



Business Agenda
Regular Board Meeting
To be Held on Tuesday, March 24, 2020 at 4:00 p.m.
City of Greater Sudbury Council Chambers

1. CALL TO ORDER
2. DECLARATION OF A CONFLICT OF INTEREST
3. APPROVAL OF AGENDA
4. REVITALIZATION PLAN UPDATE
5. GSHC DISPOSITION AND SALE OF GSHC PROPERTIES POLICY
6. BANKING SIGNATURE AUTHORIZATION UPDATE RESOLUTION
7. DIRECTOR OF HOUSING OPERATIONS UPDATE
8. OTHER BUSINESS
9. ADJOURNMENT



Report to the Board of Directors Greater Sudbury Housing Corporation

FROM: Barb Dubois, Director of Housing Operations

DATE: March 24, 2020

SUBJECT: Social Housing Revitalization Plan Update

The report provides an update and brings forward recommendations related to the Social Housing Revitalization Plan.

Executive Summary

The City of Greater Sudbury Social Housing Revitalization Plan contains a series of recommendations to address the key challenges related to the housing corporation's stock. This report provides an update with recommendations.

Update

Housing Services and Housing Operations staff have been working with the Real Estate, Planning, Procurement and Legal Services divisions in order to coordinate the sale of scattered units.

Staff has been working with legal and procurement in order to determine the appropriate process and ensure approvals are in place in order to be able to sell GSHC single family and semi-detached units. Legal services developed a disposition and acquisition policy for GSHC real property which outlines the procedures and delegates authority to staff to execute sale agreements. Approval of the GSHC Disposition and Acquisition Policy is an agenda item for this Board Meeting.

Staff is proposing to issue an expression of interest in order to determine if there is an interest by the development community to purchase all of the units. The approximate 140 units could be transferred in a block or blocks, and any existing tenants could be transferred with their units under a commercial rent supplement agreement. This process would generate funding for the Housing Corporation's revitalization plan that could be used to leverage a CMHC Co-investment Fund Application.

CMHC Co-Investment Fund Repair & Retrofit Stream

Housing Services and Housing Operations staff has been working with CMHC to develop an application package for the Co-Investment Fund Repair and Retrofit stream funding.

Using Amaresco Asset Planner software, Housing Operations has access to data that provides information regarding the building condition assessments of all Greater Sudbury Housing Corporation assets. With the use of this data, staff has been preparing an application package to submit to CMHC. Once the application is complete, staff will be seeking approval to submit.

CMHC Federal Land Initiative

Housing Services put forth an expression of Interest on 1310 Sparks Street, Sudbury through the Federal Lands Initiative. Prior to the federal election, Housing Services received notice that the expression of interest was successful. New Sudbury was identified in the social housing revitalization plan as one of the geographic areas that lacks subsidized housing and the largest waitlist demand is for one bedroom units.

Housing Services and Housing Operations have been working together on the application in order to put forward an offer to purchase the site. Staff obtained Council's approval to move forward with the purchase on January 21, 2020.

A working group comprised of CGS staff from community development, Communications and planning has been developing a community engagement strategy for the project. The strategy will include community consultation throughout the rezoning, planning and development phases to ensure the success of the project.

At this time, no purchase and sale agreement has been received from CMHC. In order to receive the estimated discounted purchase price of \$23,600 under this program, the project will have to meet the following criteria:

1. Affordability – the program requires that the units be affordable for 25 years, GSHC has proposes that the units be rent geared to income units consistent with our mandate
2. Accessibility –at least 20% of units must be fully accessible. GSHC proposes that all units are developed with a barrier free design with at least 20% fully accessible
3. Energy efficiency – GSHC proposes that the building be built with an energy efficiency passive design standard

Next steps for this project includes finalization of a purchase and sale agreement with CMHC and the issuance of an RFP for architectural services to design this building in conjunction with community consultation information received.

