



**COMBINED**

Victoria Park Community Homes Inc. &  
 Victoria Park Affordable Homes Corp.  
 (VPCON)

**Board of Directors Meeting**

Thursday, April 6, 2017

Approx. 5:45 p.m.

Start Time	Agenda Item	Lead	Timing
5:45 p.m.	1. Call to Order and Chairperson's Remarks	P. Mustin	1 min.
5:46 p.m.	2. Approval of the Agenda	P. Mustin	1 min.
5:47 p.m.	3. Conflict of Interest Declarations	P. Mustin	1 min.
5:49 p.m.	4. Approval of Minutes 4.1. February 16, 2017	P. Mustin	2 min.
5:54 p.m.	5. Business Arising from Previous Minutes 5.1. Follow Up Chart	L. Gagne	5 min.
5:59 p.m.	6. Staff and Committee Reports 6.1. Finance Committee 6.1.1. February 23, 2017 6.2. Development and Growth Committee 6.2.1. March 7, 2017 6.3. Nominating Committee 6.3.1. March 10, 2017 6.4. Property and Tenant Relations Committee 6.4.1. March 21, 2017	S. Holman P. Mustin R. Ganesaratnam U. Filice	10 min. 10 min. 10 min. 10 min.
6:39 p.m.	7. Other Business 7.1. Finance Motions 7.1.1. Board motion required to authorize A. Jackson, Manager, Operations and Development to bind the corporation for projects under SHEEP and SHIP funding. 7.1.2. Board motion required to appoint L. Burchett, Board Director/Secretary as a signing officer for PH&N accounts for both	V. Fowler	5 min.

Start Time	Agenda Item	Lead	Timing
	Victoria Park Community Homes Inc. and Victoria Park Affordable Homes Corp.		
6:44 p.m.	8. Executive Director's Report	L. Gagne	15 min.
6:59 p.m.	9. New Business	P. Mustin	1 min.
7:00 p.m.	10. Date/Time of Next Meetings 10.1. May 11, 207	P. Mustin	1 min.
7:01 p.m.	11. Adjournment	P. Mustin	1 min.



## COMBINED

Victoria Park Community Homes Inc. and  
Victoria Park Affordable Homes Corp.

### BOARD OF DIRECTORS MEETING

February 16, 2017

### MINUTES

#### In Attendance

P. Mustin – Chair  
S. Holman – Vice Chair  
M. Gallagher - Treasurer  
L. Burchett - Secretary  
R. Ganesaratnam  
U. Filice  
A. Blignaut  
M. Mokrycke  
D. Montini  
R. Trask

#### Staff

L. Gagne, Executive Director  
V. Fowler, Manager, Finance &  
Administration  
A. Jackson, Manager, Operations &  
Development  
V. Wall, Executive Assistant (Recorder)

#### Regrets

D. Filice

#### Teleconference

M. Hackl

#### Minutes

1. Opening and Chairperson's Welcome

P. Mustin called the meeting to order at 5:30 p.m.

2. Approval of the Agenda

It was noted to add a new item as 7.4 – Mortgage Resolution for VP 36 and an item under New Business to discuss the Nominating Committee.

**It was motioned** by R. Trask and seconded by M. Gallagher to accept the Agenda with the above noted amendments, **CARRIED**.

3. Conflict of Interest Declarations

None were made.

M. Hackl joined the meeting by teleconference and declared No Conflicts.

#### 4. Approval of the Minutes

It was noted that the attendance list for the December 15 minutes was missing M. Hackl and D. Filice who were, in fact, in attendance.

**It was motioned** by S. Holman and seconded by D. Montini to approve the minutes of the Board of Directors Meeting of December 15, 2016 with the above noted correction,  
**CARRIED.**

#### 5. Business Arising from Previous Minutes

- Items 1 and 2 are relating to Land Trust and will be deleted as this is now a very low priority.
- Items 3-5 are pending future dates.
- Item 6 – Tuerr Mortgage – this was delayed due to information requests from the Region and an update will be provided as Agenda Item 7.1.
- Items 7-10 –PHN and RBC accounts are pending and were waiting upon the finalization of the Tuerr mortgage.
- Items 11 and 12 relating to the Tuerr AGI increase and the King St. proposal will be updated at the next meeting.

#### 6. Staff and Committee Reports

##### 6.1. Development and Growth Committee

P. Mustin presented the report from the Development and Growth Committee with the following highlights:

- Derek Ballantyne and Andy Broderick joined the meeting by teleconference to discuss the proposal by New Commons Development (NCD) and the commitment required by VPCH.
- The first phase of the NCD proposal would be at no risk or cost to VPCH and would involve NCD preparing a report which would outline the various funding and/or financing options to raise funds to perform capital repairs on The Village.
- L. Gagne presented a proposal from Ninco that would see a new tower built on the green space adjacent to York Boulevard. In exchange for the land, Ninco would provide work and materials up to an agreed upon value for the land, to perform capital repairs on The Village. A representative from Ninco was not at the meeting and has been invited to attend the next meeting to provide further information to the Committee.
- The Committee discussed both proposals in length including:

- the impact that loss of green space would have on the community
  - the effect of higher density on the property
  - how to ensure that the capital asset repairs projected for The Village are correct and that we have enough funds to complete any undiscovered issues,
- The Committee also agreed that the desired outcome is for The Village to be financially sustainable and viable. The Committee agreed that it was not yet clear if this was possible with either proposal.
- The Committee discussed the option of an outright sale and would like to research further what that would mean to the stakeholders; tenants, staff, the organization and the community at large.
- L. Gagne advised the Committee that the only way to recoup costs already paid by the organization to sustain The Village would be an outright sale.
- T. Welch from Tim Welch Consulting (TWC) attended the meeting to introduce the proposal of a new 24 unit building on an existing site in Milton. Some work is required to determine the cost of the reports required for variances to present a proposal to the Region. If we decide to go ahead with this project, our initial costs may be \$30-\$40, 000. At this point, the Committee has approved obtaining quotes only.
- L. Gagne advised that the next step in the King Street development project is a formal meeting with the City of Hamilton to determine what would be necessary to go forward with this project.
- L. Gagne updated the Committee on meetings with Hamilton Councillors and their interest in The Village and how losing the 437 units or gaining more units would affect the proposed Hess Street school closure. She has had other discussions regarding the Barton/Tiffany lands and will be meeting with developers for further discussions in the upcoming weeks.
- The Committee agreed to two courses of actions and recommends the Board make motions to approve proceeding with obtaining quotes required for the work to be ready to submit to the Region of Halton for the infill project and to proceed with the Phase 1 proposal from New Commons Development (NCD).

