



Peterborough Housing Corporation Board of Directors

Wednesday, February 1st, 2023 – 5:30PM
526 McDonnell Street, Peterborough, ON

*“We respectfully acknowledge that we are on the
traditional territory of the Mississauga Anishinaabeg.
We offer our gratitude to the First Nations for their care for,
and teachings about, our earth and our relations.
May we honour those teachings.”*

Agenda

1. Nomination of Chair
2. Closed Session
 - a) Timed Appointment, 5:35 pm – Presentation, SHS Consulting Capital Financing and Community Revitalization (CFCR) Plan Updates
 - b) Confidential Report 2023-004 – Capital Financing and Community Revitalization (CFCR) Plan
3. Approval of Agenda
4. Conflict of Interest
5. Nomination of Vice Chair
6. Committee Appointments
 - a) Finance, Audit and Administration Committee
 - b) Governance, Human Resources and Strategy Committee
7. Confirmation of Minutes
 - a) Open Session Board Meeting, September 27, 2022
8. Presentations
9. Reports
 - a) Report 2023-001 – Recurring Board Reports and Frequency
 - b) Report 2023-002 – Delegated Authority
 - c) Report 2023-003 – CEO Updates

10. Closed Session

- a) Confirmation of Closed Minutes
 - i. Closed Session Board Meeting, September 27, 2022
 - ii. Special Board Meeting, October 25, 2022
 - iii. Collective Agreement Board Ratification, November 4, 2022
- b) New Business
 - i. Bonaccord Street Project Updates
 - ii. Legal Matter - Former CEO
 - iii. Interim CEO - Term and compensation

11. Report of Closed Session

12. Adjournment

MINUTES OF BOARD MEETING NO.196

MEMBERS OF THE PETERBOROUGH HOUSING CORPORATION

BOARD OF DIRECTORS MET IN PERSON AND VIA VIDEO

CONFERENCE ON:

Date: Tuesday, September 27, 2022
Location: 526 McDonnell Street, Peterborough, ON K9H 0A6

Present:	Keith Riel Henry Clarke Dean Pappas Andrew Beamer Diane Therrien Sheldon Laidman Hope Lee Jenna Cullon	Chair (Video) Vice Chair (Video) Treasurer (Video) Member (Video) Member (Video) Board Advisor (Video) CEO, PHC/Board Secretary (In-Person) Recording Secretary (In-Person)
Staff:	Travis Doak	Director of Operations (In-Person)
Regrets:	Rebecca Morgan-Quin Sondra Fitzgerald	Board Advisor Director of Corporate Services

Keith Riel, Chair called the 196th meeting to order at 8:30 a.m. with quorum.

1. APPROVAL OF THE AGENDA

On a motion by Diane Therrien, seconded by Andrew Beamer and carried, it was **RESOLVED** to approve the 196th Agenda.

2. CONFLICT OF INTEREST DECLARATIONS

The Chair requested that Board members declare any conflict of interest at this time.
None were declared.

3. DELEGATION

No Delegations.

4. CONFIRMATION OF MINUTES

On a motion by Henry Clarke, seconded by Dean Pappas and carried, it was **RESOLVED** that the Minutes of the 195th Board Meeting held August 17, 2022, be confirmed and accepted.

5. CONSENT AGENDA

- a. Business Arising from Minutes
 - 17 Smith Drive, Havelock, Building Name Correspondence
- b. Communications and Operational Reports
 - Report 2022-043 – Portfolio Capital Program – 5 Year Plan
 - Report 2022-044 – 2022 Q2 Quarterly Activity Report (April – June)
- c. Report 2022-041 – CEO Updates
- d. Financial Reports
 - Report 2022-042 – 2023 Operating Budgets – Affordable Housing
- e. Committee Reports
 - Governance, Human Resources and Strategy Committee – no report
 - Finance, Audit and Administrative Committee – no report
- f. New Business
 - Report 2022-045 – Health and Safety Policies
 - Report 2022-046 – Administrative Policies
 - Report 2022-047 – Tenant Policies
 - Report 2022-048 – Delegated Authority

On a motion by Diane Therrien, seconded by Dean Pappas and carried, it was **RESOLVED** to approve the consent agenda.

6. CLOSED SESSION

On a motion by Henry Clarke, seconded by Dean Pappas and carried, it was **RESOLVED** to move out of **OPEN SESSION** and into **CLOSED SESSION**.

On a motion by Henry Clarke, seconded by Andrew Beamer and carried, it was **RESOLVED** to move out of **CLOSED SESSION** and into **OPEN SESSION**. Staff will follow direction given under New Business, **CLOSED SESSION**.

7. QUESTIONS & ANSWER PERIOD

No questions presented.

