



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

**AGENDA**

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10:00 a.m., Tuesday, December 6, 2016  
625 Fisgard St., Victoria  
Room 488

	<u>Att. #</u>
1. Approval of Agenda	
2. Approval of Minutes of October 25, 2016	16-52
3. Drake Rd. Development Update	16-53
4. 3816 Carey Rd. Development – Pre-development Budget	16-54
5. 2016 UBCM Grant (Connections) - Final Report	16-55
6. Tenant Engagement Task Force Implications Report	16-56
7. Board Evaluation Process	16-57
8. 2016/2017 Administration Budget	16-58
9. 2016/2017 Operating Budgets	15-59
10. Property Management Report	16-60
11. Adjournment	



- (b) directors from the community members shall hold office for a term of two (2) years commencing January 1 to December 31;
- (c) no director shall serve more than six (6) consecutive years; and
- (d) Article 10.4(a) shall be in effect for directors appointed for a term commencing on or after January 1, 2017."

**CARRIED**

**5. QUARTERLY FINANCIAL UPDATE**

It was discussed that CRD owned properties Vergo and Village on the Green may show short falls as a result of quarterly vacancies due to the fact that they are not being reviewed as part of a larger portfolio

It was **MOVED** by Director Carline, **SECONDED** by Director Cooper  
That the Capital Region Housing Corporation (CRHC) Board of Directors receive the Third Quarter Financial Report for information.

**CARRIED**

**6. THIRD QUARTER 2016 TURNOVER AND VACANCY REPORT**

It was **MOVED** by Director Carline, **SECONDED** by Director Braude  
That the Capital Region Housing Corporation Board of Directors receives the Third Quarter 2016 Turnover and Vacancy Report for information.

**CARRIED**

**7. PROPERTY MANAGEMENT REPORT**

D.Metcalf made a presentation on the recently completed Building Envelope Remediation (BER) at 3169 Tillicum Rd. (The Heathers).

Director Plant left the meeting at 10:28a.m.

Staff to bring a proposal back to the board with regards to modernizing the signage at all of the communities.

Staff are awaiting response from BC Housing with regards to funding for future BERs. Caledonia and Carey Lane are scheduled to be addressed as part of CRHC's development plan.

It was discussed that IPADs were circulated in advance of the launch of the upgraded information technology system so that they staff could familiarize themselves with the hardware prior to having to learn new software.

It was **MOVED** by Director Braude **SECONDED** by Director Helps  
That the Capital Region Housing Corporation Board of Directors receives the Property Management Report for information.

**CARRIED**

**8. CLOSE MEETING**

It was **MOVED** by Director Carline **SECONDED** by Director Helps  
That Motion to Close the meeting in accordance with the Community Charter, Part 4, Division 3, Section 90 (2) b) the consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government or the federal government or both and a third party;

**CARRIED**

The meeting was closed at 10:50a.m. and resumed in open session at 10:56a.m.

**9. ADJOURNMENT**

It was **MOVED** by Director Helps, **SECONDED** by Director Carline  
That the meeting be adjourned

The meeting was adjourned at 10:56a.m.

\_\_\_\_\_  
David Screech, Chair

\_\_\_\_\_  
Kristine Kusnyerik, Recorder



**REPORT TO CAPITAL REGION HOUSING CORPORATION BOARD OF DIRECTORS  
MEETING OF DECEMBER 6, 2016**

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**SUBJECT**     **Drake Road Development Update**

**ISSUE**

This report is to provide an update on the Drake Road development to the Capital Region Housing Corporation (CRHC) Board of Directors.

**BACKGROUND**

The Capital Regional District (CRD) owns land at 161 Drake Road on Salt Spring Island (SSI) that was assumed from School District #64 for the development of affordable housing. The current proposal is for Phase 1, which is the development of 26 units of affordable rental housing.

In May 2013, the North Salt Spring Waterworks District (NSSWD) provided preliminary approval for water allocation for up to 80 units. In September 2014, the NSSWD issued a district-wide moratorium on new connections due to concerns over long-term demand at full build-out. In November 2014, NSSWD advised no new demands for services until the evaluation of a hydrology study was completed. In April 2015, Island Trust gave first reading of the Drake Road zoning bylaw but advised the Steering Committee that a second and third reading would not be considered without either the NSSWD commitment of water connections or a reasonable alternative water supply.

At the April 13, 2016 CRD Board meeting, it was recommended that the CRHC review the feasibility of acting as developer and operator of the Drake Road Housing Development on SSI, initiate a water alternative study as soon as possible, and report back to the CRD Board.

At the April 26, 2016 CRHC Board meeting, it was recommended that staff assess the feasibility of the Drake Road development and report back to the Board. The CRHC Board did not recommend moving forward with a water feasibility study and requested staff to communicate with the NSSWD to determine whether the NSSWD would act as water purveyor if a water source was found.

After conferring with CRD SSI administrative and water staff and meeting with the Drake Road Steering Committee on May 12, 2016 to communicate the CRHC Board's recommendations, it was agreed that staff would send a letter to the NSSWD requesting that if the CRHC could find a sustainable alternative water source, could the NSSWD act as water purveyor. The NSSWD responded that they could not fulfill the request based on the NSSWD primary obligation to their current clients and the challenge of actually being able to ensure the alternative source was sustainable.

Drake Road has been included and approved as a priority at the August 23, 2016 Board meeting in the CRHC Portfolio Renewal, Redevelopment and Development Strategy.

Staff met with the Drake Road Steering Committee in November. The Steering Committee reiterated the priority of the Drake Road project for their community and their continued commitment to the project. There is a continued need for affordable housing and a growing homelessness issue on SSI.

Three actions were discussed at the Steering Committee meeting:

1. Staff would explore an alternative option for the CRD to 'give up' water rights under Section 37 of the *Water Sustainability Act*, and 'extend the rights' to another license. A decision would then be made by the province considering extractive rights and storage licensing. Even if the water rights were extended from CRD to NSSWD, it may not have an impact on the moratorium due to insufficient storage on St. Mary Lake to meet extractive/licensed rights.
2. Staff have been directed by the Director for SSI to apply for a water feasibility study through the Community Works Fund.
3. The Steering Committee currently wishes to apply for the round two of funding through the BC Housing Management Commission (BCHMC) Provincial Investment in Affordable Housing (PIAH) that was announced on February 12, 2016. BCHMC will be issuing Requests for Proposals to partner with municipalities, non-profit societies and other community groups throughout British Columbia on innovative housing projects that create more affordable housing for British Columbians in greatest need. The Request for Proposal is anticipated for spring 2017.

### **ALTERNATIVES**

1. Receives Drake Road Development update for information.
2. Refers back to staff for further review.

### **IMPLICATIONS**

No implications for the CRHC at this time.

### **CONCLUSION**

The Drake Road project is a priority for the SSI community. There is a growing need for affordable housing in the community. Staff will continue to explore alternative water opportunities through the Community Works Fund.

### **RECOMMENDATION**

Receives Drake Road Development update for information.



Christine Culham  
Senior Manager  
Capital Region Housing Corporation



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



**REPORT TO CAPITAL REGION HOUSING CORPORATION BOARD OF DIRECTORS  
DECEMBER 6, 2016**

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**SUBJECT     3816 Carey Road Development Project - Pre-development Budget**

**ISSUE**

Staff are seeking approval from the Capital Region Housing Corporation (CRHC) Board of Directors for the 3816 Carey Road development project pre-development budget.

**BACKGROUND**

On April 14, 2016, BC Housing and Management Commission (BCHMC) issued an Expression of Interest (EOI) for accessing the first year of Provincial Investment in Affordable Housing (PIAH) funding as part of the \$355 million commitment toward creating approximately 2,000 affordable rental housing units across the province for low to moderate income households.

**3816 Carey Road authorization for development and EOI application**

On June 8, 2016, the Capital Regional District (CRD) Board approved "That the Capital Region Housing Corporation be authorized to submit an application to the BC Housing Provincial Investment in Affordable Housing Program for developing the 3816 Carey Road affordable housing project."

On June 10, 2016, the CRHC Board of Directors "Authorize(d) the executive to sign the Expression of Interest Respondent Submission Form for EOI No. 1070-1516-117 for the 3816 Carey Road affordable housing project."

The proposed project is 74 units of mixed-use housing for families, seniors and individuals living with disabilities with a proposed capital budget of \$17,749,662 (Table 1). In the application, there was the inclusion of a \$1,000,000 cash equity contribution funded through the CRHC Combined Unspent Capital Funding (Capital Surplus).

CRHC submitted a proposal to the PIAH EOI for 3816 Carey Road on June 15, 2016 with the support of the Development Consulting firm, CitySpaces Consulting Ltd. (CitySpaces).

**Table 1**

<b>Total Estimated Capital Costs</b>		<b>\$17,749,662</b>
<b>Proposed Equity Contributions</b>	Land Costs (CRD)	\$2,500,000
	CRHC equity contribution*	\$1,000,000
	Financing	\$7,965,000
	Saanich estimated contribution	\$128,000
	<i>BC Housing equity contribution (29 units)</i>	<b>\$6,156,662</b>

\*CRHC equity contribution could be lowered if there is available funding through the Regional Housing Trust Fund.

On August 26, 2016, the CRHC Board approved as part of the “CRHC Portfolio Renewal, Redevelopment and Development Strategy” the “hiring of a Manager of Major Capital Projects for a term of October 1, 2016-December 31, 2021”. This was referred to the CRD Board of Directors and approved on October 12, 2016. The position has been posted and interviews will be held in December, 2016.

Confirmation of funding through the Investment in Housing Innovation Funding (IHI)

On October 25, 2016, the CRHC received approval for the 3816 Carey Road development project under the Investment in Housing Innovation (IHI) fund which was an additional fund announced by the provincial government on September 19, 2016, to support the creation of 2,900 new units of affordable rental housing through a \$500 million investment.

This program is a grant based program and therefore the BCHMC contribution is not in the form of an equity ownership but rather a grant towards the capital budget. This grant will be secured by a forgivable mortgage and restrictive covenant linked back to the operating agreement.

BCHMC Expectations by March 31, 2017

BCHMC has informed staff that they will require pre project approval (PPA) by March 31, 2017. These are extremely tight timelines associated with the funding stream. As CitySpaces participated in the proposal preparation, the CRHC has retained CitySpaces to support the project to March 31, 2017.

PPA includes: confirmation of project schedule, municipal approvals, project drawings, technical reports, confirmation of operating and capital budgets, and all equity contribution confirmation.

The proposed pre-development budget is \$165,000.

**ALTERNATIVES**

1. Approve the 3816 Carey Road development project proposed pre-development budget of \$165,000 to be funded from the CRHC cash equity contribution to the project.
2. Refer the issue back to staff for more information.

**IMPLICATIONS**

The development of affordable housing on the 3816 Carey Road site will help support the CRHC/CRD goal of increasing affordable housing in the region. The proposed development will be for 74 units of mixed use housing. It will include both rent geared to income and affordable housing units.

BCHMC has informed the CRHC that there is an expectation for the CRHC to achieve PPA for the project by March 31, 2017 due to the funding stream. This is an extremely tight timeline to achieve these objectives.

The estimated costs for pre-development are \$165,000 to support the design phase of the project. The costs for pre-development could be paid for through a pre-development loan from BCHMC or through the CRHC equity contribution. It is recommended that since the CRHC has financial capacity to cover pre-development costs, it would be more efficient to come out of the CRHC cash equity contribution then to await approval of the loan.

CRHC is in the midst of hiring a Manager of Major Capital Projects but does not believe a staff person will be in place until at least February 2017. In the interim, the CRHC requires ongoing



support from CitySpaces to complete the requirements of the PPA by March 31, 2017. Once the PPA is completed, BCHMC will provide final project commitment. At this time, CRHC will have hired the Manager of Major Capital Projects to act as the project manager. The next step would be to proceed to the development design phase.

### **CONCLUSION**

On October 25, 2016, the CRHC received approval through the IHI for the funding of the 3816 Carey Road development project as per the proposal submitted under the PIAH EOI on June 15, 2016.

BCHMC has informed the CRHC that PPA has to be achieved by March 31, 2017. Due to the tight timeframe and that the CRHC has the financial capacity to cover pre-development costs, it would be more efficient to pay for these costs through CRHC cash equity contribution. The estimated costs for pre-development are \$165,000. The costs for pre-development would come out of the CRHC cash equity contribution to the project that is funded through the CRHC Capital Surplus.

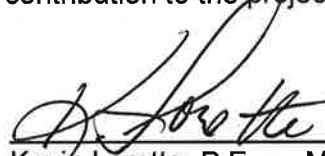
### **RECOMMENDATION**

Approve the 3816 Carey Road development project proposed pre-development budget of \$165,000 to be funded from the CRHC cash equity contribution to the project.



