

SRO Investment Framework - Budget

Scope of Work	Cost	Duration	Additional Resource / Cost		Task Assignment	Potential Funding Source
			FTE	Cost		
Project Prioritization (~15 bldgs)	Assessment Consultants	92 weeks		\$ 750,000	Consultant	
	FTE Resource	92 weeks	2	\$ 183,000		
Community Engagment & Partnerships	Engagement Consultant	35 weeks		\$ 500,000	Consultant	
Community Engagment & Partnerships	Community based Engagement Visions	26 weeks		\$ 500,000	Community activities	
Project Management Team	FTE - Project Manager, Research / Business Analyst	104 weeks	2	\$ 420,000		
Total			4	\$ 2,170,000		

Project name SRO Investment Strategy (Next 30mo)
Project start date 2022-05-30
Project finish date 2025-12-15

Task number	Outline number	Name	Assigned to	Duration	Start	Finish	Comment Depends on	Labels
1	1	Senior Executive Group Meeting		2 weeks	2022-05-23	2022-06-03		Senior Executive Meeting
2	1.1	Report to Senior Exec Group		1 week	2022-05-23	2022-05-27		Senior Executive Meeting
3	1.2	Senior Executive Group Meeting		1 week	2022-05-30	2022-06-03	Endorseme	Senior Executive Meeting
4	2	Senior Executive Group Meeting		2 weeks	2022-09-19	2022-09-02		Senior Executive Meeting
5	2.1	Report to Senior Exec Group		1 week	2022-09-19	2022-09-23		Senior Executive Meeting
6	2.2	Senior Executive Group Meeting		1 week	2022-09-26	2022-09-02	Endorseme	Senior Executive Meeting
7	3	Community Engagement & Partnerships Consultant		92 weeks	2022-08-01	2024-04-30		Community Engagement & Partnerships
8	3.1	Pre-Engagement		8 weeks	2022-08-01	2022-09-23		
9	3.2	Procurement Phase		8 weeks	2022-09-05	2023-10-28		Community Engagement & Partnerships
10	3.3	Phase 1		35 weeks	2022-10-31	2023-06-30		
11	3.4	Phase 2		21 weeks	2023-06-05	2023-10-27		Community Engagement & Partnerships
12	3.5	Phase 3		22 weeks	2023-10-30	2024-04-30		Community Engagement & Partnerships
13	4	Procurement Project Team		8 weeks	2022-06-23	2022-08-17		Procurement
14	4.1	Preparation of RFP for Project Team		5 weeks	2022-06-23	2022-07-18		Procurement
15	4.2	Community Engagement Staff / Consu		8 weeks	2022-07-19	2022-08-17		Procurement
16	5	Senior Executive Group Meeting		2 weeks	2023-01-09	2023-01-20		Senior Executive Meeting
17	5.1	Report to Senior Exec Group		1 week	2023-01-09	2023-01-13		Senior Executive Meeting
18	5.2	Senior Executive Group Meeting		1 week	2023-01-16	2023-01-20	Endorseme	Senior Executive Meeting
19	6	Project Prioritization BCH & CoV	BCH, Consultant	92 weeks	2022-11-01	2023-12-08		
20	6.1	Portfolio Planning		8 weeks	2022-10-31	2022-12-23		Site Prioritization
21	6.2	Assessment Procurement		13 weeks	2022-12-05	2023-02-28		Site Prioritization
22	6.3	Assessment Development		26 weeks	2023-03-06	2023-08-31	24 - Senior Exe	
23	6.4	Assessment Review		26 weeks	2023-06-05	2023-11-30	32 - Prioritizat	Site Prioritization
24	6.5	Project Prioritization / Project Sequen		17 weeks	2023-12-04	2024-03-30		Site Prioritization
25	6.6	SRO Purchase Strategy		10 weeks	2023-10-23	2023-12-29		Site Prioritization
26	6.7	Redevelopment & Rehabilitation Anal		18 weeks	2024-04-01	2024-07-31		Site Prioritization
27	7	Senior Executive Group Meeting		2 weeks	2023-06-05	2023-06-30		Senior Executive Meeting

