



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

**AGENDA**

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9:30 a.m., Tuesday, October 4, 2016  
625 Fisgard St., Victoria  
Room 488

- |  | <u>Att. #</u> |
|--|---------------|
| 1. Approval of Agenda  |               |
| 2. Approval of Minutes of August 23, 2016  | 16-38         |
| 3. Meeting Times   |               |
| 4. Correspondence –Terms of Office for CRD Directors   | 16-39         |
| 5. Tenant Engagement Task Force Report   | 16-40         |
| 6. Property Management Report  | 16-41         |
| 7. Motion to Close the meeting in accordance with the Community Charter, Part 4, Division 3, Section 90 (1) a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality. |               |
| 8. Adjournment   |               |



**Minutes of a Meeting of the Capital Region Housing Corporation Board of Directors  
Held August 23, 2016 in Room 488, 625 Fisgard St, Victoria, BC**

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**PRESENT: Directors:** D. Screech (chair); D. Howe; J. Carline; C. Plant; R. Cooper; L. Helps;  
B. Braude  
**Staff:** K. Lorette; C. Culham; D. Metcalf; R. Loukes  
**Recorder:** K. Kusnyerik

The meeting was called to order at 9:31a.m.

**1. APPROVAL OF AGENDA**

It was **MOVED** by Director Helps, **SECONDED** by Director Howe  
To approve the agenda as circulated.

**CARRIED**

**2. APPROVAL OF THE MINUTES OF JUNE 28, 2016**

It was **MOVED** by Director Howe, **SECONDED** by Director Helps  
That the minutes of June 28, 2016 be approved as circulated.

**CARRIED**

**3. CORRESPONDENCE – Vergo LEED rating**

It was **MOVED** by Director Screech, **SECONDED** by Director Plant  
That staff prepare a CRD press release regarding the Vergo LEED rating.

**4. CRHC PORTFOLIO RENEWAL – Redevelopment and Development Strategy**

**Director Carline arrived at 9:34am**

It was discussed that the recommendation if approved would need to be brought forward to the Capital Regional District (CRD) board for their final approval due to the governance model around hiring of staff. R. Lapham advised that the recommendation would be expedited to the CRD board.

It was **MOVED** by Director Plant, **SECONDED** by Director Helps  
That the Capital Region Housing Corporation Board of Directors:

- a) Approves the CRHC Portfolio Renewal, Redevelopment and Development Strategy; and
- b) Approves the hiring of a Manager of Major Capital Projects for up to a term of 5 years (October 1, 2016-December 31, 2021).

**CARRIED**

**5. MORTGAGE RENEWAL – Cairns Park**

It was **MOVED** by Director Howe, **SECONDED** by Director Helps  
That the Capital Region Housing Corporation (CRHC) Board of Directors:

#### **10. CLOSE MEETING**

It was **MOVED** by Director Plant, **SECONDED** by Director Helps  
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."

**CARRIED**

The meeting was closed at 10:35a.m. and resumed in open session at 10:48a.m.

#### **11. ADJOURNMENT**

It was **MOVED** by Director Howe, **SECONDED** by Director Screech  
That the meeting be adjourned

The meeting was adjourned at 10:48 a.m.

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David Screech, Chair

---

Kristine Kusnyerik, Recorder



Making a difference...together

**Capital Regional District**

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September 27, 2016

File 0550-01

Ms. Christine Culham  
Senior Manager, Regional Housing  
Capital Region Housing Corporation  
631 Fisgard Street  
Victoria, B.C. V8W 1R7

Dear Ms. Culham:

**RE: Term of Appointment of CRD Directors to Capital Region Housing Corporation Board**

At its meeting of June 8, 2016, the Capital Regional District (CRD) Board considered the attached report from the CRD Governance Committee, dated June 1, 2016, entitled, Term of Appointment to Committees and Other Boards.

