



Peterborough Housing Corporation Board of Directors

Wednesday, April 23, 2025 – 5:30PM
Hunt Terraces, Meeting Room #112,
555 Bonaccord 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. Land Acknowledgement

Open Session – 5:30 p.m.

2. Approval of Agenda
3. Conflict of Interest
4. Confirmation of Minutes
 - a. Open Session Board Meeting, March 26, 2025
5. Presentations
 - a. Operations Presentation
 - i. Report 2025-019 – Vacancy and Waitlist Management Presentation
Rebekah Vettor, Senior Resident Services Manager
6. Operational Reports
 - a. Report 2025-014 – KPI Report (2024 Q3 & Q4)
 - b. Report 2025-015 – Whistleblower Directive
 - c. Report 2025-016 – Strategic Planning Services Update
 - d. Report 2025-017 – CEO Update
7. Financial Reports
 - a. Report 2025-018 – 2025/26 Spruce Corners Budget
8. Committee Reports
 - a. Finance, Audit & Administrative Committee
 - i. No report
 - b. Governance, Human Resources & Strategy Committee
 - i. No report
9. Information from Staff
10. Adjournment

Board Meeting Minutes, Peterborough Housing Corporation

Date: Wednesday, March 26, 2025 – 5:30PM

Location: Hunt Terraces, Meeting Room #112,
555 Bonaccord Street, Peterborough, ON

Present:	Keith Riel	Chair
	Alex Bierk	Vice-Chair
	Matthew Graham	Member
	Lesley Parnell	Member
	Jeeniraj Thevasagayam	Board Advisor
	Travis Doak	CEO, PHC/Board Secretary
	Jenna Cullon	Recording Secretary
Staff:	Sondra Fitzgerald	Director of Corporate Services
	Richard Grotsch	Director of Operations
Regrets:	Matthew Graham	Member
	Sheldon Laidman	Board Advisor

Keith Riel, Chair, PHC Board, called the board meeting to order at 5:30 p.m.

1. Approval of Agenda

On a motion by Lesley Parnell, seconded by Andrew Beamer and carried unanimously, it was **RESOLVED** to approve the agenda for the March 26th, PHC Board Meeting.

2. Conflict of Interest

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

3. Confirmation of Minutes

a) Open Session Board Meeting, February 26, 2025

On a motion by Lesley Parnell, seconded by Alex Bierk and carried unanimously, it was **RESOLVED** that the open and closed minutes for February 26, 2025, be confirmed and accepted.

4. Presentations

- a) No presentations

5. Operational Reports

- a) Report 2025-009 – CEO Update

On a motion by Lesley Parnell, seconded by Andrew Beamer and carried unanimously, it was **RESOLVED** that Report 2025-009, “CEO Update”, be received for information purposes.

The Board received an update regarding the ongoing correspondence between PHC and Havelock Township. Travis and Richard will meet with Township staff on Friday to continue discussions about the vacant property. PHC is also planning to present to the Township council in early May.

A brief update was provided on the Strategic Plan. The RFP closed on Friday, and the Evaluation Committee has reviewed the applicants. Each member of the committee is now conducting their individual evaluations before reconvening next week as a group to determine the next steps.

A discussion was held concerning 681 Monaghan Road. Residents will begin moving in starting tomorrow (March 27). The Board was updated on the remaining tasks, primarily landscaping, as well as briefed on how the integration of tenant support services into the building will work. The issue of security at the building was also addressed. A FOB system has been installed to help ensure the building’s security; however, cameras were not installed. PHC has agreed to present the cost of installing a camera at the entrance of 681 Monaghan to the Board.

- b) Report 2025-010 – Whistleblower Policy

On a motion by Alex Bierk, seconded by Lesley Parnell and carried unanimously, it was **RESOLVED** that Report 2025-010, “Whistleblower Policy” be received.

That Policy PH14 – Whistleblower Policy, included as Attachment A, be adopted.

The Board was briefed on the rationale behind the creation of the policy and the next steps for PHC. Following approval of the policy, a directive will be developed to complement the Whistleblower Policy, which will be presented to the Board in April or May for informational purposes. The objective of both the policy and the directive is to ensure that staff are aware of the established process for raising concerns within the workplace.

6. Financial Reports

- a) Report 2025-011 – 2024 Q4 Reporting Obligations (as at December 31st)

On a motion by Alex Bierk, seconded by Lesley Parnell and carried unanimously, it was **RESOLVED** that Report 2025-011, “2024 Q4 Reporting Obligations”, be received for information.

b) Report 2025-012 – 2024 Operating Report (Q4)

On a motion by Alex Bierk, seconded by Lesley Parnell and carried unanimously, it was **RESOLVED** that Report 2025-012, “2024 Q4 Operating Results”, be received for information purposes.

The Board was provided with an explanation of the results for the fourth quarter, including the steps that PHC will take to mitigate any potential overages or shortfalls in the 2025 budget year.

c) Report 2025-013 – 2024 Capital Report (Q4)

On a motion by Andrew Beamer, seconded by Lesley Parnell and carried unanimously, it was **RESOLVED** that Report 2025-013 “2024 Capital Report (Q4)”, be received for information purposes.

An overview of the capital projects completed in the 4th quarter was provided to the Board, including the work PHC staff have been undertaking to plan for capital projects scheduled for 2025.

7. Committee Reports

a) Finance, Audit & Administrative Committee

- i. No report

b) Governance, Human Resources & Strategy Committee

- i. No report

8. Information from Staff

Information shared from the LHC CEO Quarterly meetings.

Kingston has initiated a new program within one of their buildings in response to the Fire Department receiving upwards of 1,600 calls from that location. With the Fire Department, Kingston is conducting annual inspections, entering every unit, and providing educational resources to tenants during the process.

Ontario Health presented findings from their research comparing the health factors of individuals in social housing to those in the general population. Based on this research, Ontario Health has requested that LHCs collaborate with them to engage communities and enhance education about the sector and its population for Ontario Health. All LHCs have requested a version of the Ontario Health presentation that can be shared with their respective Boards. We plan to share this presentation with the Board if received.