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Christine Culham  
Senior Manager  
Capital Region Housing Corporation



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



**REPORT TO CAPITAL REGION HOUSING CORPORATION BOARD OF DIRECTORS  
MEETING OF TUESDAY, DECEMBER 6, 2016**

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**SUBJECT**      **Union of BC Municipalities 2016 Age-friendly Community Planning & Project Grants - Final Report**

**ISSUE**

The Capital Region Housing Corporation (CRHC) is required to submit a final report outlining the achievements of the Union of BC Municipalities (UBCM) 2016 Age-friendly Community Planning & Project Grants to the UBCM by January 31, 2017 (Appendix A UBCM 2016 Age-friendly Community Planning & Project Grants Final Report)

**BACKGROUND**

CRHC UBCM 2016 Age-friendly Community Project "Connections" was developed to increase awareness of the barriers senior tenants face in participating and engaging in social and recreational activities in the broader community, and to identify how to eliminate these barriers in order to improve the residents' health outcomes and quality of life.

The CRHC UBCM 2016 Age-friendly Community Planning & Project goals that the project set out to achieve were:

- provision of recreation and healthy living activities and/or referral and support to link seniors with recreation and healthy living services; and
- health literacy and promotion.

The Project Deliverables were as follows:

1. create a tenant steering committee for the project;
2. hold (3) tenant engagement sessions in each community;
3. survey our senior demographic on current participation in community activities/programs;
4. partner with local senior services to reduce barriers for our seniors to gain access to these services (reference guide, implementation of onsite programs); and
5. collect data on senior services/activities within the geographic area of each community and create reference materials and a general guide.

**ALTERNATIVES**

1. That the Union of BC Municipalities 2016 Age-friendly Community Planning & Project Grants Final Report be received for information.
2. That the report be referred back to staff.

**IMPLICATIONS**

Through the CRHC UBCM 2016 Age-friendly Community Planning & Project, the CRHC was able to connect seniors to local seniors' organizations that are mindful of the barriers that low-income seniors

face in accessing programs. Some of the activities within the communities that began during this project will be sustained.

Examples of these are:

- The Food Access Pilot Project will be operating in two communities.
- Silver Threads will be doing continued outreach to the seniors' buildings.
- Social and Garden committees in buildings have been strengthened or formed and will benefit from ongoing support from CRHC staff.

The CRHC was able to deliver on all of the project deliverables except for the reference guide on seniors' services and activities as staff identified that Seniors Serving Seniors have been publishing a Seniors' Services Directory that contains over 500 listings of community resources and is reviewed and updated every two years by a Directory Committee. CRHC staff determined this directory was more comprehensive than the resource that the CRHC could have produced within this project and in turn decided to ensure that these were made available to tenants. Alternatively, a Seniors Tenant Forum was held towards the completion of the project to bring together the partner organizations, Steering Committee members and other interested tenants. Over 40 tenants representing the nine seniors' communities attended this event.

## **CONCLUSION**

Through the CRHC UBCM 2016 Age-friendly Community Planning & Project, the CRHC was able to meet the goals of linking seniors with healthy living activities and services and promoting the importance of these services.

## **RECOMMENDATION**

That the Union of BC Municipalities 2016 Age-friendly Community Planning & Project Grants Final Report be received for information.



Christine Culham  
Senior Manager  
Capital Region Housing Corporation



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



## UBCM 2016 AGE-FRIENDLY COMMUNITY PLANNING & PROJECT GRANTS



**CONNECTIONS**

**FINAL REPORT**

December 6, 2016

CRHC UBCM 2016 Age-friendly Community Project "Connections" was developed to increase awareness of the barriers senior tenants face in participating and engaging in social and recreational activities in the broader community, and to identify how to eliminate these barriers in order to improve the residents' health outcomes and quality of life.

# UBCM 2016 AGE-FRIENDLY COMMUNITY PLANNING & PROJECT GRANTS

## FINAL REPORT

The Capital Region Housing Corporation (CRHC) is a non-profit housing provider that is a wholly owned subsidiary of the Capital Regional District (CRD). The CRHC owns and operates over 1286 units of social housing for families, seniors and people living with disabilities with low and moderate incomes. Nine of these communities include senior households.

In October 2015, the CRHC applied to the UBCM 2016 Age-friendly Community Planning & Project Grants through the CRD to implement a project with the objective of decreasing barriers for low income seniors within the CRD in accessing community services/activities and increasing inclusion amongst this demographic.

According to the National Seniors Council consultation and report on "The Impact of Social Isolation on Senior' Quality of Life and Well-Being", there is a substantial amount of evidence that describes the relationship between health and social isolation. It states that: "socially isolated seniors are more at risk of negative health behaviours including drinking, smoking, being sedentary and not eating well; have a higher likelihood of falls; and, have a four-to-five times greater risk of hospitalization. Research also indicates that social isolation is a predictor of mortality from coronary heart disease/stroke."<sup>1</sup>

Some of the most common identified risk factors are: "lack of awareness of or access to community services and programs; fear, stigma or ageist attitudes (internal and external) that prevent seniors from accessing community services/programs or being socially active in their community; lack of accessible and affordable transportation options was mentioned in all regional roundtables as one of the most important issues; lack of affordable and suitable housing and care options to meet the varied needs of older adults; loss of sense of community; lifelong health issues including disabilities; late onset or age-related disabling conditions such as incontinence or fear of falling when going to and from venues; challenges relating to technology – including access and costs, literacy and comfort with technologies including telephone systems (press "1" for service, etc.), computers, social media, as well as others."<sup>2</sup>

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<sup>1</sup> [http://www.seniorscouncil.gc.ca/eng/research\\_publications/social\\_isolation/page05.shtml#h2.1-3.2](http://www.seniorscouncil.gc.ca/eng/research_publications/social_isolation/page05.shtml#h2.1-3.2)

<sup>2</sup> [http://www.seniorscouncil.gc.ca/eng/research\\_publications/social\\_isolation/page05.shtml#h2.1-3.2](http://www.seniorscouncil.gc.ca/eng/research_publications/social_isolation/page05.shtml#h2.1-3.2)

The CRHC UBCM 2016 Age-friendly Community Planning & Project goals that the project set out to achieve were:

- Provision of recreation and healthy living activities and/or referral and support to link seniors with recreation and healthy living services; and
- Health literacy and promotion.

The Project Deliverables were as follows:

- 1) Create a tenant steering committee for the project;
- 2) Hold (3) tenant engagement sessions in each community;
- 3) Survey our senior demographic on current participation in community activities/programs;
- 4) Partner with local senior services to reduce barriers for our seniors to gain access to these services (reference guide, implementation of onsite programs) ; and
- 5) Collect data on senior services/activities within the geographic area of each community and create a reference materials and a general guide.

The initial focus of the project was to better understand the barriers CRHC senior tenants face in participating and engaging in the broader community and what social and recreational activities they would currently participate in and what they would choose to participate in if barriers could be removed. In order to make the project more accessible to tenants, it was named “Connections”.

## **PROJECT DELIVERABLES**

### **1. Create a tenant steering committee for the project**

A principle of the UBCM was the inclusion of the senior community in the guidance of the project. Due to geography and the unique needs identified in each of the communities, steering committees were formed in each community to guide the outcomes achieved through the UBCM 2016 AGE-FRIENDLY COMMUNITY PLANNING & PROJECT GRANTS.

### **2. Hold (3) tenant engagement sessions in each community**

At least three sessions were held in each community. The first session in each community acted as a focus group (Table 1. Results from Focus Group Discussions) to build connections, identify barriers, identify areas of need and interest, and to plan next steps.

The areas of need and interest as well as opportunities were different in every community and the facilitator’s goal was to follow the lead of each community and to work with existing organizations that were accessible geographically as transportation was an identified barrier in each community. At least two more meetings were held in each of the nine communities.

TABLE 1. RESULTS FROM FOCUS GROUPS DISCUSSIONS		
COMMUNITY	DISCUSSIONS	IDENTIFIED ACTIONS
1	Safety in the building was a paramount concern. Perceived bullying and lack of acceptance of differences were identified as barriers to participation. They also expressed interest in gathering socially.	Development of a morning coffee group, a guest speaker from Saanich police on personal safety, some work on inclusiveness and acceptance.
2	The tenants have a morning coffee group and informally plan events for holidays. The former tenant association members still spearhead activities in the lounge and take care of the book exchange and seasonal decorations. Poverty, english as a second language and isolation were identified as barriers.	Presentation of ideas from the rest of the project to try to encourage interest.
3	Had a large, interested and very diverse turnout. The tenants expressed interest in interaction and connection. There is a core group that has the ability to organize.	Connection with the local Community Centres to facilitate participation. The tenants expressed interest in increasing access to healthy food.
4	Had a large turnout at the meeting. The tenants articulated their barriers to community involvement such as personality issues and the loss of their amenity room several years ago when it was permanently rented to a service agency.	Facilitation of gardening and an outdoor, summer event. To review use of the amenity space.
5	Financial and physical accessibility issues were identified as major barriers to participation.	To connect with local services with regard to accessibility and inclusiveness
6	This community has an active group of residents who use the lounge for coffee/muffin mornings and a walking group. They are enthusiastic, had lots of ideas, and would like to see more	To connect with the larger community to research additional opportunities for involvement.
7	Has recently seen the end of their Sunday night dinners because the main organizer has moved out. The participants at the meeting did not feel they had the skill sets to organize events. There was an identified interest in gardening and they are interested in the food access group.	To clean up the lounge and have a soup lunch at the next meeting where the successes of other groups will be highlighted.
8	This was the only building with an organized tenant association. Three tenants are interested in increasing food access and have the volunteer power to implement it. They are looking for new and fresh people and ideas for activities, speakers etc.	To connect with food access groups and other opportunities in the larger community.
9	This community has a beautiful lounge opening up onto a large patio area with a large grassed orchard. There was a large and enthusiastic group of tenants in attendance, many of them long term tenants who remember the challenges of their tenant association. Their main barrier to functioning as a group is personality conflict.	A successful activity to encourage them that it can be done. Also some work on kindness, respecting others and inclusivity.

Community names are not used to ensure confidentiality.

### 3. Survey our senior demographic on current participation in community activities/programs

331 surveys were distributed with a 20% response rate. Focus groups were held in March 2016 in all nine communities with varying turnout in each. In total, approximately 65 individuals participated in the focus groups. Financial limitations were identified by 74% of those surveyed as the number one barrier to participation in activities.

Table 2. Barriers to participation in activities identified through survey and focus groups

<p><b>Financial Barriers</b></p> <ul style="list-style-type: none"> <li>▪ Access to healthy food</li> <li>▪ Lack of discretionary funds</li> </ul>	<p><b>Mental Well-being Barriers</b></p> <ul style="list-style-type: none"> <li>▪ Depression</li> <li>▪ Anxiety</li> <li>▪ Panic attacks</li> <li>▪ Agoraphobia</li> <li>▪ Brain injury</li> <li>▪ Challenges managing stress</li> <li>▪ Inability to get up in the morning</li> </ul>
<p><b>Physical Health Barriers</b></p> <ul style="list-style-type: none"> <li>▪ Mobility impairment</li> <li>▪ Visual impairment</li> <li>▪ Hearing impairment</li> <li>▪ Injuries, Arthritis, Chronic pain</li> <li>▪ Lack of energy</li> <li>▪ Lack of physical conditioning</li> <li>▪ Accessing Transportation</li> </ul>	<p><b>Social Barriers</b></p> <ul style="list-style-type: none"> <li>▪ Bullying by other tenants (Lack of respect for differences; hurtful criticism; destructive, unpleasant or vindictive neighbours)</li> <li>▪ Lack of community/organizational leadership and focus</li> <li>▪ Lack of dignity due to low income</li> <li>▪ Safety concerns</li> </ul>

Table 3: Activities of interest identified through survey and focus groups

Crafts	Holiday Celebrations	Games
Discussions/Coffee Groups	Movies	Gardening
Exercise	Music	Reading
Food	Outings	Attending Sports events

## Survey Results

51% of those surveyed identified disabilities as a barrier to participation.

29% of those surveyed identified transportation as a barrier to participation.

74% of those surveyed identified financial limitations as a barrier to participation.

50% identified that they feel a sense of community within their CRHC residence.

65% identified that they would like to see an increase in the sense of community within their CRHC residence.



**4. Partner with local senior services to reduce barriers for our seniors to gain access to these services (reference guide, implementation of onsite programs)**

In order to create sustainability within the project, the CRHC identified and developed partnerships with the following organizations in response to the actions and needs identified by each community. The goal was to link the tenants to services in the broader community or to provide the space within our communities for service providers to deliver programs.