Recommendations

In order to offset the capital needs to better align the supply and demand of social housing units and ensure that the existing social housing portfolio is sustainable; the following actions are recommended:

1. Single and semi detached units to be sold at market price with net proceeds of sale to be transferred to Social Housing Capital Reserve Fund. Upon unit vacancy, units will cease to be part of rent geared to income program and service level standards.
2. The Director of Housing Operations be delegated authority to negotiate the purchase and sale agreement for the Sparks street property in accordance with Council resolution CC2020-02.

3. A community consultation process be under taken and an RFP for architectural services be issued. Funding for the estimated costs of \$5.5 Million for this project be recommended to be committed from the Social Housing Capital Reserve Fund.
4. Work with senior levels of government to ensure that any funding available through various programs has been considered.

Background

At the Community Services meeting on June 19, 2017, resolution CS2017-14 approved the development of a Social Housing Portfolio and Capital Financing Plan (Revitalization Plan) to bring forward to Council in 2019.

The City of Greater Sudbury's (City) Housing and Homelessness Plan (the Plan) ensures strategies approved by Council in 2013 are in place along the full housing continuum, which facilitates citizen access to affordable housing.

The Revitalization Plan supports or aligns with the Plan with the following goals and primary objectives:

- update the information currently available regarding the physical condition of the social housing stock;
- increase the number of rent-geared-to-income and affordable housing units in the City;
- determine practical and feasible financing options for implementing the plan objectives including selling, purchasing or leveraging Greater Sudbury Housing Corporation (GSHC) properties;
- offer a wider range of housing options to fill identified gaps across the housing continuum and address local need;
- ensure housing communities are safe, healthy, age-friendly, and inclusive;
- ensure all social housing properties are sustainable – environmentally, economically and socially;
- address the key priority areas, goals and objectives of the City's Corporate Strategic Plan, the City's Housing and Homelessness Plan, the GSHC Strategic Plan, and other City policies related to social/affordable housing;
- provide an environmental scan of the physical condition of the local non-profit housing portfolio based on building condition assessments completed by the social housing providers; and
- identify threats, opportunities, and risks for the City related to the end of operating agreements with non-profit providers.

Revitalization

Contract CDD17-195, RFP for the Social Housing Portfolio Revitalization Plan was awarded to N Barry Lyon Consultants Limited.

Multiple background reports have been prepared after the research and consultation processes were completed.

They are as follows:

- End of Operating & Legislative Requirements Background Report
- Housing Demand & Supply Analysis Background Report
- Stakeholder Consultation Summary
- Social Housing Revitalization Best Practices Background Report
- GSHC Real Estate Portfolio Analysis Background Report
- Portfolio Rationalization Analysis
- Base Case Analysis – Operating & Capital Subsidy Projection
- The culmination of the above mentioned reports as well as the consultations that have been completed over the past year and a half have formed the final report entitled City of Greater Sudbury Social Housing Revitalization Plan

A review of the Housing Services entire portfolio's building envelopes was completed in 2018 and all data has been compiled and stored in Amaresco Asset Planner software. Housing Services staff and all social housing property managers have the capacity to access this data to determine their capital needs.

The Revitalization Plan outlines short, midterm and long term actions that will require Council's support.

CMHC Co-Investment Fund Repair & Retrofit Stream

The National Housing Co-Investment Fund – Housing Repair and Renewal Stream is open to:

- community housing providers (i.e. Public or private non-profit housing organizations or rental co-operatives)
- municipalities
- provinces and territories
- Indigenous governments and organizations, and
- private sector.

The following projects will be considered for funding:

- existing community and affordable housing
- urban indigenous community housing
- mixed use market / affordable rental
- shelters, and
- transitional and supportive housing.

Minimum Requirements

All projects must:

- have a minimum of 5 units/beds (including scattered units/properties)
- have primary use as residential, and
- meet minimum requirements for partnerships, financial viability, affordability, energy efficiency, and accessibility.

Partnerships

Partnerships are a central feature of the National Housing Co-Investment Fund.

Partnerships maximize investments, ensure coordination of efforts and remove barriers to the development process. Partners will be required to contribute to the project (monetary or in-kind) and the level of contribution may vary from project to project.

