



BC Non-Profit  
Housing Association



# ANNUAL REPORT

September 1, 2009 to August 31, 2010



BC Non-Profit Housing Association



## MISSION

The work of the Association is to lead and support its members who are non-profit housing providers through services, educational opportunities, and advocacy.

## VISION

1. All households in BC have access to safe, secure, and affordable housing.
2. All non-profit housing providers who are members of the Association consistently achieve excellence as defined by best practices.
3. All non-profit housing providers who are members of the Association provide safe, secure, and affordable housing to their tenants.
4. The public, private, and non-profit sectors work respectfully together towards developing and maintaining safe, secure, and affordable housing.

## FUND CONTRIBUTIONS IN 2009-2010

 BC Housing	 BC Rural & Remote Health Research Network	BC Housing
 Women's Health Research Network	 Canadian Institutes of Health Research / Institut de recherche en santé de Canada	BC Rural and Remote Health Research Network BC Women's Health Research Network
 enterprising non-profits	 COLUMBIA BASIN TRUST <i>a legacy for the people</i>	Canadian Institutes of Health Research, Institute of Gender and Health Columbia Basin Trust
 BRITISH COLUMBIA <i>The Best Place on Earth</i>	 FACILITIES MAINTENANCE	Enterprising Non-Profits HD Supply
 Government of Canada	 Vancouver Coastal Health <i>Preserving a better tomorrow</i>	Human Resources and Skills Development Canada Ministry of Advanced Education and Labour Market Development
 Gouvernement du Canada	 vancouver foundation	Ministry of Advanced Education and Labour Market Development Social Sciences and Humanities Research Council of Canada
 Social Sciences and Humanities Research Council of Canada	 Conseil de recherches en sciences humaines du Canada	Vancouver Coastal Health Vancouver Foundation

## TABLE OF CONTENTS

1.0	Chair and Executive Director's Report	P.1
2.0	BCNPHA Departments	P.3
	2.1 Member Services Department	P.3
	2.2 Research Department	P.7
	2.3 Education Department	P.9
	2.4 Consulting Department	P.13
	2.5 AHEAD Department	P.15
3.0	BCNPHA's Strategic Alliances and Strategic Initiatives	P.16
4.0	Summarized Financial Statements	P.18
5.0	BCNPHA Board and Staff	P.20
	5.1 2009-2010 Executive Committee	P.20
	5.2 2009-2010 Board of Directors	P.21
	5.3 Staff Team	P.21

## 1.0 CHAIR AND EXECUTIVE DIRECTOR'S REPORT



Karyn French,  
Acting Chair



Karen Stone,  
Executive Director

BC Non-Profit Housing Association (BCNPHA) operates in service to its members. To achieve this, the Association is guided by a Board of Directors elected by the membership. The Board is representative of the province's broad geographic spread, as well as the size and diversity of the non-profit housing sector. We would like to take this opportunity to thank the Board for its dedication to BCNPHA over the past year, and for having had the courage to understand the breadth of the non-profit portfolio, and having sought to serve all of our members. We also acknowledge the staff team for their outstanding contributions that continue to support the Association in its service to the non-profit sector.

As we look to the financial, economic, and environmental sustainability of our sector, we seek solutions that will assist all non-profit housing operators regardless of their size. This year, BCNPHA is proud to have been involved in multiple initiatives that further this goal.

This past year, BCNPHA formed a partnership with the Columbia Basin Trust (CBT) to support Basin communities and organizations in taking action on local affordable housing concerns through CBT's new Affordable Housing Resources Program. This partnership will allow communities to direct their own outcomes, while drawing on shared strategic resources. We are excited by the potential of this kind of partnership and look forward to working with the amazing communities of the Columbia Basin to ensure innovative housing options.

2010 also saw the launch of BCNPHA Consulting. Part of a comprehensive sector-wide strategy, BCNPHA Consulting is a new service to our membership that matches consultants to the wide range of needs in the non-profit housing sector. The operation of BCNPHA Consulting is consistent with the mission and vision of BCNPHA, and will strengthen our organization, the sector, and the community at large. This important initiative will improve the efficiency of the non-profit housing sector by reducing unnecessary expenditures while increasing the availability of affordable expertise. Ultimately, we anticipate that these savings will result in more safe, secure, and affordable quality housing for the residents of British Columbia.

Member Services has been busy this year, crafting a diligence process that we are extremely proud of, and building strategic relationships with suppliers that will provide value-added benefits for our members.

Tenant Starter Kits for British Columbian tenants were again provided by BCNPHA this year. Since no new sources of government funding were available for this project, BCNPHA made use of the GST rebate on the program to deliver another 200 tenant starter kits across the province.



Education to our members included a highly successful and well attended Annual Conference, in addition to webinars and training sessions in communities across the province. E-bulletins were also launched as a way to keep our members aware of up-to-date information and developments in the non-profit housing sector.

The launch of a Shared Purpose Statement with BC Housing was an event of great significance, and a key product of our engagement with BC Housing on behalf of the sector. A healthy, vibrant and constructive relationship between non-profit providers and BC Housing is critical to the future health of the sector and its ability to respond to the changing housing needs of British Columbians.

The BCNPHA Research Department published five new reports and resources this year:

- *Surviving Not Thriving: The Systemic Barriers to Housing for Women Leaving Violent Relationships (October 2010)*
- *The Need for Non-Profit Seniors Housing in BC (June 2010)*
- *The Financial State of BC's Non-Profit Housing Stock: Current and Emerging Opportunities (September 2009)*
- *The Need for Non-Profit Family Housing in BC (September 2009)*
- *Seniors Summaries: Articles and Archives for Providers of Seniors' Housing (2010)*

The Research Department also received funding through the Social Sciences and Humanities Research Council of Canada, which demonstrates a growing national interest in our uniquely positioned research.