Table 4. Community Services

FOOD SHARE NETWORK, MUSTARD SEED	In an effort to continue providing healthy, fresh food options and reduce food waste in Victoria, the Mustard Seed has collaborated with the Victoria Foundation, the Rotary Club of Victoria, Thrifty Foods, and other social agencies in Victoria to establish the food share network and food rescue program. Collectively, they aim to divert imperfect but fresh and edible food from landfills to tables of Victorians in need, and broaden our reach to help as many individuals as possible.
SENIORS SERVING SENIORS	Programs and services are offered free of charge and run almost solely by volunteers who promote and encourage independence and support the well-being of seniors. They dedicate themselves to the research, collection, dissemination of information and the support of seniors in transition.
SENIORS ENTITLEMENT SERVICE	Trained volunteer advocates work to identify the avenues clients can pursue to solve their problems. These may include housing matters, legal entanglements, pension matters, loss of driver’s license, BBB matters, abuse of any kind, police entanglements, government issues, and health & social services.
COMMUNITY TRAVEL TRAINING, BC TRANSIT	Trainers will develop an individualized coaching plan that will allow riders to learn how to use public transportation at their own pace. Trainers can focus on individual travel needs such as work trips, volunteer positions, appointments or general travel.
OLDER ADULTS STRATEGY, SAANICH PARKS AND RECREATION	Saanich parks and recreation is in the midst of public consultations in order to develop an older adults strategy in the district. CRHC partnered with them to ensure the voices of low income senior residents and persons with disabilities’ voices were included in the strategy. At the same time, Saanich staff shared information about their subsidies and recreation programs.
SILVER THREADS	Programs and services address the social, health, activity, intellectual, and information needs of seniors and provide essential connections.

The areas of need and interest as well as opportunities were different in every community and the facilitator’s goal was to follow the lead of each community.

Table 5 outlines the outcomes of the community outreach.

Table 5: Community Outcomes

COMMUNITY	OUTCOMES
1	<ul style="list-style-type: none"> <li>• Held meetings with "Better At Home" and Saanich Volunteers;</li> <li>• Saanich Parks and Recreation Older Adults Strategy, and</li> <li>• Silver Threads coffee/chat group.</li> </ul>
2	<ul style="list-style-type: none"> <li>• Focus group identified that the community has small tenant group that meets for coffee and goes on planned outings;</li> <li>• Held a "Laughing Yoga" workshop to the tenant lounge; and</li> <li>• Met with group about social inclusion.</li> </ul>
3	<ul style="list-style-type: none"> <li>• Oakland Community Centre held a presentation outlining their programs;</li> <li>• Two meeting were held regarding the Food Access Group and future involvement is planned; and</li> <li>• Silver Threads held a coffee/chat group.</li> </ul>
4	<ul style="list-style-type: none"> <li>• BC Transit held a travel training presentation on using the bus, the handy dart service and the reduced price taxi service; and</li> <li>• Silver Threads held a coffee/chat group.</li> </ul>
5	<ul style="list-style-type: none"> <li>• Organized and attended an introductory soup/sandwich lunch at the Les Passmore Silver Threads Centre.</li> </ul>
6	<ul style="list-style-type: none"> <li>• Focus group identified an active group of residents who were self-motivated and inclusive;</li> <li>• Held a presentation from BC Transit on travel training; and</li> <li>• Silver threads held a coffee/chat group.</li> <li>• Held a party to celebrate the 25th Anniversary of the building;</li> </ul>
7	<ul style="list-style-type: none"> <li>• Held a soup lunch;</li> <li>• Held a presentation on Pallet Gardening;</li> <li>• Saanich Recreation Older Adults Strategy held a focus group and lunch; and</li> <li>• Silver Threads held a coffee/chat.</li> </ul>
8	<ul style="list-style-type: none"> <li>• Held a discussion group regarding services available in the larger community;</li> <li>• Two meetings were held with the Food Access Group with a plan to continue with pilot project; and</li> <li>• Silver Threads held a coffee/chat.</li> </ul>
9	<ul style="list-style-type: none"> <li>• Established a Social Committee;</li> <li>• Established a Gardening committee;</li> <li>• Created community garden beds;</li> <li>• Held a party to celebrate the 25th Anniversary of the building;</li> <li>• Saanich Recreation Older Adults Strategy held a focus group and lunch; and</li> <li>• Silver Threads held a coffee/chat</li> </ul>

A Seniors Tenant Forum was held towards the completion of the project to bring together the partner organizations, Steering Committee members and other interested tenants. Over 40 tenants representing the nine seniors' communities attended this event.

You are invited to the  
CRHC "Connections" Seniors Tenant Forum

Thursday, September 29, 2016  
9:30 a.m. - 2:30 p.m.  
City of Victoria, City Hall, antechamber (2<sup>nd</sup> Floor, accessible by elevator)

Please join us for a day of learning and connecting.



## 5. Collect data on senior services/activities within the geographic area of each community and create a reference materials and a general guide

It was identified that Seniors Serving Seniors have been publishing a Seniors' Services Directory that contains over 500 listings of community resources and is reviewed and updated every 2 years by a Directory Committee. CRHC staff determined this directory was more comprehensive than the resource that the CRHC could have produced within this project and in turn decided to ensure that these were made available to tenants.

### CONCLUSION

Through the CRHC UBCM 2016 Age-friendly Community Planning & Project, the CRHC was able to connect seniors to local seniors organizations that are mindful of the barriers that low-income seniors face in accessing programs. Some of the activities within the communities that began during this project will be sustained. Examples of these are:

- The Food Access Pilot Project will be operating in two communities.
- Silver Threads will be doing continued outreach to the seniors' buildings.
- Social and Garden committees in buildings have been strengthened or formed and will benefit from ongoing support from CRHC staff.

Long term sustainability would require staff support. Through the CRHC UBCM 2016 Age-friendly Community Planning & Project, the CRHC was able to meet the goals of the linking seniors with healthy living activities and services and promoting the importance of these services.



**REPORT TO CAPITAL REGION HOUSING CORPORATION BOARD OF DIRECTORS  
MEETING OF DECEMBER 6, 2016**

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**SUBJECT**      **Implications of the Tenant Engagement Task Force Recommendations**

**ISSUE**

In January 2016, the Capital Region Housing Corporation (CRHC) Board of Directors struck the Tenant Engagement Task Force (Task Force) to examine possible tenant engagement measures. The Task Force reported back to the CRHC Board of Directors in October, 2016 (Appendix A). *Capital Region Housing Corporation (CRHC) Task Force Examination of Possible Tenant Engagement Measures Board report*, October 4, 2016). The Task Force noted two main areas for improvement: the need for increased tenant engagement and improved landscaping services.

Staff were directed to report back on the implications of the recommendations of the report from the Task Force on tenant engagement.

**BACKGROUND**

**History of Tenant Engagement at the CRHC**

The CRHC was actively involved in tenant engagement activities starting in the early 1990s with the introduction of the federally and provincially funded housing stock that was 100% subsidized. Tenant engagement programs being delivered to directly managed BC Housing and Management Commission (BCHMC) communities were extended to the non-profit housing provider tenants as well.

At that time, the CRHC hired a half-time Community Liaison worker responsible for overseeing the BCHMC "Peoples, Plants and Homes" program, Tenant Associations and the Resident Recreation Activity Program (RRAP). This position received administrative and coordination support to deliver these programs that added up to approximately another half time position. When this position began, the CRHC had approximately 800 units.

The CRHC supported Tenant Associations in many of their communities. Tenant Associations were promoted as "groups of people who come together in support of a common cause. An active Tenant Association can be a valuable asset to any housing development. Associations can organize activities, carry out fundraising endeavours, and act as an information centre for the behalf of all tenants".<sup>1</sup>

In support of the activities provided by Tenant Associations, BCHMC provided grants to tenant associations to "help fund day to day expenses incurred in the running of tenant associations as well as to fund social and recreational programs in directly managed BCHMC units. Funds are provided to Associations on an annual grant application basis through the People, Plants and Homes Coordinator."<sup>2</sup> BCHMC also delivered a program called "People, Plants and Homes" which provided free bedding plants and fertilizer each spring to tenants who were interested.

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<sup>1</sup> BC Housing and Management Commission (BCHMC), *Tenant Association Manual*, first edition, 1992, Section 2, Page 1

<sup>2</sup> BC Housing and Management Commission (BCHMC), *Tenant Association Manual*, first edition, 1992, Section 3, Page 1

In 1998, there was a leadership change at the CRHC and the Community Liaison position was reorganized into a property manager position responsible for housing subsidized housing tenants and managing social complaints on behalf of the organization. Although tenant engagement was still recognized in the job description, it was not considered a priority. At approximately the same time, the RRAP program and “People, Plants and Homes” ended for non-profit housing provider tenants and was delivered “only to individuals living in public housing managed directly by BC Housing”.<sup>3</sup>

Since 1998, the CRHC has been involved in some tenant engagement activities that have mostly been initiated by other organizations. The two most longstanding initiatives, with varying levels of success, are the Crime-Free Multi-Housing program and the Energy Conservation Assistance Program (ECAP) program. The Crime-Free Multi-Housing program is delivered by Saanich and Victoria Police Services which is currently in 20 “crime-free” CRHC communities. The ECAP is delivered through Fortis BC and provides tenant outreach promoting services and products that increase energy efficiencies at no cost to the CRHC or tenants.

The CRHC did provide tenant engagement until the funding was discontinued for non-profit housing providers and their tenant groups by BCHMC. At that point, CRHC’s relationship with their tenants became similar to that of a private landlord. Interaction with tenants was limited to the landlord’s responsibilities in the *Residential Tenancy Act* and the Tenancy Agreement.

Only one Tenant Association remains at Springtide. The others concluded due to lack of ongoing CRHC staff resources.

### **History of Landscaping Services at the CRHC**

The landscaping services within the CRHC can be broken down into two categories: landscaping services and tree care services.

**Landscaping services** are contracted out for all areas except “tenant limited use areas” that are defined in the tenancy agreements as areas where the tenant is obligated to maintain. These are defined in the landscape contracts as “areas at tenant rear patios where the privacy fence has less than a 48” wide opening or a gate.”

The “tenant limited use areas” are a mix of grass and flower beds. The level of tenant involvement varies widely. At unit turnover, the staff returns the tenant limited use area to standard plantings in place, the lawn cut and no moss on the patio surface. The upgrades completed by the previous tenant are removed unless otherwise directed by the prospective tenant at viewing. Senior’s buildings are the exception whereby the landscapers provide all outside landscape, including garden patios, unless the tenant is active in their garden beds.

In April 2011, a report to the CRHC Board (Appendix B) outlined the difficulties with the landscape management at CRHC sites. The contract from 2006 to 2010 had ended and staff tendered the contract with the assistance of an Arborist in order to rectify concerns as identified in the report. The bids were at least 30% higher than CRHC had paid in 2010. The contracts were not awarded due to budget restraints by BCHMC.

Two CRHC auxiliary staff were used full time in the spring to cut lawns and tidy garden beds at several sites. The balance of sites were awarded to the lowest bidder under modified conditions for the balance of 2011. This managed to keep the landscape in budget for 2011 however it involved much of the staff management time and did not address the need for annual pruning. This arrangement was maintained through 2012, with the same high level of office staff time involved in overseeing the work.

In 2013, the landscape contracts were arranged into packages representing CMHC and BCHMC funded properties. The CMHC sites, which had stronger funding, included basic grass cutting, weeding of beds, pruning and leaf mulching whereas due to funding limitations at BCHMC buildings, the contracts only

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<sup>3</sup> <http://www.bchousing.org/tenants/services/pph>

included grass cutting and weeding of beds. In the fall, pruning would be approved as budgets allowed. This contract went out for tender and has produced our current contractors.

In 2015, the BCHMC building contracts were updated to include the pruning and leaf mulching. The contracts have been renewed annually until December 2017, with a new tender needed in 2017.

Currently, the CRHC has seven community gardens. Three are active, four are less active. The active community gardens are attached to seniors' buildings whereas the less active gardens are in family communities.

**Tree care services** are delivered in two streams: plant health care and hazardous pruning. These services are delivered by a contractor specializing in tree care.

The total budget for landscaping services can be found in Table 1.

**Table 1. Landscaping and tree care budgets for 2015/2016**

	<b>2015</b>	<b>2016</b>
<b>Landscaping</b>	\$314,979	\$317,142
<b>Tree care</b>	\$ 69,420	\$ 79,171*
<b>Total</b>	<b>\$384,399</b>	<b>\$396,313</b>

\*increased levels of hazardous pruning from 2015 to 2016

### **Field Services Review**

As part of the 2016 Operational Plan, staff have been undertaking a Field Services Review (FSR). The objectives of the FSR are to improve operational efficiencies and improve services to tenants. The FSR included the collection and analysis of the following data: Staff Consultation - interviews and questionnaires; mapping of caretaker duties/time; Tenant Satisfaction Survey; use of contractors; review policies, procedures and standards; and a review of sector best practices. A review of tenant engagement and landscaping are included in the scope of this review.

Staff have just completed the data collection and are in the consultation and analysis phase of the FSR.

### **ALTERNATIVES**

1. a) That a Tenant Engagement Framework be approved for 2017 with a budget of \$50,000 and that staff report back to the Board with an evaluation and recommendations of the Tenant Engagement Framework in 2017.  
b) That staff review the current landscape services and report back to the Board on how to improve the current services including a review of potential models of service delivery in 2017.
2. That the report be referred back to staff for review.

### **IMPLICATIONS**

#### **Tenant Engagement**

The Task Force recommended that the CRHC objective of being a "good landlord" could be better achieved through 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.