The CRD Board passed the following resolution regarding the term of appointment of CRD Directors to the Capital Region Housing Corporation (CRHC) Board:

"That the following organizations be requested to amend their governing documents to allow for a two-year term for the CRD Board representatives to coincide with the Local Government Election cycle:

- a. Capital Regional Housing Corporation
- b. Greater Victoria Labour Relations Association
- c. Royal McPherson Theatre Society (Councillor Directors)"

Would you please place this letter and the attached report before the CRHC Board for consideration of the above request. As noted in the staff report, this change to a two-year term of appointment, if approved, would require an amendment to the CRHC's Articles of Incorporation. The CRD Board would like to implement this change starting in January 2017 to align with the second half of the four-year election cycle.

Yours sincerely,

*S. M. Norton*

Sheila Norton  
Deputy Corporate Officer  
T 250.360.3127  
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E snorton@crd.bc.ca

Attachment

EXEC-1836782657-2485





## REPORT TO GOVERNANCE COMMITTEE MEETING OF WEDNESDAY, JUNE 1, 2016

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**SUBJECT**      **Terms of Appointment to Committees and Other Boards**

**ISSUE**

To review the terms of appointment to committees and other boards and societies.

**BACKGROUND**

At its meeting of May 3, 2016, the Governance Committee directed staff to provide a report on the implications of increasing the term of Directors of the Capital Regional Housing Corporation ("CRHC") and other CRD Boards and Committees from one year to two.

Outlined below is information relating to committees and boards (external and internal) to which either the Board or the Board Chair makes appointments each year. Information has not been included for committees and boards where the term of appointment is currently longer than one year, which include the following:

- A. Capital Region Emergency Service Telecommunications (CREST)
- B. Emergency Management Committee
- C. Ferry Advisory Committees
- D. Gulf Islands National Park Reserve Advisory Board
- E. Juan de Fuca Land Use Committee
- F. Juan de Fuca Water Distribution Commission
- G. Regional Water Supply Commission

**Standing Committees**

Under the *Local Government Act* and the *CRD Procedures Bylaw*, the Chair of the CRD Board has the authority to establish Standing Committees and appoint persons to those committees. The *Act* and the *Procedures Bylaw* do not place limits on the length of term of appointment. The 2016 Standing Committees are:

- 1. Core Area Liquid Waste Management Committee
- 2. Electoral Area Services Committee
- 3. Environmental Services Committee
- 4. Finance Committee
- 5. Governance Committee
- 6. Planning, Transportation and Protective Services Committee
- 7. Regional Parks Committee

Standing Committee appointments are made each January by the CRD Board Chair.

**Select Committees**

The *Local Government Act* and the *CRD Procedures Bylaw* give the CRD Board the authority to establish Select Committees and make appointments to those committees. The *Act* and the *Procedures Bylaw* do not place limits on the length of term of appointment. The 2016 Select

Committees are:

1. Transportation Select Committee
2. Westside Wastewater Treatment and Resource Recovery Select Committee
3. Special Task Force on First Nations Engagement
4. Integrated Resource Management Select Committee

Select Committee appointments are generally made by the Board at the time the Select Committee is established. Because Select Committees are usually struck to complete a specific task, their work is often short-term in nature and the membership does not require reappointment.

#### Other Committees

##### ***Internal***

##### **1. Arts Committee**

The Arts Committee has 8 members and is composed of one elected official from each of the following municipalities: Esquimalt, View Royal, Highlands, Metchosin, Oak Bay, Saanich, Sidney and Victoria.

The appointments are made each year in consultation with the Mayors or Councils of each participating municipality. The Board Chair appoints the Chair of the Committee.

##### **2. Capital Regional Housing Corporation ("CRHC")**

The CRHC is a non-profit corporation wholly owned by the CRD. It is directed by a seven-member Board: four are members of the CRD Board, two are community volunteers and one is a tenant with the CRHC.

The CRHC is incorporated under the *Business Corporations Act* and has adopted Articles of Incorporation ("Articles") under that Act that set out the rules that govern the company. The CRD is the sole shareholder of the CRHC. The Articles specify that CRD Directors appointed to the CRHC Board are appointed for a one-year term beginning on January 1 of each year and ending on December 31. The Articles provide that the community member volunteers are appointed for a two-year term. Under the Articles CRHC Directors are eligible to serve for a maximum of six years on the CRHC Board.