8. ADJOURNMENT

At 9:00 a.m. there being no further business, Board Meeting No. 196 was adjourned on a motion by Dean Pappas, seconded by Henry Clarke and carried.

Keith Riel
Chair
Peterborough Housing Corporation

Hope Lee
CEO/Board Secretary
Peterborough Housing Corporation

Peterborough Housing Corporation

Report 2023-001

Meeting Date: February 1, 2023

Meeting Time: 5:30 p.m.

Meeting Place: Boardroom, 526 McDonnel Street, Peterborough

Subject: Recurring Board Reports and Frequency

Author Name and Title: Hope Lee, Interim CEO

Recommendation(s):

Resolved That Report 2023-001, "Recurring Board Reports and Frequency", be received; and

That the recurring reporting and frequency outlined in this report be approved.

Hope Lee

Chief Executive Officer

Background:

This report outlines the recurring reporting and frequency that staff recommend to the Board for approval.

This will ensure that the Board is aware not only when reporting is available, but how and what will be presented. This will assist to guide the Board in making decisions towards improving the corporation. It will also assist the Board's awareness of certain benchmarks and provide a method of measurement to them.

Should there be a unique situation arise that the Board should be aware of more immediately, a special report outside of the recommended frequency would be presented.

Rationale:

Meetings

Meetings are scheduled on a regular basis to ensure proper functioning of the corporation, and plan strategically with the Executive Team to ensure PHC remains an innovative high performing corporation with a bright future.

Meeting Dates (second Wednesday)	
February 1, 2023 – special meeting	5:30 pm
March 8, 2023 - orientation	2-4:30 pm
March 8, 2023 – regular meeting	5:30 pm
April 12, 2023 – regular meeting	5:30 pm
May 10, 2023 – regular meeting	5:30 pm
June 14, 2023 – regular meeting	5:30 pm
July 12, 2023 – option tour of sites	10am – 3pm
September 13, 2023 – regular meeting	5:30 pm
October 11, 2023 – regular meeting	5:30 pm
November 8, 2023 – regular meeting	5:30 pm
December 13, 2023 – regular meeting	5:30 pm

Orientation

Over 50% of the Board. Orientation will assist especially those new members to have a better understanding of PHC and their role. Orientation will take place before the first regular meeting. Refreshments will be provided between the two meetings.

Financial Reporting

Financial reporting is critical to the Board. Financial reporting includes operating and capital reporting, reporting obligations, presentation of budgets, annual investment reports and audited financial statements.

Although dates for the presentation of budgets and financial statements can only be estimated, the schedule below will at least provide the Board with guidelines to meet deadlines as they arise.

Standardized quarterly reporting will be scheduled the month following the quarter close. This will replace the current practice of monthly reporting.

Report	Meeting Date
2022 Q3 & Q4 Operating & Capital Results (July-Dec)	March 8, 2023
2022 Q3 & Q4 Reporting Obligations (as at Dec 31 st)	March 8, 2023
2023/24 Spruce Corners Budget	March 8, 2023
2023 Q1 Operating & Capital Results (Jan-Mar)	May 10, 2023
2023 Q1 Reporting Obligations (as at March 31 st)	May 10, 2023
2022 Financial Statements & Investment Report	May 10, 2023
2024 Portfolio Operating Budget	June 14, 2023
Five Year Capital Plan	June 14, 2023
2023 Q2 Operating & Capital Results (Apr-June)	September 13, 2023
2023 Q2 Reporting Obligations (as at June 30 th)	September 13, 2023
2023 Q3 Operating & Capital Results (July-Sept)	November 8, 2023
2023 Q3 Reporting Obligations (as at September 30 th)	November 8, 2023
2023 Q4 Operating & Capital Results (Oct-Dec)	February 2024
2023 Q4 Reporting Requirements (as at December 31 st)	February 2024

Activity Reporting

Reporting on various activities such as arrears, turnover, etc can assist the Board in seeing how the operations are flowing. They can also assist with the creation of policy and procedures. PHC is part of a larger LHC group consisting of 8 LHC's across Ontario. There are 6 performance measurements that were mutually agree and are tracked on a quarterly basis.

Report	Meeting Date
2022 Q3 & Q4 Activity Report (July-Dec) key performance indicators)	March 8, 2023
2023 Q1 Activity Report (Jan-Mar) key performance indicators)	May 10, 2023

Report	Meeting Date
2023 Q2 Activity Report (Apr-June key performance indicators)	September 13, 2023
2023 Q3 Activity Report (July-Sept key performance indicators)	November 8, 2023
2023 Q4 Activity Report (Oct-Dec) key performance indicators)	February 2024

Development Reporting

A development update report will be provided monthly that provides a high level overview of any development underway.

Specific reporting as required will be provided to the Board during the different phases of the capital revitalization plan.