**It was motioned** by R. Ganesaratnam and seconded by U. Filice to recommend that the Board proceed with the New Commons Phase 1 proposal which includes the scope set out in the draft Letter of Agreement:

Phase 1 – feasibility and option development

- Assess the capital investment requirements for the refurbishment of the property to meet acceptable rental housing standards and current efficiency requirements
- Develop financial model options for the refurbishment and future operation of

the property acceptable to VPCH staff

- Asses the capital and other financial requirements of this model and identify potential sources of project financing and capital
- Assess permitting and approval requirements for the redevelopment plan.
- Submit a redevelopment plan for approval to VPCH and NCD boards, subject to review of the Letter of Agreement by VPCHI's legal counsel and may include a break up fee, **CARRIED.**

**It was motioned by** R. Trask and seconded by M. Mokrycke to obtain quotes to determine the costs to be in a position to make an application to the Committee of Adjustments for necessary variances for the Halton Infill Development, **CARRIED.**

## 6.2. Property and Tenant Relations Committee

P. Mustin passed the Chair to U. Filice. U. Filice presented the report for the Property and Tenant Relations Committee.

- The Committee received the **Property Services Report** including reports on Vacancy Loss, Benchmark RGI Targets, Solar Revenues and Orders to Comply, with the following highlights:
  - VPCH submitted a bid for property management services for the Region of Peel. This is 30 scattered condo units. We were invited to an interview on February 3, 2017 and are expecting to hear the outcome shortly.
  - McMaster Community Homes has renewed their Property Management Contract with us for another year.
  - Highland Homes is going out to tender as our contract with them ends March 31. The Region of Waterloo is assisting them with the tendering process so that Victoria Park remains at arms' length.
  - The City of Kitchener has closed the Order to Comply for a tenant at 39 Paulander Drive who requires special flooring due to allergies. However, VPCH will continue to work with the tenant to provide a replacement floor.
- The Committee received the **Operations and Development Report** including reports on Collections and Arrears, Above Guideline Increases, Landlord and Tenant Board Activity, Insurance Claims, Internal Reviews, IT Initiatives and Business Processes, the Brantford Operational Review and policy changes, Resident Engagement, Organizational Changes and the South Mountain Collaborative Program with the following highlights:

- A. Jackson reviewed the proposed Above Guideline Increases and advised that only Clyde Road was justified and we will be proceeding accordingly. L. Gagne advised that this will affect our 2017 budget as the budget assumed all the AGIs would be in place starting in 2017. This item will be taken back to the Finance Committee.
- We are currently working through the Yardi upgrade and had some unforeseen rework due to Yardi losing some data and our staff having to re-enter data manually. V. Fowler advised that she is monitoring the time taken to resolve these issues and will be seeking some remedy from Yardi as this was consultant time that would have been used for training.
- The Committee discussed the issue of VPCH continuing to provide subsidies after the end of operating agreements. The subsidies have continued but now that we are out of our operating agreements, we are under no obligation to continue to provide RGI assistance. Since the Board opted to continue these subsidies it is at a cost of approximately \$290,000/year for The Village. If these subsidies were discontinued it would help The Village meet its operating budget.
- Peter Paige, Capital Assets Technologist, has left VPCH. He did not give any notice and was with us only two weeks. He advised he did not feel it was a good fit for him but we believe he chose another position.
- We are hoping to hire a Project Coordinator with a background in construction to fill this gap.
- SPRC and tenants in the South Mountain Collaborative have asked to have a meeting with our Committee so they can express their views and concerns. Several Committee members expressed interest and requested that A. Jackson provide some times/dates that would be suitable for the Committee members to attend.
- The Internal Transfer Policy has been deferred until the next Board Meeting.
- The Committee received the **Capital Assets Report** from A. Jackson including reports on Capital Projects and Schedules, Asset Planner, The Village Permits and Contract Awards with the following highlights:
  - With the departure of Peter Paige we have a gap in our resources to complete the \$1.6M worth of work at 831 Queenston Road that we agreed to under the Hamilton SHIP agreement. The Committee discussed, and agreed to, sole source Hans Koegel of HAERKO to project manage this work for the fee of \$72,300. L. Gagne explained that there is not enough time to complete a full

tender with the deadlines required by the funding agreement.

The committee has several recommendations to the Board and asked for the following motions:

**It was motioned by** P. Mustin and seconded by S. Holman to approve the date of the KACHI amalgamation as December 31, 2017, as presented, **CARRIED.**

**It was motioned** by M. Hackl and seconded by R. Trask to approve sole sourcing HAERKO for the Hamilton SHIP Funding work at 831 Queenston Road for the fee of \$72,300, as presented, **CARRIED.**

**It was motioned** by M. Gallagher and seconded by P. Mustin to approve the contract award to AC Contracting in the amount of \$64,357.14 plus HST, with the potential for change orders up to an additional \$10,000, for baseboard heaters and thermostats at 39 Paulander Drive, Kitchener, as presented, **CARRIED.**

**It was motioned by** M. Mokrycke and seconded by A. Blignaut to approve the contract award to Merlo Electric in the amount of \$58,589.00 plus HST, with the potential for change orders up to an additional \$10,000, for lighting upgrades at 39 Paulander Drive, Kitchener, as presented, **CARRIED.**

**It was motioned by** S. Holman and seconded by R. Trask to approve the contract award to Maresco Limited in the amount of \$251,060 plus HST for window replacements at 454-470 Grey Street, Brantford, as presented, **CARRIED.**

## 7. New Business

### 7.1. PHN Redemption of \$500,000.00

**It was motioned by** S. Holman and seconded by U. Filice to approve a \$500,000 redemption for PHN necessitated by the delay of the Tuerr Street mortgage, **CARRIED.**

### 7.2. Postponement of the Tuerr Mortgage

L. Gagne advised that the Tuerr property was used as collateral for another mortgage and this did not come to light until the mortgage documents were ready to be signed.

To proceed with the mortgage on the Tuerr property, the Region is requesting a postponement of the second mortgage.