Social/Non-profit housing providers have a long history of providing tenant engagement. Substantively, individuals and families living in social housing communities are living in low-income and due to their socio-economic status are often marginalized from engaging in the broader community. Examples of this

disenfranchisement can be found in the results of the “Connections” project (CRHC, 2016) whereby the results indicated that 74% of those surveyed felt that financial limitations were a barrier to participation in the broader community and 65% identified that they would like to see an increase in the sense of community within their CRHC building.

BCHMC defines tenant engagement as “Activities empowering tenants to feel connected, valued and purposeful”.<sup>4</sup> Tenant engagement is a widely accepted practice in the United Kingdom and in Canada. Ontario is a leader in tenant engagement, especially among the municipally owned local housing providers. Examples of tenant engagement practices in Ontario can be found in an inventory developed by the Housing Services Corporation (HSC).<sup>5</sup> A good example of a tenant engagement framework can be found in the City of Hamilton’s Housing Corporation.<sup>6</sup>

### Models of Tenant Engagement

#### BCHMC

Although the funding for tenant engagement programs concluded for non-profit housing tenants in BC, BCHMC continues to consider it of value in their directly managed communities. BCHMC provides tenant engagement through the “Community Development Program Framework” (Appendix C) and the “Housing & Health Services” program to their directly managed tenants.

Community Development is the process of helping a community strengthen itself and develop towards its full potential. As facilitators, BC Housing staff work in partnership with residents and support organizations to meet identified tenant needs.

BC Housing has a team of Community Developers who support and administer tenant programs in public housing communities across the Lower Mainland and Greater Victoria. A Community Developer will work with tenants at select public housing sites to develop a sense of community and enhance relationships among tenants, BC Housing and local resources. For example, after-school youth programs, educational/life skills workshops and weekly dinner programs can help tenants get to know their neighbours and also connect to local organizations.<sup>7</sup>

Figure 1



The BCHMC Community Development Framework has five program streams: Tenant Engagement Activities, Tenant Activity Grants, Education Awards, Student Tenant Employment Program and People, Plants and Homes as seen in Figure 1.

The “Housing & Health Services” program staff are health care professionals. BC Housing tenants in public housing developments can talk to these coordinators for help on a variety of health-related issues. The Housing & Health Services Coordinators provide a referral service to link tenants to mental health services, grief support after the loss of a loved one, community health care, diabetes clinics, domestic violence units, and addictions counselling.

<sup>4</sup> <http://www.bchousing.org/resources/Tenant/Community-Development-Program-Framework.pdf>, page 2

<sup>5</sup> <https://share.hscorp.ca/resource-library/?catid=103>

<sup>6</sup> <http://www.cityhousinghamilton.com/userfiles/file/CHH%20Have%20Your%20Say%20Report.pdf>

<sup>7</sup> [http://www.bchousing.org/tenants/services/Community\\_Development](http://www.bchousing.org/tenants/services/Community_Development)



### CRHC Tenant Engagement Framework Pilot Project

Staff are recommending a one year pilot project to develop and evaluate a tenant engagement framework.

#### Phase 1: January to March 2017

This phase will also include the development of policies and procedures that will be implemented broadly across the CRHC tenant population:

1. Increased activities that foster a more informed tenant population;
2. Increased consultation and collaboration in decision-making; and
3. Increased engagement to support tenants requiring support and referral for a variety of health related issues.

This phase will include the development of a tenant empowerment model where tenants could be responsible to guide processes and make decisions impacting their community such as a tenant group or committee. This would be piloted in four seniors and three family communities.

#### Phase 2: March 2017-December 2017

The second phase will include the implementation of the above framework.

#### Phase 3: August 2017-October 2017

The third phase will include an evaluation of the framework

The success will be measured by:

1. "Tenants at the Centre" has been embedded in the CRHC culture;
2. Increased tenant satisfaction: increased satisfaction in conflict resolution;
3. Increased tenant support: decreased evictions; increased partnerships with broader community;
4. Return on Investment (ROI): fewer complaints, lower vacancy rates, less arbitration.

Staff will also be evaluating the cost and capacity of implementing the tenant engagement framework across the 45 communities and providing recommendations for further implementation.

The cost implications of implementing the Tenant Engagement Framework pilot project would be as follows:

<b>Staff 0.5 term (one year)</b>	<b>\$45,000</b>
<b>Program expenses</b>	<b>\$5,000</b>
<b>Total</b>	<b>\$50,000</b>

### Landscaping

The second focus of the Task Force was the observed need for improved landscaping services. The Task Force is 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. Staff will report back to the Board on any budget implications of this strategy.

The staff are currently reviewing the Landscape services as part of the FSR. The Landscaping contract is up for renewal in 2018. Staff will include the Task Force's recommendations as part of the review and will provide a report on the improvement of landscaping services by April 2017.

In the interim:

- Staff have contacted the contractors and provided feedback and expectations based on the results of the Task Force, FSR and the Tenant Satisfaction Survey; and



- The Property Managers will be on the sites more regularly to provide increased oversight to the landscape contractors.

### **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.

Tenant Engagement is a widely accepted and valued practice among social housing providers. BCHMC provides tenant engagement services through its directly managed properties but concluded the tenant engagement services for the BCHMC non-profit housing providers in the late 1990s.

Low-income tenants are often marginalized due to their socio-economic status and there is a perceived benefit in tenant engagement in empowering tenants to feel valued by and connected to the broader community as well as a potential return on investment for the housing provider with the prospective of more resilient communities, fewer repairs and maintenance, fewer complaints and lower vacancy rates. The level of engagement is dependent on the resource allocation attached to the services. The development and implementation of a pilot project will support CRHC staff in determining best practices and resource requirements for the implementation of a "CRHC Tenant Engagement Framework across the housing stock.

Staff have made interim steps in addressing the dissatisfaction with landscaping services and will make recommendations to the Board in April 2017 as part of the FSR in time to make a decision regarding landscaping services in 2018.

### **RECOMMENDATION**

- a) That a Tenant Engagement Framework be approved for 2017 with a budget of \$50,000 and that staff report back to the Board with an evaluation and recommendations of the Tenant Engagement Framework in 2017.
- b) That staff review the current landscape services and report back to the Board on how to improve the current services including a review of potential models of service delivery in 2017.



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Senior Manager  
Capital Region Housing Corporation



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

- Attachments: Appendix A: Capital Region Housing Corporation (CRHC) Task Force Examination of Possible Tenant Engagement Measures Board report, October 4, 2016  
Appendix B: April 26, 2011 CRHC board report – Provision & Funding of Landscape Maintenance  
Appendix C: Community Development Program Framework



**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.



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Christine Culham  
Senior Manager  
Capital Region Housing Corporation



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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 be 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:

**CAPITAL REGION HOUSING CORPORATION**  
**Board of Directors Meeting**  
**Tuesday, April 26, 2011**

**SUBJECT: Provision & Funding of Landscape Maintenance**

**ISSUE:**

Board of Director approval is required for contracts over \$50,000. Staff overview of landscape maintenance services for Capital Region Housing Corporation 2011 - 2012.

**BACKGROUND:**

The previous landscape maintenance contracts expired at December 31, 2010. The portfolio was divided into three contracts and one contractor provided service under those contracts.

During the past couple of years, this contract has required a significant amount of staff supervision to ensure that a minimum standard of workmanship was maintained. Overall, the condition of the landscape has deteriorated, and limited operating budgets makes it difficult to engage in a renewal process or bring in additional resources. As part of the re-tendering process staff adopted five strategies with a goal to improve the quality of landscape maintenance and preserve existing plant material:

- With the assistance of an arborist, we re-wrote the specifications for the maintenance of the plant material and the planting beds. The new specifications intend to improve the soil quality conditions and reduce watering costs. The pruning guidelines are intended to maintain and improve the appearance and health of the existing plant material;
- More detailed specifications for grass maintenance that reduces water consumption and improves appearance;
- Specific mulching, pruning and fertilizing schedules to ensure that these expensive services have the biggest impact on the overall site condition and appearance;
- Set performance outcomes instead of frequency guidelines to determine satisfactory performance and allow the contractor more flexibility to manage the hours he has assigned to each project;
- Create nine contract groups instead of the previous three to encourage smaller contractors to bid on at least some of the projects.

Nine contractors submitted bids on at least one of the six contracts. Unfortunately, all of the bids were at least 30% more than our landscape budget in 2010 and thus more than our allowable budgets in 2011, 2012 and perhaps 2013 for the BCHMC and Homes BC portfolios.



## **ALTERNATIVES/ACTIONS:**

1. Cancel tender to re-structure contract proposal to meet the different portfolio requirements.
2. Re-negotiate contract length to meet budgetary limitations.
3. Explore options for providing landscape services in-house on a temporary basis.
4. Re-tender a minimal level of service contract for the BCHMC/Homes BC projects.

## **FINANCIAL IMPLICATIONS - 2011:**

CRHC staff determined that we could not enter into a contract that the Corporation did not have a reasonable expectation that sufficient budget would be available to meet its obligations. However, we did offer the two companies that were the low bid a nine month contract. One company chose to accept and we signed two contracts with Dasilva Landscaping to maintain eight sites for a total price of \$35,437.50. Our 2011 landscape budget for these sites was \$39,227. The second company chose not to participate.

To address the remaining buildings without landscape maintenance service in place, we are temporarily utilizing our two auxiliary staff to maintain the lawns and sidewalk areas. Existing caretaker staff is being required to ensure there is no garbage build up in the beds. CRHC has expended approximately \$2,000 for equipment.

We have reviewed the scope of work in our landscape specifications with the participating bidders. Based on the feedback provided, staff do not see an opportunity to successfully re-tender full landscape maintenance services within BCHMC and Homes BC existing approved budgets. The primary drivers for the bid prices we received were:

- Past five years we have only had minimum increases because of the overall budget constraints in the BCHMC and Homes BC buildings. Allowable increases addressed only fuel and tipping fee increases.
- In 2011 another tipping fee increase has been approved by the CRD Board of Directors. Fuel costs have been escalating for the past few months. Bidders want to protect themselves for uncertain increases in both of these areas.
- CRHC does not allow herbicides and pesticides to be used on our sites, requiring natural alternatives to be utilized when treatment is required. These products are significantly more expensive to purchase than more common products like Round-up.
- CRHC switched from bark mulch in the beds to garden mulch to improve the health of the plants.

To address the remainder of 2011, staff is exploring the opportunity to utilize CRHC auxiliary staff to perform a minimum level of landscape maintenance at all BCHMC and Homes BC projects (excluding the BCHMC/Homes BC projects in the Dasilva contract) – this would include grass cutting, trimming shrubs off the walkways and sweeping driveways and walkways/stairs. If we are unable to utilize CRHC auxiliary staff to maintain the grounds throughout the remainder of the 2011 growing season because of collective agreement restrictions, CRHC will tender a minimal service contract for those BCHMC and Homes BC projects not already addressed in the Dasilva contract.

CRHC will re-tender for landscape services the remaining CMHC projects and Village on the Green because there are no costs freezes imposed by BCHMC in this portfolio. To achieve the best price for this work the tender will be for a period of 30 months (June 1, 2011 – November 30, 2013).

CRHC will be seeking a full service contract including pruning and mulching. As these are also the oldest buildings, this would be the opportunity to address the deterioration and consider whatever amendments we have to make to our sites to improve appearance and longevity of our planting areas.

#### **FINANCIAL IMPLICATIONS - 2012:**

I do not know the answer to what must be an anticipated operating budget deficit in 2011 and 2012. BCHMC has indicated that to fund buildings that exceed operating budgets in 2009 and 2010 to meet necessary operating costs – i.e. bedbug treatments – CRHC may be required to utilize replacement reserve money to cover that deficit. Whether that same philosophy will extend to increased utility costs and property taxes in 2011 is not clear. CRHC will present BCHMC with the costs of our key operational expenses – staff salaries (both administration and caretaker staff), property tax, utilities and contracted services – such as landscape maintenance, fire systems, elevator maintenance, and gutter/window cleaning as part of our budget submission in the fall. CRHC Board may want to consider proposing utilization of our CMHC portfolio operating budget surplus to partially fund these over-budget situations to save the replacement reserve for predictable capital up-grades after the expiry of the operating agreements when no further subsidies will be available. It is also possible that BCHMC will be proposing this solution to CRHC once they have reviewed our 2010 audited financial statements and individual project revenue and expenditure reports.

#### **RECOMMENDATIONS:**

1. That the Board of Directors authorizes any two members of the Executive Committee to sign two landscape contracts for a total amount not to exceed \$301,365; providing those contracts represent the low bid of a compliant submission to our call for landscape maintenance services.
2. That the Board of Directors authorizes the Senior Manager to negotiate with the Union the use of auxiliary staff to meet the landscape maintenance requirements for 2011 without committing to a permanent inclusion of this work in the bargaining unit.

Report Prepared by:



Amy Jaarsma  
Senior Manager

# COMMUNITY DEVELOPMENT PROGRAM FRAMEWORK

January 2014



## 1. INTRODUCTION

BC Housing's Corporate Plan identifies community development as a key priority to promote healthy, active and inclusive tenant communities. Consequently, our Community Development Program offers activities, grants, supports and partnerships to foster well-being, self-sufficiency and engagement among tenants in BC Housing's directly managed properties<sup>1</sup>.