CEO Updates

At each meeting the CEO will provide an update report to brief the Board on issues or activities.

Annual Tour of Sites

The board will not have a regular meeting during July or August. However, staff will arrange a tour of the sites. This is not mandatory but encouraged.

Annual General Meeting

The annual general meeting of the Shareholder must occur at least every 15 month in accordance with the Business Corporation Act. PHC will strive to hold its AGM every 12 months during the fall in order to approve its financial statements, present an annual report, appoint the auditor, appoint directors for the next term and approve any bylaw changes recommended by the Board. The last AGM occurred in September 2022.

Other Alternatives Considered:

None.

Alignment to Strategic Priority Areas

This report aligns to the 2019-2024 Strategic Plan as follows:

1. Investing in Our People – Board Governance
2. Serving Our Clients & Community – Finance & Resources

Financial Considerations:

There are no direct financial considerations to these recommendations. However, overall they will help to direct the Corporation effectively which could have some positive financial implications.

Consultations:

None

Attachments:

None.

Peterborough Housing Corporation

Report 2023-002

Meeting Date: February 1, 2023

Meeting Time: 5:30 p.m.

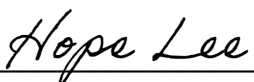
Meeting Place: Boardroom, 526 McDonnel Street, Peterborough

Subject: Delegated Authority

Author Name and Title: Hope Lee, Interim CEO

Recommendation(s):

Resolved That Report 2023-002, "Delegated Authority", be received for information.



Chief Executive Officer

Background:

During the September 27, 2022 Peterborough Housing Corporation Board meeting, the following resolution was adopted:

Moved by Diane Therrien, seconded by Dean Pappas

Resolved That Report 2022-048 Delegated Authority, be received under the consent under; and

That the Chief Executive Officer or Acting Chief Executive Officer and the Chair or Vice Chair, acting together, be authorized to make decisions within approved budgets and under the Purchasing Policy on behalf of the Board commencing September 21, 2022 until February 23, 2023; and that a report be made to the Board at its next meeting on decisions made in accordance with this resolution.

Rationale:

The delegated authority was utilized three times. Copies of those reports are attached.

Other Alternatives Considered:

None.

Alignment to Strategic Priority Areas

None.

Financial Considerations:

None.

Consultations:

None.

Attachments:

Attachment A	DA2022-01 – Spruce Corners Mortgage Renewal
Attachement B	DA2022-02 – Pratts Marina and 7th Line Mortgage Renewal
Attachment C	DA2022-03 – Sunshine Homes Budget



**DELEGATED AUTHORITY MEMORANDUM
DA-01-2022**

To: Keith Riel, Board Chair, PHC
Hope Lee, Interim CEO

From: Sondra Fitzgerald, Director of Corporate Services

Date: October 13, 2022

Re: 30 Simeon Crescent, Apsley – Mortgage Renewal – December 1, 2022

Background

Since January 2001, the Ministry of Municipal Affairs and Housing assumed responsibility of facilitating and co-ordinating the renewal of mortgages for many community housing projects across Ontario.

PHC's Spruce Corners (30 Simeon Crescent in Apsley) falls within this process.

Just prior to the mortgage renewal, the Ministry requests certain information on the project to be confirmed as well as a resolution from the Board.

During the September 27th PHC Board meeting the following resolution was adopted:

Resolved That Report 2022-048, "Delegated Authority", be received;
That the Chief Executive Officer or Acting Chief Executive Officer and the Chair or Vice Chair, acting together, be authorized to make decisions within approved budgets and under the Purchasing Policy on behalf of the Board commencing September 21, 2022 until February 23, 2023; and
That a report be made to the Board at its next meeting on decisions made in accordance with this resolution.

Rational

Based on the Board delegation of authority, this memo recommends the signing of the attached resolution in order to complete the required documents for the Ministry in order to have the Spruce Corners mortgage renewed.

Approved:

Keith Riel

Keith Riel, Chair
PHC

October 13, 2022

Date

Hope Lee

Hope Lee, Interim CEO
PHC

October 13, 2022

Date

We support and hereby approve the signing of the resolution included as Attachment A such that the mortgage renewal can proceed.