The Board Chair appoints the CRD Board members. The community members are appointed by the Board.

##### **3. Peninsula Recreation Commission ("PRC")**

CRD Bylaw No. 2397 establishes the PRC and sets out the term of office for Commissioners. The Bylaw provides that Commissioners who are Board Directors (one Director from each of the participating areas) serve for their term of office as a CRD Director. The Bylaw also provides for appointments from the municipal councils (3) and resident volunteers (3). The term for the Councillors is one year (ending on December 31 in the year of appointment) and the term for residents is two years.

**4. Regional Housing Trust Fund Commission ("RHTF")**

CRD Bylaw 3294 establishes the RHTF Commission. The Bylaw provides that the Commission will consist of a council member from each of the participating areas, appointed annually by the Board Chair on the recommendation of the municipal councils.

**5. Saanich Peninsula Wastewater Commission ("SPWWC")**

CRD Bylaw No. 3427 establishes the SPWWC and sets out the term of office for Commissioners. Under the Bylaw, the Directors from the participating municipalities are Commissioners and serve during their terms as Directors of the CRD. The Bylaw also provides for appointments from the municipal councils (3) and resident volunteers (3). The term of appointment for municipal councillors and resident volunteers is one year. The Bylaw also provides for the appointment of a member nominated by the Peninsula Agricultural Commission; the term for this nominee is two years.

**6. Saanich Peninsula Water Commission ("SPWC")**

The appointments to the SPWC are governed by Supplementary Letters Patent issued by the Province of BC. Under the SLP, the CRD Directors from the participating areas (3) are members of the Commission and serve during their term of office. Under the SLP the CRD appoints two additional members for a term of one year. Of those appointments, practice is to draw one from either the Tsawout or Tsartlip First Nation and one from the agricultural community on the Saanich Peninsula.

**7. Traffic Safety Commission ("TSC")**

TSC appointments are governed by CRD Bylaw 3520. The Bylaw provides for appointments of seventeen community members and one CRD Director (and alternate). The community volunteer appointments are made by the Board and are for a 2-year term. The CRD Director (and alternate) appointment is made by the Board for a one-year term.

***External***

**8. Greater Victoria Coalition to End Homelessness ("GVCEH")**

The CRD is a corporate member of the GVCEH and can appoint 7 representatives to participate in Society meetings. Five of those representatives are nominated by the CRD Board of Directors and the remaining two are staff members.

The GVCEH Bylaws provide that five Directors (or alternate Directors) from the CRD will be appointed to the GVCEH Board (one of which is from the City of Victoria). The Bylaws also provide that wherever possible, the terms for the Directors will be staggered terms of one, two and three years. The Bylaws provide that the body making the nomination will assist the GVCEH Leadership Council by suggesting a term of office. There do not appear to be any provisions in the Bylaws governing the term of the CRD member representatives.

Currently, the CRD nominates the appointments to the Board on an annual basis.

**9. Greater Victoria Harbour Authority ("GVHA")**

The CRD is a member of the GVHA. Under the Bylaws of the GVHA, the CRD may appoint one

member to represent the CRD at meetings of the Society. The CRD may also nominate one Director to serve on the Board of Directors. The member representative may or may not be the same person as the Director. The Bylaws provide that the Director may be appointed for up to three three-year terms unless precluded by the member's (CRD's) governing rules or legislation.

Currently, the CRD Board appoints the member representative annually.

**10. Greater Victoria Labour Relations Association ("GVLRA")**

The CRD is a member of the GVLRA and has the authority to appoint one Director to the GVLRA Board of Directors. The GVLRA Bylaws provide that the members of the Board are appointed annually (and their terms expire the first Monday following December 1).

**11. Island Corridor Foundation ("ICF")**

The Board appoints a member representative and nominates an ICF Board member. The ICF Bylaws do not restrict the length of appointment of the member representative. The ICF Board members serve for a two-year term. Currently, the CRD appoints the member representative on an annual basis and the Board member for a two-year term.