The Board discussed that the approvals for the Tuerr mortgage have been in place for quite some time and this is a technicality in the paperwork that needs to be addressed. The Board also discussed how this situation could be avoided in the future and discussed whether a title search should be done well in advance of securing a mortgage.

**It was motioned by** L. Burchett and seconded by S. Holman to approve the postponement of the second mortgage and Certificate of Incumbency on the Tuerr Street property necessary to obtain the new first mortgage in the amount of \$1.5M as confirmed by the Board of Directors on September 8, 2016, **CARRIED**.

#### 7.3. Loan Extension for a 5 year Fixed Term for VP20

L. Gagne advised that this is a standard mortgage renewal arranged by CMHC.

**It was motioned by** S. Holman and seconded by D. Montini to approve the mortgage renewal for VP20 (399 Victoria Drive and Rochelle) in the amount of \$2,162,002.58 at the interest rate of 2.77% for a five year fixed term, **CARRIED**.

#### 7.4. Mortgage Resolution for VP36 – 1616-1636 Upper Gage Road

L. Gagne advised that this mortgage is part of the MMAH tranche and this approval is for The Ministry to renew our mortgage.

WHEREAS VICTORIA PARK COMMUNITY HOMES INC. (the “Corporation” and/or “Housing Provider”) has requested the Ministry of Municipal Affairs and Housing (the “Ministry”) to arrange on its behalf a refinancing of the existing charge/mortgage of land (the “Mortgage”) for its project municipally known as 1606-1626 Upper Gage Avenue, Hamilton maturing on June 1, 2017 in an approximate amount of \$1,695,714.76.

AND WHEREAS the Ministry has agreed to arrange said mortgage financing and the Housing Provider agrees to be bound for those purposes by said terms and conditions contained in the said Mortgage, or any amendment thereto.

**It was resolved on a motion** by U. Filice and seconded by M. Mokrycke, and **CARRIED**, that:

1. The Housing Provider hereby authorizes the Ministry to solicit and arrange on its behalf such Mortgage(s) or Mortgage facilities with a lender or its authorized agent (the “Lender”) as it deems necessary, appropriate or advisable for the project identified above and for the maturity date aforementioned;
2. The Housing Provider hereby agrees to be bound to the Lender for such mortgage purposes and upon the terms and conditions contained in the said Mortgage, or any amendments thereto, and the Housing Provider hereby further agrees to mortgage its property and assets to secure its present and future obligations under the said Mortgage, or any amendments thereto, to the Lender, as deemed necessary or advisable;

3. The Housing Provider hereby authorizes the designated signing Officers to enter into such agreement or agreements amending the terms of the said mortgage and to deliver to the Lender such document or documents as may be deemed necessary, advisable or required by the Lender to give effect thereto;
4. The Housing Provider hereby confirms that this Resolution has been ratified and approved by its Board of Directors and it agrees to deliver this resolution to the Ministry and to the Lender; and
5. The Housing Provider further confirms that this resolution shall continue in force and effect until written notice to the contrary is delivered to the Lender and the Ministry with receipt acknowledged by the Lender and the Ministry.

## 8. Executive Director Report

L. Gagne provided a verbal update.

- o L. Gagne recently attended the ONPHA Large Provider meeting held in York. York Region is implementing a tiered rent band program. Their new program would have no mid-year RGI calculations and be based solely on line 150 of the tax return.
- o V. Fowler and L. Gagne have been researching this model to implement something similar at VPCH.
- o We have not yet heard from the Region of Peel with their official confirmation of our bid but we have submitted the required paperwork. If we are successful, the contract will start March 1, 2017.

## 9. New Business

### 9.1. Nominating Committee

P. Mustin advised that there was only one Board Member who would be leaving the Board this year, Maggie Gallagher, and therefore the search could be scaled back. He reminded the Board of the Region of Waterloo's requirement that one Board Member must be from the Region of Waterloo because of the KACHI properties. P. Mustin asked R. Ganesaratnam if he would continue to sit on the committee and R. Ganesaratnam agreed.

### 9.2. In Camera Sessions

The Board discussed the need or desire to have in-camera meetings after some Board meetings as a way to debrief. It was agreed that they may be useful in some circumstances but agreed to be cautious of the discussions held and the reasons that they may not want staff in the room. The Board also discussed if surveys after each Board meeting would be helpful to monitor the success of the meeting. L. Burchett agreed to share a survey she has used.

This will be an agenda item for discussion at the next Board meeting.

10. Date/Time of Next Meeting :

April 6<sup>th</sup>, 2017 at 5:00 p.m.

11. Adjournment

There being no further business, **it was motioned** by R. Trask, seconded by M. Mokrycke, to adjourn the meeting at 7:00 p.m., **CARRIED.**

\_\_\_\_\_  
Chair

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Secretary

**VICTORIA PARK COMMUNITY HOMES INC.**  
**FOLLOW UP ITEMS FROM BOARD OF DIRECTORS MEETINGS**

*Updated April 2017*

<b>Item #</b>	<b>BOARD MEETING DATE</b>	<b>FOLLOW UP ITEM(S)</b>	<b>ACTION TO BE TAKEN BY:</b>	<b>STATUS</b>	<b>TARGET DATE</b>	<b>COMP LETED</b>
1	Sept 8, 2016	<i>Item 6</i> Revise VPCHI By-Laws to include that at least one member must reside in the Region of Waterloo.	L. Gagne	KACHI amalgamation date is December 31, 2017.	Dec 2017	
3	Sept 8, 2016	<i>Item 7.3</i> The Board asked for a comparison of collection rates between the agency we used and our own Paralegal when data is available.	A. Jackson	As the new collection agency was put in place April 1st, we will gather statistics for April – September (6 months) and will then provide the committee with an analysis in Q4	Q4 2017	
4	Sept 8, 2016	<i>Item 7.3</i> Close the RBC Dominions Security Account #571-21805-1-1 and transfer funds to #416-0256-1-1	V. Fowler	Done		✓
5	Sept 8, 2016	<i>Item 7.3</i> Invest \$72,251.64 in a Step Up GIC for 5 years at the best rate possible.	V. Fowler	Done, just waiting on confirmation/settlement		✓
6	Sept. 8, 2016	<i>Item 7.3</i> Open three new accounts with Phillips Hagar North.	V. Fowler	Done		✓
7	Sept. 8, 2016	<i>Item 7.3</i> Open a development fund with Phillips Hagar North with the proceeds from the Cheever sale.	V. Fowler	Done		✓
8	Sept. 8, 2016	<i>Item 7.3</i> Confirm the Region of Waterloo's sign off on the	C. Thornhill	No longer applicable for Millcreek and completed for		✓