Attachment A: Resolution of the Board of PHC – Spruce Corners

c.c. PHC Board of Directors

**RESOLUTION OF THE BOARD OF DIRECTORS
OF
Peterborough Housing Corporation**

WHEREAS (the "Corporation" and/or "Housing Provider") has requested the Ministry of Municipal Affairs and Housing (the "Ministry") to arrange on its behalf a refinancing of the existing charge/mortgage of land (the "Mortgage") for its project municipally known as **Spruce Corners, 30 Simeon Crescent, Apsley (the "Project") for approximately \$125,332.84 maturing on December 1, 2022 (Ministry Reference No: C00839)**

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

THEREFORE BE IT RESOLVED THAT:

1. The Housing Provider hereby authorizes the Ministry to solicit and arrange on its behalf such Mortgage(s) or Mortgage facilities with a lender or its authorized agent (the "Lender") as it deems necessary, appropriate or advisable for the project identified above and for the maturity date aforementioned;
2. The Housing Provider hereby agrees to be bound to the Lender for such mortgage purposes and upon the terms and conditions contained in the said Mortgage, or any amendments thereto, and the Housing Provider hereby further agrees to mortgage its property and assets to secure its present and future obligations under the said Mortgage, or any amendments thereto, to the Lender, as deemed necessary or advisable;
3. The Housing Provider hereby authorizes the designated signing Officers to enter into such agreement or agreements amending the terms of the said Mortgage and to deliver to the Lender such document or documents as may be deemed necessary, advisable or required by the Lender to give effect thereto;
4. The Housing Provider hereby confirms that this Resolution has been ratified and approved by its Board of Directors and it agrees to deliver this resolution to the Ministry and to the Lender; and

The Housing Provider further confirms that this resolution shall continue in force and effect until written notice to the contrary is delivered to the Lender and the Ministry with receipt acknowledged by the Lender and the Ministry.

I HEREBY CERTIFY that the foregoing is a true copy of a Resolution passed by the Board of Directors of the Housing Provider on the 13 day of October, 2022, which Resolution was duly enacted in the manner authorized by law and in conformity with the constating documents of the Housing Provider and that this Resolution has not been amended and continues to be in full force and effect.

Dated at Peterborough this 13 day of October, 2022

Peterborough Housing Corporation

Per: Hope Lee c/s

Name: Hope Lee

Title: CEO

I have the authority to bind the subject Corporation



**DELEGATED AUTHORITY MEMORANDUM
DA-02-2022**

To: Keith Riel, Board Chair, PHC
Hope Lee, Interim CEO

From: Sondra Fitzgerald, Director of Corporate Services

Date: October 27, 2022

Re: Pratt's Marina Road, Lakefield and 7th Line of Smith, Peterborough –
Mortgage Renewal – December 1, 2022

Background

Since January 2001, the Ministry of Municipal Affairs and Housing assumed responsibility of facilitating and co-ordinating the renewal of mortgages for many community housing projects across Ontario.

PHC's 2032 Pratt's Marina Rd., R.R. #3, Lakefield; 2038 Pratt's Marina Rd., R.R. #3, Lakefield; 2042 Pratt's Marina Rd., Lakefield; 2068 7th Line of Smith, R.R. #4; 2072 7th Line of Smith, R.R. # 4 Peterborough falls within this process.

Just prior to the mortgage renewal, the Ministry requests certain information on the project to be confirmed as well as a resolution from the Board.

During the September 27th PHC Board meeting the following resolution was adopted:

Resolved That Report 2022-048, "Delegated Authority", be received;
That the Chief Executive Officer or Acting Chief Executive Officer and the Chair or Vice Chair, acting together, be authorized to make decisions within approved budgets and under the Purchasing Policy on behalf of the Board commencing September 21, 2022 until February 23, 2023; and
That a report be made to the Board at its next meeting on decisions made in accordance with this resolution.

Office Suite, 526 McDonnell Street, Peterborough, Ontario K9H 0A6

Tel: (705) 742-0439 Fax: (705) 742-1404

Website: www.ptbohousingcorp.ca

Email: phcinfo@ptbohousingcorp.ca

Rational

Based on the Board delegation of authority, this memo recommends the signing of the attached resolution in order to complete the required documents for the Ministry in order to have the Pratt's Marina Road/7th Line mortgage renewed.

Approved:

Keith Riel
Keith Riel, Chair
PHC

October 27, 2022
Date

Hope Lee
Hope Lee, Interim CEO
PHC

October 27, 2022
Date

We support and hereby approve the signing of the resolution included as Attachment A such that the mortgage renewal can proceed.