Projects must have support from another level of government (such as municipalities, Provinces and/or Territories, Indigenous Government) to ensure a coordination of investments. Support can be financial in nature (monetary or in-kind) or in the form of a letter demonstrating support of the project. For financial support (capital or operating), funding would need to be confirmed at the assessment stage prior to receiving a final approval from CMHC.

Financial Viability

Applicants will have to:

- demonstrate their financial and operational ability to carry the project
- provide evidence of the financial viability of the proposed project itself, and
- have the capacity to deal with development risks, such as cost over-runs and delays in construction.

Affordability

Applicants must:

- keep rents for a minimum of 30% of units below 80% of the Median Market Rental rate, and
- commit for a minimum of 20 years.

Accessibility:

Proponents will be expected to meet the minimum accessibility requirement that:

- 20% of all units within the project meet or exceed accessibility standards, and
- access to the project and its common areas is barrier free.

Energy Efficiency:

Existing projects are required to achieve a 25% decrease in energy consumption and greenhouse gas (GHG) emissions relative to past performance levels.

Urgent Repairs

For urgent repairs that are required to maintain the safety of tenants and/or viability of housing, flexibility in the minimum requirements for Energy Efficiency and Accessibility will be considered.

Examples of urgent repairs could include but are not limited to:

- balcony railings and slabs
- exterior windows and doors
- unstable cladding/siding systems
- fire safety systems
- building envelope to address water leakage, moisture, mould/bacteria problems
- structural systems including concrete, steel and wood
- leaking or failed potable and sewage water systems
- faulty heating and ventilating systems
- faulty electrical systems
- correcting flood and storm damage
- gas, water or electricity supplies, or

- elevator and lift repairs.

CMHC Federal Land Initiative

The Federal Lands Initiative is a \$200-million fund that supports the transfer of surplus federal lands and buildings to eligible proponents. The lands and buildings are available at discounted to no cost to be developed or renovated for use as affordable housing. The discount on the property will depend on the level of social outcomes achieved by the winning proposal. Once transferred, the successful proponent agrees that the property will be developed or renovated into affordable, sustainable, accessible and socially inclusive housing.

Federal government departments and Crown corporations identify property that is no longer needed. Federal property owners perform necessary due diligence on the property (Indigenous consultations, environmental/physical condition assessments), to determine whether the land and/or building(s) are suitable for use as affordable housing.

Housing providers can apply to purchase the property for an affordable housing project. Proposals are evaluated based on accessibility, affordability, environmental efficiency and community need.

Successful applications are selected and properties are sold at discounted to no cost. Cost is based on the project's social outcomes, proponent experience and project proposed. Agreements are signed to ensure the property is developed and maintained as affordable housing for no less than 25 years.

Housing Services put forth an expression of Interest on 1310 Sparks Street, Sudbury through this initiative. Prior to the federal election, Housing Services received notice that the expression of interest was successful. Work on the file could not proceed until after the federal election. Housing Services and Housing Operations have been working on the application in order to put forward an offer to purchase the property. Housing Services received Council's approval to move forward with the purchase.

New Sudbury was identified as one of the geographic areas within the social housing revitalization plan that lacks subsidized housing.

DISPOSITION AND ACQUISITION OF REAL PROPERTY

1. POLICY STATEMENT

- 1.1 The Greater Sudbury Housing Corporation intends to dispose of or acquire Real Property, where appropriate, in a manner that maximizes its social, economic and environmental return to the Corporation.

2. PURPOSE

- 2.1 To ensure that a consistent and accountable process is followed in the Disposition and Acquisition of all Real Property and that returns are in the best interest of the Greater Sudbury Housing Corporation.