Through partnership with BC Hydro, Terasen Gas Inc., and BC Housing, the Research Department helped develop a strategic energy management plan for the sector by merging energy consumption data from utilities with Asset Analysis data. This new data will be used to prioritize facilities for more detailed audits and retrofits.

BCNPHA has maintained and developed a number of strategic alliances across several networks of non-profits both provincially and nationally. We serve on the Government/Non-Profit Initiative Human Resources Advisory; we were one of the lead agencies in crafting a collaborative response on the *Society Act* review process; we serve on the Board of the Human Resources Council for the Non-Profit Sector; we support Rooftops Canada; and we continue to have strong links with the Canadian Housing and Renewal Association and other housing associations across Canada.

Finally, we would like to thank you, the membership. As a member-based organization, we rely on you to determine our contributions, and the areas in which we operate. We have been proud of both the optimism and perseverance we have seen in communities across British Columbia, despite some of the housing shortages you may face, and some of the complexities that you have experienced in getting funding together. BCNPHA is excited about the foundations laid this year which will serve the sector well into the future.

## 2.0 BCNPHA DEPARTMENTS

### 2.1 Member Services Department

The BCNPHA Member Services Department addresses three main functions:

1. To expand and retain BCNPHA membership, while optimizing member satisfaction.
2. To create opportunities that will assist the BCNPHA membership in improving the financial viability and sustainability of the sector through participation in the Association's programs and services.
3. To increase the financial self-sufficiency of the Association through revenue generation.

### Key Accomplishments for 2009/2010

- Three new BCNPHA Member Support Programs were launched during the year: Laundry Services, Waste and Recycling Services, and Environmentally Friendly Cleaning Products. The aim of member support programs is to positively impact the sustainability of non-profit housing societies through lowering costs, increasing society revenue, and offering support in key operational areas. Member support programs enable the BCNPHA to operate self-sufficiently, in the absence of core funding.
- BCNPHA is committed to establishing corporate partnerships within a socially responsible and ethical framework. To this end, BCNPHA developed a Due Diligence Process to provide specific criteria against which all prospective partnerships will be measured and approved, and to ensure that the best interests of BCNPHA members are protected. Existing and potential BCNPHA partners are considered in terms of policies and practices relating to sustainability, environmental stewardship, employment /workplace policies, and purchasing policies.
- BCNPHA signed a Memorandum of Understanding with BC Housing regarding joint initiatives on strategic procurement for the non-profit housing sector in BC. Such initiatives will not only enhance purchasing programs through greater aggregation of available resources, but will also consider setting standards for the procurement of products and services, including using appropriate tools such as life cycle analysis.
- Over 1,800 beds were donated by VANOC and Sleep Country to non-profit housing societies in BC. BCNPHA facilitated the donation through a needs analysis, and assisted with the coordination of the bed distribution in northern and rural areas of BC.

**New members for 2010/2011 are:** (at the time of printing this publication)

Altus Group Limited  
 AWAC - An Association Advocating for Women and Children  
 Campbell River and District Association for Community Living  
 Cana Management Associates Ltd.  
 Canadian Housing and Renewal Association  
 Capilano Senior Citizens' Housing Society  
 Chinese Cultural Centre of Greater Vancouver  
 City Centre Care Society  
 CMHA - North and West Vancouver Branch  
 Complete Purchasing Services Inc.  
 DOM Santi Management Inc.  
 Drake Medox Health Services - Private Division  
 Gen. George R. Pearkes Senior Citizens' Housing Society  
 George Derby Centre

King George Seniors Affordable Housing  
 Last Door Recovery Society  
 North Shore Crisis Services Society  
 Oakridge Lutheran Church  
 Parksville and District Association for Community Living  
 PHS Community Services Society  
 PlanetClean  
 Quality Program Services  
 Réseau québécois des OSBL d'habitation  
 S.U.C.C.E.S.S.  
 TRAC - Tenant Resource and Advisory Centre  
 Turning Point Recovery Society  
 Xpert Mechanical



## Member Services Department Programs and Projects

### BCNPHA Regional Networking 2010

The annual BCNPHA networking sessions started in April 2010. This year's focus was Energy Efficiency, and a roadshow of partners travelled with us to all regions of BC. Full-day sessions offered members the opportunity to connect with peer groups and individuals across the province.

Executive Directors and senior staff have expressed a need for relevant and constructive information on capital planning and the integration of energy efficiency programs in planning, as well as tools to leverage funding to implement solutions. In response, BCNPHA's presentations this year provided senior staff with information on current initiatives available to non-profit housing societies, as well as strategies around capital planning to leverage funding. Sessions also provided housing and maintenance managers with hands-on efficiency solutions, and information on incentives that exist to access these.

Presenters included:

BC Non-Profit Housing Association	- Facilitating Access to Energy Efficiency Resources
	- Progress on Current Sector Issues
Ameresco	- Identifying Efficiency Opportunities in Non-Profit Housing Facilities
Marsh Canada	- Partner presentation
Morneau Sobeco	- Partner presentation
Canada Mortgage and Housing Corporation	- Affordable Housing Centre
	- Costs and Benefits of Sustainable Housing: Lessons from CMHC's EQUilibrium™ Initiative, and Why This Matters for Affordable Housing (Victoria only)
BC Hydro	- BC Hydro Energy Efficiency Initiatives

### BCNPHA Member Support Programs

BCNPHA Member Support Programs aim to meet the comprehensive and diverse needs of non-profit housing societies across BC. Through their BCNPHA memberships, societies of all sizes have access to programs that can save money and increase returns through the aggregated strength of the non-profit housing sector. BCNPHA ensures that services, rates, and products are competitive, effective, and ethical on a continuous basis.