Attachment A: Resolution of the Board of PHC – Pratt's Marina Road and 7th Line of Smith

c.c. PHC Board of Directors

**RESOLUTION OF THE BOARD OF DIRECTORS
OF
Peterborough Housing Corporation**

WHEREAS **Peterborough Housing Corporation** (the "Corporation" and/or "Housing Provider") has requested the Ministry of Municipal Affairs and Housing (the "Ministry") to arrange on its behalf a refinancing of the existing charge/mortgage of land (the "Mortgage") for its project municipally known as **Peterborough Housing Corporation - 5 scattered units, 2032 Pratt's Marina Rd., R.R. #3, Lakefield, 2038 Pratt's Marina Rd., R.R. #3, Lakefield, 2042 Pratt's Marina Rd., Lakefield, 2068, 7th Line of Smith, R.R. #4, Peterborough 2072, 7th Line of Smith, R.R. # 4 Peterborough** (the "Project") for approximately **\$228,099.35 maturing on December 1, 2022 (Ministry Reference No: A00024)**

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

THEREFORE BE IT RESOLVED THAT:

1. The Housing Provider hereby authorizes the Ministry to solicit and arrange on its behalf such Mortgage(s) or Mortgage facilities with a lender or its authorized agent (the "Lender") as it deems necessary, appropriate or advisable for the project identified above and for the maturity date aforementioned;
2. The Housing Provider hereby agrees to be bound to the Lender for such mortgage purposes and upon the terms and conditions contained in the said Mortgage, or any amendments thereto, and the Housing Provider hereby further agrees to mortgage its property and assets to secure its present and future obligations under the said Mortgage, or any amendments thereto, to the Lender, as deemed necessary or advisable;
3. The Housing Provider hereby authorizes the designated signing Officers to enter into such agreement or agreements amending the terms of the said Mortgage and to deliver to the Lender such document or documents as may be deemed necessary, advisable or required by the Lender to give effect thereto;
4. The Housing Provider hereby confirms that this Resolution has been ratified and approved by its Board of Directors and it agrees to deliver this resolution to the Ministry and to the Lender; and

The Housing Provider further confirms that this resolution shall continue in force and effect until written notice to the contrary is delivered to the Lender and the Ministry with receipt acknowledged by the Lender and the Ministry.

I HEREBY CERTIFY that the foregoing is a true copy of a Resolution passed by the Board of Directors of the Housing Provider on the 27 day of October, 2022, which Resolution was duly enacted in the manner authorized by law and in conformity with the constating documents of the Housing Provider and that this Resolution has not been amended and continues to be in full force and effect.

Dated at Peterborough this 27th day of October, 2022.

Peterborough Housing Corporation

Per: Hope Lee c/s
Name: Hope Lee
Title: CEO

I have the authority to bind the subject Corporation



**DELEGATED AUTHORITY MEMORANDUM
DA-03-2022**

To: Keith Riel, Board Chair, PHC
Hope Lee, Interim CEO

From: Sondra Fitzgerald, Director of Corporate Services

Date: November 4, 2022

Re: Sunshine Homes (572 Crystal Drive, Peterborough)

Background

Peterborough Housing Corporation operates a number of programs that rely on the City of Peterborough to provide subsidy.

PHC's Sunshine Homes (572 Crystal Drive, Peterborough) falls within this process.

Submission of a final budget that has received approval by PHC's Board of Directors detailing where funding will assist is required by the City of Peterborough in order for PHC to receive these subsidies.

During the September 27th PHC Board meeting the following resolution was adopted:

Resolved That Report 2022-048, "Delegated Authority", be received.
That the Chief Executive Officer or Acting Chief Executive Officer and the Chair or Vice Chair, acting together, be authorized to make decisions within approved budgets and under the Purchasing Policy on behalf of the Board commencing September 21, 2022, until February 23, 2023; and
That a report be made to the Board at its next meeting on decisions made in accordance with this resolution.

Office Suite, 526 McDonnell Street, Peterborough, Ontario K9H 0A6

Tel: (705) 742-0439 Fax: (705) 742-1404

Website: www.ptbohousingcorp.ca

Email: phcinfo@ptbohousingcorp.ca

Rational

Based on the Board delegation of authority, this memo recommends the approval of the attached Sunshine Homes (572 Crystal Drive) budget for submission to Sally Samis, Housing Homelessness Funding Coordinator for the City of Peterborough for the request of subsidy.

Approved:

Keith Riel

Keith Riel, Chair
PHC

November 7, 2022

Date

Hope Lee

Hope Lee, Interim CEO
PHC

November 7, 2022

Date

We support and hereby approve the budget included as Attachment A such that the submission for requesting subsidy can proceed.

Attachment A: Sunshine Homes (572 Crystal Drive) Budget

c.c. PHC Board of Directors



**Housing Services
City of Peterborough
178 Charlotte St
Peterborough ON K9J 8S1
Phone: 705-742-7777
Fax: 705-876-4610
www.peterborough.ca**

Subsidy Estimate Request - Mixed Non-profit Providers - 2023

PROVIDER IDENTIFICATION AND PORTFOLIO PROFILE

Corporation / Provider Name

Peterborough Housing Corporation

December 31, 2023

Total # Units

111

Group #

C2400

Corporate Address

572 CRYSTAL DRIVE
PETERBOROUGH, ON K9J 8H9

Mailing Address (if different than noted)