Item #	BOARD MEETING DATE	FOLLOW UP ITEM(S)	ACTION TO BE TAKEN BY:	STATUS	TARGET DATE	COMP LETED
		rental increase for Millcreek Terrace and Tuerr Road in the amount of 6.5%.		Tuerr as part of mortgage renewal.		
9	Nov 10, 2016	<i>Item 5</i> Stage 1 – King St. Proposal	L. Gagne	Meeting was held on Feb 22, 2017.	Apr 2017	
10	Feb 16, 2017	<i>Item 9.2 – Board Surveys</i>	L. Gagne & L. Burchett	L. Burchett and L. Gagne to bring samples of surveys to the next meeting.	April 2017	

# CHAIRPERSON'S REPORT

## Finance Committee – VPCHI

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**Meeting Date:** February 23, 2017

**In attendance:** S. Holman, Acting Chair  
L. Burchett  
D. Filice  
D. Montini

**Regrets:** M. Gallagher

**Staff:** L. Gagne, Executive Director  
V. Fowler, Manager, Finance and Administration  
G. Ferencz, Manager, Client Finances,  
V. Wall, Executive Assistant (Recorder)

### Items Discussed:

V. Fowler advised that some reporting information was not yet available due to the Yardi migration. The Committee received reports from V. Fowler, Manager, Finance and Administration including:

❖ **Financial Results (verbal)**

- V. Fowler advised that she was confident we would meet our budgeted surplus due to the sale of the Cheever Street properties.

❖ **Bad Debt Write-Off**

- Not reported at this meeting.

❖ **Cheques Signed by Staff**

- There were no cheques signed by staff for VPCHI or VPAHC.

❖ **Source Deductions**

- All source deductions were submitted on time with the exception of WSIB which was one day late in October.
- She further advised that she may need to submit the business case to other Service Managers.

- Note: Full package and minutes can be found on line at [www.vpch.com](http://www.vpch.com)

**Recommendations to the Board:**

The Committee is recommending that the Board ratify the motions made at the February 23, 2017 Finance Committee meeting:

- It was motioned by D. Montini and seconded by L. Burchett to accept the Financial Report including Financial Results, Cheques Signed by Staff and Source Deductions for submission to the Board of Directors, as presented, CARRIED.
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## CHAIRPERSON'S REPORT

### Development and Growth Committee

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Meeting Date: March 7, 2017

In attendance:	P. Mustin, Chair	Teleconference:	A. Blignaut
	L. Burchett		D. Filice
	D. Filice		R. Trask
	U. Filice		
	M. Gallagher	Regrets:	M. Gallagher
	S. Holman		R. Ganesaratnam
	M. Mokrycke		

Staff:

- L. Gagne, Executive Director
- V. Fowler, Manager, Finance and Administration
- A. Jackson, Manager, Operations and Development
- V. Wall, Executive Assistant (Recorder)

Guests:

- Frank Bragagnolo, Ninco
- Daniel Bragagnolo, Ninco

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#### Items Discussed:

- ❖ Frank and Daniel Bragagnolo of Ninco were at this meeting. The Committee had the chance to discuss their plans for development on The Village site and how this may benefit VPCHI with the capital repairs needed for The Village towers.
  - Their proposal is that we trade our available land for an agreed upon amount and they would provide an equal amount of labour and materials in return, to provide repairs to The Village.
  - We have not settled on what this amount would be as yet. The committee will need a further report from Ninco before taking time to seriously consider their proposal.
  - The Committee discussed the impact of losing the greenspace and how this might affect the community.
  - The Committee expects to be in a position to make a decision regarding next steps for the future of The Village by the June meeting.

- ❖ L. Gagne provided an update on the infill development proposal for Halton.
  - This development opportunity seems to have the least amount of risk associated with it and seems to be the most viable at this time.
  - There is a risk of \$50,000 which is required to obtain the necessary reports to submit a submission response to the RFP.
  - The Committee agreed to recommend that the Board proceed with this project and that staff begin preparing a resident communication plan for our current residents on site.
  
- ❖ L. Gagne provided an update on the King Street development.
  - This has become a bigger project than originally anticipated because the City of Hamilton agreed to the high density proposal of 288 units.
  - This project is now too big for VPCH alone and staff is looking at ways to be part of the project on a smaller scale. One possibility is to partner with Daniels and Hamilton East Kiwanis with VPCH purchasing a small number of units and creating a condo corporation.
  - Staff is awaiting the formal report from the City of Hamilton before proceeding.
  
- ❖ S. Henderson (lawyer) has reviewed the New Commons Development contract and proposed changes have been sent to New Commons. There are no further updates on this project.

**Recommendations to the Board:**

The committee asks the Board to ratify the following motion made at the Development and Growth Meeting held on March 7, 2017:

**It was motioned** by M. Hackl and seconded by S. Holman to recommend that the Board proceed with the costs required to get to the point of a minor variance application for the Halton Infill Project at a cost not to exceed \$50,000 based on the costs provided by T. Welch, below, **CARRIED**.

Geotechnical work	Terraprobe (tendered)	\$9,650
Traffic Impact Study	Cozier & Associates (tendered)	\$4,500
Civil Engineering	MTE Consultants (tendered)	\$13,300
Architectural Services	Chamberlain (tendered)	\$5,000
Site Survey	Estimate	\$5,000
Minor Variance Application	Fee	\$6,723
Contingency	Development fees or other	\$5,827
<b>TOTAL EXPENDITURES</b>		<b>\$50,000</b>

Note: Full package and minutes can be found on line at [www.vpch.com](http://www.vpch.com) once approved.