9. Adjournment

With there being no further business, the March 26, 2025 Board Meeting, was adjourned on a motion by Lesley Parnell, seconded by Andrew Beamer, carried unanimously at 6:35 p.m.

Keith Riel
Chair
Peterborough Housing Corporation

Travis Doak
CEO/Board Secretary
Peterborough Housing Corporation

Peterborough Housing Corporation

Report 2025-019

Meeting Date: April 23, 2025

Meeting Time: 5:30pm

Meeting Place: Hunt Terraces, Meeting Room #112
555 Bonaccord Street, Peterborough

Subject: Vacancy and Waitlist Management Presentation

Author Name and Title: Rebekah Vettor, Senior Resident Services Manager

Recommendation(s):

Resolved That Report 2025-019, "Vacancy and Waitlist Management Presentation", be received for information purposes.



Chief Executive Officer

Background:

As the largest housing provider in Peterborough and the County, PHC plays a critical role in addressing affordable housing needs within our community. PHC manages a portfolio of rent-geared-to-income (RGI), affordable and market rent units, and is committed to ensuring equitable access to safe, stable, and affordable housing for eligible applicants.

PHC and the Service Manager are required to deliver its housing portfolio consistent with guidelines set out in the Housing Services Act (HSA). The HSA outlines the roles and responsibilities of the municipalities in providing affordable housing, social housing and housing for people with disabilities, while also addressing homelessness.

Rationale:

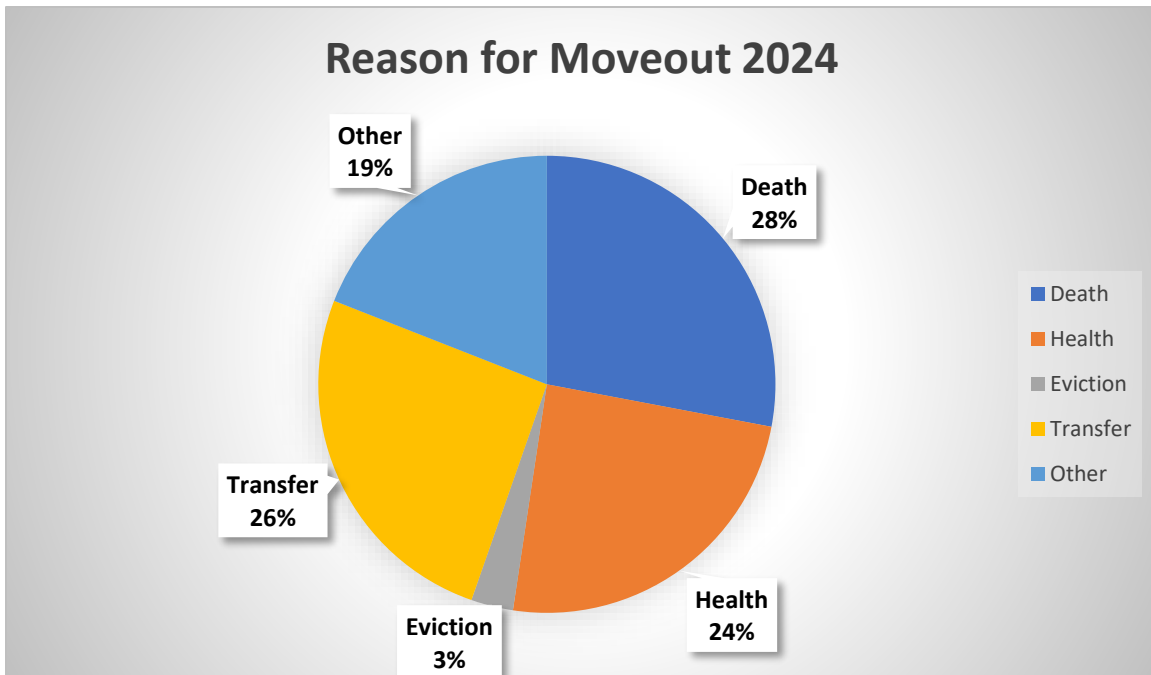
With overall low vacancy rates and waitlists of up to 10 years, a key priority for PHC is to maximize our portfolios impact by continually reviewing unit turn over trends, enhanced communication with our municipal partners and a focused approach to minimizing unit turn over timelines. The following report provides an overview of PHC's approach to vacancy management across its portfolio

Moveout Initiation

Vacancies arise through a variety of circumstances, including tenant-initiated notices, tenant deaths, internal transfers, transitions to long term care, and evictions. In each case, the process begins with a formal notice of vacancy followed by a coordinated response involving the Building Services and Resident Services teams to prepare the unit for reallocation.

The chart below highlights the total number of moveouts per year starting in 2020 as well as the percentage of the total portfolio. 2024 saw a significant increase in vacancies, primarily attributed to our aging population of tenants (increase in deaths and transitions to long term care).

Year	Number of Moveouts	Percentage of Portfolio
2024	168	12.5%
2023	114	8.4%
2022	123	9.7%
2021	119	9.5%
2020	91	7.2%



In 2024, we also saw an increase in internal transfers, primarily attributed to the rapid rehousing that occurred for the displaced residents of 37 George Street. Other transfers are granted on an exceptional basis primarily for health-related reasons (e.g. Can no longer manage stairs) or as a crisis transfer (e.g. victim or witness to a traumatic incident).

Vacancy Management

Once a notice to vacate is received, Building Services staff conduct an initial inspection to document the condition of the unit and identify any health, safety, or maintenance concerns. This inspection determines the general scope of work required and estimated project timeline. The level of work for turnover can vary significantly – from routine cleaning and paint touch ups to more extensive renovations or hazard remediation.