28	7.1	Report to Senior Exec Group	1 week	2023-06-05	2023-06-09		Senior Executive Meeting
29	7.2	Senior Executive Group Meeting	1 week	2023-06-12	2023-06-30	Endorseme	Senior Executive Meeting
30	8	Senior Executive Group Meeting	2 weeks	2023-09-04	2023-09-15		Senior Executive Meeting
31	8.1	Report to Senior Exec Group	1 week	2023-09-04	2023-09-08		Senior Executive Meeting
32	8.2	Senior Executive Group Meeting	1 week	2023-09-11	2023-09-15	Endorseme	Senior Executive Meeting
33	9	Senior Executive Group Meeting	2 weeks	2024-01-08	2024-01-19		Senior Executive Meeting
34	9.1	Report to Senior Exec Group	1 week	2024-01-08	2023-12-12	36 - Investmer	Senior Executive Meeting
35	9.2	Senior Executive Group Meeting	1 week	2024-01-15	2024-01-19	Endorseme 44 - Report to	Senior Executive Meeting
36	10	Senior Executive Group Meeting	2 weeks	2024-07-01	2024-07-12		Senior Executive Meeting
37	10.1	Report to Senior Exec Group	1 week	2024-07-01	2024-07-05	36 - Investmer	Senior Executive Meeting
38	10.2	Senior Executive Group Meeting	1 week	2024-07-08	2024-07-12	Endorseme 44 - Report to	Senior Executive Meeting
39	11	Investment Strategy	16 weeks	2025-05-26	2025-11-14		
40	11.1	Drafting Investment Strategy	4 weeks	2025-05-26	2025-07-04	45 - Senior Exe	
41	11.2	Consultation on Investment Strategy	8 weeks	2025-07-14	2025-10-03	52 - Senior Exe	
42	11.3	Investment Strategy finalized	4 weeks	2025-10-06	2025-11-14	48 - Consultati	
43	12	Senior Executive Group Meeting	2 weeks	2025-11-17	2025-11-28		Senior Executive Meeting
44	12.1	Report to Senior Exec Group	1 week	2025-11-17	2025-11-21	49 - Investmer	Senior Executive Meeting
45	12.2	Senior Executive Group Meeting	1 week	2025-11-24	2025-11-28	Endorseme 54 - Report to	Senior Executive Meeting
46	13	Federal & Provincial Budget Request	26 weeks	2025-11-17	2025-12-15	55 - Senior Exe	

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	Funder 1	% of costs	Funder 2	% of costs	Fiscal Year 1 (2022/23) Weeks	Fiscal Year 1 (2022/23) \$	Fiscal Year 2 (2023/24) Weeks	Fiscal Year 2 (2023/24) \$	Fiscal Year 3 (2024/25) Weeks	Fiscal Year 3 (2024/25) \$	
Project Mgmt Team					n/a	\$ 140,000	n/a	\$ 140,000	n/a	\$ 140,000	
Project Prioritization					23 weeks	\$ 187,500	52 weeks	\$ 423,913	17 weeks	\$ 138,587	
Consultant					n/a	\$ -	n/a	\$ 183,000	n/a	\$ 183,000	FTE Resource will be funded through internal BCH resources
FTE Resource					23 weeks	\$ 328,571	12 weeks	\$ 171,429	n/a	\$ -	
Engagement Consultant					13 weeks	\$ 250,000	13 weeks	\$ 250,000	n/a	\$ -	
Community Engagement											
Community-based visions											
Total						\$ 906,071		\$ 985,342		\$ 278,587	3-year Total:
Provincial contribution						\$ 302,024		\$ 328,447		\$ 92,862	\$ 723,333

Total funding per partner

City of Vancouver
CMHC
Province

FW: SRO Intergovernmental Working Group - Workplan and overview

From: Rabinovitch, Hannah R OHCS:EX <Hannah.Rabinovitch@gov.bc.ca>
To: Will, Meghan OHCS:EX <meghan.will@gov.bc.ca>
Cc: Petrescu, Sarah OHCS:EX <sarah.petrescu@gov.bc.ca>, Gurney, Taro OHCS:EX <taro.gurney@gov.bc.ca>
Sent: December 16, 2022 12:11:01 PM PST
Attachments: image002.png, 20220714 s.16, 2021-05 SROs - MDE Briefing May 2021 final w SN.pptx, s.13, <_ CM edits.pptx

Latest PPT on the SRO Strategy work as well as the project plan for the work.
Final PPT is overview of SRO issues for Minister David Eby in 2021. Included content from a slide that was removed from the final version of the deck, but provides an overview of the SRO universe.