## CHAIRPERSON'S REPORT

### Nominating Committee

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Meeting Date:	March 10 and March 31, 2017
Teleconference:	R. Ganesaratnam, Chair P. Mustin A. Blignaut
Staff:	D. Robinson, HR Specialist V. Wall, Executive Assistant (Recorder)

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#### Items Discussed:

- ❖ The nominating committee met on two occasions to date, March 10 and March 31.
- ❖ R. Ganesaratnam was appointed Chair as C. Reid was unavailable for the first meeting.
- ❖ At the first meeting the committee determined:
  - Only one Board member exiting this year, Maggie Gallagher.
  - The requirement for one Board member to reside in the Region of Waterloo after the KACHI amalgamation.
  - The schedule for committee activities.
  - Committee members will interview candidates in pairs.
  - Advertisements were posted on March 11 both on line and in print:
    - in five (5) Metroland Media properties: Hamilton Spectator and Waterloo Record (Saturday, March 11); Burlington Post/Oakville Beaver (Thursday, March 16); and Guelph Mercury (on-line) at a cost of \$1,442.06. Note that we did not request the Oakville Beaver; however, ads that are published in the Burlington Post are also published in the Oakville Beaver at no extra charge.
    - in the Brantford Expositor, a PostMedia publication, on Saturday, March 11. The cost was \$347.95.
    - on the following websites between March 13 – March 24: ONPHA; HSC; Volunteer Hamilton, and Charity Village, at no charge.

- ❖ At the second meeting on March 31<sup>st</sup>, 2017 the committee reviewed the 5 resumes received and determined:
  - To interview two candidates who have a strong financial background.
  - Interviews will be conducted by R. Ganesaratnam, C. Reid and A. Blignaut at the Victoria Park office and followed by dinner at Stonewalls on York Street. P. Mustin will join the panel and candidates for dinner.

**Recommendations to the Board:**

- ❖ For the Board to accept the report from the Nominating Committee, as presented.

Note: Full package and minutes can be found on line at [www.vpch.com](http://www.vpch.com) once approved.

## CHAIRPERSON'S REPORT

### Property and Tenant Relations Committee

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Meeting Date: March 21, 2017

#### In Attendance

U. Filice, Chair  
D. Filice  
M. Gallagher  
S. Holman  
M. Mokrycke  
R. Trask  
L. Gagne, Executive Director  
C. Thornhill, Manager, Property Services  
V. Wall, Executive Assistant (Recorder)

#### Teleconference

R. Ganesaratnam

#### Regrets

A. Jackson

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#### Items Discussed:

- ❖ The Committee received the **Property Services Report** from C. Thornhill including reports on Vacancy Loss, Orders to Comply, Management Contracts and the proposed Resident Communication Plan for the Halton Infill Project with the following highlights:
  - **Vacant Day Average Report** – There are some units with longer vacancies and this is generally due to skips, no notice due to resident passing away and the need for 3 contractor quotes which can take some time. In general, contractors can complete the work quicker than we can and we do not have to wait for them to start once the quotes have been received and approved.
  - **Orders to Comply** – There is one outstanding Property Notice that will be completed as part of the SHIP work for 209 Springfield, Waterloo. This is for parking lot asphalt repair.

- **Management Contracts**
    - We were the successful proponent for Peel Condominiums and are scheduled to sign the contract on March 28. Since award, 3 additional units have been added with the potential for 7 more. L. Gagne advised that this is a low risk contract due to the minimal amount of work required after rent up.
    - Highland Homes has issued its RFP for management services and submitted a bid. The closing date was March 10 and we believe one other bid was received. We are awaiting their decision.
    - Edenwood Seniors Village has extended our contract by one year.
  - **Resident Communication Plan – Halton Infill Project**
    - The proposed plan ensures residents have a chance to obtain information and ask questions at scheduled information sessions in the community. If we are successful with our RFP, we will then provide a further communication plan.
- ❖ The Committee received the **Operations and Development Report** from L. Gagne including reports on Collections and Arrears, Above Guideline Increases, Landlord and Tenant Board Activity, Insurance Claims, Internal Reviews, IT Initiatives and Resident Engagement, with the following highlights:
- We have retained Kingston Data and Credit to take over our collections activity. Kingston’s fees are 25% and most other collection companies are around 30%. We are still pursuing legal recourse with Renaissance for outstanding files and monies owed. Bad debts are written off quarterly in the Financial Reports to the Financial Committees, however we still attempt to collect even after it is written off.
  - There is one potential insurance claim for \$200K for a slip and fall. The file was claimed days before the limitation would expire and we are awaiting further information. There is one outstanding insurance claim from 2014 and we have agreed to settle for \$86,000 and are awaiting receipt of the cheque.
  - The Executive has asked for a complete report on the Yardi migration including lessons learned due to the delays experienced in February and March. A. Jackson and V. Fowler will be preparing this report. This is a year-long roll out and we expect to continue to learn as we implement further modules.

- We are planning to use IT to be more efficient with our resident communications including the use of text and email wherever possible.
  - There is a scheduled Operational Review by the City of Hamilton that will also include the Region of Waterloo and Halton. The Service Managers have decided to perform one combined review every three years and take turns facilitating the review. This will mean a more comprehensive review as it will cover all three service managers (going forward Brantford will be included) but we will only have one review in three years instead of one a year.
- ❖ The Committee received the **Capital Assets Report** from L. Gagne including reports on Capital Projects and Schedules, Asset Planner and Contract Awards with the following highlights:
- Work that is funded through SHIP/SHEEP is underway and we were able to allocate some unused funds from being under budget on the initial projects, to replace some hot water tanks at Paulander.

### **Recommendations to the Board:**

The Committee asks the Board to ratify the motions made at the Property and Tenant Relations Committee held on March 21, 2017.

**It was motioned** by M. Gallagher and seconded by R. Trask to recommend approval by the Board to proceed with the request of tenders for the lighting project at The Village, initially estimated at \$87,000 with approximately \$30,000 in incentives with a payback period of approximately 1.5 years, **CARRIED.**

**It was motioned by** M. Gallagher and seconded by R. Trask to recommend approval by the Board to proceed with the request for tenders for repair work for ramps, stairs and walkways at 155 Queen St. North, **CARRIED.**

**It was motioned by** D. Filice and seconded by S. Holman to recommend approval by the Board for the contract award to Comfort Plus in the amount of \$88,000 plus HST for the replacement of hot water tanks at 39 Paulander Drive, Kitchener, under the SHEEP/SHIP funding program, **CARRIED.**

**It was motioned by** S. Holman and seconded by R. Trask to recommend approval by the Board for the contract award to O'Callaghan Contracting in the amount of \$121,475 plus HST, for the replacement of fences at 410-427 Dundson Street, Brantford under SHIP funding, **CARRIED.**

**It was motioned by** M. Gallagher and seconded by R. Trask to recommend approval by the Board for the contract award to O'Callaghan Contracting in the amount of \$7,250 plus HST for walkway replacements at the 401A-F block of 410-427 Dundson Street, Brantford, under SHIP funding, **CARRIED.**

Note: Full package and minutes can be found on line at [www.vpch.com](http://www.vpch.com) once approved.