The program offers five program streams for tenants:



The Community Development Program also supports the following values:

- **Education:** Activities providing tenants with new knowledge or skills
- **Engagement:** Activities empowering tenants to feel connected, valued and purposeful
- **Community building:** Activities facilitating tenant participation, building relationships among tenants, and strengthening tenant connections with the broader community
- **Sustainability:** Activities promoting increased self-sufficiency, food security, energy efficiency, recycling, waste diversion, and a lower environmental footprint

The program is designed to respond to the needs of each building's tenant population. Services help tenants acquire necessary skills to live successfully in social housing, access education and employment, improve their health, and build personal capacity. Strategic partnerships with community-based programs and the private sector augment support services, and link tenants with a range of services and supports that may be delivered on or offsite.

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<sup>1</sup> Non-profit and co-op housing providers arrange their own tenant engagement activities. However, some tenants living in these developments can apply for BC Housing's Education Awards; see Section 4 below for eligibility details.

## 2. PRINCIPLES

BC Housing follows four principles in managing the Community Development Program, fostering tenant involvement, and working with service delivery partners:

### **Tenant engagement is fundamental to success**

- Housing communities are healthier when tenants are engaged in shaping and improving their community. BC Housing engages tenants to identify their needs, recognize their voices, and establish appropriate solutions.

### **Services are responsive to tenant needs and build on available resources**

- The specific needs of each tenant group create demand for a variety of service delivery options. At the same time, tenants have knowledge and skills, and community-based organizations have resources they can draw on. Collaboration among staff, tenants and community-based agencies builds on the strengths of each partner and creates synergies. As a result, the resources, networks and expertise of the partners shape the program at each site.

### **Inclusion, dignity and respect**

- An atmosphere of dignity and respect for all tenants is essential.
- Program participation and, therefore, tenant engagement, will increase when tenants feel welcome and included, when diversity is embraced and celebrated.
- Open, clear and respectful communication is essential for meaningful participation by tenants, staff and the community.

### **Accountability to tenants and the community**

- The health, well-being and safety of tenants and staff are of the highest importance.
- BC Housing will conduct periodic reviews and assessments to confirm services are effectively meeting program objectives and appropriate practices are in place.

### **3. GOALS, OUTCOMES AND MEASURES**

#### **a) Goals**

1. To improve tenant health and well-being
2. To improve tenant capacity, resilience and self-sufficiency
3. To strengthen tenant engagement and build relationships among tenants, as well as connections with resources in the broader community

#### **b) Outcomes**

1. Increased sense of connection among tenants
2. Increased tenant participation in activities, programs and resources, onsite or with local community partners
3. Increased skills and knowledge among tenants
4. Healthy, active, inclusive and more sustainable tenant communities

#### **c) Measures**

1. Fund utilization per program stream
2. Number of sites where activities, awards, services or supports are delivered
3. Number of unique program participants by program stream over time
4. Number of tenants actively participating in activities
5. Number of neighbours that tenants would go to in an emergency

## 4. PROGRAM STREAMS

Tenants living in housing developments that BC Housing directly manages are eligible to participate in the Community Development Program (Education Awards are also open to other tenant groups, as outlined below.) The program offers five program streams:

### a) Education Awards

Education awards provide financial aid to help tenants achieve their goals for post-secondary education. These bursaries and awards are designed to improve tenant capacity, resilience and self-sufficiency, by enabling tenants to pursue post-secondary education or training programs.

Eligible tenants aged 17 to 64 can apply for bursaries (\$750, full- or part-time) or awards (\$1,000, full time) for tuition and other school-related expenses. To qualify:

- Tenants must live in accommodation subsidized by BC Housing at the time the courses begin
- Tenants receiving Income Assistance do not qualify, but those receiving BC Persons with Disability Benefits may be eligible
- Courses must be offered at a recognized B.C. post-secondary institution on a full-time or part-time basis

The award cycle begins in January of each year, with an application deadline of April 30<sup>th</sup>. We advise applicants of their status by July 31<sup>st</sup>, and award winners must confirm their program enrolment by August 31<sup>st</sup>.

### b) Student Tenant Employment Program (STEP)

Summer employment opportunities help youth develop employment and leadership skills. STEP is a job preparedness program for youth aged 15 to 18 that offers two weeks of training, plus summer work experience, to help youth build capacity, resilience and self-sufficiency.

Training occurs in early July of each year, followed by five- to six-week work experience placements between mid-July and August. Applications are accepted in May for:

- *STEP to Work* (Metro Vancouver): A variety of employers provide job placements. Participants receive training in Cardio Pulmonary Resuscitation (CPR), Standard First Aid, FOODSAFE, WorldHost, Workplace Hazardous Materials Information System (WHMIS), Back Awareness, and communication and interpersonal skills.
- *STEP Leadership* (Victoria): Youth receive two weeks of intensive leadership training, followed by work experience in recreation, child and youth care, social work, counselling or nursing. Participants receive an honorarium of \$600.

### **c) Tenant Activity Grants (TAG)**

TAG supports tenant activities and programs that promote wellness, self-development, leadership and community building. Some examples of eligible activities include seasonal celebrations and meals, community kitchens, parenting programs, children's summer activities, craft clubs and homework study groups.

- A variety of grants are available for one time activities or as installments for ongoing activities
- Individual tenants, tenant groups or committees can apply for grants
- Applications are accepted any time during the year
- Priority is given to activities that promote tenant participation throughout the site and align with program principles and values
- Special event funding application forms are available through BC Housing Community Development staff

### **d) People, Plants & Homes**

This community garden program gives tenants the training and tools to create their own beautiful flower and vegetable gardens, promoting a greater sense of belonging within the development. BC Housing provides bedding plants, flowers, vegetable starts, seeds and organic fertilizer each spring. The program establishes new community gardens at tenants' request and maintains existing gardens.

Tenants spend quality time with neighbours participating in group activities on planting, growing and harvesting foods, thus improving access to fresh food and reducing food insecurity.

Educational workshops cover growing food in small spaces, winter gardening, planting and harvesting, starting gardens in containers, and making hanging baskets and holiday decorations.

### **e) Tenant Engagement Activities**

Tenant Engagement Activities foster communication among tenants, community links, and constructive tenant input. For example, workshops on topics like financial literacy, food production, cooking, cleaning and community kitchens promote independent living skills and healthy choices. As well, activities related to sustainability promote positive changes in tenant behaviors that support sustainable communities.

Any combination of tenants, community partners or BC Housing staff can initiate, coordinate or deliver Tenant Engagement Activities such as:



- Short-term BC Housing initiatives like *livegreen Tenant Engagement on Sustainability* engage tenants in reducing a range of sustainable related activities such as energy consumption
- *The Community Creators Tenant Engagement Pilot Project*—a partnership with South Vancouver Neighbourhood House to engage tenants in dialogue circles at four sites
- Board/table games, movie nights, current event discussions, internet cafés, crafts, music, sewing/knitting, theatre, after school drop-ins, sports, field trips, cooking/baking, community kitchens and affordable menu planning, literacy and employment readiness workshops, homework clubs, etc.

## 5. ROLES & RESPONSIBILITIES

A number of agencies across the province are involved in program delivery. Where appropriate, BC Housing develops partnerships with community groups and agencies to connect tenants with the best possible range of resources, services and supports.

### BC Housing

BC Housing is responsible for program funding and administration. Our role includes:

- Providing program leadership and facilitation
- Establishing agreements with community-based service providers for service delivery
- Developing standards and guidelines in partnership with service providers
- Providing tenant support:
  - Ensuring an appropriate array of tenant support services is available
  - Supporting tenant participation in goal setting, problem solving, and helping tenants to understand and meet their obligations
  - Helping tenants identify challenges to successful independent living
  - Helping onsite staff problem solve property management and tenancy concerns
  - Advising tenants on provincial and federal income and employment programs, BC Housing policies, and available support services
  - Supporting tenants to make better sustainability choices in their community
- Conducting regular service monitoring and evaluation

### Service Partners and Providers

- Working with BC Housing Community Development staff and tenants to establish the most effective suite of tenant supports and services
- Delivering tenant supports and services
- Reporting regularly on progress to BC Housing

## **Tenants**

- Identifying issues, concerns and successes
- Volunteering in a range of activities
- Organizing tenant gatherings as appropriate

## **6. REPORTING & MONITORING**

BC Housing ensures safe, effective service delivery for program beneficiaries through quality monitoring. The cornerstones of monitoring are risk mitigation, quality assurance and quality improvement. The key areas of risk we have identified in relation to this program are safety and security, the spread of infectious disease, and, where food services apply, food contamination.

BC Housing program staff prepare quarterly reports on the program, which indicate participation rates, track budgets, and signal any changes that may be required.

## **7. SIGNATURES**



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**Craig Crawford**

**Vice President, Operations**



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**Dan Maxwell**

**Vice President, Corporate Services**



**REPORT TO CAPITAL REGION HOUSING CORPORATION BOARD OF DIRECTORS  
MEETING OF TUESDAY, DECEMBER 6, 2016**

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**SUBJECT**      **Board Evaluation Process**

**ISSUE**

A key indicator of the Capital Region Housing Corporation (CRHC) Board of Directors 2016-2019 Strategic Priorities was the development and delivery of a Board Evaluation process.

**BACKGROUND**

The 2016-2019 Strategic Priorities is an important direction-setting document for the CRHC, providing a mandate to advance action in priority areas that are significant to the CRHC Board, senior staff and stakeholders. These priority areas flowed into the corporate business and financial plans, ensuring accountability for successful plan implementation.

Board evaluation was identified as a key indicator to measure the success of the CRHC Board of Directors 2016-2019 Strategic Priorities.

Staff is recommending that annually in December, each Director will be asked to complete a questionnaire (Appendix A). Legislative Services will collect the completed surveys to maintain confidentiality, for staff to review and collate. The results will be circulated to the Board for discussion.

**ALTERNATIVES**

1. That the Board Evaluation Process be approved as presented.
2. That the report be referred back to staff.

**IMPLICATIONS**

The Board Evaluation process is designed to provide Directors with an opportunity to examine Board effectiveness and make suggestions for improvement. The questionnaire is intended to be a tool that will engage Directors in an open and constructive dialogue about its performance and allow the Board to identify where it needs to improve its performance.

**CONCLUSION**

Board evaluation was identified as a key priority in the 2016-2019 Strategic Priorities. The process presented in this report allows for the Board to identify areas of performance needing improvement.

**RECOMMENDATION**

That the Board Evaluation Process be approved as presented.

Christine Culham  
Senior Manager  
Capital Region Housing Corporation

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

CAPITAL REGION HOUSING CORPORATION BOARD OF DIRECTORIS 2016 EVALUATION

**INTRODUCTION**

**NAME:** \_\_\_\_\_

The Board evaluation process is designed to provide Directors with an opportunity to examine Board effectiveness and make suggestions for improvement. The questionnaire is intended to be a tool that will engage Directors in an open and constructive dialogue about its performance and allow the Board to identify where it needs to improve its performance.

**PROCESS**

In December each Director will be asked to complete the questionnaire by the Capital Regional District Legislative Services. Legislative Services will summarize the input of the Directors on a confidential basis and provide the summary for the Board and staff for review.