Context: SRO Buildings and Units

Total SRO units	~ 7,400 units
Privately owned	~ 3,750 units
Non-market	2,890 units
Closed or being redeveloped	800 units



*As of December 2019. Source: City of Vancouver.



Context: SRO Buildings and Units

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Privately owned	~ 3,750 units
Non-market	2,890 units
Closed or being redeveloped	800 units



*As of December 2019. Source: City of Vancouver.



Page 08 of 67 to/à Page 11 of 67

Withheld pursuant to/removed as

s.13 ; s.16

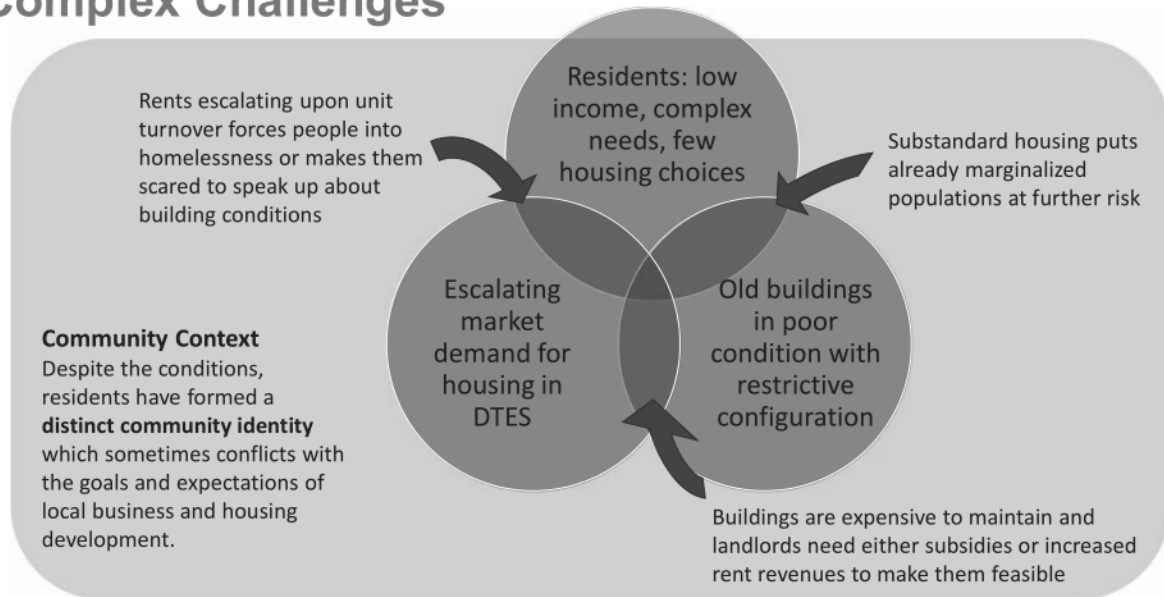


Agenda

- Current situation
- Strategic objectives
- Approaches under review: vacancy control & acquisition
- Identifying provincial objectives
- Multi-stakeholder approach
- Next steps



Complex Challenges



SROs present a unique challenge because of the intersection of three factors: resident populations, building condition, and market demand for housing. Approaches that target only one or two of these factors but fail to address the others could exacerbate conditions overall.

1. The majority of residents in the SROs have, for many decades, been people living on low incomes with few other housing choices. Many are considered “hard to house” but there are also many low-income seniors living here.
2. The buildings are mostly over 100 years old and in varying stages of declining conditions. The configuration of SROs is very challenging for keeping residents healthy and safe, particularly in a pandemic.
3. Market demand for housing means that landlords are able to do minor cosmetic upgrades to rooms and rent them at higher monthly rents on turnover. International students and hospitality workers are two groups willing to live here to be close to downtown schools and workplaces.

Community Context: Despite the conditions, residents have formed a distinct community identity which sometimes conflicts with the goals and expectations of local business and housing development.



There are many different perspectives on SROs and each agency or group has their own priorities.

As the Province engages with other stakeholders, it will be helpful to have clear direction on the Provincial objectives and to what extent we will compromise on those, or expect others to compromise on their priorities.

We believe our objectives are:

- ✓ Protect health and safety of marginalized residents
- ✓ Increase low-income residents' capacity and opportunities to access affordable, culturally-appropriate housing
- ✓ Make responsible use of funding from all levels of government (and landlords)

Page 16 of 67 to/à Page 26 of 67

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Next Steps

- Intergovernmental-Working Group
- Portfolio Strategy Development for PRHC-owned Buildings
- Engagement with Peer-based/Community Initiatives

SRO Investment Framework

June 2022

Rebecca

Welcome everyone and thank you for attending this SRO working group presentation

The last meeting in February, we discussed the Investment Framework and the shared vision and our portfolio management approach and the MOU.