## CHAIRPERSON'S REPORT

### Property and Tenant Relations Committee

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Meeting Date: March 31, 2017

#### **In Attendance**

U. Filice, Chair  
L. Gagne, Executive Director  
A. Jackson, Manager, Operations and Development  
C. Thornhill, Manager, Property Services

#### **Teleconference**

D. Filice  
M. Gallagher  
R. Ganesaratnam  
S. Holman

#### **Regrets**

#### **Items Discussed**

- ❖ The Committee met again on March 31, 2017 to award contracts under the SHIP program.
- ❖ Sidewalk Repairs and Accessible Ramp Replacement – 209 Springfield, Waterloo. This work is to address safety concerns and improve residential comforts and to meet requirements of the Ontario Building Code for accessible units.
  - 3 bids were received:
    - Armstrong Paving and Materials Group Ltd. - \$172,365.84 plus HST
    - Bowie Contracting - \$155,469.00 plus HST
    - O'Callaghan Contracting and Consulting - \$106,228.00 plus HST
- ❖ Roof Repairs and Bathroom Vent Pipe Alterations, 2461 Whittaker Drive, Burlington
  - 3 bids were received:
    - Marenz - \$33,014.00 plus HST
    - MiR – \$59,600.00 plus HST
    - Tower - \$69,000 plus HST

#### **Recommendations to the Board:**

- ❖ The Committee asks the Board to ratify the motions made at the Property and Tenant Relations Committee held on March 31, 2017:

**It was motioned** by S. Holman and seconded by D. Filice to recommend approval by the Board to award the contract for sidewalk repairs and accessible ramp replacement at 209 Springfield Cres., Waterloo to O'Callaghan Contracting and Consulting in the amount of \$106,228 plus HST which includes SHIP funding in the amount of \$90,000, **CARRIED.**

**It was motioned by** D. Filice and seconded by M. Gallagher to recommend approval by the Board to award the contract for roof repairs and bathroom vent pipe alterations at 2461 Whittaker Drive, Burlington, to Marenz in the amount of \$33,014 plus HST under SHIP funding, **CARRIED.**

Note: Full package and minutes can be found on line at [www.vpch.com](http://www.vpch.com) once approved.



## Executive Director Report

**Date:** April 6, 2017  
**To:** Board of Directors  
**From:** Lori-Anne Gagne, Executive Director, CIHCM

### 1. PURPOSE

The purpose of this report is to:

- a) Seek the Board's direction on request to meet with Hamilton East Kiwanis Non-Profit Housing;
- b) Provide an update to the Board on the Federal Budget announcement; and
- c) Provide information and updates to the Board of Directors on various items;

### 2. STRATEGIC PLAN

As the Board is aware, one of the remaining strategic priority items is to develop partnerships for shared services. We have been providing regular updates to the Board on the "Hamilton Collaborative" which is the quarterly meetings held with Hamilton East Kiwanis Non-Profit, City Housing Hamilton and Victoria Park. These meetings have been specifically designed to explore the potential for partnerships and efficient service delivery.

Our collaborative has landed on 3 specific areas to explore:

- a. Common Procurement
- b. Development
- c. Integrated Pest Control

To properly form a partnership in these areas, various considerations must be addressed such as governance issues, coordination and reporting, etc. In order to help our 3 organizations work through these issues, we have reached out to the Hamilton Community Foundation (HCF) so see if they can provide both financial and human resources to assist in establishing a "partnership framework". Our Hamilton Collaborative will be meeting with HCF on April 25<sup>th</sup> and I will update you accordingly.



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With respect to development, you will hear in your report from the Development Committee that the City of Hamilton was open to the density proposed of 288 units for the King Street site. We reported to the Development Committee that it is my opinion that this development is too big for Victoria Park alone and would require a partnership with a private developer and perhaps another non-profit. As such, we are reaching out to Daniels (private developer) and I have had further discussions with Hamilton East Kiwanis.

As a result of the latter discussion, the Board of Directors of Hamilton East Kiwanis has asked if they could meet with our Development Committee. Both Brian Sibley and I support this idea so I am now seeking the Board's direction. In addition, this would be in-line with the Board's suggestion of November 10<sup>th</sup>, 2016 where it was suggested "Using other non-profit boards as learning resources through information exchange and networking to share best practices".

If you are agreeable, we would invite their Board to attend the April 20<sup>th</sup> meeting of the Development Committee.

***BOARD DIRECTION NEEDED HERE***

With respect to the other items on the strategic plan, I will simply say that we are "on track" towards completion as planned.

3. **OTHER INFORMATION OF INTEREST TO THE BOARD**

3.1. ***Federal Budget***

I have attached as **Appendix "A"** a comprehensive summary of the Federal Budget announced on March 22<sup>nd</sup> prepared by ONPHA (5 pages). There are still many "unknowns" including how this funding will be administered but it is nonetheless a very favourable budget for the housing sector.

You will note that the major funding does not begin until 2018-2019 as that is when the current



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IAH (Investment in Affordable Housing) funding ends.

We are now waiting to see the Provincial budget as it is expected that there will be some “matching” of Federal funding by the Province.

You will note at the end of ONPHA’s assessment, they advise that they are hosting a two-day session on “Financing your Future”. V. Fowler will be attending this 2 day event on behalf of Victoria Park.

### **3.2. Sector Leadership**

#### **3.2.1. ONPHA**

ONPHA has been very busy over the last couple of months hosting the following meetings:

ONPHA Large Provider Forum: February 13<sup>th</sup> to 15<sup>th</sup>.

ONPHA Large Provider Leadership Network (inaugural meeting): March 10<sup>th</sup>.

ONPHA Sector Alignment Committee (various meetings)

ONPHA Regional Meeting held in Hamilton: March 30<sup>th</sup>.

