

HONE CONSULTING CORPORATION

# Service Report

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Prepared for Bayanihan Cultural and Housing Society

By Randy Kennett

12/5/2017



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## Background

The following purpose was identified for Hone Personnel (Randy Kennett) by Ben Pires, Elaine Wong, Fredilyn Ruiz, Lani Domolay, Mike Gonzalez and Sid Emmanuel:

- Conduct a total of five facilitated two-hour sessions to give key stakeholders an opportunity to be consulted and heard regarding their feedback on the future of the Centre.

## Services Overview

The following table indicates the dates and status as of December 5, 2017 with the initial agreed upon deliverables.

| TIMELINE          | SERVICE  | STATUS    |
|-------------------|--|-----------|
| November 8, 2017  | Facilitated session for BCHS from 6:15pm to 8:00pm.    | Completed |
| November 10, 2017 | Facilitated session for VFCCA from 7:15pm to 9:00pm.   | Completed |
| November 11, 2017 | Facilitated session for VFCSA from 6:15pm to 8:00pm.   | Completed |
| November 17, 2017 | Facilitated session for BCHS from 6:15pm to 8:00pm.    | Completed |
| November 26, 2017 | Facilitated session open to all from 1:30pm to 3:30pm. | Completed |

## Parking Lot

A parking lot was established for each session to track important items, ideas and issues that may not be useful to discuss at a time in the agenda or that may require more time than scheduled.

## Questions for Board

The following questions were captured on the parking lot for the Board's response and consideration in the future of the Centre:

- What option is most sustainable?
- Can we get funding for housing?
- How much is the maintenance of the current location? Can we get more communication/updates on expenses?
- Will there be strata fees involved with any of the options? A mortgage?
- Who will do the fundraising? Volunteering?
- Are we willing to go through another fundraiser?
- Do we have enough volunteers to even run a Centre?

## Feedback for Board

The following feedback was captured on the parking lot for the Board’s response and consideration in the future of the Centre:

- We need to have a balance between the sentimental connection to the current Centre and business factors.
- If we partner with someone for housing, we need to make sure that it’s a similar minded organization to how we run the Centre.
- What skills/abilities are available within the Filipino community to help with the different options available for the future of the Centre. i.e. We need to assess and leverage the skills set of people who are part of our community that have worked in not-for-profit housing.
- We need to generate more interest for future generations to volunteer and support the Centre. We need to get younger people interested. We could have incentives to get youth involved? Have programs for kids to attracts kids to the Centre?
- We need to work on our people skills – creating a more welcoming environment.
- Whatever is decided, the decision needs to be publicized with the vision for the future, which might mobilize more volunteers and new members of the community.
- Option 2, ‘keeping the current Centre for the near future’, should be a given, as the other options will need time to implement.
- Bring back the newsletter.
- Get temporary workers more involved and committed for the help that they get.
- Do more social media.
- Welcome all associations.

## Evaluating Options

Towards the end of the session, all participants were asked to reflect on the activities and discussions during this session, and to place one sticker dot by their top number one choice, out of the eight provided, for the future of the Centre. The following is a summary of this activity:

| <u>Option 1:</u><br>No, don’t need a community centre. | <u>Option 2A:</u><br>Yes, need a community centre, for the near future, 5 years. | <u>Option 2B1:</u> Yes, need a community centre for the long term, 10 to 20 years, renovate current Centre. | <u>Option 2B2:</u> Yes, need a community centre for the long term, 10 to 20 years, sell the property and buy a bigger property. | <u>Option H0:</u><br>No, don’t need housing. | <u>Option H1:</u><br>Yes, need housing and community centre, sell property and build on our own, on a new property. | <u>Option H2:</u><br>Yes, need housing and community centre, sell property and buy an existing building. | <u>Option H3:</u><br>Yes, need housing and community centre, sell property and build in partnership with a non-profit housing society. | <u>TOTAL</u> |
|--|--|---|---|--|---|--|--|--------------|
| <b>0</b>   | <b>17</b>  | <b>5</b>  | <b>16</b>   | <b>0</b>                                     | <b>1</b>  | <b>0</b>   | <b>39</b>  | <b>78</b>    |
| <b>0%</b>  | <b>22%</b>   | <b>6%</b>   | <b>21%</b>  | <b>0%</b>                                    | <b>1%</b>   | <b>0%</b>  | <b>50%</b>   | <b>100%</b>  |

## Checking Consensus

After participants placed one sticker dot by their top number one choice for the future of the Centre, group consensus was checked, related to the option that got the most sticker dots in the session, through the following \*questions:

1. I can say an unqualified “yes “to our recommendation.
2. I find our recommendation acceptable.
3. I can live by our recommendation, even though it’s not my first choice.
4. I do not fully agree with our recommendation. However, I do not choose to block it.
5. I do not agree with the recommendation being in the best interest of the Centre and feel the need to stand in the way of it being accepted.
6. I think that we have no clear sense of unity in the group. We need to do more work before consensus is reached.