<b>SECTION A – BOARD ORGANIZATION</b>				
1.	Do you think the Board has an appropriate balance of skills, experiences and backgrounds?  _____ _____ _____	Yes	Somewh at	No
2.	Do you think the Board should have committees in place?  _____ _____ _____	Yes	Somewh at	No
3.	Do you think the Board orientation program provides Directors with the appropriate depth and breadth of information? What other information would be of value?  _____ _____ _____	Yes	Somewh at	No

CAPITAL REGION HOUSING CORPORATION BOARD OF DIRECTORS 2016 EVALUATION

<p>8.</p>	<p>Do you think Board meetings allow for candid, constructive discussion and critical questioning?</p> <hr/> <hr/> <hr/>	<p>Yes</p>	<p>Somewh at</p>	<p>No</p>
<p>9.</p>	<p>Do you consider presentations at Board meetings to be generally of the appropriate length and content?</p> <hr/> <hr/> <hr/>	<p>Yes</p>	<p>Somewh at</p>	<p>No</p>
<p>10.</p>	<p>Do you find that pre-meeting materials clearly identify the significant issues, trends or developments for the Board consideration?</p> <hr/> <hr/> <hr/>	<p>Yes</p>	<p>Somewh at</p>	<p>No</p>
<p>11.</p>	<p>Do you think that agenda package materials provide appropriate context and background information to support informed decision-making?</p> <hr/> <hr/> <hr/>	<p>Yes</p>	<p>Somewh at</p>	<p>No</p>

CAPITAL REGION HOUSING CORPORATION BOARD OF DIRECTORS 2016 EVALUATION

15.	<p>Do you think the interaction between the Board/Management and government is appropriate?</p> <hr/> <hr/> <hr/>	Yes	Somewhat	No
16.	<p>Do you have confidence that the organization is functioning within federal and provincial statutes and legislation?</p> <hr/> <hr/> <hr/>	Yes	Somewhat	No
<b>SECTION D - BOARD RESPONSIBILITIES &amp; REPORTING</b>				
17.	<p>Do you believe the Board plays an effective role in the strategic planning process?</p> <hr/> <hr/> <hr/>	Yes	Somewhat	No
18.	<p>Do you think the operating and capital budgets support the corporation's ability to meet its strategic plan?</p> <hr/> <hr/> <hr/>	Yes	Somewhat	No

CAPITAL REGION HOUSING CORPORATION BOARD OF DIRECTORIS 2016 EVALUATION

<b>SECTION F – GENERAL COMMENTS</b>			
23.	<p>Do you have suggestions for enhancing the level of support provided by the Board Liaison to the Board or individual Directors?</p> <hr/> <hr/> <hr/>		
24.	<table border="1"><tr><td><p>Using a scale of 1 to 5 (1=poor, 5=excellent), how would you rate overall Board performance to date? Why?</p><hr/><hr/><hr/></td><td><p>Rating</p><p>1</p><p>2</p><p>3</p><p>4</p><p>5</p></td></tr></table>	<p>Using a scale of 1 to 5 (1=poor, 5=excellent), how would you rate overall Board performance to date? Why?</p> <hr/> <hr/> <hr/>	<p>Rating</p> <p>1</p> <p>2</p> <p>3</p> <p>4</p> <p>5</p>
<p>Using a scale of 1 to 5 (1=poor, 5=excellent), how would you rate overall Board performance to date? Why?</p> <hr/> <hr/> <hr/>	<p>Rating</p> <p>1</p> <p>2</p> <p>3</p> <p>4</p> <p>5</p>		
25.	<p>Do you have suggestions or feedback on the conduct of Board and/or Committee meetings in general?</p> <hr/> <hr/> <hr/>		
26.	<p>Do you have suggestions for improving the way in which the Board functions?</p> <hr/> <hr/> <hr/>		



**REPORT TO CAPITAL REGION HOUSING CORPORATION BOARD OF DIRECTORS  
MEETING OF DECEMBER 6, 2016**

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**SUBJECT**      **2016 and 2017 ADMINISTRATION BUDGET**

**ISSUE**

To provide the CRHC Board of Directors a review of estimated revenues and expenditures for the 2016 Administration Budget and the outcomes of the 2016 Strategic Priorities and to present the 2017 Administration Budget.

**BACKGROUND**

Each year staff submits to the Board of Directors the Administration Budget which includes estimated revenues and expenditures for the current year and a proposed budget for the next fiscal year, a review of our current year strategic priorities and their status.

The Administration budget includes costs to the Corporation associated with overall administration such as administrative staff salaries and benefits, CRD allocations, consultants, legal fees, telephones and office supplies etc. The main source of funding for the Administration budget are the management fees charged to the buildings. In the Administration budget, the management fees are seen as revenue and in the building operating budgets, the management fees are represented as expenditures. Other sources of revenue include management fees from the third parties, operating interest income and transfer from the Corporation Stabilization Reserve and Combined Unspent Capital Fund (Capital Surplus).

**ALTERNATIVES:**

1. That the Capital Region Housing Corporation Board of Directors approves the Capital Region Housing Corporation 2017 Administration Budget.
2. That the Capital Region Housing Corporation Board of Directors requests that staff amend the Administration Budget as directed.

**IMPLICATIONS**

1. **a) 2016 Strategic Priorities (Appendix A):**  
The Board of Directors implemented 2016-2019 Strategic Priorities. In order to measure results, the Board introduced key performance indicators. The CRHC met the key performance indicators as outlined in Appendix A.
2. **2016 and 2017 Administration Budgets (Appendices B.1 and B.2):**

**2016**

The three main variances in the 2016 Administration Budget are:

- a) the CRHC IT Project to implement the SAP Real Estate module to enhance the current property management software;
- b) the \$20,000 UBCM Age Friendly grant to undertake the "Connections" seniors' engagement program; and
- c) the \$20,000 development consulting fees to support the application for the Provincial Investment in Affordable Housing (PIAH) Expression of Interest for the 3816 Carey Rd. site.



**2017**

The three main variances in the 2017 Administration Budget are:

- a) The CRHC IT project will be completed by June, 2017;
- b) In August 2016, the Board approved the hiring of a Manager of Major Capital Projects to address the strategic priority of development, redevelopment and renewal of the CRHC housing stock. The costs of this position will be recovered from the capital projects; and
- c) Increases in existing CUPE and Exempt salaries and CRD allocations.

The first two variances account for 2% of the 6.8% increase to the Administration budget.

Therefore, the baseline budget increase is 4.8% due to increases in existing CUPE and Exempt salaries and CRD allocations.

**CONCLUSION**

Overall the recommended 2017 Administration budget will increase by 6.8% due to the CRHC IT project, the introduction of the Manager of Capital Projects and increases in existing CUPE and Exempt salaries and CRD allocations.

**RECOMMENDATIONS**

That the Capital Region Housing Corporation Board of Directors approves the 2017 Capital Region Housing Corporation Administration Budget.



Christine Culham  
Senior Manager  
Capital Region Housing Corporation



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

Attachments: Appendix A, B.1 & B.2

Mission Statement: The CRHC's mission is to develop and manage affordable housing within the capital region for low income households.

Priority Area	Goals	Objectives	Key Performance Indicators	Outcomes
<b>Management</b>	Be a good and responsible landlord to those who rent accommodation with the CRHC	Ensure the CRHC is operating efficiently and effectively	<ul style="list-style-type: none"> <li>a) Annual staff performance planning and evaluation</li> <li>b) Annual Board survey</li> </ul>	<ul style="list-style-type: none"> <li>a) Completed performance appraisals and performance planning with all staff to align with strategic priorities in January 2016.</li> <li>b) Presented Board evaluation process for CRHC Board review in December 2016</li> </ul>
		Maintain Financial Sustainability of the CRHC	Increase (tenant rent) revenue by 1.5 % annually	Increased (tenant rent) revenue by 3.9% in 2016
		Ensure the CRHC Housing stock is adequately maintained	Strive to complete one additional building envelope remediation by 2019	Completed CRHC Long Term Financial Plan and CRHC Portfolio Renewal, Redevelopment and Development Strategy which identified two buildings for BERS: Caledonia and Carey Lane. Currently in planning stage.
		Maximize subsidized units	<ul style="list-style-type: none"> <li>a) Review tenant eligibility policy in 2016</li> <li>b) Maintain at least 70% rent geared to income in 42 Umbrella Operating agreement properties</li> </ul>	<ul style="list-style-type: none"> <li>a) Completed</li> <li>b) Met target</li> </ul>
<b>Development</b>	Increase CRHC housing stock to benefit households in core housing need	Ensure Tenant satisfaction	Implement a tenant satisfaction survey with an annual improvement in tenant satisfaction index	Completed
		Develop strategy to increase development capacity	Adopt strategy by 2016	Completed CRHC Long Term Financial Plan and CRHC Portfolio Renewal, Redevelopment and Development Strategy
		Develop priorities to address housing needs	Develop priorities by 2016	Completed CRHC Long Term Financial Plan and CRHC Portfolio Renewal, Redevelopment and Development Strategy
		Implement strategy to increase housing for households in core housing need	Increase housing stock by at least 30 rent geared to income units by 2019	Received Investment in Housing Innovation funding from BCHMC for 3816 Carey Rd. to build 74 units of housing for families, seniors and persons living with disabilities

**CAPITAL REGION HOUSING CORPORATION  
2017 ADMINISTRATION BUDGET**

APPENDIX B.1

	2016 Board Approved (A)	2016 Estimated Actuals (B)	2016 \$ Variance (C)	2016 % Variance (D)	2017 CRHC Proposed (E)	2017 Budget \$ Change (F)	2017 Budget % Change (G)
<b>REVENUE</b>							
Management Fees - CMHC	324,864	324,864	0	0.0%	343,138	18,274	5.6%
Management Fees - BCHMC	494,597	494,597	0	0.0%	523,424	28,827	5.8%
Management Fees - Homes BC	118,272	118,272	0	0.0%	124,925	6,653	5.6%
Management Fees - ILBC	24,236	24,236	0	0.0%	24,720	484	2.0%
Management Fees - No Operating Agreement	43,008	43,008	0	0.0%	45,427	2,419	5.6%
Management Fees - Others	87,133	87,133	0	0.0%	88,126	993	1.1%
Service Fees - Housing Agreements	150	150	0	0.0%	150	0	0.0%
Interest Income	100,000	90,000	(10,000)	-10.0%	100,000	0	0.0%
Miscellaneous Revenue - NSF s/c	1,150	1,600	450	39.1%	1,050	(100)	-8.7%
Grant - UBCM Seniors Project	0	20,000	20,000	100.0%	0	0	0.0%
Transfer from Stabilization Reserve - CRD IT Project	150,000	80,550	(69,450)	-46.3%	69,450 (1)	(80,550)	-53.7%
Recovery from Capital Surplus - PIAH Project EOI	20,000 (3)	20,000	0	0.0%	0	(20,000)	-100.0%
Recovery from Capital Surplus - Manager, Capital	0	0	0	0.0%	136,300 (3)	136,300	100.0%
<b>TOTAL REVENUE</b>	<b>1,363,410</b>	<b>1,304,410</b>	<b>-59,000</b>	<b>-4.3%</b>	<b>1,456,710 (4)</b>	<b>93,300</b>	<b>6.8%</b>
<b>EXPENDITURES</b>							
Salaries & Benefits - Regular Staff	754,730	764,760	(10,030)	-1.3%	772,340	17,610	2.3%
Salaries & Benefits - Manager, Capital Projects	0	0	0	0.0%	136,300 (3)	136,300	100.0%
Training (includes related travel costs)	11,300	6,000	5,300	46.9%	11,300	0	0.0%
CRD Regional Housing Allocation	142,450	142,450	0	0.0%	144,590	2,140	1.5%
2016 Recovery - Snr Manager overhead costs	-7,570	-7,570	0	0.0%	0	7,570	-100.0%
CRD Administration Allocation	139,970	138,206	1,764	1.3%	143,180	3,210	2.3%
CRD Office Rental Allocation	50,920	52,474	(1,554)	-3.1%	52,170	1,250	2.5%
CRD Computer Support Allocation	45,020	43,130	1,890	4.2%	61,550 (2)	16,530	36.7%
Consultants	10,000	5,700	4,300	43.0%	15,000	5,000	50.0%
Legal Fees	5,000	5,000	0	0.0%	5,000	0	0.0%
Audit Fees	2,000	2,000	0	0.0%	2,000	0	0.0%
Insurance	1,680	1,590	90	5.4%	1,680	0	0.0%
Telephone	10,890	11,000	(110)	-1.0%	12,400	1,510	13.9%
Advertising	500	500	0	0.0%	500	0	0.0%
Stationery	7,000	7,000	0	0.0%	7,000	0	0.0%
Courier Services	600	350	250	41.7%	600	0	0.0%
Credit Bureau	1,000	0	1,000	100.0%	1,000	0	0.0%
Subscriptions & Memberships	2,250	1,870	380	16.9%	2,250	0	0.0%
Postage	3,200	3,200	0	0.0%	3,200	0	0.0%
Printing/Photographics	5,000	5,700	(700)	-14.0%	5,000	0	0.0%
Photocopier Supplies & Rental	1,970	2,200	(230)	-11.7%	2,200	230	11.7%
Miscellaneous	2,000	4,200	(2,200)	-110.0%	2,000	0	0.0%
Bank Service Charges	1,000	1,000	0	0.0%	1,000	0	0.0%
Transfer to Equipment Replacement Reserve	2,500	10,000	(7,500)	-300.0%	5,000	2,500	100.0%
Capital Purchases - New Manager's office & equip	0	13,100	(13,100)	-100.0%	0	0	0.0%
Special Project - PIAH EOI for 3816 Carey Road	20,000 (3)	20,000	0	0.0%	0	(20,000)	-100.0%
Special Project - SAP Real Estate Implementation	150,000	70,550	79,450	53.0%	69,450 (1)	(80,550)	-53.7%
<b>TOTAL EXPENDITURES</b>	<b>1,363,410</b>	<b>1,304,410</b>	<b>59,000</b>	<b>4.3%</b>	<b>1,456,710 (4)</b>	<b>93,300</b>	<b>6.8%</b>
<b>TOTAL ADMINISTRATION Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	
<b>Beginning Balance Corporation Stabilization Reserve</b>		1,046,687			966,137		
2016 Approved transfer: CRD IT Project costs to date		(80,550)			(69,450)		
<b>End Balance Corporation Stabilization Reserve</b>		<u>966,137</u>			<u>896,687</u>		

**Notes:**

- (1) 2017 CRD IT Project - \$69,450 remaining balance to complete project in June, 2017.
- (2) 2017 CRD Computer Support - \$16,530 increase due to ongoing IT support for SAP Real Estate Module.
- (3) 2016-2017 Recovery from Combined Unspent Capital Funding (Capital Surplus) - PIAH EOI 3816 Carey Road & Manager, Capital Projects.
- (4) 2017 Base Budget increase is 4.8% (\$57,550) excluding new Capital Manager's position and Special Projects that are recoverable.