I had provided a verbal update on the February large provider meeting held in York at the last Board meeting.

The agenda for the inaugural meeting of the large provider leadership network included such topics as:

- Purpose of the Network
- Relations with Government
- Large Provider Session at the Conference
- Sector Alignment
- Relationships: Domestically and Internationally

The Sector Alignment Committee is the only sub-committee that I joined as a member of the ONPHA Board because I believe it is so important for Victoria Park. This committee has an aggressive work plan as we hope to present our report and findings to the annual meeting in November.



Finally, ONPHA's Regional Meeting was held in Hamilton on March 30<sup>th</sup>. This is their annual full day event so a full report on this day will be coming to the Board on Monday, April 3<sup>rd</sup>.

### ***3.2.2. Housing Partnership Canada (HPC)***

This group held a teleconference meeting on February 28<sup>th</sup>. The primary discussion topics included HPC's Objectives, Membership Criteria and work plan for 2017. The next full day, face-to-face meeting is being held in Halifax in conjunction with the CHRA's (Canadian Housing Renewal Association) AGM in early May.

### ***3.2.3. Rooftops***

We hosted a delegation from South Africa as part of Rooftops Canada on March 23. The delegation was a group from the social housing sector in South Africa who were here for a week visiting with social housing providers in the Greater Toronto/Hamilton area. They spent a day with us participating in discussions with our staff and representatives from Homestarts Property Management and Niagara Peninsula Homes. The delegation was very interested in Yardi and Veronica spent some time showing them the software and explaining how we use it.



### ***3.2.4. City of Hamilton***

Our Hamilton Collaborative met with the City of Hamilton on March 16<sup>th</sup> to bring the new interim Director, David Brodati up to speed on our various initiatives. It was very unfortunate to learn at that meeting that it is unlikely Victoria Park will succeed in securing any additional rent supplements for the The Village as the City is currently in a "deficit" – they have promised more than they have to give.



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### **3.3.           *Other Board Considerations***

Victoria Park's Annual General Meeting is only 2 short months away so planning is already underway. The theme for this year is "Window of Opportunity". I would like to propose to the Board that we invite Kerrie Hobbs from the Region of York to be our keynote speaker. The Region of York has developed affordable housing using income bands to determine rent levels. In other words, their model is an alternative to Rent-gear-to-income.

At the next Board meeting in May we will be presenting the full AGM plan and itinerary.

**PREPARED BY:**       Lori-Anne Gagne, Executive Director, CIHCM

## **Budget 2017: A Historic Investment for Social Housing**

On March 22nd, the Trudeau Liberal government tabled their second budget called [Building a Strong Middle Class](#). Public reaction to the 2017 Budget has been mixed, however ONPHA sees the budget as setting an important financial stage for housing, albeit over a long term. The long-term nature of the investments will give the sector a good opportunity to position themselves to react and respond to the new funding.

The 2017 Budget proposed slightly more than \$11.2 billion over the next 11 years for affordable housing initiatives. The money allocated to affordable housing initiatives represents approximately 51% of the committed 11-year social infrastructure budget, and approximately 14% of the overall 11-year infrastructure budget. A summary of the affordable housing investments slated for the next 5 years is available below:

Table 2.1

### **Communities Built for Change**

millions of dollars

	2016– 2017	2017– 2018	2018– 2019	2019– 2020	2020– 2021	2021– 2022	Total
<b>Building Stronger Communities and Neighbourhoods</b>							
Supporting Families Through Early Learning and Child Care	0	0	540	545	550	550	2,185
A Renewed Federal-Provincial-Territorial Partnership in Housing	0	0	0	255	255	255	765
A New National Housing Fund	0	10	141	266	338	428	1,184
Targeted Support for Northern Housing	0	0	30	30	30	30	120
Targeted Housing Support or Indigenous Peoples Not Living On-Reserve	0	0	25	25	25	25	100
Working Together to Tackle Homelessness	0	0	54	203	213	237	707
Making More Federal Lands Available for Affordable Housing	0	2	20	20	20	20	82
Strengthening Housing Research and Establishing a Housing Statistics Framework	0	8	35	37	36	34	151
<b>Subtotal—Building Stronger Communities and Neighbourhoods</b>	<b>0</b>	<b>20</b>	<b>845</b>	<b>1,381</b>	<b>1,467</b>	<b>1,580</b>	<b>5,294</b>

*“We were looking for a long-term commitment from the federal government and that’s what’s been offered,” said Meg McCallum, President of ONPHA. “We will anxiously await the details on what happens next and stand ready to help the government and CMHC with its roll-out plans.”*

Based on the information we have so far, this is what you need to know as an Ontario housing provider.

### **Update on the National Housing Strategy**

The development of a National Housing Strategy was a major election promise for this government, and they committed to it officially in Budget 2016 with a “down-payment” of \$2.2 billion over 2 years.

Budget 2017 extends the commitment by proposing an investment of approximately \$11.2 billion over 11 years towards a number of initiatives aimed at building, renewing and repairing Canada's affordable housing stock.

These investments will be made as part of the forthcoming National Housing Strategy which the government says will serve as a roadmap for governments and housing providers across the country as they decide how to support housing renewal in their communities. ONPHA is very pleased to see that the commitments made towards the National Housing Strategy reflect much of what key sector organizations, including ONPHA, recommended through their participation in the public consultation process last fall.

### **A renewed federal-provincial-territorial framework**

The federal government has proposed replacing the current Investment in Affordable Housing (IAH) initiative, which expires at the end of 2018-2019, with a new, multilateral investment framework. This new framework would support key priorities that the government says might include the construction of new units, renovation and repairs, rent subsidies, and other initiatives to support accessibility modifications.

Through this new framework, the Liberals plan to spend just under \$3.2 billion over the next 11 years. Investments towards this new framework will begin in the fiscal year of 2019-2020, the year the current IAH initiative expires, and we are hopeful that the transition between programs will be seamless. Initial investments will be \$255 million per year, with a gradual ramp up to \$455 million by 2027-2028. Using past allocations as a guide, Ontario can expect to see 35 percent of that money, or approximately \$89 million per year for the first three years of the new investment (2019-2020 until 2021-2022). This amount would represent a slight increase from the \$81 million that Ontario is slated to receive in 2017-2018 under the IAH Doubling that was announced last year.