PETERBOROUGH HOUSING CORPORATION
526 MCDONNEL STREET, OFFICE SUITE
PETERBOROUGH, ON K9H 0A6

Corporate Telephone Number

705-742-0439

Contact Name

SONDRA FITZGERALD

Corporate Facsimile Number

705-742-1404

Position

DIRECTOR CORPORATE SERVICES

Corporate/Contact E-Mail Address

SFITZGERALD@PTBOHOUSINGCORP.CA

Contact Telephone Number (if different than noted)

705-742-0439 X208

BOARD OF DIRECTORS

KEITH RIEL

NAME

CHAIR

POSITION

DIANE THERRIAN

BOARD MEMBER

POSITION

NAME

POSITION

NAME

POSITION

HENRY CLARK

NAME

VICE CHAIR

POSITION

ANDREW BEAMER

NAME

BOARD MEMBER

POSITION

NAME

POSITION

NAME

POSITION

DEAN PAPPAS

NAME

TREASURER

POSITION

NAME

POSITION

NAME

POSITION

NAME

POSITION

BOARD OF DIRECTORS APPROVAL

See Attached Memo regarding Designated Authority

Signature

Name

Position

Date

The Management Declaration must be signed by two members of the Board on behalf of the Board. By signing, the directors are declaring that, to the best of their knowledge and belief, the information provided in the Subsidy Estimate Request accurately reflects the estimates approved by the Board of Directors.



Subsidy Estimate Request - Mixed Non-profit Providers - 2023

Group: Peterborough Housing Corporation

Year Ending: December 31, 2023

Market and Rent-Geared-to-Income (RGI) Unit Information												
Unit Type (ie. Apt. Twhs)	Unit Size (ie. 1-Bed, 2-Bed)	Total No. of Units	Estimate No. of RGI Units for the Year	2022 Indexed Rent per Unit	Market Rent Index	Current Year Indexed Rent per Unit	Total Annual Indexed Rent- All Units	Market Rent per Unit	Market Rent on Market Units	Total Annual Indexed Rents- RGI Units Only	Total Annual Market Rent- RGI Units Only	
A	B	C	D	E	F	G = E X F	H = C X G X 12	I	J = (C-D) X I X 12	K = D X G X 12	L = D X I X 12	
TWHS	1 BED	2	2	\$867	1.025	\$889	\$21,328	\$926	\$0	\$21,328	\$22,224	
TWHS	2 BED	58	53	\$898	1.025	\$920	\$640,633	\$1,013	\$60,780	\$585,406	\$644,268	
TWHS	3 BED	51	40	\$1,006	1.025	\$1,031	\$631,064	\$1,124	\$148,368	\$494,952	\$539,520	
					1.025	\$0	\$0		\$0	\$0	\$0	
					1.025	\$0	\$0		\$0	\$0	\$0	
					1.025	\$0	\$0		\$0	\$0	\$0	
						\$0	\$0		\$0	\$0	\$0	
						\$0	\$0		\$0	\$0	\$0	
						\$0	\$0		\$0	\$0	\$0	
						\$0	\$0		\$0	\$0	\$0	
Totals		111	95	L100 = Total of Column H - Result to L1 on Page 2 and to Column C below			\$1,293,025			0		
							L200= Total of Column J		\$209,148			
Total Indexed Rent for all RGI Units							(total of Column K)	L300	\$1,101,686			
Total Market Rent for all RGI Units							(total of Column L)	L400		\$1,206,012		
Estimated RGI Revenue for the Year						Provider to input	L500		\$340,000			
Estimated RGI Subsidy for the Year							(Lesser of L300 and L400)-L500	L600 - to Pg 3		\$761,686		
Calculation of the Indexed Vacancy Loss												
			A		B				Indexed BM Cost = A * B			
			2022 Indexed Vacancy Loss		Average Market Rent Index							
			\$6,348	*	1.025	L700 - carry result to Page 3			\$6,507			

Subsidy Estimate Request - Mixed Non-profit Providers - 2023

Group: Peterborough Housing Corporation

Year Ending: December 31, 2023

BENCHMARK INPUTS AND SUBSIDY ESTIMATES

REVENUES

L1	Indexed Rents @ 100% occupancy	(from Line 100 - Pg 2)	\$1,293,025
L2	Less: Indexed Vacancy loss	(from Line 700 - Pg 2)	\$6,507
L3	Net Indexed Rents @ 100% occupancy	L3 = L1 - L2	\$1,286,519
L4	Non-rental revenue	(as benchmarked in 2006)	
A	Total 2023 Indexed Revenue		\$1,286,519