The method through which units are filled is dependent on the unit type:

- 1) Rent-geared-to-income units are offered to eligible applicants through the centralized waitlist. This is managed by Housing Access Peterborough and offers are made in accordance with legislative requirements and local priorities. The HSA sets out key priorities such as Special Priority Placement (SPP) for individuals who are victims of domestic violence or human trafficking.
- 2) Affordable Housing units are filled through a waitlist process which is also now managed by Housing Access Peterborough. There are clear guidelines and processes established for how this waitlist is managed and administered

- 3) Market Rent vacancies are filled internally through an application and waitlist process that is managed internally at PHC. This includes marketing, matching, offers and the leasing processes.

Unit Turn Over Timelines

PHC's average unit turnover time for 2024 was 98 days. This metric is measured from the date of vacancy to the date of move-in for the next tenancy. While this metric sits at the median range of the sector average, our goal is to further reduce this timeline to ensure timely access to housing for those in need.

The chart below illustrates the average combined turnover days on a quarterly basis for all LHC's from 2020 to 2024. It highlights a consistent downward trend in turnover days throughout 2023 and 2024. PHC's performance aligns with the group average, consistently placing us near the middle of the overall average.

Unit Turnover Days

Establishes the group's average for the number of days that rentable units are vacant between tenancies

Calculation: Average number of days that a unit is vacant from the date of landlord possession to the first day of the new tenancy



Opportunities for Improvement

Consistent with PHC's commitment to being sector leaders, staff have committed to continually reviewing our internal processes and, where applicable, work collaboratively with Housing Access Peterborough to identify opportunities for further enhancements to vacancy management. As part of this work, we are

implementing several concrete strategies to reduce unit turnover times and improve overall efficiency. These include:

- Streamlining and enhancing internal communication between key business unit staff who have responsibilities in the vacancy management process.
- Implementing pre-vacancy inspection processes which will allow for early identification of repair needs, scoping and vendor alignment
- Enhanced move-out and inspection checklists to ensure timely scheduling of repairs
- Leveraging data to better predict vacancy trends and align additional resources and tools accordingly
- Realignment of key functions within the Resident Services department to ensure that vacancy management is appropriately resourced and responsibilities are clearly assigned to the roles best positioned to manage them effectively.

PHC staff are also actively engaged in communities of practice with other housing providers across the province (LHC's) to identify and adopt best practices that would further reduce barriers in our vacancy management processes.

Other Alternatives Considered:

None

Alignment to Strategic Priority Areas

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

1. Serving Our Clients & Community – Finance & Resources

Financial Considerations:

There are no direct financial considerations for this report, however, the report does provide an overview of PHC's current statistical data regarding unit turnover and vacancy loss.

Consultations:

None

Attachments:

None

Peterborough Housing Corporation

Report 2025-014

Meeting Date: April 23, 2025

Meeting Time: 5:30pm

Meeting Place: Hunt Terraces, Meeting Room #112
555 Bonaccord Street, Peterborough

Subject: Quarterly Key Performance Indicator (KPI) Report (2024 Q3 and Q4)

Author Name and Title: Travis Doak, CEO

Recommendation(s):

Resolved That Report 2025-014, "Quarterly Key Performance Indicator (KPI) Report (Q3 and Q4)", be received for information purposes.



Chief Executive Officer

Background:

In 2021, PHC started collaborating with other Local Housing Corporations (LHCs) to develop a set of Key Performance Indicators (KPIs) for reporting on financial arrears, using an agreed-upon set of definitions.

The purpose of implementing this comparative data-sharing framework was to select specific indicators for regular collection, analysis, and reporting. This initiative aims to foster learning about various operational strategies and best practices, particularly regarding financial arrears and other key metrics.

The Executive Leadership Team (ELT) considers this statistical data valuable for sharing with the Board, replacing the previous Arrears Reports. A Key Performance Indicator (KPI) Report is submitted to the Board four times annually for informational purposes, illustrating PHC's performance relative to other LHCs on these critical metrics.

The following 6 performance measurements have been mutually agreed upon and are tracked on a quarterly basis.

Measurements	KPI	Definition
Measurement 1	Housing Occupancy Rate	Establishes the LHC percentage of homes that are occupied from the inventory of rentable homes in the housing portfolio
Measurement 2	Unit Turn Over Days	Establishes the LHC average for the number of days that rentable units are vacant between tenancies
Measurement 3	Tenant Move Out Rate	Provides the LHC percentage of tenant move outs
Measurement 4	Households in Good Financial Standing (Rent & Parking)	Identifies the LHC percentage of households that are current with rent and parking charges
Measurement 5	Rent Collection Rate	Identifies the LHC percentage of tenants rent and parking charges that has been collected
Measurement 6	Tenant Debt	Identifies the distribution of current tenant rent and parking arrears in ranges of the dollar amounts and by the number of tenant accounts

Five of the six LHC measurements are presented on a weighted average basis (# of total LHC: units, tenants, rent collected, etc.). The exception is the Turnover Days which is a straight average calculation divided by the number of LHC benchmarking participants. Data is an average of year-to-date results.

One final measurement “Eviction prevention rate” is no longer captured by the group due to challenges with ensuring a consistent measure. This was determined as a result of lengthy wait times for LTB hearings as well difficulties quantifying this data.

The LHC group consists of 9 LHC’s. These include LHC’s in Ottawa, Kingston-Frontenac, Peterborough, Haldimand Norfolk, London Middlesex, Windsor Essex, Hamilton, Toronto, and Toronto Seniors.

The data in this report represents PHC KPI’s for the 3rd and 4th quarter of 2024 (Q3 – July 1 to September 30) and (Q4 – October 1 to December 31). 8 out of 9 LHC’s submitted data for this reporting period. *Note: Data is subject to change once all LHC’s data is received for Q4.*

2024 Q4 Key Performance Indicators

Measurements	PHC Q3	PHC Q4	LHC (rolling average)
Housing Occupancy Rate	97%	97%	97.7%
Unit Turn Over Days	102 days	95 days	79.4 days
Tenant Move Out Rate	2%	2%	1.4%
Households in Good Financial Standing	92%	91%	76.5%
Rent Collection Rate	98%	98%	95.3%

Throughout 2024, PHC performed well overall compared to the other seven LHCs in the province. However, there is one area of focus where PHC's performance fell below the cumulative LHC average: unit turnover days. While there has been notable improvement since Q3, PHC remains below the cumulative average ranking 5th of the 8 LHC’s. It should be noted that one larger LHC failed to submit Q4 data, which would have a negative impact on the overall data comparators. It is recognized that effective management of vacancies is essential to PHC meeting its core operational mandate. Our team continues to monitor and review its processes to ensure we are applying all best practices and further that we have the appropriate vendor pool to support our needs.

