	January 1, 2015-December 31, 2015	1.67%
2014	January 1, 2014 – December 31, 2014	2.44%

Another performance indicator is the number of days that units remain vacant across the portfolio. This indicator measures the time between a tenant being no longer responsible for renting the unit and a new tenant assuming the unit.

Year	Period	Days Vacant	Average days vacant
2015	January 1, 2015-December 31, 2015	8,155	68.5
2014	January 1, 2014 – December 31, 2014	11,870	66

Housed

The housed totals include applicants who have accessed housing through the Housing Registry; market rent tenants and internal transfers that were granted during the reported period.

Year	Period	Number of Households housed
2015	January 1, 2015-December 31, 2015	175
2014	January 1, 2014 – December 31, 2014	169

Internal Transfers

Internal transfers are guided through our Tenant Transfer Policy and address over housing (which is mandatory), mobility and accessibility issues, safety and medical considerations, and tenants who would like to move to accommodate employment, be closer to support systems and other life changes. Transfers represent approximately 10% of all tenants housed annually.

Year	Period	Number of Internal Transfers
2015	January 1, 2015-December 31, 2015	28
2014	January 1, 2014 – December 31, 2014	25

CONCLUSION

One of the objectives for staff in 2015 was to complete a Vacancy Turnover Processes Review to identify areas for improvement and to decrease the average number of days vacant. By the third quarter the annual average days vacant was at 76.5. This was decreased to 68.5 by the end of 2015 and staff met the target of 30 days vacant for the fourth quarter of 2015 at 24.3 average days vacant. The target for 2016 is to maintain an average of 30 days vacant for the year.

RECOMMENDATION

That the Capital Region Housing Corporation Board of Directors receives the 2015 Turnover and Vacancy report for information.



Christine Culham
Senior Manager
Capital Region Housing Corporation



Kevin Lorette, P.Eng., MBA
General Manager
Planning and Protective Services
Concurrence



**REPORT TO CAPITAL REGION HOUSING CORPORATION BOARD OF DIRECTORS
MEETING OF FEBRUARY 2, 2016**

SUBJECT PROPERTY MANAGEMENT REPORT
updated since the last report of December 1, 2015

BCH REGIONAL REGISTRY WAITLIST STATISTICS

Category	January 2016	December 2015	January 2015
Total Registry Units	3,299	3,299	3,245
Family	460	448	434
Seniors	579	569	521
Persons with Disabilities	367	368	370
Wheelchair Modified	56	53	57
Singles	44	41	30
Total	1,506	1,479	1,412

BUILDING ENVELOPE REMEDIATION & RELATED CAPITAL IMPROVEMENTS

The Heathers Building Envelope Remediation

Site meetings are held with the prime consultant RJC Engineering, the contractor Integrity Wall Systems and CRHC and BC Housing staff every other Tuesday.

Work is well underway on this site. The scaffolding is in place and the upper shingle portion of the roof is complete. The stucco has been removed at the front of the building and some areas of rot have been uncovered in the structural components of the walls and floor joists.

Common Area Carpet Replacement

This work completed in December 2015, at both Kings Place and James Yates Gardens.

Parry Kitchen Renovation

The work has commenced with the first weekly site meeting haven taken place on January 11 with the contractor Canpor, prime consultant D'Ambrosio Architecture, and CRHC staff. The contractor has stripped the suite which will be converted to the kitchen and has done so with a high level of cleanliness and little impact to the surrounding areas.

Royal Oak Square Roofing

Final completion is anticipated by late February.

ARBITRATIONS

Staff have filed for monetary charges of rent and carpet cleaning totaling \$1,280 for a past tenant at Grey Oak Square. The hearing is to take place March 30, 2016.

STAFF

Changes

Our Property Manager Paige Niederer resigned on December 11, 2015. An internal competition was held to find a replacement. The successful candidate was Kristin Kemle who has been with CRHC for the past nine years, with the last three years in the position of Property Assist.

The Clerk 3/Property Assist position is currently vacant. A competition for an internal applicant did not produce a successful candidate. We have currently posted the position externally, with a target date of January 25 to begin reviewing applications.

FINANCIAL REPORTING: CHEQUES OVER \$50,000

Vendor	Issued	Expenditure	Notes
Mac's Heating Limited	Nov. 24, 2015	\$73,973.00	Kings Boiler System Replacement
Empress Paint	Nov. 24, 2015	\$76,940.01	2015 Exterior Paint Contract
City of Victoria	Dec. 3, 2015	\$52,689.89	Water bills

CRD INSURANCE

Chris Grelson, Sr. Manager, Risk, Insurance and Facility Management provided CRHC's housing portfolio to CRD's property insurer, FM Global. FM Global's Underwriter advised that because of the quality of the risk involved (predominately wooden frame construction with no sprinkler protection) it is not something they would be able to insure as part of the CRD program.



Don Metcalf
Manager of Operations
Capital Region Housing Corporation



Christine Culham
Senior Manager
Capital Region Housing Corporation