3. INTERPRETATION

- 3.1 In this Policy, unless the context otherwise requires:
- (a) “Acquire” or “Acquisition” means the obtaining of interests in Real Property through purchase or other means of acquiring Real Property interests deemed appropriate by the Corporation.
 - (b) “Appraisal” means a written opinion prepared by staff of the City’s Real Estate Services or an independent certified appraiser that provides a reasonable estimate of the current market value of the Real Property.
 - (c) “Board” means the board of directors of the Corporation.
 - (d) “City” means the City of Greater Sudbury.
 - (e) “Corporation” means the Greater Sudbury Housing Corporation.
 - (f) “Director” means the Director of Housing Operations for the City of Greater Sudbury or their designate, and includes any successor position.
 - (g) “Dispose” or “Disposal” means the sale, conveyance, exchange or grant of an interest in Real Property owned by the Corporation as deemed appropriate by the Corporation.
 - (h) “Market Value” means the highest price a willing buyer and a willing seller would accept, both parties being fully informed.
 - (i) “Person” includes an individual, a partnership and a corporation.
 - (j) “Real Property” means land and all buildings and structure constructed thereon.

4. GENERAL

- 4.1 The Corporation shall dispose of and acquire Real Property on the basis of Market Value, unless other considerations are included in the transaction and approved by the Board.
- 4.2 Notwithstanding Section 4.1, the Board may, unless prohibited by legislation, authorize the disposal of Real Property at less than market value if, in its opinion, it is in the best interests of the Corporation to do so.
- 4.3 The City's Legal Services is responsible for providing legal services in relation to Real Property transactions, including the approval of all documents required to execute Real Property Dispositions and Acquisitions and has authority to undertake all legal proceedings required to complete all Dispositions and Acquisitions of Real Property.
- 4.4 The City's Real Estate Services is responsible for providing advice on Real Property transactions.

5. DISPOSAL OF REAL PROPERTY

- 5.1 The Corporation may Dispose of Real Property at its discretion in a manner that complies with all applicable legislation.
- 5.2 Where the Board directs the Disposal of Real Property, the Director, in conjunction with the City's Real Estate Services, shall obtain an Appraisal of the Market Value of the Real Property.
- 5.3 The Director may market the Real Property in a manner which they, in conjunction with the City's Real Estate Services, determines to be suitable, having regard to the nature of the Real Property and time restrictions, if any, including but not limited to, invitation to tender, request for proposal, public auction or listing with a real estate broker.
- 5.4 Notwithstanding Section 5.3, the Director, in their sole discretion, may choose to dispense with marketing the Real Property, and sell the Real Property to a Purchaser for a value of no less than the Market Value as set out in the Appraisal for that Real Property.
- 5.5 The Director may procure the repair, maintenance, clean up or upgrading of any Real Property for the marketing or Disposition of the Property.
- 5.6 In carrying out any work in relation to Section 5.5, the Director shall comply with the City's "Purchasing By-law", By-law 2014-1, as amended or replaced from time to time.

- 5.7 Where any Person expresses an interest in acquiring Real Property from the Corporation, the Director shall, in conjunction with the City's Real Estate Services, negotiate with such Person with a view to reaching an agreement for the Disposition of the Real Property, the terms of which shall be in the best interests of the Corporation and which are otherwise satisfactory to the Board. The terms of the agreement shall be reduced to writing.
- 5.8 Nothing in this policy prevents the Director, in their sole determination, from granting an easement over any of the Real Property.
- 5.9 The Director may execute any documents necessary to complete the Disposition.

6. ACQUISITION OF REAL PROPERTY

- 6.1 The Corporation may acquire Real Property at its discretion in a manner that complies with all applicable legislation.
- 6.2 Where the Corporation expresses an interest in acquiring Real Property from a Person, the Director shall, in conjunction with the City's Real Estate Services,
- (a) obtain an appraisal of the Market Value of the Real Property from a Designated Appraiser; and
 - (b) negotiate with such Person with a view to reaching an agreement for the Acquisition of the Real Property, the terms of which shall be in the best interests of the Corporation and which are otherwise satisfactory to the Board. The terms of the agreement shall be reduced to writing.
- 6.3 The Director may execute any documents necessary to complete the Acquisition.