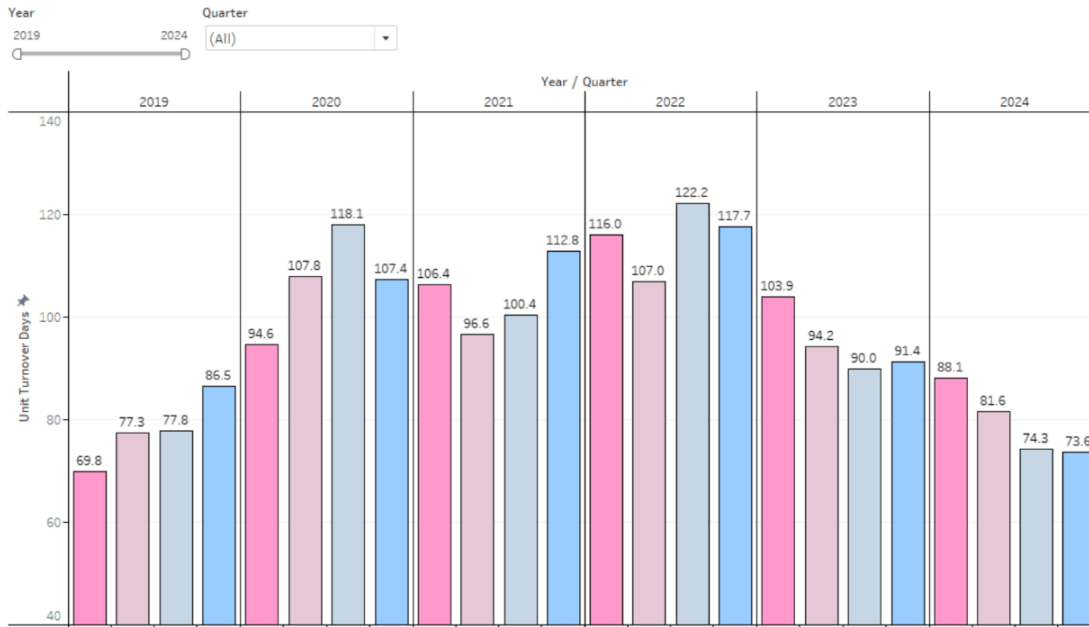
The following chart shows a rolling average of unit turnover days for the last 5 years. For this period, the overall average has been just under 100 days. For the last 5 years the average for Q4 (including 2024) has been 100.5 unit turn over days.

Unit Turnover Days

Establishes the group's average for the number of days that rentable units are vacant between tenancies

Confidential - Subject to Change

Calculation: Average number of days that a unit is vacant from the date of landlord possession to the first day of the new tenancy



79.4
Unit Turnover Days
2024 YTD

Previous Years
2019 – 77.9
2020 – 107.0
2021 – 104.1
2022 – 115.7
2023 – 94.9

PHC consistently outperforms the LHC average in rent collection, a success driven by our staff's proactive and transparent communication with tenants. Our approach combines effectiveness with empathy, ensuring that when tenants encounter difficulties, our team works closely with them to offer flexible solutions that address their specific financial needs.

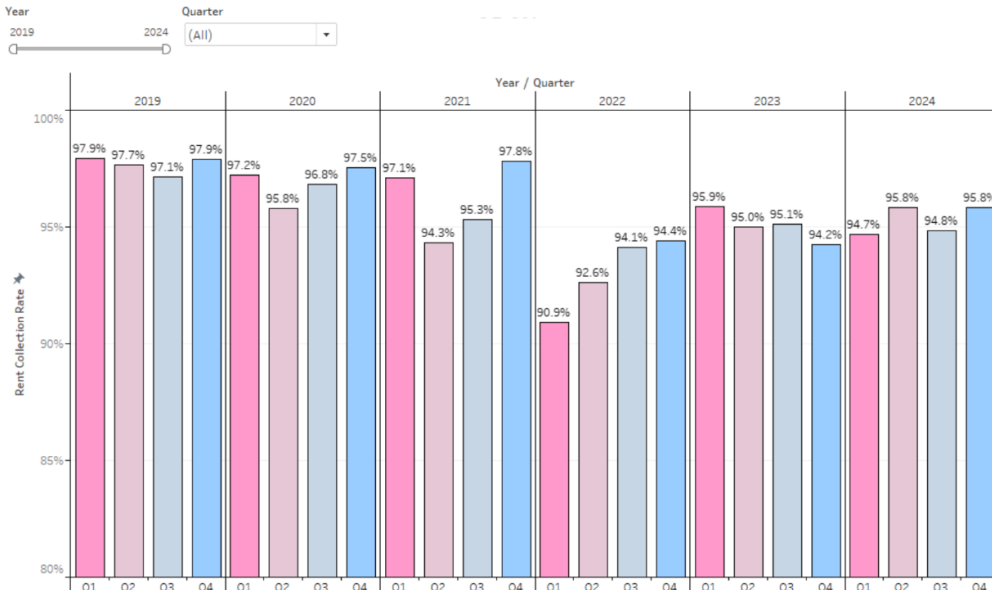
The following chart shows the average rent collection rate for the LHC group since 2019. For the year of 2024, PHC averaged a rate of 98% compared to the group average of 95.3%.