*\*Questions for consensus adapted from the work of Kelsey, 1991.*

In each session, we had no more than three participants who were a “5”, meaning that they do not agree with the recommendation being in the best interest of the Centre and felt the need to stand in the way of it being accepted. In one session, we had complete consensus.

## Options: The Pro’s and Con’s

After reviewing the eight options available for the future of the Centre and answering questions, participants were engaged in an activity to flip chart their thoughts on the “pro’s” and “con’s” of each option. On the following pages, there is a summary of what was captured on each flip chart from all five sessions.

The following background information was also highlighted for all participants:

- A housing-cum-community centre at the Bayanihan site is not a feasible project at 1709 Blanshard Street.
- Building is aging and requires expensive seismic upgrade, better heating/cooling indoors.
- Can only accommodate 60 persons. It is packed for certain events.
- Inadequate storage space and limited parking.
- Small group of volunteers run the Centre and now in their 60s+ and are getting burned out.
- Only a few new volunteers and volunteerism is declining. How will BCHS pay for staff if the current model needs to be changed?
- The current facility is not used to its full extent...only a few hours every week. Will it be any different with a bigger facility? Programs would have to be in place to attract people and use the Centre.
- It took 10 years to fund raise \$120,000 to establish the Centre. How committed will members be to fundraise for a bigger Centre?

## Option1:

No, we don't need a community Centre.

| Pro's   | Con's   |
|---|---|
| <ul style="list-style-type: none"><li>• Receiving charity will appreciate the donation.</li><li>• No more responsibility.</li><li>• Can enjoy personal goals.</li><li>• Easy. No dollar costs.</li><li>• No responsibilities.</li><li>• No more volunteering.</li><li>• No.</li></ul> | <ul style="list-style-type: none"><li>• Would like to keep idea of a Filipino Centre alive.</li><li>• Seems like a sad way of using the fruit of so much work.</li><li>• Sell and partner with the housing.</li><li>• People would miss it/want it after it's gone and be angry at us for getting rid of it.</li><li>• Lose opportunity to serve community as Filipinos.</li><li>• Bayanihan funds will be donated to other charities.</li><li>• It will be a big loss to our community (X2).</li><li>• No legacy.</li><li>• If we ever sell the center – Who will pay for the “dissolving cost”?</li><li>• Loss of identity/investment.</li><li>• We lost our hard work and having our own community.</li><li>• We lost our sentimental value as hard worker's Filipino.</li><li>• No more awesome community events.</li><li>• No legacy.</li><li>• Continuity of culture and tradition.</li><li>• No associations.</li><li>• Filipinos will no longer have support.</li><li>• It would be like burying an old friend.</li></ul> |

## Option 2A

Yes, for up to 5 more years, and will keep the status quo. Keep status quo and let the property sit and increase in value. Requires volunteers.

| Pro's   | Con's   |
|---|---|
| <ul style="list-style-type: none"> <li>• If you chose this need to have a good five-year plan in place.</li> <li>• Gives us more time to consider more options/ideas.</li> <li>• Gives us time to build new volunteer force.</li> <li>• Would like to keep centre for more years though would love to have housing!!!</li> <li>• Maximize use of centre.</li> <li>• Increase value of investment without much work.</li> <li>• Funds are just good enough as now.</li> <li>• There's too much pressure already on existing volunteers and less workers, they're hard to come now.</li> <li>• Need a paid staff to help open the building every day.</li> <li>• Yes! Keep centre for few more years. Let property increase in value.</li> <li>• We work so hard to have this centre and very proud to have it called our very own.</li> <li>• Let's continue to fund raise for the up keep of the building.</li> <li>• Keep this building. It's fully paid anyways.</li> <li>• Stay in this site for the next five or so years and have another meeting.</li> <li>• Yes.</li> <li>• Wait till the market goes up and then let's move. (X3)</li> <li>• The value will increase after 5 years.</li> <li>• A big yes and save more money after 5 years.</li> <li>• At least we still have the centre.</li> <li>• Yes, ads to improve.</li> <li>• Newcomers will be more welcome than in bigger building and it's friendlier.</li> <li>• Have time to do more fundraising for future place.</li> </ul> | <ul style="list-style-type: none"> <li>• Need to recruit more volunteers – the younger ones.</li> <li>• Grants/funding for low cost housing might no longer be available.</li> <li>• We don't plan well for the future – not likely to have a plan in place.</li> <li>• Would like to work or get connected with Filipino churches to get members interested with our community.</li> <li>• Nothing new to attract new patrons. (X2)</li> <li>• Pinoy/pinays can do better than keep the status quo.</li> <li>• Need to move on.</li> <li>• Doesn't advance our cause/objective.</li> <li>• New opportunities will not be realized.</li> <li>• Limited parking.</li> <li>• Hard to entice youth to do volunteer.</li> <li>• Nothing to lose yet.</li> <li>• Sell the building. To renovate will cost more money. Building too old to fix and to update to government standards.</li> <li>• Only a short-term plan – then what?</li> </ul> |