COSTS

		2023 Indices	2022 Benchmark Cost	2023 Indexed Cost
L5	Administration and Maintenance	7.78%	\$327,128	\$352,579
L6	Insurance	8.22%	\$51,924	\$56,192
L7	Bad Debt	2.50%	\$4,643	\$4,759
L8	Electricity	3.74%	\$26,186	\$27,165
L9	Water	3.50%	\$6,445	\$6,671
L10	Fuel (Natural Gas)	16.08%	\$3,279	\$3,806
L11	Fuel(Oil and Other)	85.78%	\$0	\$0
L12	Capital Reserves	7.78%	\$79,394	\$85,571
B	Total 2023 Indexed Benchmark Operating Costs		B = SUM (L5 to L12)	\$536,743
L13	Projected Shelter Mortgage Payment		Provider to Input	\$478,268
C	Total 2023 Funded Costs (Excluding Property Tax)		C = L13 + B	\$1,015,011

SUBSIDY

L14	Operating Subsidy Estimate	L14 = C - A	(\$271,508)
L15	Property Tax Subsidy Estimate	Provider to Input	\$261,528
L16	RGI Subsidy Estimate	(from Line 600 - Pg 2)	\$761,686
D	TOTAL 2023 SUBSIDY ESTIMATE FOR THE YEAR	D =SUM (L14 TO L16)	\$751,707

Subsidy Estimate Request - Mixed Non-profit Providers - 2023

Group: Peterborough Housing Corporation
 Year Ending: December 31, 2023

* This form is MANDATORY for Projects-In-Difficulty and optional for all others.

OPERATING COSTS: SHELTER

	Projected Prior Actual	Prior Year Budget	Current Budget
105 Maintenance salaries, wages and benefits	\$0	\$69,400	\$77,831
106 Building and equipment	\$0	\$62,078	\$73,000
107 Elevators	\$0	\$0	\$0
108 Electrical systems	\$0	\$10,650	\$11,000
109 Heating, air and plumbing	\$0	\$15,000	\$21,500
110 Grounds	\$0	\$40,000	\$35,500
111 Painting	\$0	\$19,000	\$21,000
112 Waste removal	\$0	\$4,300	\$6,000
113 Security	\$0	\$1,200	\$5,000
114 Other	\$0	\$500	\$0
120 Total maintenance material and services (total Lines 106 to 114)	\$0	\$152,728	\$173,000
121 Electricity	\$0	\$26,186	\$27,165
122 Fuel	\$0	\$3,279	\$3,806
123 Water & sewage	\$0	\$6,445	\$6,671
130 Total utilities (total of Lines 121 to 123)	\$0	\$35,910	\$37,642
131 Salaries, wages and benefits	\$0	\$105,000	\$100,000
132 Management fees	\$0	\$0	\$0
133 Materials and services	\$0	\$0	\$0
134 Other	\$0	\$0	\$0
140 Total administration (total of Lines 131 to 134)	\$0	\$105,000	\$100,000
141 Insurance	\$0	\$51,924	\$56,192
142 Bad debts	\$0	\$4,643	\$6,507
143 Contingency	\$0	\$0	\$0
150 Total other (total of Lines 141 to 143)	\$0	\$56,567	\$62,699
155 Total operating costs (total of Line 105 + 120 + 130 + 140 + 150)	\$0	\$419,605	\$451,172
185 Capital reserve contribution	\$0	\$79,394	\$85,571
195 Transfer to other fund	\$0	\$0	\$0
196 Total operating costs and fund contributions (total = Line 155 + 185 + 195)	\$0	\$498,999	\$536,743

ESTIMATE OF SURPLUS / (DEFICIT)

Property taxes	(Line L14 from page 2)	\$261,528
Mortgage principal and interest	(Line L12 from page 2)	\$478,268
Operating costs and fund contributions	(Line 196 from above)	\$536,743
Total expenses (A)		\$1,276,539
Rent from RGI households	(Line L500 from page 3)	\$340,000
Market rents from market units	(Line L200 from page 3)	\$209,148
Less: vacancy loss	to be input by provider (as negative)	
Non-rental, non-shelter & other revenue	to be input by provider	\$0
Subsidy as per HSA formula	(Line D from page 2)	\$751,707
Additional subsidy, if any (as per Sec. 111)	to be input by provider	\$0
Total income (B)		\$1,300,855
Projected net income (B - A)		\$24,316

Peterborough Housing Corporation

Report 2023-003

Meeting Date: February 1, 2023

Meeting Time: 5:30 p.m.

Meeting Place: Boardroom, 526 McDonnel Street, Peterborough

Subject: CEO Update

Author Name and Title: Hope Lee, Interim CEO

Recommendation(s):

Resolved That Report 2023-003, "CEO Update", be received for information purposes.

Hope Lee

Chief Executive Officer

Background:

The CEO Update Report is provided at each Board meeting and provides the Board with updates on key operational matters.