To be approved at December 6, 2016 Board meeting

## Administrative Budget Variances

## Appendix B.2

**2016 Budget Variances: +/- 10% variances between 2016 approved budget line items and estimated actuals.**

### REVENUES

Budget line	\$ Variance	% Variance	Rationale
Operating Interest Income	(10,000)	(10%) under	MFA Bond fund is currently trending down and will be part of the 2017 investment review.
Grant – UBCM Project	20,000	100% over	Grant confirmation received post 2016 Budget approval.
CRD IT Project	(69,450)	(46.3%) under	SAP Real Estate implementation project to be completed in 2017.

### EXPENDITURES

Budget line	\$ Variance	% Variance	Rationale
Salaries & Benefits	(10,030)	(1.3%) over	Staffing component for the UBCM Age-Friendly grant project.
Training	5,300	46.9% under	Staff took advantage of CRD in-house training
Consultants	4,300	43% under	Current consulting work is under the PIAH project.
Miscellaneous	(2,200)	(110%) over	Funded through UBCM Age-Friendly grant project.
Equipment replacement reserve contribution	(7,500)	(300%) over	Due to office renovation, need to replenish replacement reserve to meet CRD reserve standards.
Capital Purchases	(13,100)	(100%) over	Manager of Major Capital Projects' new office and equipment.

**2017 Budget Changes: +/- 10% variances changes from 2017 approved budget line times to 2017 proposed budget.**

### REVENUES

Budget line	\$ Change	% Change	Rationale
Management Fees	\$57,650	5.6% increase	Management fee is the main source of funding for the for CRHC Administration budget. Increased Management fees for UOA and NOA properties from \$64 to \$67.60 per unit to fund staffing increases that relate to estimated 2017 CUPE and Exempt contract increases.
CRD IT-Project	(80,550)	(53.7%) decrease	Project to be completed in May 2017; \$69,450 remaining to be spent in 2017.
Recovery from Capital Surplus-Manager, Capital	\$136,300	100% increase	3816 Carey Rd. project approved through BCHMC Investment in Housing Innovation (IHI). 2016-2017 EOI and pre-project approval (PPA) expenses to be funded by the CRHC Combined Unspent Capital Funding (Capital Surplus).

### EXPENDITURES

Budget line	\$ Change	% Change	Rationale
Salaries & Benefits	17,610	2.3% increase	Estimated CUPE and Exempt contract increases combined with new staff increments.
CRD computer support allocation	16,530	36.7% increase	Increase due to ongoing CRD IT support for SAP real estate module.
Consultants	5,000	50% increase	Development of procurement contract templates
Equipment replacement reserve contribution	2,500	50% increase	Due to office renovation, need to replenish replacement reserve to meet CRD reserve standards.





**REPORT TO CAPITAL REGION HOUSING CORPORATION BOARD OF DIRECTORS  
MEETING OF DECEMBER 6, 2016**

**SUBJECT**      **CAPITAL REGION HOUSING CORPORATION  
OPERATING BUDGETS - 2017**

**ISSUE**

To provide the CRHC Board of Directors a review of estimated operating revenues and expenditures for 2016, and the proposed budget for 2017.

**BACKGROUND**

In 2016, the Umbrella Operating Agreement (UOA) was signed with the BC Housing and Management Commission (BCHMC) and is in effect until December 31, 2019. Staff have prepared an operating budget for the UOA portfolio, covering 42 of CRHC's 45 projects. Separate budgets have also been prepared for Parry Place (ILBC assisted living), and Village on the Green and Vergo (No Operating Agreement).

Below are the summarized 2016 estimated revenue and expenses and the 2017 proposed budgets.

<b>Umbrella Operating Agreement (Appendix A1 and A2)</b>			
	<b>2016 Budget</b>	<b>2016 Estimates</b>	<b>2017 Proposed</b>
Total Revenue	13,153,620	13,534,580	13,555,000
Total Expenditures	12,276,090	12,209,460	12,421,080
Operating Surplus/(Deficit)	877,530	1,325,120	1,133,920
<b>ILBC - Parry Place (Appendix B1 and B2)</b>			
	<b>2016 Budget</b>	<b>2016 Estimates</b>	<b>2017 Mandated</b>
Total Revenue	662,131	643,295	633,220
Total Expenditures	662,131	641,185	633,220
Operating Surplus/(Deficit)	0	2,110	0
<b>No Operating Agreement - Village on the Green &amp; Vergo (Appendix C1 and C2)</b>			
	<b>2016 Budget</b>	<b>2016 Estimates</b>	<b>2017 Proposed</b>
Total Revenue	653,740	658,377	666,500
Total Expenditures	658,945	646,137	659,160
Operating Surplus/(Deficit)	-5,205	12,240	7,340

Appendices A-C: Detailed budgets

Below are the combined totals of entire CRHC portfolio:

<b>CRHC Portfolio</b>			
	<b>2016 Budget</b>	<b>2016 Estimates</b>	<b>2017 Proposed</b>
Total Revenue	14,469,491	14,836,252	14,854,720
Total Expenditures	13,597,166	13,496,782	13,713,460
Operating Surplus/(Deficit)	872,325	1,339,470	1,141,260

## ALTERNATIVES

1. That the Capital Region Housing Corporation (CRHC) Board of Directors
  - a) approves the Capital Region Housing Corporation 2017 Operating Budgets for the Umbrella Operating Agreement portfolio, Parry Place, Village on the Green and Vergo; and
  - b) authorizes any 2016 operating surplus/(deficits) to be transferred to/(from) the appropriate Portfolio Stabilization Reserves.
2. That the Capital Region Housing Corporation Board of Directors directs staff to amend the budget submission and report back to the Board.

## IMPLICATIONS

### 2016

In the 2016 fiscal year, some examples of activities that staff implemented:

To improve revenue:

- a) CRHC increased 80% of market rent units by the allowable 2.9%. Market units represent approximately 30% of our overall units.
- b) Staff sustained an average of 27 days vacant throughout the year.

To achieve operational efficiencies and savings:

- a) CRHC is undertaking a Field Services Review to identify operational efficiencies. This will be completed in 2017.

### UOA

The approved 2016 UOA Budget estimated an operating surplus of \$877,530. CRHC is estimating achieving a \$1,325,120 surplus. The difference of \$447,590 is due to:

- a) an increase in tenant rent revenue of \$391,090 resulting from a sustained 27 day turnover rate; and
- b) reduced property taxes due to the 2015 appeal.

Under the UOA, all operating surplus funds are retained by CRHC, and staff is recommending that the surplus be placed in the UOA Stabilization Reserve to meet future Corporation requirements in either project operating, capital replacement and/or development.

### NOA

Village on the Green is able to offset the Vergo deficits through decreased property taxes and increased tenant rent revenue.

### Parry Place

Parry Place is under the ILBC operating program with BCHMC. It has a five year fixed budget, for the years 2013-2018, with an allowance for annual budget expense increases based on CPI, excluding the mortgage. In 2016, CRHC installed a new commercial kitchen to replace the existing warming kitchen. This enabled CRHC to negotiate a more favorable contract with the hospitality service provider Beacon Services. The 2016 estimated actuals and 2017 budget now reflect those cost savings as well as the property tax reductions due to the 2015 property reassessments. The BCHMC subsidy will be decreased by a minimum amount equivalent to the hospitality contract savings, which was a requirement of the kitchen capital investment by BCHMC.

### Portfolio Stabilization Reserves

Based on the 2016 estimated surpluses being contributed to the applicable Portfolio Stabilization Reserves, following are the estimated year end reserve balances:

<b>Portfolio Stabilization Reserve Balances</b>	<b>2016</b>
Umbrella Operating Agreement	\$2,101,392
No Operating Agreement	\$84,804
Parry Place	\$16,553

**2017**

The year over year increase in overall net surpluses is a result of increased tenant revenue forecasts that exceeds the increased operating expenses.


**CONCLUSION**

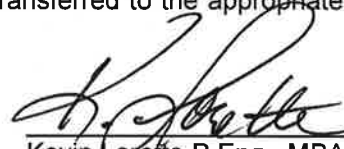
The main drivers for the 2016 and 2017 estimated surpluses are the increased tenant rent revenue and the decreased property taxes. Staff is recommending these surpluses be transferred to the appropriate Portfolio Stabilization Reserves.

**RECOMMENDATIONS**

That the Capital Region Housing Corporation (CRHC) Board of Directors

- a) approves the Capital Region Housing Corporation 2017 Operating Budgets for the Umbrella Operating Agreement portfolio, Parry Place, Village on the Green and Vergo; and
- b) authorizes any 2016 operating surplus to be transferred to the appropriate Portfolio Stabilization Reserves.

  
\_\_\_\_\_  
Christine Culham  
Senior Manager  
Capital Region Housing Corporation

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

Attachments: Appendices A-C

**CAPITAL REGION HOUSING CORPORATION**  
**2017 UMBRELLA AGREEMENT OPERATING BUDGET SUMMARY**  
- 42 Buildings: 1,209 Mixed Income Family/Seniors Housing

APPENDIX A1

	2016 Board Approved (A)	2016 Estimated (B)	2016 Budget \$ Variance (C)	2016 Budget % Variance (D)	2017 CRHC Proposed (E)	2017 Budget \$ Change (F)	2017 Budget % Change (G)
<b>Revenue</b>							
BCHMC Subsidy	3,079,447	3,069,515	(9,932)	-0.3%	3,024,431	(55,016)	-1.8%
CMHC Mortgage Subsidy	445,760	442,329	(3,431)	-0.8%	438,702	(7,058)	-1.6%
Tenant Rent Contribution	9,586,161	9,977,251 (1)	391,090	4.1%	10,049,615	463,454	4.8%
Misc Revenue - parking and laundry	42,252	45,485	3,233	7.7%	42,252	0	0.0%
<b>Total Revenue</b>	<b>13,153,620</b>	<b>13,534,580</b>	<b>380,960</b>	<b>2.9%</b>	<b>13,555,000</b>	<b>401,380</b>	<b>3.1%</b>
<b>Expenditures</b>							
Audit	30,607	28,949	1,658	5.4%	29,983	(623)	-2.0%
Caretaker	1,005,038	995,147	9,892	1.0%	1,025,163	20,125	2.0%
Contingency	57,809	54,922 (2)	2,887	5.0%	60,396	2,587	4.5%
Garbage	188,427	186,805	1,623	0.9%	187,564	(863)	-0.5%
Gas	110,200	86,870	23,330	21.2%	98,700	(11,500)	-10.4%
Hydro	232,534	222,610	9,924	4.3%	231,518	(1,015)	-0.4%
Insurance	299,480	332,942 (3)	(33,462)	-11.2%	379,641	80,161	26.8%
Landscape Maintenance	302,440	302,291	149	0.0%	307,784	5,344	1.8%
Land Lease	0	63,000 (4)	(63,000)	-100.0%	63,000	63,000	100.0%
Maintenance	577,733	610,619 (5)	(32,886)	-5.7%	633,449	55,716	9.6%
Management Fee	931,584	931,584	0	0.0%	983,986	52,402	5.6%
Mortgage	6,154,250	6,138,115	16,135	0.3%	6,093,164	(61,086)	-1.0%
Property Taxes	754,222	625,986 (6)	128,236	17.0%	644,406	(109,816)	-14.6%
Transfer to Replacement Reserve	943,020	943,020	0	0.0%	943,020	0	0.0%
Water	688,746	686,602	2,144	0.3%	739,305	50,559	7.3%
<b>Total Expenditures</b>	<b>12,276,090</b>	<b>12,209,460</b>	<b>66,630</b>	<b>0.5%</b>	<b>12,421,080</b>	<b>144,990</b>	<b>1.2%</b>
<b>Total Umbrella Agreement Surplus/(Deficit)</b>	<b>877,530</b>	<b>1,325,120</b>	<b>447,590</b>		<b>1,133,920</b>	<b>256,390</b>	
<b>Beginning Balance UOA Stabilization Reserve at Dec 31/15</b>		1,076,272			2,101,392		
Transfer to UOA Capital Replacement Reserve							
- Board Approved Jan/15		(300,000)			0		
<b>End Balance UOA Stabilization Reserve at Dec 31/16</b>		<b>2,101,392</b>			<b>3,235,312</b>		

**Notes:**

- (1) Tenant Revenue: 2016 \$391,090 additional revenue due to vacancy rate .7% with avg. 27 day turnover. 2017 anticipate continued low vacancy rate.
- (2) Contingency: 2016 \$54,922 Leblond Strata Administration and CRHC building insurance appraisals. Anticipate future appraisals every five years.
- (3) Insurance: renewal July 1st so true impact of 26% increase shown in 2017. CRHC part of BCNPHA joint purchaing contract with Marsh Canada.
- (4) Land Lease: \$63,000 requirement of PRHC land transfer - CRHC continues to pay Willowdene land lease to CRD Land Banking & Housing Service.
- (5) Maintenance: 2016 (\$32,886) overspent due to annual building site sprinkler repairs. Future requirements under review.
- (6) Property Taxes: 2016 128,236 underspent because CRHC budgeted conservatively due to assessment appeal & Victoria storm water utility transfer.