## Option 2B1

Yes, a community centre for 10 to 20 more years, and will renovate the current building at considerable cost (new mortgage) / fundraising to meet city requirements for earthquake standards, additional parking, etc. Requires more volunteers.

| Pro's   | Con's  |
|---|--|
| <ul style="list-style-type: none"> <li>• Increase value.</li> <li>• Building is made only four a main not much to worry for earthquake. If it (earthquake comes) then that's the time to build or renovate.</li> <li>• Cautious future plan – Low risk.</li> <li>• Yes for reno because of the good location.</li> <li>• To increase its value.</li> <li>• Gives us time to confirm the centre's purpose/value.</li> <li>• More thoughts and planning for our people are needing more people to work on changes.</li> <li>• Place where it is close to downtown.</li> <li>• I like the location.</li> </ul> | <ul style="list-style-type: none"> <li>• Could not renovate it sufficiently to meet our needs/solve our current problems.</li> <li>• Fundraising for something as major as this is difficult.</li> <li>• I don't think we can do this on our own.</li> <li>• We could reno but how about the money?</li> <li>• Maybe partner with ICA or other immigrant programs.</li> <li>• Cost increase to renovate. Scary costs.</li> <li>• Get too old to see progress.</li> <li>• Reevaluate the centre's objectives to attract new and old members. This will take time, energy, volunteers.</li> <li>• Reno costs increasing and too much already. (X2)</li> <li>• Not enough volunteers for fundraising.</li> <li>• To get new mortgage you need to do fundraising to raise money but as we know that is our big problem at the moment.</li> <li>• No - costs money (X3).</li> <li>• More people involved dangerous.</li> <li>• Yes, but we need more money and we have not enough funds.</li> </ul> |

## Option 2B2

Yes, a community centre for 10 to 20 more years, and will sell and then buy a new property perhaps in a new high-rise development, requiring a new mortgage and fundraising for a higher cost and renovation. Requires more volunteers.

| Pro's  | Con's  |
|--|--|
| <ul style="list-style-type: none"> <li>• Yes, we have identity and presence for new immigrants.</li> <li>• Need volunteers, get younger Fil-Can population to support centre.</li> <li>• Amazing show of leadership and collaboration.</li> <li>• Increase in value with time.</li> <li>• New centre would be better designed and attractive.</li> <li>• Attract more rentals.</li> <li>• Autonomy. (X2)</li> <li>• Bigger parking area.</li> <li>• Respect from the others for achieving a huge goal.</li> <li>• Large space more opportunity for fund raising.</li> <li>• Yes, to high rise – gain extra income.</li> <li>• Opportunity to custom build a new centre.</li> <li>• Sell if opportunities arise not to wait for X number of years, have a fund-raising goal.</li> <li>• Gives people more time to decide to go with the trend.</li> </ul> | <ul style="list-style-type: none"> <li>• I don't know that we have the expertise and manpower and yes – funds – to do this thoroughly and well.</li> <li>• Very difficult – a major project.</li> <li>• Not sure we can overcome these obstacles.</li> <li>• Cost of building.</li> <li>• Can we sustain it?</li> <li>• Maintenance/staffing?</li> <li>• How to generate interest.</li> <li>• Need expertise developer.</li> <li>• Need to partner with....</li> <li>• Very long-term planning.</li> <li>• We need a lot of fundraising, volunteers and donations. Requires many volunteers and volunteers are decreasing.</li> <li>• Having enough volunteers?</li> <li>• What will be the model/plan be to run the centre in the future? If the same, we will have the same challenges?</li> </ul> |

## Option H0

No, no need for housing.