### New BCNPHA Member Support Programs

BCNPHA launched three new member support programs in 2010:

- **Laundry Services:** BCNPHA has formally partnered with Coinamatic Canada to bring BCNPHA members exclusive preferential pricing for laundry services. This support program will provide flexible laundry solutions that help reduce operating costs while maintaining high quality results.



- **Waste and Recycling Services:** BCNPHA partnered with BFI Canada to provide a custom waste and recycling program for members which offers preferential and sustainable rates. At present, the program is available in the Lower Mainland only and will be extended through the rest of BC as the program volume increases.
- **Environmentally Friendly Cleaning Products:** Through a partnership with PlanetClean, BCNPHA members will be able to source a wide range of environmentally friendly cleaning products at excellent preferential rates.

### Ongoing Member Support Programs

BCNPHA continues to grow and strengthen support programs for members that are often worth much more than the annual membership fee.

- Comprehensive General Insurance Program with Marsh Canada
- Maintenance and Repair Items Program with HD Supply
- Pooling for Increased Earnings (PIE) Program with Vancity Savings Credit Union and Coast Capital Credit Union
- Health and Dental Insurance Program with Morneau Sobeco

### BCNPHA Annual Conferences

#### BCNPHA's 18th Annual Conference, AGM, and Trade Show 2010

The BC Non-Profit Housing Association's 18th Annual Conference, Annual General Meeting, and Trade Show takes place in November 2010 at the Sheraton Vancouver Airport Hotel in Richmond. This year's theme is *Advancing Housing Solutions: The Non-Profit Way*. The largest conference in the sector in Western Canada, it offers diverse opportunities for people connected to non-profit housing to network and participate in over sixty-five education sessions.

Every year our conference sponsors assist us in offering valuable capacity-building sessions, while demonstrating their commitment to the non-profit housing sector in BC.

BCNPHA wishes to express our appreciation to our 2010 Conference sponsors:

#### PLATINUM

Ameresco	BC Housing
Canada Mortgage and Housing Corporation	Coast Capital Savings Credit Union
Coinamatic Canada Inc.	Sheraton Vancouver Airport Hotel
Sharp's Audio Visual	Vancity Savings Credit Union

#### GOLD

BC Hydro    Marsh Canada    Zurich Insurance Company Ltd.

#### SILVER

Complete Purchasing Services Inc.



## 2010 CONTRIBUTING PARTNERS

Boiler Inspection and Insurance Company of Canada  
Encon Group Inc.  
Morneau Sobeco  
Patrick Cotter Architecture  
QBE Lloyd's  
RONA Inc.  
Sodexo Canada

## 2010 Trade Show

Held each year at the BCNPHA Conference, the trade show offers the opportunity for non-profit and for-profit organizations, as well as government agencies, to interact with delegates to gain a deeper mutual understanding of each other's needs and how these can be met.

## 2010 Trade Show Exhibitors:

- ACME Fire and Safety Co. Ltd.
- Ameresco
- BC Housing
- BC Hydro
- BC Non-Profit Housing Association
- BFI Canada Inc.
- Canadian Mental Health Association BC
- Canadian Pest Control Ltd.
- Coast Capital Savings Credit Union
- Coinamatic Canada Inc.
- Complete Purchasing Services Inc.
- Dynamic Specialty Vehicles Inc.
- HD Supply Ltd.
- Heritage Health Care
- Last Door Recovery Society
- Marsh Canada Ltd.
- Mega Countertops
- National Air Technologies
- Pacific Wholesale Appliances
- PlanetClean
- Protect-A-Bed Canada
- Restwell Sleep Products
- RONA Inc.
- Rooftops Canada
- Seniors Services Society
- Trail Appliances Ltd.
- Vancity Savings Credit Union

### BCNPHA's 17th Annual Conference, AGM, and Trade Show 2009

The 2009 BCNPHA Conference, *Housing for All: The Contribution of Non-Profit Housing*, was held from November 16 to 18 in Richmond, and brought together delegates from around BC, as well as from across Canada. More than 600 delegates came together to network, exchange experiences, and attend sixty-nine education sessions offered by BCNPHA. One of the conference highlights was the Plenary Tenant Panel, which featured individuals drawn from a cross-section of the tenant demographics served by our housing providers. Their stories of the way safe, affordable housing has impacted their lives and enabled them to find a secure space amid their challenges were moving.

*"Since 1998, Marsh has worked with the BCNPHA and represented the individual risk needs of its members in the non-profit housing sector. Together, we have consistently worked towards meeting the specific coverage needs of the non-profit housing sector, in a creative and responsive manner. The plan has evolved over the years to what we now refer to as a general insurance program, which consists of Property, Commercial General Liability, Boiler and Machinery, Crime, Directors and Officers Liability, and Volunteer Accident coverage. Throughout our long association, the BCNPHA has been fully engaged in the renewal negotiations with insurers as well as the ongoing insurance cycle. The overall experience in dealing with BCNPHA has always been both professional and mutually-beneficial. Marsh Canada Limited is proud to support the business goals of the BC Non Profit Housing Association through effective risk management."* - Marsh Canada Ltd.

## 2.2 Research Department

The BCNPHA Research Department is committed to engaging in research processes both with and for BCNPHA members and other key stakeholders. Our research supports and advances our mandate by generating meaningful information and innovations for the non-profit housing sector.

### Key Accomplishments for 2009/2010

- BCNPHA was awarded funding from the Social Sciences and Humanities Research Council of Canada to develop an evaluation framework for demonstrating the impacts of affordable Aboriginal housing. The project was initiated by the M'akola Group of Societies, a BCNPHA member.
- The Sector Segmentation project, which involved extensive consultation with key stakeholders in the non-profit housing sector, and which groups non-profit housing providers according to similar characteristics, was completed. The segmentation allows BCNPHA to better tailor our services, education, and advocacy towards specific segments of our entire membership.