To be approved at December 6, 2016 Board meeting



**Umbrella Operating Agreement (UOA)**

**2016 Budget Variances: +/- 5% variances between 2016 approved budget line items and estimated actuals.**

**Revenues**

<b>Budget line</b>	<b>\$ Variance</b>	<b>% Variance</b>	<b>Rationale</b>
Tenant Rent Revenue	391,090	4.1% over	Allowable market rent increase of 2.9% for 2016. Improvement in unit turnover rate.

**Expenditures**

<b>Budget line</b>	<b>\$ Variance</b>	<b>% Variance</b>	<b>Rationale</b>
Contingency	2,887	5% under	Leblond Strata Admin & Replacement Reserve and CRHC Building insurance appraisals. Anticipate future appraisals every five years.
Gas	23,330	21.2% under	Fortis standardized rates for Vancouver Island.
Insurance	(33,462)	(11.2%) over	Renewed July 1 <sup>st</sup> . Increased rates due to increased claims in joint purchasing group.
Land lease	(63,000)	(100%) over	Requirement of PRHC land transfer, CRHC continue to pay \$63,000 to CRD LBH service.
Maintenance	(32,886)	(5.7%) over	Building site sprinkler system required repairs. Future requirements under review.
Property Taxes	128,236	17% under	CRHC budgeted conservatively due to BC Assessment appeal & Victoria storm water utility transfer.

**2017 Budget Changes: +/- 5% changes from 2016 approved budget line items to 2017 proposed budget.**

<b>Budget line</b>	<b>\$ Change</b>	<b>% Change</b>	<b>Rationale</b>
Tenant Rent revenue	463,454	4.8% increase	Allowable market rent increase of 1.5% for 2016. Sustain unit turnover rate.

**Expenditures**

<b>Budget line</b>	<b>\$ Change</b>	<b>% Change</b>	<b>Rationale</b>
Gas	11,500	10.4% increase	Fortis standardized rates for Vancouver Island.
Insurance	80,161	26.8% increase	Increased rates due to increased claims in joint purchasing group and increased CRHC building valuations due to current insurance appraisals.
Maintenance	55,716	9.6% increase	Sprinkler system repairs and increased tree care.
Management fee	52,402	5.6% increase	Increased salaries and CRD allocations.
Property Taxes	(109,816)	(14.6) decrease	Year over year decrease.
Water	50,559	7.3% increase	Local government water service increases.

**CAPITAL REGION HOUSING CORPORATION  
2017 ILBC(2) OPERATING BUDGET SUMMARY**

**APPENDIX B1**

- 1 Building: 21 Senior's Independent Living Housing
- Constructed 2008
- Fixed 5 year Budget (2013-2018) with annual CPI increases

	2016 BCHMC Mandated (A)	2016 Estimated (B)	2016 Budget \$ Variance (C)	2016 Budget % Variance (D)	2017 BCHMC Mandated (E)	2017 Budget \$ Change (F)	2017 Budget % Change (G)
<b>Revenue</b>							
BCHMC Subsidy	328,231	299,651	(28,580)	-8.7%	299,320	(28,911)	-8.8%
Tenant Rent Contribution	333,900	332,296	(1,604)	-0.5%	333,900	0	0.0%
Misc Revenue - parking & cable	0	11,348	11,348	N/A	0	0	0.0%
<b>Total Revenue</b>	<b>662,131</b>	<b>643,295</b>	<b>-18,836</b>	<b>-2.8%</b>	<b>633,220</b>	<b>-28,911</b>	<b>-4.4%</b>
<b>Expenditures</b>							
<b>General Costs</b>							
Audit	545	545	0	0.0%	545	0	0.0%
Cable Offset	0	8,039	(8,039)	N/A	0	0	0.0%
Contingency & Vacancy Allowance	5,000	0	5,000	100.0%	5,000	0	0.0%
Garbage	3,000	2,595	405	13.5%	3,000	0	0.0%
Hydro	29,665	30,368	(703)	-2.4%	31,583	1,918	6.5%
Insurance	7,280	6,610	670	9.2%	7,280	(0)	0.0%
Memberships	500	413	87	17.4%	500	0	0.0%
Mortgage	221,596	221,596	0	0.0%	221,596	0	0.0%
Property Taxes	24,075	13,876 (1)	10,199	42.4%	14,291	(9,784)	-40.6%
Transfer to Replacement Reserve	16,932	16,932	0	0.0%	17,270	338	2.0%
Water	5,373	5,754	(381)	-7.1%	6,215	842	15.7%
	313,966	306,729	7,238	2.3%	307,280	-6,686	-2.1%
<b>Manageable Costs</b>							
Caretaker	10,463	11,560	(1,097)	-10.5%	10,785	322	3.1%
Contract for Services - Hospitality	290,826	276,021 (2)	14,805	5.1%	267,216	(23,610)	-8.1%
Landscape Maintenance	3,270	3,270	0	0.0%	3,320	50	1.5%
Maintenance	19,370	19,370	0	0.0%	19,900	530	2.7%
Management Fee	24,236	24,236	0	0.0%	24,720	484	2.0%
	348,165	334,457	13,708	3.9%	325,941	-22,224	-6.4%
<b>Total Expenditures</b>	<b>662,131</b>	<b>641,185</b>	<b>20,946</b>	<b>3.2%</b>	<b>633,220</b>	<b>-28,911</b>	<b>-4.4%</b>
<b>Total ILBC(2) Surplus/(Deficit)</b>	<b>0</b>	<b>2,110</b>	<b>2,110</b>		<b>0</b>	<b>0</b>	
<b>Beginning Balance ILBC(2) Stabilization Reserve</b>		14,443			16,553		
BCHMC prior year adjustments		0			0		
<b>End Balance ILBC(2) Stabilization Reserve</b>		<b>16,553</b>			<b>16,553</b>		

**Notes:**

- (1) Property Taxes: 2016 \$10,199 underspent because CRHC budgeted conservatively due to assessment appeal & Victoria stormwater utility transfer.
- (2) Hospitality Services Contract: 2016 \$14,805 underspent due to kitchen installation and renegotiation of service contract costs.

To be approved at December 6, 2016 Board meeting

**Parry Place (ILBC)**

**2016 Budget Variances: +/- 10% variances between 2016 approved budget line items and estimated actuals.**

**Expenditures**

<b>Budget line</b>	<b>\$ Variance</b>	<b>% Variance</b>	<b>Rationale</b>
Garbage	405	13.5% under	Reduced contract
Property Taxes	10,199	42.4% under	Year over year decrease

**2017 Budget Overview: +/- 10% changes from 2016 approved budget line times to 2017 proposed budget.**

**Expenditures**

<b>Budget line</b>	<b>\$ Change</b>	<b>% Change</b>	<b>Rationale</b>
Property Taxes	(9,784)	(40.6%) decrease	Year over year decrease
Hospitality Contract	(23,610)	(8.1%) decrease	Kitchen installation resulted in hospitality service contract decrease.

**CAPITAL REGION HOUSING CORPORATION  
2017 NO OPERATING AGREEMENT BUDGET SUMMARY**

**APPENDIX C1**

- 2 Buildings: (38) Village on the Green and (18) Vergo - 56 Affordable Rental Housing  
- Constructed 1984 and 2012

	2016 Board Approved (A)	2016 Estimated (B)	2016 Budget \$ Variance (C)	2016 Budget % Variance (D)	2017 CRHC Proposed (E)	2017 Budget \$ Change (F)	2017 Budget % Change (G)
<b>Revenue</b>							
Tenant Rent Contribution	652,980	657,955	4,975	0.8%	665,740	12,760	2.0%
Misc Revenue - parking and laundry	760	422	(338)	-44.5%	760	0	0.0%
<b>Total Revenue</b>	<b>653,740</b>	<b>658,377</b>	<b>4,637</b>	<b>0.7%</b>	<b>666,500</b>	<b>12,760</b>	<b>2.0%</b>
<b>Expenditures</b>							
Audit/Legal	1,384	1,327	57	4.1%	1,355	(29)	-2.1%
Caretaker	39,559	38,393	1,166	2.9%	40,351	793	2.0%
Garbage	7,306	7,301	5	0.1%	7,155	(151)	-2.1%
Landscape Maintenance	11,432	11,432	0	0.0%	11,671	239	2.1%
Hydro	2,076	2,963	(887)	-42.7%	3,082	1,005	48.4%
Insurance	17,313	17,337	(24)	-0.1%	18,054	741	4.3%
Maintenance	19,541	18,241	1,300	6.7%	22,521	2,980	15.2%
Management Fee	43,008	43,008	0	0.0%	45,427	2,419	5.6%
Mortgage	374,307	374,307	0	0.0%	374,291	(16)	0.0%
Property Taxes	78,193	75,310	2,883	3.7%	77,569	(624)	-0.8%
Transfer to Replacement Reserve	41,900	41,900	0	0.0%	41,900	0	0.0%
Water	22,925	14,618 (1)	8,307	36.2%	15,783	(7,141)	-31.2%
Other	0	0	0	0.0%	0	0	0.0%
<b>Total Expenditures</b>	<b>658,945</b>	<b>646,137</b>	<b>12,808</b>	<b>1.9%</b>	<b>659,160</b>	<b>215</b>	<b>0.0%</b>
<b>Total No Agreement Surplus/(Deficit)</b>	<b>(5,205)</b>	<b>12,240</b>	<b>17,445</b>		<b>7,340</b>	<b>12,545</b>	
<b>Beginning Balance NOA Stabilization Reserve</b>	79,125	73,920			84,804		
Transfer to Stabilization Reserve VOG	58,259	78,183			75,766		
Transfer (from) Stabilization Reserve Vergo	(63,464)	(67,300)			(68,426)		
Transfer (from) Surplus UOA Portfolio	0	0			0		
<b>End Balance NOA Stabilization Reserve</b>	<b>73,920</b>	<b>84,804</b>			<b>92,143</b>		

**Notes:**

(1) Water: 2016 \$8,307 underspent due to over budgeting in 2016 due to a water line break and repair in the third quarter of 2015.

To be approved at December 6, 2016 Board meeting

**Village on the Green & Vergo No Operating Agreement (NOA)**

**2016 Budget Variances: +/- 10% variances between 2016 approved budget line items and estimated actuals.**

**Expenditures**

<b>Budget line</b>	<b>\$ Variance</b>	<b>% Variance</b>	<b>Rationale</b>
Hydro	(887)	(42.7%) over	CRHC responsible for hydro in vacant units.
Water	8,307	36.2 under	Due to VOG water line break and repair in 2015.

**2017 Budget Overview: +/- 10% changes from 2015 approved budget line times to 2017 proposed budget.**

**Expenditures**

<b>Budget line</b>	<b>\$ Variance</b>	<b>% Variance</b>	<b>Rationale</b>
Hydro	1,005	48.4% increase	CRHC responsible for hydro in vacant units.
Maintenance	2,980	15.2% increase	Sprinkler repair and tree care.
Water	(7,141)	(31.2) decrease	Year over year decrease.





**REPORT TO CAPITAL REGION HOUSING CORPORATION BOARD OF DIRECTORS  
MEETING OF DECEMBER 6, 2016**

**SUBJECT**     **Property Management Report**  
Updated since the last report of October 25, 2016

**BCH REGIONAL REGISTRY WAITLIST STATISTICS**

<b>Category</b>	<b>November 2016</b>	<b>October 2016</b>	<b>November 2015</b>
<b>Total Registry Units</b>	<b>3,299</b>	<b>3,299</b>	<b>3,299</b>
<b>Applicants</b>			
Family	565	563	452
Seniors	662	656	559
Persons with Disabilities	423	410	369
Wheelchair Modified	64	61	54
Singles	56	56	34
<b>Total</b>	<b>1,770</b>	<b>1,746</b>	<b>1,468</b>

**BUILDING ENVELOPE REMEDIATION & RELATED CAPITAL IMPROVEMENTS**

The Heathers Building Envelope Remediation

Staff are working with Keith Grant Landscape Architect on the updated landscape design in preparation for tender.

Common Area Flooring

Rosewood common area flooring has been awarded to Hourigan's Flooring and work is to commence the week of December 12<sup>th</sup>.

**STAFF TRAINING**

BC Non-Profit Housing Association (BCNPHA) Conference

Three Staff attended this conference November 21 – 23.


**TENANT ENGAGEMENT**

Fall and Winter Notices

In the spring of 2016 staff worked with CRD Communications to re-format the seasonal reminder notice to residents. The new format was very well received. Staff also distributed the "Who do you call?" information flyer to tenants to support increased communication between tenants and staff.

**FINANCIAL REPORTING: SEPTEMBER/OCTOBER CHEQUES/EFTS OVER \$50,000**

<b>Vendor</b>	<b>Issued</b>	<b>Expenditure</b>	<b>Notes</b>
Empress Painting	October 18, 2016	\$74,361.39	Ext Painting Tillicum/Brock/Colquitz

  
Don Metcalf  
Operations Manager  
Capital Region Housing Corporation