| Pro's   | Con's  |
|---|--|
| <ul style="list-style-type: none"> <li>• Yes, focus more on new immigrants.</li> <li>• This building where it is more of advantage to all.</li> <li>• What do we want really? So, if we buy another building big enough for just a centre and no housing – manageable.</li> <li>• Why not make this a casino?</li> <li>• Less dollars – simpler.</li> <li>• Focus on enhancing services/events of centre.</li> <li>• Stay in the centre.</li> <li>• Build new and bigger building.</li> </ul> | <ul style="list-style-type: none"> <li>• Yes, we need housing – Fil-Can population majority of seniors will need housing.</li> <li>• After fiscal financial analysis, this could be the conclusion.</li> <li>• Always need housing.</li> <li>• Do we have interest from our community?</li> <li>• Newcomers need housing and community.</li> <li>• Expensive in renovation, mortgage, and fundraising continuous.</li> <li>• No need for housing and what will happen if we didn't do what is in our mandate like having housing.</li> <li>• No housing. Just buy existing building/property for centre.</li> <li>• Filipino's need a centre!! We do not want to be homeless!</li> <li>• No – stay as it is. (X2)</li> <li>• Maybe after five years.</li> <li>• You lose the community connections.</li> <li>• Lack of affordable housing is a critical issue. We have an opportunity to create value and serve a greater need.</li> </ul> |

## Option H1

Yes, sell the property, and build a new housing/community centre on a new property on our own, requiring fundraising for a higher cost. Requires more volunteers.

| Pro's  | Con's  |
|--|--|
| <ul style="list-style-type: none"> <li>• Would be amazing if it can be done!!! (I agree!!!)</li> <li>• New will allow design that meets our needs.</li> <li>• Can be done.</li> <li>• Will attract more users of the building.</li> <li>• Cater to more Filipinos needing halls to rent for bdays, parties, etc. we love to party!!!</li> <li>• Cheaper if we just do community centre and no housing – less mortgage!</li> <li>• Continues venues for events.</li> <li>• Yes, build a centre, housing activity, recreational and church for all faiths. Have paid staff in conjunction with volunteers.</li> <li>• Full control.</li> <li>• Build new and bigger building and full control.</li> <li>• Gives way to more possibilities.</li> <li>• More improvement.</li> </ul> | <ul style="list-style-type: none"> <li>• Not possible, why? Declining number of volunteers.</li> <li>• Too expensive?</li> <li>• Very difficult. Needs a lot of human and dollars and other resources.</li> <li>• Needs staffing.</li> <li>• Expensive – is it even feasible?</li> <li>• Maintenance issues?</li> <li>• Can we sustain it?</li> <li>• Oppositions by residents to have big hall for parties and events.</li> <li>• Need professionals to design, develop and operate.</li> <li>• Dollars, time, people, volunteers?</li> <li>• I can't volunteer all the time.</li> <li>• No reassurance in terms of community's commitment.</li> <li>• We need lots of money, volunteers, donation, energy, time, cooking, the most unity and respect.</li> <li>• Lack of expertise and resources.</li> <li>• Where's the money?</li> <li>• Stressful.</li> <li>• Need paid staff.</li> </ul> |

## Option H2

Yes, sell the property, and buy an existing building which will accommodate a housing/ community centre. This will require a new mortgage and fundraising for a higher cost. Requires volunteers.

| Pro's  | Con's   |
|--|---|
| <ul style="list-style-type: none"> <li>• Okay if you can find the right location with a good building.</li> <li>• Less dollars to buy an existing building.</li> <li>• You know what you're getting – location, size and use.</li> <li>• This will feature the pinay skill of making something out of nothing.</li> <li>• Buy a bigger one to have a big housing to house everybody.</li> <li>• Nice to have our own.</li> <li>• Leave the building as existing and try to get a new lot or building to manage since there is money on hand.</li> <li>• More programs to develop.</li> <li>• Attract more new comers, groups/youth.</li> </ul> | <ul style="list-style-type: none"> <li>• Will need to do a lot of fundraising...and lots of volunteer hours.</li> <li>• Limited options of an “ideal” location.</li> <li>• What does one million buy “us” at this time? Maybe a lot. How are we going to build if not enough dollars?</li> <li>• There was not enough interest in this consultation; will we have enough people willing to do this?</li> <li>• Requires fundraising.</li> <li>• Expensive – might be too difficult to maintain.</li> <li>• Maintenance is expensive and renovation.</li> <li>• Staffing needs.</li> <li>• Expense to renovate.</li> <li>• Less option to get ideal design.</li> <li>• Can we maintain it?</li> <li>• Problem of volunteers to do more fundraising.</li> <li>• The problem here is the cost of the new building we have to buy – is it really affordable.</li> <li>• Volunteering is declining.</li> <li>• Too expensive. (X2)</li> <li>• People are not interested to come and help because they are busy with their own life.</li> <li>• More fundraising.</li> <li>• Can this be cost effective if no partner?</li> <li>• Legal costs – and a lot of expenses?</li> <li>• More funding needed.</li> </ul> |