Rent Collection Rate

Identifies the group's average percentage of tenants rent and parking charges that have been collected

Confidential - Subject to Change

Calculation: Dollar value of tenant rent and parking charges collected / Dollar value of tenant rent and parking charges that were due



95.3%
Rent Collection Rate
2024 YTD

Previous Years
2019 – 97.7%
2020 – 96.9%
2021 – 96.1%
2022 – 92.9%
2023 – 95.0%

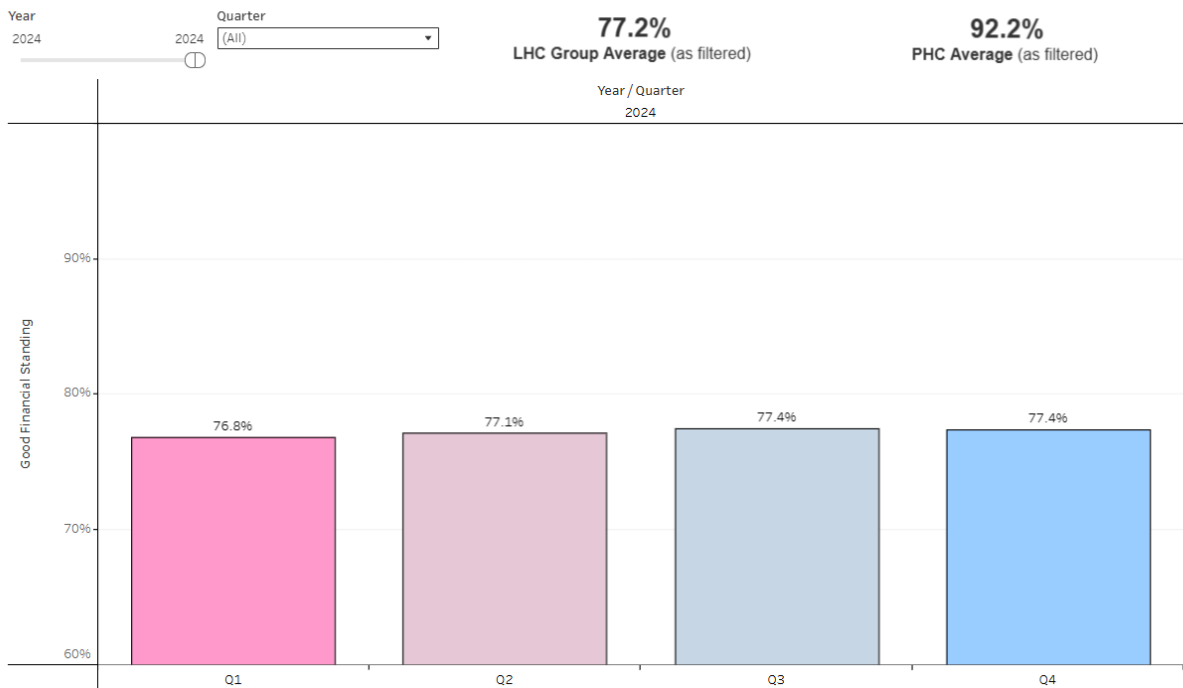
The "Households in Good Financial Standing" metric showcases PHC's strong performance, exceeding the LHC average by 14.5% in Q4. This metric monitors households that remain up to date with their rent and parking payments. While tenant subsidy programs play a significant role in this achievement, the primary factor is the proactive daily efforts of our staff to assist tenants in avoiding arrears. This reflects PHC's commitment to providing personalized, tenant-centered support.

The following chart shows the LHC average of households in good financial standing for 2024. The overall average has been 77.2% for the group with PHC sitting at 92.2% for the year.

Households in Good Financial Standing (Rent & Parking)

Identifies the group's average percentage of households that are current with rent and parking charges

Calculation: Number of households that are current with rent and parking charges / Number of households



The "Tenant Debt" metric identifies the distribution of current tenant rent and parking arrears in ranges of dollar amounts and by the number of tenant accounts. The data split is the total tenant debt amount for rent and parking and the number of tenant accounts for arrears within the following ranges (\$): 1-2,000, 2,001-4,000, 4,001-6,000, 6,001-8,000, 8,001-10,000, 10,001 and above. The Q4 data shows PHC's Average Amount of Tenant Arrears is just slightly higher than the LHC average.

An important metric to highlight is the Percentage of Total Households with Tenant Debt. PHC reports that 8% of its tenants were in arrears, well below the LHC average of 15.3%. This statistic emphasizes the success of staff efforts in working closely with tenants to develop proactive strategies to prevent arrears.

2024 Tenant Debt

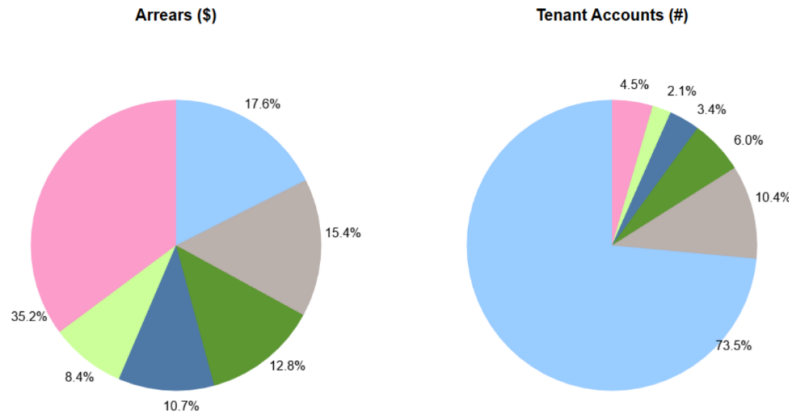
Measurements	PHC Q3	PHC Q4	LHC
Average Number of Tenant Accounts with Arrears	105	116	Not Reported
Percentage of Total Number of Households with Tenant Debt	9.1%	7.8%	15.3%
Average Amount of Tenant Arrears	\$1,675	\$1,608	\$1,531

The following chart shows the total tenant debt within the system for Q4.

Data Splits: Total tenant debt amount for rent and parking and the number of tenant accounts for arrears within the following ranges (\$):
1-2,000 | 2,001-4,000 | 4,001-6,000 | 6,001-8,000 | 8,001-10,000 | 10,001 and above.