**12. Municipal Finance Authority ("MFA")**

The CRD Board makes annual appointments of member representatives to the MFA. The Municipal Finance Authority is governed by the *Municipal Finance Authority Act*. The Act provides that the CRD Board's must make its appointment annually. The Act also provides for the appointment of an alternate.

**13. Royal and McPherson Theatres Society ("RMTS")**

Under the Society Bylaws, the CRD Board appoints three Councillor Directors on an annual basis. The annual term expires on December 31 of each year.

The CRD also appoints 3-5 Appointed Directors for an initial two-year term. The Director appointments are automatically reappointed without further Board approval (for up to three consecutive terms).

**ALTERNATIVES**

***Alternative 1:***

That the Governance Committee recommend to the Capital Regional District Board:

1. That the following terms of appointment be amended to a two-year period, beginning in January 2017, to coincide with the Local Government Election cycle:
  - a. Arts Committee (committee members)
  - b. Greater Victoria Coalition to End Homelessness (member representatives)
  - c. Greater Victoria Harbour Authority (member representative)
  - d. Island Corridor Foundation (member representative)
2. That the following organizations be requested to amend their constating documents to allow for a two-year term for the CRD Board representatives to coincide with the Local Government Election cycle:
  - a. Capital Regional Housing Corporation
  - b. Greater Victoria Labour Relations Association



- c. Royal McPherson Theatre Society (Councillor Directors)
- 3. That it be suggested to the Leadership Council of the Greater Victoria Coalition to End Homelessness that Capital Regional District Board Director appointees serve for a two-year term.
- 4. That staff be directed to prepare amendments to the following Capital Regional District Commission Bylaws to amend the terms of appointment to two years to coincide with the Local Government Election cycle:
  - a. Peninsula Recreation Commission (municipal council representatives)
  - b. Regional Housing Trust Fund Commission (council representatives)
  - c. Saanich Peninsula Wastewater Commission (municipal council representatives and resident volunteers)
  - d. Traffic Safety Commission (CRD Director)

*Alternative 2:*

That the report be referred back to staff for additional information.

*Alternative 2:*

That the report be received for information.

**IMPLICATIONS**

Before the last general local election in the fall of 2014, the Province introduced changes to the *Local Government Act* to extend the term of office for municipal councillors and regional board members from three to four years. The next general local election is scheduled to occur on the third Saturday in October 2018.

The decision to adopt a four-year election cycle was recommended in a report published in 2010 by the Local Government Elections Task Force, which was a joint endeavour of the Union of BC Municipalities and the Province of BC. In the Report, the Task Force noted that an advantage of longer terms was that they allowed for a longer planning cycle for members to implement their vision and prepare and execute their plans. The report recognized some disadvantages as well, such as the greater time commitment required of potential candidates and the fact that there was less opportunity to deal with performance of members through removal or change.

Many appointments made by the CRD Board are for a one-year term. The one-year term promotes flexibility by allowing for change and movement within an election cycle, and ensures that members are not overburdened with commitments that run the length of their elected term of office. The one-year term aligned well with the three-year election cycle as it ensured that appointments did not inappropriately extend past a Director's elected term of office.

The introduction of the four-year election cycle represents an opportunity to change the standard one-year appointments to a two-year term. Adding an additional year (where possible) would provide increased stability and continuity for boards and committees while also retaining the flexibility that comes with having a term that is shorter than the length of elected office. Aligning the two-year appointments with the election cycle would prevent the appointment of a Director beyond the elected term of office. Alignment would be achieved by commencing two-year appointments in January of 2017.

**Standing Committees**

Under the *Local Government Act* the CRD Board Chair serves a term of one year. Under the *Act* the Board Chair also has authority to establish Standing Committees and appoint their members.

The current one-year term of appointment for Standing Committee members reflects this legislative structure. Extending the term to two years would not necessarily provide any additional continuity and certainty as the Standing Committees would remain subject to change by an incoming Board Chair, irrespective of the original term of appointment.