*"BCNPHA is a strong and important advocate for housing solutions, and we appreciate that advocacy work. At Vancity we recognize, support, and applaud that advocacy and that's why we are committed to offering preferentially priced services like the PIE program and sector-tailored financing to BCNPHA and to its members. Together, we work better."*  
- Vancity Savings Credit Union



- Using data from our Asset Analysis project, we collaborated with BC Hydro to identify and target eligible non-profit housing providers for two free energy efficiency programs.
- The BCNPHA Research Department published five new reports and resources this year:
  - *Surviving Not Thriving: The Systemic Barriers to Housing for Women Leaving Violent Relationships (October 2010)*
  - *The Need for Non-Profit Seniors Housing in BC (June 2010)*
  - *The Financial State of BC's Non-Profit Housing Stock: Current and Emerging Opportunities (September 2009)*
  - *The Need for Non-Profit Family Housing in BC (September 2009)*
  - *Seniors Summaries: Articles and Archives for Providers of Seniors' Housing (2010)*
- The Asset Analysis database allowed us to make hundreds of contacts with non-profit housing providers who had been identified by BCNPHA and our strategic partners as being eligible for resources such as energy efficiency retrofits, playground equipment, community garden spaces, and more.

## Research Department Current Projects

The Research Department will be busy throughout 2010/2011 with a number of projects that are currently underway or in development. They include:

- **Impacts of Affordable Aboriginal Housing:** BCNPHA, in partnership with the M'akola Group of Societies and Dr. Amy Salmon of the Women's Health Research Institute, received funding in March 2010 from the Social Sciences and Humanities Research Council of Canada (SSHRC). The project will develop an evaluation framework to determine the impacts of affordable Aboriginal housing on the lives of tenants through social, cultural, economic, and health lenses.
- **Strategic Energy Management Plan:** BCNPHA has merged energy consumption data from utilities with Asset Analysis data in order to contribute to the development of a strategic energy management plan for the sector and to help prioritize facilities for more detailed audits and retrofits.
- **Non-Profit Financial Sustainability in a Post-Operating-Agreement World:** This literature review will identify how non-profits and governments can work towards developing an anticipatory asset management framework for the sector. It will be used to set the foundation for future research on issues of scale and financial sustainability in non-profit housing in BC.

- **Energy Conservation Assistance Program and Energy Savings Kits:** Through collaboration with BC Hydro, we are using Asset Analysis data to identify and target eligible non-profit housing providers for two free energy efficiency programs.
- **Comprehensive Capital Asset Planning Review:** BCNPHA has submitted a joint proposal with Ameresco Canada to establish an asset planning framework and develop a life cycle model and capital plan for each asset within the non-profit housing sector (approximately 1,500 buildings and more than 50,000 units).
- **Canadian Institutes for Health Research Grant Applications:** We have recently partnered with three academics and a broad range of community and government bodies on three proposals:
  - Finding Home: Fostering Improved Systemic Responses to Support Transitions from Homelessness to Home
  - Food Security, Social Capital, and Health Among Residents of British Columbia’s Non-Market Housing Projects
  - Policy Experiments to Improve Health for All through Age-Friendly Communities
- **Asset Analysis Project:** We have created the most comprehensive database of non-profit housing in BC. We continue to conduct frequent and ongoing analyses that inform planning to address a broad range of issues facing the sector. We also fill custom data requests for members and strategic partners whose work impacts our sector.

## 2.3 Education Department

The Education Department at BCNPHA has two main objectives:

1. To provide opportunities for learning for the non-profit housing providers across British Columbia. This is achieved through the thirty-seven courses available for delivery through BCNPHA (see full list of courses on page 11), as well as through the educational programming offered at the Annual Conference.
2. To provide up-to-date, relevant information for the membership on important legislation, regulations, and programs. This is achieved through our bi-monthly *InfoLink* newsletter, a regular electronic news bulletin (*e-Info*), the BCNPHA website, and through e-mail updates to the membership.



## Key Accomplishments for 2009/2010

- Number of regional workshops and custom workshops coordinated and delivered: 11, attended by 197 people
- Number of 2009 conference attendees: 634
- Number of 2009 conference education sessions coordinated and delivered: 69
- Type of consultations/sessions coordinated and delivered: the affordable housing development process and community forum, non-violent crises intervention, attracting and retaining volunteers, and the development of a Social Housing chapter for a university textbook
- Number of issues and number of copies of *InfoLink* distributed annually: 6 issues, and 7,400 copies
- Number of *e-Info* contacts: 1,219
- Number of conference brochures distributed: 2,000
- Number of Supplier Directories distributed: 600
- Number of Member Directories distributed: 600

## Education Department Programs and Projects

BCNPHA's education sessions are offered regionally throughout the year, and can be customized upon request in half-day and full-day formats. In May 2010, BCNPHA sent out a survey to members and non-members requesting feedback on delivery of its core courses. Based on the results from the 118 responses received, we will be conducting three pilot webinars in the upcoming fiscal year using 1.5-hour modules from the following courses:

- Landlord Tenant Relations
- Board Roles and Responsibilities
- Maintenance Planning

An online registration and payment system is being developed for education sessions, which will streamline the registration process for both registrants and BCNPHA.

A new discussion board for Housing Development Consultants was designed and implemented in August 2010. The discussion board has a number of useful features, including e-mail notification of new replies that are posted to any given topic. The discussion board will assist development consultants to communicate in an easy-to-use format, as well as to get information on proposals, and municipal-, government- and sector-capacity updates.