### **A New National Housing Fund**

One of the biggest developments coming out of Budget 2017 is the Liberal government's proposal for a new National Housing Fund that will be administered by CMHC. This is significant as it re-establishes the once central role of CMHC in Canada's housing system. They have proposed that this fund will address critical housing issues, and that it will prioritize support for vulnerable citizens including: seniors; Indigenous Peoples; survivors fleeing situations of domestic violence; persons with disabilities; those dealing with mental health and addictions issues; and veterans.

The Liberals have identified several initiatives that could fall under this new Fund:

- 1) The introduction of a new co-investment fund to pool resources among many housing partners to prioritize large-scale community renewal projects. This may signal potential regeneration funding sources for aging housing stock.
- 2) Access to sustained and improved low-cost loans for repair and renewal, as well as new construction, through CMHC's Affordable Rental Housing Financing Initiative which was initially announced in the previous Budget. Although specific investments for this initiative are not included in this Budget, previous announcements have indicated that the Affordable Rental

Housing Financing Initiative will see annual investments of up to \$500 million. These funds could help providers finance and refinance mortgages.

- 3) Support of innovative approaches to housing development such as energy retrofits and accessibility modifications, which would likely be similar to investments that have been made for these initiatives in past budgets. This may help providers reduce skyrocketing utility costs and enable unit modifications to support aging in place.
- 4) The provision of temporary funding to help social housing providers who have reached end of operating agreements maintain RGI units until more sustainable operating models can be reached. Similarly to last year's budget, it is unclear how funding commitment will apply to Ontario's providers, given the role of Service Managers in funding delivery. ONPHA has reached out to our colleagues at CMHC, and will advise members when information is available.
- 5) The establishment of a Sector Transformation Fund and Technical Resource Centre to help social housing providers transition to more efficient and financially sustainable operating models. ONPHA will be looking for more information from CMHC on this item.

While an itemized breakdown of funding for these initiatives was not provided, Budget 2017 proposes an investment of \$5 billion over the next 11 years for their implementation. Proposed funding would start with \$10 million next year, increase to \$141 million the following year, and jump up to \$707 million by 2024-2025 before gradually decreasing in the years leading up to 2027-2028.

#### **Targeted funding for Indigenous Peoples not living on-reserve**

The federal government has recognized the unique challenges that Indigenous Peoples face when accessing off-reserve housing – an acknowledgement of what many organizations, including ONPHA, stated in their submissions to the National Housing Strategy consultation. Beginning in 2018-2019, the government has proposed annual funding of \$25 million to provide assistance for needed capital repairs, to encourage new development, and to help ensure the continued affordability of units previously supported by the former Urban Native Housing Program. Based on past provincial allocations, ONPHA expects approximately \$8.75 million, or 35 percent, to flow down to Ontario.

This funding is welcomed, but it is important to note that there are no funds budgeted for this purpose beyond 2026-2027, and that there is no mention of sustaining these units past this point.

#### **Strengthened Research and a new Housing Statistics Framework**

Canada's non-profit housing sector, as well as the overall housing sector, has long suffered from gaps in research and data that have made assessing true need impossible, and that have impacted the ability to produce sound public policy. Given this, we are pleased to see that the federal government is including initiatives to strengthen housing research and establish a new Housing Statistics Framework within their proposed 2017 Budget.

Proposed funding for this initiative includes a \$241 million investment over 11 years to allow CMHC to improve data collection and analytics. It also includes prolonged investments outside of the National Housing Strategy funding for Statistics Canada to develop a new Housing Statistics Framework.

*“ONPHA is pleased to see this critical initiative”, said Sharad Kerur, Executive Director of ONPHA. “Without a good data platform, like most countries have developed, we cannot possibly set good goals or policy objectives for affordable housing.”*

### **Other notable developments and investments**

Budget 2017 also includes several other positive, housing-related investments. These include:

- an 11-year commitment of \$202 million to activate surplus lands for the development of new affordable housing;
- an 11-year commitment of \$300 for targeted support for Northern Housing development; and
- an 11-year commitment of \$2.1 billion to expand and extend the Homelessness Partnering Strategy beyond its initial end date of 2018-2019.

Beyond this, there are many non-housing related initiatives that would be especially impactful for those Canadians who live in non-profit housing communities. A few examples include increased funding for childcare, LGBTQ2S issues, gender-based violence, access to prescription medications, and a commitment to improve access to naloxone which is vital in the response to the current opioid crisis. The new Budget also includes infrastructure commitments to improve public transit, and a 10-year commitment of \$5 billion for mental health initiatives.

It is also important to be aware of what didn't make it into the Budget. Notably, after months of speculation and predictions, a new portable housing benefit was not introduced. Of course, there is room to build such an initiative into the funding commitments made in Budget 2017, and this will certainly be something to watch for when the National Housing Strategy is released.

### **5 Questions raised by Budget 2017 that ONPHA is seeking answers to:**

1. How will temporary funding for housing providers at the end of operating agreements flow from CMHC to Ontario's Service Managers?
2. What is the relationship of these initiatives to recent provincial announcements including the \$100 million for supportive housing initiatives, slated to roll-out in 2019, and the \$20 million for improving access to supportive housing for Indigenous peoples, slated to roll-out over the next 2 years.
3. Will any of the money announced for mental health initiatives be stackable with housing investments in order to create new supportive housing?
4. What happens to units falling under the previous Urban Native Housing Program when dedicated funding ends in 2026-2027?
5. Will housing providers at the end of their operating agreements remain eligible for their current tax exempt status?

### **Conclusions**

Budget 2017 makes it clear that the advocacy efforts of ONPHA, and of the broader Canadian non-profit housing sector, are paying off. However, while the federal reinvestment is positive, it is clear that the

new funding will come in different ways. The emphasis on innovation, lending facilities, and temporary funding as a bridge to sustainable operating models make it clear that changes are in store. But these changes will also offer opportunities. ONPHA is excited to enter this new housing chapter with our members, and we are prepared with tools and resources to help you navigate these new realities.

**How ONPHA is helping build capacity for housing providers to respond**

We look forward to discussing sustainable models at our upcoming Regional Meetings, and to offering our new 2-day course focused on preparing for funding opportunities. If you would like more information about our May course, *Financing Our Future: Laying the Groundwork for Funding Success*, please click [here](#).