### Option H3

Yes, sell the property, and in partnership with a not-for-profit housing society build a housing/ community centre.

| Pro's   | Con's   |
|---|---|
| <ul style="list-style-type: none"> <li>• Meet need/mandate of BCHS housing.</li> <li>• Still have community centre as a gathering place for us.</li> <li>• Less volunteer time needed.</li> <li>• Can have a legal contract that assures our places in the housing for our seniors.</li> <li>• Can have a property that better suits our needs i.e. size/parking.</li> <li>• Less costly than Option H2.</li> <li>• Very feasible- especially if partner is well-resourced. We are not.</li> <li>• Yes, but still maintain strong cultural identity.</li> <li>• Yes, but keep the Filipino “original” mandate as per centre.</li> <li>• Could raise our profile and increase visibility.</li> <li>• Decrease management needed of facility.</li> <li>• Housing needs a lot of expertise, need partnership.</li> <li>• Still needs fundraising.</li> <li>• Share expenses.</li> <li>• Share responsibility.</li> <li>• Negotiate with reputable and experienced partner.</li> <li>• Eliminates need for maintenance fee.</li> <li>• More affordable.</li> <li>• Agreeable to partner if we can afford our own property which depends on the increase of the strata fees.</li> <li>• Less work and volunteering.</li> <li>• More practical and economically feasible with the right partner.</li> <li>• Yes, it's possible to have partnership.</li> <li>• Partnership will provide extra funding.</li> <li>• Share responsibility and expenses – less mortgage.</li> <li>• More parking spaces.</li> <li>• Leverages another organization's expertise that we lack.</li> <li>• Reinvigorates the community working towards a goal together.</li> </ul> | <ul style="list-style-type: none"> <li>• How to ensure “our” independence and identity?</li> <li>• Give up our central, accessible and high visibility location.</li> <li>• What percent of control do we have?</li> <li>• No visibility.</li> <li>• No identity.</li> <li>• Risky.</li> <li>• Need consent.</li> <li>• Legalities have to be well defined.</li> <li>• Discuss partnership agreements/considerations.</li> <li>• Size of the centre may not be big enough.</li> <li>• What are the rules?</li> <li>• We might lose our identity.</li> <li>• Complicates to partner.</li> <li>• Need to know equality – our rights and cost.</li> <li>• Volunteerism may not be feasible – there is a need to pay staff.</li> <li>• Will likely need to create a model to make this happen – how?</li> <li>• More funds needed.</li> <li>• No control – needed consent.</li> <li>• Loss of identity. (X2)</li> </ul> |

## Participant Reactions

After reviewing the eight options for the future of the centre, participants were asked for their initial reactions. This is a summary of what was captured on flip charts from all five sessions:

- Excited about partnering.
- Concern of mortgage.
- Just keep centre, not enough volunteers.
- Offer money to another charitable organization to do housing. Have something named after the community.
- No matter what we do, this is a huge decision.
- If we partner, how much of our independence do we give up?
- We currently have something that we own which feels good, if we partner with someone for a housing/community centre, what's in it for us?
- We need to attract more volunteers.
- Definitely want a centre.
- A partnership to do housing sounds good if the partner will help with the volunteers.
- Would the centre get income from the housing?
- Must be clear on objective – housing and/or centre?
- Sad.
- Happy.
- Mixed emotions.
- More concern and wondering about volunteers.
- Cautiously optimistic that this will be exciting.
- Be realistic – We've out grown this place.
- Like the idea of partnering for housing and free maintenance.
- Get out of housing as part of mandate, sell and buy new property – be independent.
- Stay in the building – see what Urbana does.
- Can't make up mind.
- Keep the status quo.
- Undecided.
- Need more information on the time and cost to be able to evaluate.
- Not enough money to build another building.
- Maybe best to partner, and not have to do anything, no fundraising.
- Don't know population.
- Excited about H3 and H1 options.
- Stressful.
- Apprehension – Is there really a need for housing?
- Worried – participation dwindling over time.
- No choice!
- We need a community center. Not housing - Very costly if not enough volunteers for housing or run effectively. Help others find housing rather than getting housing. Help others with care giving and day care. Help new comers.
- Keep status quo.
- Need paid staff. Cost of staffing?
- Want a church as part of the community centre. And basketball courts.

**Thank you so much for the opportunity to work together.**

**We're here to help – Please contact your Hone Representative:**

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For further information on all of our services, please visit <http://honeconsulting.com>.