#### Select Committees

Select Committee members are most often appointed for a set period of time or to complete a specific task. Unlike Standing Committee members, their appointments are not time bound and do not need to be renewed annually. Accordingly, there are no recommended changes to the current method of Select Committee appointments.

#### Arts Committee

Although the Arts Committee has been referred to as a Standing Committee, its composition and the appointment process differ from the core Standing Committees. While the appointments are technically made by the Board Chair, the appointments have most recently been made on the recommendation of the councils of the municipalities that participate in the service. Because the appointments have not been made in the same way as the core CRD Standing Committees and because the appointments are largely non-Directors made on the recommendation of the participating municipalities, it is recommended that the term be extended to two years.

#### Other Committees

The following tables outline the recommended term changes in relation to internal and external boards and committees. For each appointment, the current term is one year and the recommendation is to increase the term to two years. The tables indicate the type of appointment and the change that is required to effect the appointment.

##### *Internal*

<b>Committee</b>	<b>Type</b>	<b>Change required</b>
Arts	Committee Members	Appointment term extended by CRD Board Chair
CRHC	CRD Director Board Members	Amendment to CRHC Articles of Incorporation
PRC	Councillor Appointments	Bylaw amendment
RHTF Commission	Commission Members	Bylaw amendment
SPWWC	Councillor and Resident Volunteer Appointments	Bylaw amendment
TSC	CRD Director and Alternate Appointments	Bylaw amendment

##### *External*

<b>Committee</b>	<b>Type</b>	<b>Change required</b>
GVCEH	Member representative	Length of appointment by Board
GVCEH	Board Director	Confirmation with GVCEH Leadership Council that term can be two years for all appointees

GVHA	Member representative	Appointment term extended by CRD Board
GVLRA	Board Member (and Alternate)	Amendment to GVLRA Bylaws
ICF	Member representative	Appointment term extended by CRD Board
RMTS	Councillor Directors	Amendment to RMTS Bylaws

#### Municipal Finance Authority

No recommendation is being made in relation to the Municipal Finance Authority. Because the term of appointment is set by the *Municipal Finance Authority Act*, a change in legislation would be required to change the term of appointment.

#### Saanich Peninsula Water Commission

No recommendation is being made in relation to the Saanich Peninsula Water Commissioner terms. The term of appointment is set by Supplementary Letters Patent issued by the Province and a change would require new direction or Supplementary Letters Patent issued by Cabinet.

### **CONCLUSION**

The legislative change to a four-year local government election cycle has provided an opportunity to extend the terms of CRD appointments to boards and committees to two years. While some of the terms of appointment can be changed through the internal CRD appointment process, others require amendments to applicable CRD bylaws and action and consent of external bodies.

### **RECOMMENDATION**

That the Governance Committee recommend to the Capital Regional District Board:

1. That the following terms of appointment be amended to a two-year period, beginning in January 2017, to coincide with the Local Government Election cycle:
  - a. Arts Committee (committee members)
  - b. Greater Victoria Coalition to End Homelessness (member representatives)
  - c. Greater Victoria Harbour Authority (member representative)
  - d. Island Corridor Foundation (member representative)
2. That the following organizations be requested to amend their constating documents to allow for a two-year term for the CRD Board representatives to coincide with the Local Government Election cycle:
  - a. Capital Regional Housing Corporation
  - b. Greater Victoria Labour Relations Association
  - c. Royal McPherson Theatre Society (Councillor Directors)
3. That it be suggested to the Leadership Council of the Greater Victoria Coalition to End Homelessness that Capital Regional District Board Director appointees serve for a two-year term.
4. That staff be directed to prepare amendments to the following Capital Regional District Commission Bylaws to amend the terms of appointment to two years to coincide with the Local Government Election cycle:
  - a. Peninsula Recreation Commission (municipal council representatives)
  - b. Regional Housing Trust Fund Commission (council representatives)
  - c. Saanich Peninsula Wastewater Commission (municipal council representatives and resident volunteers)
  - d. Traffic Safety Commission (CRD Director)

Submitted by:	Brent Reems, MA, LLB, Senior Manager Legislative & Information Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

BR

Attachments:



## REPORT TO CAPITAL REGION HOUSING CORPORATION BOARD OF DIRECTORS MEETING OF OCTOBER 4, 2016

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**SUBJECT**     **Capital Region Housing Corporation (CRHC) Task Force Examination of Possible Tenant Engagement Measures**

### **ISSUE**

This report provides information on the activity of the CRHC Tenant Engagement Task Force (Task Force) and recommendations to the CRHC Board of Directors for further review.