### Education Services Offered in 2009/2010

Over the last year, the education department has facilitated the following education and development services:

- Ready, Set, Build! regional workshops on affordable housing development

- Gaining Community Acceptance workshop on overcoming community resistance
- Non-Violent Crises Intervention custom workshop on conflict management
- Housing Development community forum and custom workshop
- Attracting and Retaining Volunteers custom workshop
- Contribution of a chapter on Social Housing that will appear in a University of British Columbia Real Estate Division Residential Property Management textbook

### Educational Courses Offered Through BCNPHA



*"The Developing Housing Community Forum was a very impressive overview of the whole process from developing a housing plan to the completion of a project. It is now easier for me to see our project/roles in the whole housing development process."*

*"The Ready, Set, Build! workshop helped me to start thinking outside the box for funding, partnerships, and board members' participation – all the steps necessary to have in place before building a project."*

#### Management Services and Meeting Facilitation

Internal Organizational Structure  
Board Recruitment and Succession Planning  
Crime Prevention  
Effective Policies  
Selecting Tenants  
Staff Management  
Strategic and Operational Planning

#### Core Courses

Board Basics: Everything You Wanted to Know about Being a Board Member But Were Afraid to Ask  
Building Effective Boards  
Conflict Resolution  
Conflict Resolution Training for Non-Profit Housing Providers in BC  
Creating Your Replacement Reserve Plan (Customized)  
Dealing with Disputes



Gaining Community Acceptance  
Landlord-Tenant Relations  
Maintenance Works Day 1 - Preventative Maintenance: Planning for Success  
Maintenance Works Day 2 - Tools of the Trade: A Practical Guide to Hands-on Maintenance  
Making Policies that Work  
Marketing Mixed Income Developments  
Non-Profit Housing Employer's Guide  
Operating Agreements and Budgets  
Replacement Reserves (And How to Fund Them)  
The Right Staff  
Tools for Tenant Involvement

#### Development Courses

Addressing Housing Demand in Communities  
Creating a Successful Development Team  
Determining Housing Need  
Making Successful Proposals  
Ready, Set, Build!  
Steps in the Development Process  
Using the Market to Create Affordable Housing

#### Sustaining the Sector Series

Beyond Bake Sales: Generating Revenue in the 21st Century  
Doing More with More: Partnering for Resources Enhancement  
Not Just a Warm Body – How to Recruit Great Board Members  
Planning from A-Z – Achievable Strategic Planning

#### Collaborative Courses

(Courses offered in partnership with another organization)  
Gaining Community Acceptance  
Working with Lesbian, Gay, Bisexual, Transgender, and Two-Spirit (LGBT2S) Tenants and Applicants

#### **The 2010 Annual Conference**

A core component of BCNPHA's Annual Conference is the variety and volume of educational sessions offered each year. The 2010 conference, *Advancing Housing Solutions: The Non-Profit Way*, offers more than sixty-five workshops, covering topics such as:

- Leadership
- Housing operations
- Homelessness
- Housing and human rights
- Women and violence
- Seniors and youth issues
- Aboriginal issues
- Financial management and risk mitigation
- Health and social supports for tenants

- Development and re-development initiatives
- Board governance
- Tenant diversity

## 2.4 Consulting Department

BCNPHA Consulting will provide a valuable centralized resource to the non-profit housing sector, including providers, municipalities, government agencies, and organizations, to assist them with the planning, support, and delivery of consulting services, and to ensure that their limited resources are allocated in the most cost-effective manner.

BCNPHA Consulting is committed to developing a referral system that is clear, fair, promotes high quality service, and is accountable.

A cornerstone of the service is competency, and a competency framework has been drafted for a variety of consultant services. This framework will be regularly evaluated and updated.

BCNPHA will provide information, sector specific product development, referral and case management services for consultants to assist in their interaction with the non-profit sector to the benefit of all parties.

### Key Accomplishments for 2009/2010

- BCNPHA Consulting Business Plan completed.
  - BCNPHA Consulting Department and Director of Consulting position established to guide the implementation of the service across the province.
  - Operating requirements of BCNPHA Consulting are in place and policies and procedures are being developed.
  - BCNPHA Consulting has made good use of our established communication networks to promote the enterprise through our newsletter, our website, and at the BCNPHA Annual Conference.
  - A comprehensive core competencies framework through which external consultants can be evaluated is being finalized for roll out.
- Partnership formed with the Columbia Basin Trust (CBT) to implement CBT's innovative Affordable Housing Resource Program.
  - CBT non-profit providers and agencies, the Lower Columbia Community Development Team, and Salmo, Kaslo, and Golden are being actively supported under the partnership.



- A presentation made to CBT Executive Leadership Team on June 25, 2010 in Castlegar was well received.
- The consulting department assisted and participated in the planning with CBT of an Affordable Housing Forum.
- BCNPHA Consulting was invited by BC Housing to develop and manage the REOI process for a society to retain a development consultant and to undertake an evaluation of the process.
  - BCNPHA Consulting developed an RFP template and process that BC Housing and housing societies can use to attract and evaluate development consultant services. The template and process build upon the work completed in the review of the Development Consultant sector.
  - As requested by BC Housing, BCNPHA Consulting developed a draft contract outlining Development Consultant roles and responsibilities that will be used in future consultation processes.
  - BCNPHA Consulting's preparation and implementation of the REOI process met provincial accountability and transparency requirements.
- BCNPHA Consulting was invited by BC Housing to submit a proposal to implement the Development Consultant Sector Capacity Recommendations.
  - The BCNPHA Consulting proposal was prepared July 29, 2010.
- Development Consultant Discussion Board established.
  - The Discussion Board facilitates opportunities for ongoing networking and engagement in the Development Consultant sector.
  - A presentation to the Development Consultant Sector was made on April 7, 2010.
  - The Development Consultant Inventory and Database was completed in August 2010.
  - The Discussion Board went live in August 2010.