7. RELATED POLICIES, LEGISLATION AND BY-LAWS

- 7.1 By-law 2014-1, "Being a By-law of the City of Greater Sudbury governing Procurement Policies and Procedures", as amended or replaced from time to time

By-law 2018-203, "A By-law of the City of Greater Sudbury to Authorize the Shareholder's Declaration for the Greater Sudbury Housing Corporation", as amended or replaced from time to time

Housing Services Act, 2011, S.O. 2011, c. 6, Sched. 1

Housing Operations Agreement dated March 31, 2019 between the City of Greater Sudbury and the greater Sudbury Housing Corporation



Report to the Board of Directors Greater Sudbury Housing Corporation

FROM: Barb Dubois, Director of Housing Operations

DATE: February 18, 2020

SUBJECT: Director's Report

The purpose of this report is to provide you with an update on matters that the Housing Corporation is currently working on.

Community Partnership with LHIN

The Director of Housing Operations and the Manager of Housing Services has been working with staff from the Local Health Integration Network (LHIN) and other partners to enhance the services provided to residents on our sites. The LHIN would like to pilot a Neighbourhood Model of Care program at one of our buildings at the four corners. The LHIN is working to coordinate the support services and programs that they provide to our tenants and are looking for space in our buildings in order to provide enhanced services. We have had a preliminary meeting and took them on a site tour of both 1920 and 1960A Paris Street in order to show them the potential common rooms and programming space that may be available.

New Security Camera's

GSHC will be replacing the Housing Corporations existing security camera's in our highest demand buildings this year. The funding for the project was approved as part of the 2020 budget process. The new cameras will allow the Housing Corporation to replace analog cameras with digital technology and align with the City's camera system. Housing staff will be working the Manager of Security and By-law to review camera locations and reduce the number of blind spots areas. The integration of camera system technology is expected to create efficiencies for Housing and IT staff, Police Services, and Security.

720 Bruce Elevator Replacement

The tender has been issued for the elevator replacement project at 720 Bruce Street. Over the last few months the elevators have been experiencing increased breakdowns and repairs. Staff have been working with the elevator contractor to resolve issues however, due to the age of our elevators parts can be difficult to obtain. Some residents are experiencing delays and are frustrated with the slow elevator service. Staff has security stationed on the one elevator car that is in service in order to minimize the disruptions and immediately report issues when they occur. A review of the condition of all GSHC elevators is being undertaken in order to identify priority projects for 2021 Capital budget.

Fire Prevention

On the past few months, there have been two cooking fires by new residents in GSHC units. Staff has reached out to Fire Services to obtain fire prevention information to include in our move in packages. In addition, staff will be working with a Fire Prevention Officer to provide fire prevention training sessions to residents at our buildings.

Newsletter

Staff are preparing a Winter 2020 Newsletter that will be circulated to all tenants. The main focus of the Newsletter is to provide information to residents regarding policies, and advise of upcoming changes to Provincial Legislation with respect to Housing that is being rolled out by the Province and the Service Manager. The Newsletter will be reviewed by Communications and circulated to Board Members prior to being distributed to tenants.

Tenant Engagement

Staff are continuing to work with the Social Planning Council (SPC), NOAH Community Hub (NCH), Greater Sudbury Police Service (GSPS), Community Action Networks and other partners to increase resident engagement and provide a forum to communicate and address the issues raised. Tenant Safety meetings are held monthly led by NCH and SPC with attendance by Housing staff. This forum has been successful in opening the lines of communication and building trust with the residents.

Website Migration

The existing GSHC website is not bilingual and is required to be compliant with Ontario's Accessibility Action Plan for Websites by 2021. During 2020, the GSHC website will be migrated and included in the CGS website. Housing and Communications staff are collaborating on this exciting project. As part of the project, all GSHC tenant policies are being reviewed, updated and translated.

Annual General Meeting

The GSHC Annual General meeting with the Shareholder is scheduled for May 5, 2020 at Tom Davies Square. The auditor from KPMG will presented the 2019 GSHC financial statements.