### **BACKGROUND**

In January 2016, the CRHC Board of Directors struck the Task Force. The primary purpose of the Task Force was to identify ideas which might promote tenant engagement with CRHC operations and decision making. A secondary purpose, particularly of the early phases, was to generate ideas which might be helpful for the planned tenant satisfaction survey.

*The assumptions underlying the process were that:*

- (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.*

The Task Force comprised of two CRHC directors, two CRHC tenants and one CRHC staff member.

The Task Force gathered information in two ways. First it conducted face to face conversations in open sessions with tenants of six CRHC communities. Secondly it reviewed the results of the Tenant Survey. The Task Force noted two main areas for improvement: the need for increased tenant engagement and improved landscaping services.

The Task Force's aim was to bring forward a report by October 2016. The Task Force's "General Observations, Issues to be addressed and Recommendations" can be found in Appendix A.

### **ALTERNATIVES**

1. That staff be directed to report back on the implications of the recommendations of the Report from the Task Force on Tenant Engagement.
2. That the Capital Region Housing Corporation Board of Directors receive the report for information.

### **IMPLICATIONS**

The Task Force noted two main areas for improvement. The first being the need for increased tenant engagement as a means to achieving the objective of being a "good landlord" including a tenant engagement policy that focussed on a tenant centred philosophy of 'units as homes,

projects as communities. The Task force requested that staff report back to the Board on any budget and/or staffing implications of the implementation strategy including, specifically, a business case/assessment of the need to increase the current staff complement to support the tenant engagement initiative.

The second focus of the Task Force was the observed need for improved landscaping services. The Task Force are recommending that there be consideration of how landscaping services could be brought in-house, and to review how the landscape services could be integrated internally with the caretakers and, where appropriate, might include the responsible engagement of tenants and report back to the Board on any budget implications of this strategy.

### **CONCLUSION**

In January 2016, the CRHC Board of Directors struck the Task Force to identify ideas which might promote tenant engagement with CRHC operations and decision making. The Task Force noted two main areas for improvement: the need for increased tenant engagement and improved landscaping services. There are organizational and budget implications in the report recommendations that require further review.

### **RECOMMENDATIONS**

That staff be directed to report back on the implications of the recommendations of the Report from the Task Force on Tenant Engagement.



Christine Culham  
Senior Manager  
Capital Region Housing Corporation



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

Attachment: Appendix A

## **Appendix A: Report from the Task Force on Tenant Engagement**

### Introduction

The CRHC struck a task force to examine tenant engagement in the CRHC housing stock. The task force comprised of two CRHC directors, two CRHC tenants and one CRHC staff member.

The task force gathered information in two ways. First it conducted face to face conversations in open sessions with tenants of six CRHC communities. Secondly it reviewed the results of the Tenant Survey conducted contemporaneously with the Task Force conversations.

The individual Task Force members reflected individually on this information and then met to share their thoughts. Issues and then possible approaches to solutions were initially identified on a brainstorming basis. Then the issues seen as the most pervasive were addressed in open and vigorous debate. Every attempt was made to remain at a high level and recognize that there would be legitimate individual issues which would be more profitably followed up by staff rather than the Task Force as a whole.

The outcome of these discussions are presented in three sections: (1) general observations; (2) issues to be addressed; (3) recommended actions.