### **Consulting Department Programs and Projects**

- Consultant Competency Evaluation
- Consultant Inventory
- Consultant Referral Service
- Development Consultant Discussion Board
- CBT Affordable Housing Resource Program
- Terms of Reference Preparation
- Consultant Contract Administration
- Consultant Advisory Services

## 2.5 AHEAD Department

The Society for Affordable Housing Education, Awareness and Development (AHEAD) was created as a charitable arm of the BC Non-Profit Housing Association, with the following mission statement:

AHEAD strives to increase awareness and understanding of homelessness and housing alternatives, facilitate innovation, and promote standards of excellence through the provision of education, training, and networking opportunities to non-profit housing providers, community officials and organizations, low income tenants and applicants, and the general public.

### Key Accomplishments for 2009/2010

AHEAD enabled BCNPHA to access foundation funding for a number of initiatives during 2010. For example, AHEAD:

- Maintained focus on the work with the Prism SHARP Access Project which identifies housing issues faced by LGBT2S populations and seeks solutions.
- Facilitated a full-day “train the trainer” workshop for the Prism SHARP Access Project.
- Facilitated a half-day workshop in Victoria for the Prism SHARP Access Project.

### AHEAD Projects

AHEAD worked with Prism to facilitate workshops which address core competency issues in working with LGBT2S populations, such as barriers to accessing services, LGBT2S-specific issues to consider in housing, mental health, and addiction issues, and providing recommendations for improving service provision and developing LGBT2S-specific policies at agencies.

The SHARP (Shelter, Housing And Residential Program) Access Project is a partnership between Vancouver Coastal Health’s Prism Alcohol and Drug Services and the BC Non-Profit Housing Association, and is funded through Service Canada. The SHARP Access Project team comprises staff and peer facilitators who have had direct experience with residential mental health and addiction services. Each member of the SHARP Access Project is part of the LGBT2S communities, or is an ally. The Project’s aim is to improve access for LGBT2S (Lesbian, Gay, Bisexual, Transgender, and Two-Spirit) people to shelters, housing programs, and mental health and addiction services that have a residential component.

### 3.0 BCNPHA'S STRATEGIC ALLIANCES AND STRATEGIC INITIATIVES

Alliance or Initiative	BCNPHA Role	Purpose
BC Affordable Energy Conservation Task Force	Advisory position / sector representation	To develop a BC strategy to tackle energy poverty through affordable energy conservation program development, and to begin implementation of the strategy through supporting such programs.
BC Affordable Housing Research and Action Network	Advisory position / sector representation	To grow community-campus research partnerships that support innovative practice and policy solutions for affordable housing.
BC Housing: Capital Planning Process with Ameresco	Lead agency	Joint proposal with Ameresco to conduct and deliver a comprehensive, province-wide capital asset planning review of non-profit housing providers.
BC Housing: Development Consultant Process - Task Group on Communications and Information Exchange	Task Group Chair	To develop specific recommendations that will create opportunities to access and exchange information throughout the social housing sector.
BC Housing: Development Consultant Process - Task Group on Costing and Targeting	Advisory position / sector representation	To develop a costing framework for the development of social housing projects across the province, and to create a targeting framework for anticipating social housing need and demand at the community level.
BC Housing: Expiry of Operating Agreements	Co-lead	To develop research initiatives and negotiations around the expiry of operating agreements.
BC Housing: Operational Review	Co-host	A comprehensive initiative to ensure consistency, timeliness, and responsiveness in respect of BC Housing's operational review processes that advocated a move towards strategic outcomes measurements as a basis for evaluation of performance by the non-profit housing sector.
BC Housing: Improving the Relationship Between BC Housing and the Non-Profit Sector	Lead agency	BCNPHA has brokered communication between BC Housing and non-profit housing providers to identify opportunities to address issues and re-position relationships in a manner that builds upon the strength of the parties' shared purpose. Multiple outcomes will build on this over the coming year.
BC Housing: Research and Corporate Planning	Partner	To identify potential partnership opportunities and areas of strategic alignment around sector-based research.
BC Housing: Steering Committee on Tenant Engagement on Sustainability	Advisory position	To develop a framework and determine implementation for a tenant engagement strategy and implement a pilot to reduce greenhouse gas and waste at three directly managed sites.
BC Housing: Strategic Procurement Division	Partner	To develop an MOU on procurement that could cover both directly managed and non-profit housing stock to create economies of scale.
BC Hydro Energy Conservation Assistance Program (ECAP) and Energy Savings Kits (ESK)	Facilitator	Facilitated the distribution of BC Hydro's ECAP and ESK programs to the non-profit housing sector.
BC Hydro, BC Housing, and Terases Gas Strategic Energy Management Plan (SEMP)	Advisor and Steering Committee member	To develop a Strategic Energy Management Plan for BC's non-profit housing sector by combining data from BCNPHA's Asset Analysis with electricity and gas consumption and fuel cost data.
BC Society of Transition Houses	Partner	To develop a program of research related to housing for women fleeing violence.
Canadian Centre for Policy Alternatives' Climate Justice Project	Partner on the Household Energy Efficiency Project	To develop a policy strategy that sees the province meeting its climate change obligations while simultaneously building in principles of social justice.
Canadian Housing and Renewal Association	Partner	Strategic alliance to share resources and identify common opportunities of interest to the sector.
Centre for Sustainability	Partner	To identify opportunities for research related to strengthening human resources and leadership development in the sector.
Columbia Basin Trust	Partner	To enhance the ability of Columbia Basin communities and organizations to effectively address affordable housing issues by enabling access to qualified professional consultants through BCNPHA Consulting.