Year: Quarter:

17,315 tenant accounts owed \$37,439,049 in arrears across the group (as filtered)



Data Split					
■ \$1-\$2,000	■ \$2,001-\$4,000	■ \$4,001-\$6,000	■ \$6,001-\$8,000	■ \$8,001-\$10,000	■ \$10,001 & above

Q3 2024 (Previous Quarter)
19,505 Tenant Accounts
\$37,775,005 Arrears

Q4 2023 (Previous Year)
17,594 Tenant Accounts
\$36,150,749 Arrears

Rationale:

Information purposes only.

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 this report. However, the report does provide an overview of PHC's current statistical arrear's status.

Consultations:

Rebekah Vettor, Senior Resident Services Manager

Attachments:

None

Peterborough Housing Corporation

Report 2025-015

Meeting Date: April 23, 2025

Meeting Time: 5:30 p.m.

Meeting Place: Hunt Terraces, Meeting Room #112
555 Bonaccord Street, Peterborough

Subject: Whistleblower Directive

Author Name and Title: Travis Doak, CEO

Recommendation(s):

Resolved That Report 2025-015, "Whistleblower Directive", be received for information purposes only.



Chief Executive Officer

Background:

Peterborough Housing Corporation (PHC) is committed to fostering a workplace culture built on transparency, integrity, and accountability. As a public serving organization, it is imperative that employees, Board members, volunteers, and external parties have a formal and protected avenue to report concerns of misconduct, wrongdoing, or ethical breaches.

To support this commitment, PHC has developed a Whistleblower Directive, aligned with its Whistleblower Policy, which was approved by the Board on March 26, 2025. The Directive outlines clear procedures for confidential reporting, investigation, and resolution of concerns related to potential misconduct or unethical behavior. The Directive establishes a consistent and transparent framework for handling such reports while ensuring that whistleblowers are protected from reprisals when acting in good faith.

Rationale:

PHC recognizes the importance of fostering a transparent, ethical, and accountable workplace. The introduction of a formal Whistleblower Directive is a critical step toward reinforcing our commitment to integrity, ensuring all individuals affiliated with PHC feel safe and supported in reporting suspected or actual wrongdoing.

This Directive provides a structured, confidential, and secure mechanism for reporting concerns of misconduct, ethical breaches, or policy violations, including those involving fraud, harassment, safety violations, or mismanagement. It reinforces PHC's zero-tolerance policy for reprisals against individuals who come forward in good faith and ensures that investigations are conducted in a fair, objective, and timely manner.

The Directive also clearly outlines the responsibilities of complainants, respondents, and investigators, helping to ensure procedural fairness, clarity in investigative procedures, and consistent handling of reports. In instances where internal reporting may present a conflict, such as concerns involving the CEO, the Directive provides clear steps to engage an external, impartial investigator with oversight by the Board Chair.

Beyond compliance with legal and policy standards, this Directive supports PHC's organizational culture of trust, safety, and accountability. It provides assurance to staff, tenants, contractors, and Board members that PHC is committed to addressing concerns thoroughly and professionally, and that ethical conduct is upheld at all levels of the organization.

Ultimately, this initiative will contribute to PHC's strategic objectives by mitigating organizational risk, promoting employee engagement, and maintaining stakeholder confidence in PHC's governance practices.

Other Alternatives Considered:

None

Alignment to Strategic Priority Areas

These operational updates align to all three priority areas:

- Investing in Our People
- Serving Our Clients & Community
- Strengthening Our Relationships

Financial Considerations:

None

Consultations:

Jennifer McLauchlan, Senior Manager of People & Culture

Attachments:

HR1-D18 Whistleblower Directive

DIRECTIVE NAME:	WHISTLEBLOWER		
DIRECTIVE ID:	HR1-D18	APPROVED BY:	CEO
EFFECTIVE DATE:	May 1, 2025	REVIEW DATE:	May 1, 2028

Directive Statement

Peterborough Housing Corporation (PHC), as a public serving organization, upholds the highest standards of integrity, ethics, accountability and transparency. All staff are encouraged, under this Directive, to report concerns of any misconduct or wrongdoing, whether actual or suspect, so that the concern can be investigated and addressed in a timely and transparent manner. Complainants who bring forward concerns of wrongdoing, under the Policy, Directive and associated Standard Operating Procedures, are protected from any reprisal so long as the concern was brought forward in good faith. Concerns of misconduct or wrongdoing will be taken with the upmost of seriousness with immediate steps taken to review the report, investigated as required and addressed, within the timelines specified in this Directive.

Where a concern is brought forward, that should be addressed through another forum available to the complainant (i.e.: Collective Agreement, Occupational Health & Safety Act, etc.), the complainant will be directed to the appropriate channel and supported in reporting the concern through those procedures.

Purpose

As a trusted community organization, PHC is committed to establishing clear expectations which complement existing legislation, internal policies, and applicable Collective Agreements. PHC recognizes the importance of maintaining a workplace environment built on integrity, accountability, and transparency. To uphold these principles, it is essential to provide a secure, accessible, and confidential channel for reporting genuine concerns about misconduct or wrongdoing without fear of retaliation or reprisal.

PHC has a responsibility to respond promptly and effectively to concerns of misconduct or wrongdoing, ensuring that all reports are treated with utmost confidentiality and addressed through a fair, objective, and thorough investigative process. Complainants who report concerns in good faith must feel supported, knowing their disclosures will be taken seriously and investigated in a timely manner.

This Directive details the procedures complainants must follow to report concerns, outlines the steps involved in reviewing and investigating these concerns, and defines clear expectations and timelines for addressing reported issues. It also describes the protections provided to whistleblowers and emphasizes PHC's zero-tolerance approach to retaliation or reprisals against those who report in good faith. Ultimately, this Directive aims to foster a culture of openness and accountability, promoting trust among employees and reinforcing PHC's ongoing commitment to ethical conduct and organizational integrity.