### General Observations by Task Force

- (a) There was a widespread feeling of gratitude to the CRHC for providing affordable housing for low income households. Several people commented that without it, they were not sure how they would have coped with life. These positive comments were made even by people who were in other respects quite critical.
- (b) There was a widespread positive reaction to the fact that the CRHC was conducting these conversations and the tenant survey. It was seen as an indication that the CRHC was interested in and wanted to listen to its tenants and this was a welcome change. Again this positive response included those who were otherwise critical.
- (c) On the whole, CRHC staff came out of this review very well, remarkably so given the tendency of such reviews to stimulate critical comment. However, this positive reaction was not universal and this will be addressed under 'issues'.
- (d) The Task Force observed that underlying both positive and negative responses from tenants was the fact that this is not a system for warehousing the poor or providing temporary accommodation until people 'do better' and move on. These units and projects are their homes and their communities, in many cases for a very long time. Any behaviours from CRHC which does not reflect that reality is deeply felt by its tenants.
- (e) Despite the efforts of staff to communicate with tenants, there seemed to be a lot of confusion among tenants as to policies and whom to call when specific types of issues arose.

## Appendix A: Report from the Task Force on Tenant Engagement

- (f) There was a widespread interest in tenants having greater participation in decision making about their units and communities. This sometimes arose out of frustration at not being able to address issues themselves or not having adequate input or influence over CRHC rules, decisions or behaviours. But there was also a positive motive, approaching a self confidence that they could and should be entrusted to take on certain things. But there was variability in the range of issues to which this confidence extended and thoughtful caution on the possible difficulties and divisive outcomes of tenant engagement in some issues.

### Issues to be addressed

#### (a) *Inconsistency of Staff response to Tenants*

As noted, the evaluation of staff by tenants was generally positive, probably better than would be expected from such a survey. But there were a number of negative responses, sufficient in number to warrant attention.

In the case of head office staff complaints focused on delayed (or non-existent) returned calls, the 'merry-go-round' telephone referral problem and responses that were unsympathetic or even dismissive.

In the case of caretakers, complaints focused on poor performance of duties, rigid interpretation of the 'rules' and favouritism (or its opposite) in treatment of different tenants. In the latter connection, it should be noted that on occasions the same caretaker would receive 'rave reviews' from most tenants but negative to harsh reviews from one or two.

#### (b) *Landscaping Contractors*

Concerns included: poor performance levels, insensitivity to what is needed and a general sense that the contractors did not care.

#### (c) *Policy versus Discretion*

Policy (or 'rules') seek to protect assets, ensure efficient operations and equality of treatment, provide clear guidance to those who must administer a system, etc. The virtue of policy is consistency – one size fits all, and that is also its vulnerability, its potential insensitivity to specific circumstance – one size fits all.

It seems appropriate for staff to initiate a review of policy and rules and how they are applied. This would also afford another opportunity to engage tenants in the process.

#### (d) *Caretakers*

Caretakers' prime responsibility is to ensure the appropriate cleaning and maintenance of the communities assigned to them, almost always more than one. Added to this is they need to provide input on the need for more major repairs and to facilitate efficient turnover of tenancies. They also serve as the first point of contact for tenants and so become a focal point for almost all the communication issues connected to tenancy and inter-personal issues.



## Appendix A: Report from the Task Force on Tenant Engagement

Whatever the issue, whether it is a disputed central office policy, a delay in significant maintenance or some landscaping maintenance offence, the caretaker is the first point of contact. Given this, it is to their credit that they are generally held in high regard and for many tenants are the key to the success of the CRHC operations.

Clearly other staff provide support to caretakers. But in contemplating tenant engagement and resolving the landscaping issue, both the positive role that caretakers currently play and the significant range of responsibilities this involves need to be kept in mind.

### (e) *Tenant Engagement*

This is the core issue of this whole exercise and therefore it may initially be surprising that this did not play a more prominent role in the feedback from tenants. There were no 'protests' or demands for tenant representation. Indeed, the expressions of gratitude for simply being asked their opinions would indicate that doing nothing more would be 'politically safe'.

But this, the task force respectfully suggests, would be short sighted. The motivation in almost all the feedback received, was respectful of the needs of the CRHC to be financially responsible and simply wanted to help make that more effective in terms of tenant satisfaction.