Community-University Research Exchange (UBC)	Founding member	To develop a network of academics, researchers, and non-profit agencies interested in working collaboratively to conduct community-based research and to provide supports and education to benefit housing development.
Community Living BC	Partner	To seek solutions for housing for people with developmental disabilities.
Co-operative Housing Federation of BC	Partner	To explore strategic procurement initiatives and potentials for other beneficial partnerships within the non-profit housing and co-operative housing sectors.
Development Consultant Sector	Facilitator / Convener	To develop a new strategic alliance to benefit non-profits through improved relationships with development consultants. An online discussion board has been developed and ongoing dialogue will be encouraged with this sector.
Eaga and City Green	Facilitator	To leverage LiveSmart funding made available through the Ministry of Energy, Mines, and Petroleum to the non-profit housing sector.
Food Security and Social Housing Advisory Committee	Advisory position / sector representation	To build awareness of the need to integrate food security solutions within social housing, to create a policy environment that supports practical change, and to improve health and well-being by increasing food security using both advocacy and research approaches.
Government/Non-Profit Initiative	Member	To strengthen the way government and the non-profit sector work together to improve the quality of life for British Columbians through promoting a shared understanding and mutual trust, a long-term commitment to work together on complex shared issues, and collaborating to shape the services British Columbians need.
HR Council for the Nonprofit Sector	Executive Committee member	To take action on non-profit labour force issues through strengthening HR management practices, supporting skills development and learning, building and sharing knowledge, promoting leadership development and succession planning, and fostering a culture of inclusivity.
Leaders of BC's Non-Profit Housing Sector collective response to the BC Society Act Review	A lead agency	Joint submission regarding process and issues regarding a review of the Society Act was submitted to the Ministry of Finance.
Mental Health Commission of Canada	Advisory Position	To help develop an integrated mental health system by encouraging cooperation and collaboration among governments, service providers, employers, scientific and research communities, and people living with mental illness.
Metro Vancouver Core Technical Research Advisory to the 2011 Homeless Count	Advisory position	To provide research expertise throughout the 2011 Metro Vancouver Homeless Count process.
New Brunswick Non-Profit Housing Association	Partner	Strategic alliance to share resources and identify common opportunities of interest to the sector.
Office of Community Based Research at the University of Victoria	Advisory and planning partner	To discuss opportunities for academic and community research partnerships and to develop these opportunities through Housing Connector events.
Ontario Non-Profit Housing Association	Partner	Strategic alliance to share resources and identify common opportunities of interest to the sector.
Provincial HR Advisory to the Government / Nonprofit Initiative (GNPI)	Advisory position / sector representation	To identify and address human resource issues significant to BC's non-profit sector through the Government / Nonprofit Initiative.
Réseau québécois des OSBL d'habitation	Partner	Strategic alliance to share resources and identify common opportunities of interest to the sector, and to provide research support.
Regional Steering Committee on Homelessness	Advisory position / sector representation	To lead a coordinated response to homelessness in the region through encouraging regional solutions to homelessness, collaboration with partners, inclusion of the diverse needs and interests reflected in the current homeless/at-risk population, and promotion of positive change.
Rooftops Canada	Advisory to the Financial Review Committee	Assisting Rooftops Canada in their financial review.
SFU Gerontology Research Centre	Partner	To identify opportunities for ongoing research related to housing and seniors.



## 4.0 SUMMARIZED FINANCIAL STATEMENTS

### AUDITORS' REPORT

The accompanying summarized statements of financial position, operations, comprehensive income and changes in fund balances, are derived from the complete financial statements of British Columbia Non-Profit Housing Association as at August 31, 2010 and for the year then ended on which we expressed an opinion without reservation in our report dated October 18, 2010. The fair summarization of the complete financial statements is the responsibility of management. Our responsibility is to express an opinion on these financial statements based on our audit.

In our opinion, the accompanying summarized financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with Canadian generally accepted auditing standards.

These summarized financial statements do not contain all the related disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the entity's financial position, results of operations and cash flows, reference should be made to the related complete financial statements.

William W. Bruce & Associates Ltd., Certified General Accountants

**BRITISH COLUMBIA NON-PROFIT HOUSING ASSOCIATION** **Statement 1**  
**STATEMENT OF OPERATIONS, COMPREHENSIVE INCOME AND CHANGES IN FUND BALANCES**  
**YEAR ENDED AUGUST 31, 2010**

	2010	2009
<b>Revenues</b>		
Sponsorships and special project grants	\$ 213,537	\$ 964,230
Membership fees	234,029	198,678
Fund management and interest income	130,931	115,172
Registration fees	136,403	171,955
Other income	251,586	277,448
Transfer from surplus	55,082	37,599
	<b>1,021,568</b>	<b>1,765,082</b>
<b>Expenses</b>		
Advertising and promotions	19,267	7,405
Amortization	2,183	5,902
Board and committee	26,663	33,187
BCNPHA consulting department (Note 10)	23,599	-
Consulting fees	2,500	7,516
Office and general	179,642	188,563
Organizational development	15,375	5,436
Professional and management fees	6,550	8,532
Research department	16,108	32,163
Salaries and benefits	445,475	404,300
Speakers and instructors	15,262	24,955
Special project costs	129,327	882,979
Venue rental and catering	81,649	59,836
Workshops	5,802	12,613
	<b>969,402</b>	<b>1,673,387</b>
Excess of revenues over expenses	52,166	91,695
Fund balance, beginning of year	633,077	573,146
Transfer to current year	(55,082)	(37,599)
Unrealized gain on investments	8,597	5,835
Fund balance, end of year	<b>\$ 638,758</b>	<b>\$ 633,077</b>