Rationale:

Engagement Program

PHC has developed an engagement program strategy to drive organization success. Engaged employees are more committed, innovative and customer focused. Organizations with high employee engagement experience:

- Lower absenteeism
- Higher employee wellbeing
- Higher customer engagement

To understand the level of engagement, we begin with an engagement survey. PHC has engaged McLean and Company, who will deliver the survey, collect the data, and provide non-identifying results in the form of reports.

Once we understand the level of engagement and areas needing some improvement, we will identify actions to improve those areas. The executive, managers and staff will work on these actions plans together.

The survey reports will be shared with the Board, likely during the April meeting. In addition, through this CEO update report, we will share how action projects are progressing.

Board Composition

In May 2022, the Board supported changes to the current five member council interim/transitional board composition as recommended by the Interim CEO. This change was part of a comprehensive governance improvement strategy. The new composition would be a skilled based board with both council and community members. These recommendations were presented to Housing Services staff with a request to amend PHC's Shareholder Direction and Bylaws. Housing Services staff required time to consider the amended composition, suggesting they would be in a position to recommend it to the new council no later than March 31, 2023. As such the Board passed the following resolution at their August 17, 2022 meeting:

Resolved that any actions and directions related to the current Board composition approved at the May 18, 2022, meeting through Report 2022-

024 "Amended Governance Structure and Related Documents" be deferred; and

That changes to the current Board composition and changes to the Shareholder Direction and PHC Bylaws approved by the Board, as outlined in Report 2022-024, are recommended to the new council no later than March 31, 2023.

Following further conversations earlier this year, it was decided to keep the five-member council PHC board initially with the expectation to look toward a transition to a council/community skills based board in Q4 2023.

Tenant Relation – Rights and Responsibilities

PHC is working on a framework that falls within the broader canopy of Tenant Relations, a Tenant Rights & Responsibilities (TR&R) Directive, which would then have accompanying Directives and Procedures. The purpose of a TR&R is to educate tenants on their individual rights and responsibilities by providing information in a robust and interactive way. What PHC currently has is a 'patch work' of information that we try to relay to tenants but are not consistent. We should be providing information that is documented, regularly updated, and accessible to tenants. If staff struggle at times to understand what our procedures are when it comes PHC processes, then it is even more challenging for our tenants to know and understand. Broadly speaking, PHC's approach to providing tenants (and applicants) information of services and processes is reactive. Our website, launched last January, was a significant improvement on what PHC had previously, but is really designed for use as an applicant as opposed to a current tenant when it comes to providing information around their rights and responsibilities. We do have a hardcopy tenant handbook, but we know many tenants do not access this resource, and it needs a major overhaul. A large portion of what makes up a tenant's Rights & Responsibilities is based on the RTA, but how we implement and inform tenants is the responsibility of PHC. Having a standalone Tenant Rights & Responsibilities Directive as the umbrella policy of all directives, procedures that relate to tenant services would provide a 'one stop approach' that can guide staff and tenants moving forward.

In order to develop this umbrella policy, we will create a Terms of Reference (TOR) for a working committee that would provide input into the creation of the policy. Engaging front line staff, and a tenant in is process is important as having different perspectives will help make the policy more end-user friendly. The working committee would be made up of the following areas/roles:

- Corporate Services Division

- Customer Service Representative
- Operations Services Division
 - Resident Services Coordinator
 - Building Services Coordinator
 - Custodian
 - Resident Services Manager (Chair)
 - Director of Operations
- Tenant

The committee will meet a minimum of 6 times with final recommendations ready for review by the Executive by Q2.

Waiting List Improvements

PHC and the City are in the final stages to improve applicant experiences when they are wanting to access a unit owned by PHC. This includes:

- The ability for PHC customer services staff to look up an application, or assist in completing an application, for the City's Centralized Waiting List (rent geared to income) when someone calls or visits our office and is interested in applying or confirming they are on the waiting list. This is providing improved customer service as now PHC is not required to redirect these applicants to the City's Social Services office.
- PHC has added a public computer to the reception area where applicants can complete their application online with or without assistance from our staff.
- PHC's affordable and market units will be available in the City's waiting list software by March. Prior to this change, PHC did not have a waiting list for these units (almost 300 units). Those interested are asked to watch PHC's website for vacancies at which time they can apply. There were no written or consistent processes to then select the tenant from these applications and no statistical information available on how many households need this type of housing.
- PHC has reviewed its internal transfer process. Updates have been made to make the process clearer and more streamlined. The updates include a directive for staff and a revised application form.

Other Alternatives Considered:

None

Alignment to Strategic Priority Areas

These operational updates align to all three priority areas.

Financial Considerations:

None

Consultations:

None

Attachments:

None