Experience has shown that tenant engagement initiatives require support and the previous tenant association initiative floundered when BC Housing policies removed financial support and therefore staffing support. But the longer term pay-off is in better functioning communities and possibly some backflow financial benefits to the CRHC in better maintained communities and fewer 'issues' to be sorted out by staff.

### Recommendations:

1. That the Capital Region Housing Corporation Board of Directors:
  - a) Adopt in principle the policy that 'tenant engagement' will be pursued as one means of achieving, at least in part, the CRHC's goal of being a responsible landlord;
  - b) Direct staff to develop an implementation strategy that includes:  
A training program for CHRC staff to address the issues raised in this report and in particular the emphasis on a tenant centred philosophy of 'units as homes, projects as communities';

A pilot project that selects a small number of projects where interest is expressed by tenants to become more engaged as the initial vehicles for a gradual, learn-as-we-go, staged approach to implementing this tenant engagement policy, recognizing that different tenant groups may legitimately desire different approaches to becoming more engaged in decision making about their communities;

An action plan to improve the communications system between the CRHC staff and tenants;

## **Appendix A: Report from the Task Force on Tenant Engagement**

A staff level review of 'policy and discretion', including some form of consultation with tenants, with a view to exploring how 'rules' may be more responsive to specific circumstances and expressed desires of tenants; and

To report back to the Board on any budget and/or staffing implications of the Implementation strategy including, specifically, a business case/assessment of the need to increase the current staff complement to support the tenant engagement initiative.

- c) Direct staff to review the current landscaping services and report back to the Board a strategy:

To improve the landscaping services including consideration of how landscaping services could brought in-house, whether it is contractually possible and, in the long term, not financially unreasonable; and

To review how the landscape services could be integrated internally with the caretakers and, where appropriate, might increase the responsible engagement of tenants and report back to the Board on any budget implications of this strategy.



## REPORT TO CAPITAL REGION HOUSING CORPORATION BOARD OF DIRECTORS MEETING OF OCTOBER 4, 2016

**SUBJECT**     **Property Management Report**  
Updated since the last report of August 23, 2016

### BCH REGIONAL REGISTRY WAITLIST STATISTICS

Category	September 2016	August 2016	September 2015
<b>Total Registry Units</b>	<b>3,299</b>	<b>3,299</b>	<b>3,289</b>
<b>Applicants</b>			
Family	550	524	430
Seniors	641	629	537
Persons with Disabilities	407	411	385
Wheelchair Modified	64	59	57
Singles	48	46	34
<b>Total</b>	<b>1,710</b>	<b>1,669</b>	<b>1,443</b>

### BUILDING ENVELOPE REMEDIATION & RELATED CAPITAL IMPROVEMENTS

#### The Heathers Building Envelope Remediation

The landscape design request for proposals has been responded to and staff will be engaging the services of a landscape architect.

#### Exterior Paint

Tillicum Station: An exterior painting contract was awarded to Empress Painting and is awaiting final inspection.

#### Roofing

Portage Place: completed.

Campus View: completion is anticipated by the end of the year.

#### Common Area Painting

Rosewood: common area painting has been awarded to Corbett's Painting Ltd. and work is to commence mid-October.

### ARBITRATIONS

A hearing was held July 25, 2016 involving an eviction relating to a dog being kept in the town home. The arbiter found in favour of the Capital Region Housing Corporation as the tenant did not participate. Staff had worked with the tenant to come to a solution regarding the dog but the tenant accepted the eviction and chose to move out on July 31, 2016.

**FINANCIAL REPORTING: AUGUST 2016 CHEQUES/EFTS OVER \$50,000**

<b>Vendor</b>	<b>Issued</b>	<b>Expenditure</b>	<b>Notes</b>
Integrity Exteriors Ltd.	August 02 , 2016	\$63,125.29	Heathers BER COP#8
Integrity Exteriors Ltd.	August 16, 2016	\$111,974.70	Heathers BER holdback release
Parker Johnson Industries	August 25, 2016	\$139,120.06	Portage Roof Replacement COP#1
City of Victoria	August 11, 2016	\$50,529.30	July Water Invoices



Don Metcalf  
Operations Manager  
Capital Region Housing Corporation