## SUMMARIZED FINANCIAL STATEMENTS

**BRITISH COLUMBIA NON-PROFIT HOUSING ASSOCIATION  
BALANCE SHEET  
AUGUST 31, 2010**

Statement 2

	2010	2009
<b>ASSETS</b>		
Current		
Cash	\$ 695,917	\$ 525,872
Accounts receivable	164,111	200,662
Due from government agencies	-	124,521
Prepaid expenses	31,080	23,532
Due from Society for Affordable Housing Education, Awareness and Development	2,727	77,363
	<u>893,835</u>	<u>951,950</u>
Long-term investments	332,538	323,941
Capital assets	3,175	4,057
	<u>\$ 1,229,548</u>	<u>\$ 1,279,948</u>
<b>LIABILITIES</b>		
Current		
Accounts payable and accrued liabilities	\$ 30,053	\$ 29,847
Due to government agencies	16,682	-
Due to employees	15,581	12,137
Unearned revenue	472,990	405,370
Deferred grants	55,484	199,517
	<u>590,790</u>	<u>646,871</u>
<b>FUND BALANCES</b>		
Internally restricted	332,538	323,941
Internal reserve funds	187,319	62,401
Invested in capital assets	3,175	4,057
Unrestricted	115,726	242,678
	<u>638,758</u>	<u>633,077</u>
	<u>\$ 1,229,548</u>	<u>\$ 1,279,948</u>

Approved by the Board of Directors:

Director

Director



## 5.0 BCNPHA BOARD AND STAFF

### 5.1 2009-2010 Executive Committee



**Claudette Plante, Chair.** Claudette Plante was first elected to the BCNPHA Board in November 2004, and Chair in 2010. As Manager of Administration, Housing, and Community Centres for the Prince George and District Elizabeth Fry (Housing) Society, she has knowledge and experience in all aspects of social housing from project development, program development, and front-line operations, to management and long-term strategic planning. "I am very pleased to be part of this sector, and recognize the important role non-profit housing providers play in strengthening their communities. Likewise, I feel very fortunate to be part of BCNPHA. The Association continues to provide exciting new initiatives and long-term strategies that will provide opportunities for non-profit housing providers both today and in the future."



**Karyn French, Vice Chair.** In her capacity as a BCNPHA Board member, Karyn, who is Executive Director of the Pacifica Housing Advisory Association in Victoria, has served on numerous committees – such as the Real Estate Act Task Force, the Governance Committee, and as Treasurer on the Executive Committee. "I can't believe that another year has flown by and I continue to be in awe of the growth and accomplishments of both BCNPHA and the housing sector. It is a privilege and honour to represent the membership in my role on the Board of Directors. It is my hope that I am able to contribute as much value to the organization and membership that I get for myself both professionally and personally. I share a passion for our sector with each of you and I look forward to continuing to serve on the Board."



**Wayne Cybak, Secretary.** Wayne has served as a BCNPHA Director for several years in various executive capacities, and has been on a number of committees and task forces. He is also Administrator of the Parkdale Place Housing Society in Summerland. "Serving on the BCNPHA Board of Directors has been a rewarding experience. I believe it has greatly enhanced my society's ability to provide affordable housing opportunities in our community. Being a member of BCNPHA unites our sector and having an Association we can rely on brings the various housing providers closer together. Serving our sector as a Director is one way I feel I have contributed to the success of our Association in aiding our members in their quest to meet their various communities' housing needs."



**Kathy Stinson, Treasurer.** In her capacity as a BCNPHA Board member and Treasurer, Kathy, who is the Executive Director of the Victoria Cool Aid Society, contributes to the work of the BCNPHA Finance Committee (which she currently chairs) and the Governance Committee. "Being on the BCNPHA Board gives me the opportunity to participate broadly in the social housing sector. It provides me with the opportunity to share my expertise and to learn from the expertise of others."



**Jim Spinelli, Past Chair.** Jim, Executive Director of the Nanaimo Affordable Housing Society, has been serving this year in the position of Past Chair after completing his last term on the BCNPHA Board of Directors. Jim was elected to the Board of Directors of the Canadian Housing and Renewal Association in June of 2010 and will be focusing on bringing British Columbia housing concerns and his Board governance experience to the federal table. Jim leaves the Board with the following comments: "After a long run on the BCNPHA Board, I am confident that the Association is on a firm standing with extremely competent staff and a committed and talented Board of Directors. I have been very happy and privileged to be a part of BCNPHA and will continue to work with and support the Association in its efforts to serve the non-profit housing community."



## 5.2 2009-2010 BCNPHA Board of Directors



**Claudette Plante**  
Chair



**Karyn French**  
Vice Chair



**Wayne Cybak**  
Secretary



**Kathy Stinson**  
Treasurer



**Jim Spineli**  
Past Chair & Secretary  
of AHEAD Board



**Caroline Bonesky**  
Lower Mainland/Coast Representative  
& Chair of AHEAD Board



**Steven Bonn**  
Okanagan Representative &  
Treasurer of AHEAD Board



**Janice Ivan**  
Kootenays Representative &  
Vice Chair of AHEAD Board



**Charan Gill**  
Fraser Region Representative



**Mark Smith**  
Vancouver Representative



**Julia Sundell**  
Northern Representative



**Howard Johnson**  
At-Large Representative



**Shelagh Turner**  
At-Large Representative

## 5.3 BCNPHA Staff Team



**Arwa Hasan**  
BCNPHA Liaison



**Cindy Phanthoupheng**  
Financial Coordinator



**Donna Sassaman**  
AHEAD Coordinator



**Haley Mousseau**  
Research Analyst



**Jacqui Mendes**  
Member Services Coordinator



**Jill Atkey**  
Research Director



**Karen Cooper**  
Director of BCNPHA  
Consulting



**Karen Stone**  
Executive Director



**Kate Nielsen**  
Education Program Coordinator



BC Non-Profit  
Housing Association

BC Non-Profit Housing Association  
Suite 303, 3680 E. Hastings Street  
Vancouver, BC V5K 2A9  
Tel: 604.291.2600  
Toll free: 1.800.494.8859  
Fax: 604.291.2636  
admin@bcnpha.ca

[www.bcnpha.ca](http://www.bcnpha.ca)