At this meeting, the next steps were:

- Progress the MOU
- Provide scope of works for
 - governance,
 - project prioritization- assessing the portfolio of SROs and prioritizing those for a phased approach,
 - Governance structure and the Project Team
 - Community Engagement & partnerships
 - Resource requirement

Continue work on the existing projects – Tranche 1 – using existing funding programs

The presentation today is from the Working Group, where we'll have a few members presenting.

Lance take notes!

Page 30 of 67 to/à Page 35 of 67

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Questions?

3c) Investment Strategy Program

- Scopes of work are the next steps for progressing the Investment Strategy
- Investment Strategy will inform a budget request



Natasha

Page 38 of 67 to/à Page 63 of 67

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s.12 ; s.13

RE: SRO Strategy KMs

From: Schollen, Tasha GCPE:EX <Tasha.Schollen@gov.bc.ca>
To: Rabinovitch, Hannah R OHCS:EX <Hannah.Rabinovitch@gov.bc.ca>
Cc: Butler, Liam GCPE:EX <Liam.Butler@gov.bc.ca>, Petrescu, Sarah OHCS:EX <Sarah.Petrescu@gov.bc.ca>, Will, Meghan OHCS:EX <Meghan.Will@gov.bc.ca>, Edmunds, Sarah OHCS:EX <Sarah.Edmunds@gov.bc.ca>
Sent: January 11, 2023 1:22:01 PM PST
Hi Hannah,

Without knowing the strategy timeline....i would use them like this. (for my purposes, I will not be using this level of detail).

s.13; s.16

From: Rabinovitch, Hannah R OHCS:EX <Hannah.Rabinovitch@gov.bc.ca>
Sent: January 11, 2023 11:37 AM
To: Schollen, Tasha GCPE:EX <Tasha.Schollen@gov.bc.ca>
Cc: Butler, Liam GCPE:EX <Liam.Butler@gov.bc.ca>; Petrescu, Sarah OHCS:EX <Sarah.Petrescu@gov.bc.ca>; Will, Meghan OHCS:EX <Meghan.Will@gov.bc.ca>; Edmunds, Sarah OHCS:EX <Sarah.Edmunds@gov.bc.ca>
Subject: RE: SRO Strategy KMs

Hi Tasha,
Was just finishing this off for a thing for the Minister. Can someone on your team translate this into KMs for me?

s.13; s.16

From: Petrescu, Sarah OHCS:EX <Sarah.Petrescu@gov.bc.ca>
Sent: Wednesday, January 11, 2023 11:33 AM

To: Schollen, Tasha GCPE:EX <Tasha.Schollen@gov.bc.ca>; Will, Meghan OHCS:EX <Meghan.Will@gov.bc.ca>
Cc: Butler, Liam GCPE:EX <Liam.Butler@gov.bc.ca>; Rabinovitch, Hannah R OHCS:EX <Hannah.Rabinovitch@gov.bc.ca>
Subject: RE: SRO Strategy KMs

Tagging in Hannah who has been working on this file.

From: Schollen, Tasha GCPE:EX <Tasha.Schollen@gov.bc.ca>
Sent: Wednesday, January 11, 2023 10:49 AM
To: Will, Meghan OHCS:EX <Meghan.Will@gov.bc.ca>; Petrescu, Sarah OHCS:EX <Sarah.Petrescu@gov.bc.ca>
Cc: Butler, Liam GCPE:EX <Liam.Butler@gov.bc.ca>; Schollen, Tasha GCPE:EX <Tasha.Schollen@gov.bc.ca>
Subject: SRO Strategy KMs
Importance: High

Morning Meghan and Sarah,

We have an announcement tomorrow about a rental acquisition fund and think the issue of SROs could come up. The MO has asked that we add more information about "the SRO initiative with the Feds, Prov and COV"do you have any information about this? We don't seem to here in GCPE.

1. What is government's plan for addressing the SROs?

s.13

Tasha Schollen | Communications Manager
Government Communications and Public Engagement
Ministry of Housing
Cell: 250-889-1121

Page 66 of 67

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s.13 ; s.16

Page 67 of 67

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s.12 ; s.13 ; s.16