Scope

This Directive will apply to:

- **All Employees:** This encompasses individuals employed by PHC, including full-time, part-time, temporary, casual, and contract positions, regardless of employment duration or contract terms.
- **Members of the Board of Directors:** Board members are required to adhere to this Directive, ensuring that governance practices remain transparent and accountable.
- **Volunteers:** Individuals volunteering their services at PHC.
- **Consultants, Contractors, and Vendors:** External parties providing goods, services, or professional expertise to PHC must comply with this Directive.

All individuals covered under this scope are expected to understand and fulfill their obligations concerning ethical behavior, the timely reporting of misconduct or wrongdoing, and cooperation with any resulting investigations conducted under this Directive.

Definitions/Acronyms

Good Faith – is the honest belief that the concern is true and based on factual evidence. A report done in good faith is not done maliciously or with the intent of harming others or the corporation.

Reprisal – is any form of adverse action taken against an individual for reporting wrongdoing in good faith. This includes but is not limited to actions such as unfair treatment, harassment, demotion, job termination, discipline or any other form of punitive response that harms the individual.

Whistleblower – refers to the individual or individuals who report concerns of suspect or actual wrongdoing within the corporation.

Wrongdoing – Any misconduct, ethical breach, or illegal act, including but not limited to:

- Fraud, embezzlement, or theft.
- Corruption, bribery, or kickbacks.
- Misuse of PHC funds, resources, or property.
- Financial misstatements, misrepresentation, or deliberate concealment of financial records.
- Violation of laws, regulations, PHC policies, or directives.
- Conflict of interest, nepotism, or favoritism in hiring or procurement.
- Harassment, discrimination, or workplace violence.
- Endangering the health and safety of employees, tenants, or the public.
- Negligence or intentional mismanagement of PHC programs or services.
- Retaliation against individuals who report concerns in good faith.

Complainant – The individual who reports or discloses a concern of suspected or actual wrongdoing under the Whistleblower Directive.

Respondent - The individual or individuals who are the subject of a reported concern or allegation of wrongdoing.

DIRECTIVE

Misconduct – Improper or unacceptable behavior that may not be illegal but violates PHC policies, professional standards, or expected conduct in the workplace.

Investigating Authority – The person(s) designated by PHC to assess and investigate concerns brought forward. This may include internal staff trained in investigations or an external third-party investigator.

Compliance Standards

Reporting:

1. When an individual covered under the scope of this Directive has reason to believe that there has been wrongdoing, they will immediately report the concern in writing using the electronic form attached as Appendix A to the Senior Manager, People & Culture.
2. Where the concern is pertaining to the Senior Manager, People & Culture, the concern will be submitted to the CEO.
3. Where the concern is pertaining to the CEO, PHC will engage an external third-party investigator to ensure impartiality, transparency, and integrity in the investigative process. The decision to appoint an external investigator will be made by the Board Chair, with administrative support by the Senior Manager of People & Culture. This will be communicated to the complainant as part of the next steps.
4. Upon receipt of the report, the designated recipient (e.g., the Senior Manager, People & Culture, or CEO) will review the information provided and determine if it meets the threshold for the application of the Policy or should be redirected to the appropriate procedures. A response will be provided in writing to the complainant within five (5) business days.
5. If the information provided does meet the threshold of the Whistle Blower Policy a meeting will be arranged with the complainant and the designated recipient within five (5) business days to conduct a preliminary gathering of additional context and relevant facts, assess the credibility and seriousness of the allegations.

When the complaint is pertaining to the CEO, a preliminary external investigator will meet with the complaint at this step.

6. It is the expectation of PHC that concerns of wrongdoing are made in good faith and that complainants will not make trivial or vexatious allegations of wrongdoing. Should an allegation be made which is deemed to be malicious or in bad faith, the complainant will be subject to disciplinary action in accordance with PHC's Progressive Discipline Policy.
7. Except as in the circumstances noted in point 6 above, no individual will be subject to any reprisal for acting in good faith in accordance with this Directive. PHC will not tolerate any harassment or victimization of a whistleblower and will treat such as in accordance with PHC's Progressive Discipline Policy.
8. The respondent has the right to be informed of the allegations against them and to respond as part of a fair and impartial investigation process.

Initiating the Investigation:

1. Following the preliminary meeting with the complainant, the designated recipient (i.e., Senior Manager, People & Culture, or CEO) will determine the appropriate next steps for proceeding with the investigation. This may include assigning the matter to an internal investigator or engaging an external third-party investigator where impartiality is critical.
2. Where the concern is pertaining to the CEO, or if the nature of the complaint presents a real or perceived conflict of interest, an external third-party investigator will be engaged to conduct the investigation. The Board Chair will oversee the appointment of the investigator, with administrative support provided by the Senior Manager, People & Culture. The complainant will be informed of this process and next steps in writing.

Investigation Process:

1. All investigations will be conducted promptly, professionally, and confidentially, in accordance with applicable laws, PHC Policies, Directives, SOP's and industry best practices.
2. The investigation will typically include, but is not limited to:
 - Interviewing the complainant and any relevant witnesses.
 - Interviewing the respondent and any relevant witnesses.
 - Reviewing relevant documentation, communications, or evidence.
 - Assessing the facts against relevant policies, procedures, laws, or standards of conduct.
3. A complainant and/or respondent may wish to have a support person present during meetings, including union representatives for unionized employees. It is understood that these individuals are support only who may take notes and provide support to the individual, however they are not able to speak on behalf of the complainant and/or respondent. These individuals are subject to confidentiality of the process and should ensure there is no conflict of interest perceived or otherwise in advance of attending any meetings.

Interim Measures:

In some cases, interim measures may be taken to ensure a safe and respectful environment while the investigation is ongoing. This may include reassignments, administrative leave with pay, or temporary changes to reporting structures.

Timelines:

1. Investigations will be initiated as quickly as reasonably possible and will be completed within sixty (60) calendar days from the date the concern is received.
2. If more time is required due to complexity or availability of involved parties, the complainant and respondent will be notified in writing, along with an updated timeline.

Confidentiality and Procedural Fairness:

1. PHC is committed to maintaining the highest degree of confidentiality throughout the investigation process, within the limits of a fair and thorough investigation.
2. Only individuals directly involved in the investigation will be informed of its content.
3. Procedural fairness will be upheld for all parties, including the right of the respondent to know the nature of the allegations and respond to them.

Notification of Determination of Findings:

1. The designated recipient (or the external third-party investigator when applicable) will meet with the complainant to advise them that the investigation has concluded and to provide a summary of the findings. Specific disciplinary or personnel-related information will not be shared.
2. The designated recipient (or the external third-party investigator when applicable) will meet with the respondent to advise them that the investigation has concluded and to provide a summary of the findings. Specific disciplinary or personnel-related information will not be shared.
3. There is no appeal process to dispute the findings of the investigation. However, if new, substantive information becomes available that was not previously considered, the complainant may submit this information to the original recipient for review. Any further review will be at the discretion of the CEO or the Board Chair, as appropriate, and does not guarantee re-investigation.
4. At the conclusion of an investigation pertaining to the CEO, the Board Chair will provide a written summary report to the Board of the facts and outcomes.
5. If the respondent is subject to investigation is a member of a regulated College and the actions taken by PHC require notification to the College, the College will be notified accordingly.

Outcome of Determination of Findings:

1. At the conclusion of the investigation, the designated recipient (or the Board Chair, where applicable) will review the final investigation report and determine what, if any, disciplinary or corrective actions are required. The outcome may result in a range of organizational responses, depending on the severity, intent, and nature of the wrongdoing, and whether it constitutes a violation of PHC policies, directives, or applicable legislation.
2. Where allegations are substantiated, the respondent may be subject to disciplinary action consistent with PHC's Progressive Discipline Policy. Disciplinary actions may include, but are not limited to:
 - Verbal or written warnings
 - Mandatory training or coaching
 - Suspension with or without pay
 - Reassignment or demotion

- Termination of employment or contract
- Revocation of volunteer status

All disciplinary decisions will be made in accordance with the applicable Collective Agreement (if applicable), organizational policies, and principles of procedural fairness.

3. In addition to or in place of disciplinary action, PHC may implement organizational or systemic corrective measures to address any root causes identified through the investigation. These may include:
 - Revising policies, procedures, or directives
 - Improving internal controls or oversight
 - Providing targeted education and training to teams or departments
 - Enhancing reporting and accountability mechanisms
4. If the investigation determines that the allegation is not substantiated, no action will be taken against the respondent. The file will be documented accordingly, and the parties involved will be informed. If a concern was brought forward in good faith, the complainant will not face any negative consequences, even if the claim is not upheld.
5. If it is determined that the complaint was made maliciously, fraudulently, or in bad faith, the complainant may be subject to disciplinary action as outlined in PHC's Progressive Discipline Policy.
6. If, at any point during the investigation, PHC becomes aware that the allegations may involve criminal activity or regulatory non-compliance, the matter will be referred to the appropriate authorities, including law enforcement or regulatory bodies, as required.

Documentation and Record Keeping:

All records related to the investigation, including reports, meeting notes, decisions, and outcomes, will be securely maintained in accordance with PHC's records retention policy and applicable privacy legislation. Access to these records will be restricted to authorized personnel only.

Post Investigation Follow Up:

Where appropriate, PHC may follow up with the complainant and/or respondent after the investigation concludes to assess if any additional support, workplace restoration, or resources are needed to ensure a respectful and healthy working environment moving forward.

Related Documents

PH-14 – Whistleblower Policy
HR1-D6 – Progressive Discipline
HR1-D5 Code of Conduct Directive
HR3 Occupational Health & Safety Policy
HR3-D5 Substance Free Workplace Directive
HR4 Workplace Discrimination & Harassment Policy
HR5 Workplace Violence Prevention Policy

Appendices

Appendix A – Whistleblower Complaint Form

History of Amendments/Reviews:

Section(s)	Date	Comments
All	April 2025	Creation of Directive

Appendix A

Whistleblower Complaint Form

This form is to be used by individuals wishing to report suspected wrongdoing, misconduct, or unethical behavior under the PHC Whistleblower Policy. All information submitted will be treated confidentially and in accordance with applicable policies and legislation.

Section 1: Complainant Information (Optional)

Name: _____

Job Title (if applicable): _____

Department/Organization (if external): _____

Phone Number: _____

Email Address: _____

Preferred Method of Contact: ☐ Phone ☐ Email ☐ Other: _____

Are you submitting this anonymously? ☐ Yes ☐ No

Section 2: Subject of Complaint (Respondent)

Name(s) of Individual(s) Involved: _____

Job Title(s) or Role(s): _____

Department or Area (if known): _____

Section 3: Nature of Concern

Type of Wrongdoing (check all that apply):

- ☐ Fraud / Theft / Embezzlement
- ☐ Misuse of PHC funds or resources
- ☐ Conflict of Interest / Nepotism
- ☐ Harassment / Discrimination / Workplace Violence
- ☐ Breach of Policy / Code of Conduct
- ☐ Health & Safety Violation
- ☐ Retaliation for Reporting
- ☐ Other (please describe): _____

Description of the Concern:

Have you previously reported this concern to anyone? ☐ Yes ☐ No

If yes, who was it reported to and when? _____

Section 4: Supporting Evidence

Do you have any documents, emails, photos, or other materials related to this concern?

☐ Yes (please attach or describe) ☐ No

Description of Supporting Evidence:

Section 5: Resolution Sought

What outcome or resolution are you seeking?

Section 6: Declaration

I confirm that the information provided in this form is accurate and truthful to the best of my knowledge. I understand that PHC will treat this matter with confidentiality, and that I am protected from reprisal when acting in good faith under the Whistleblower Directive.

Signature (optional if anonymous): _____

Date: _____

Peterborough Housing Corporation

Report 2025-016

Meeting Date: April 23, 2025

Meeting Time: 5:30 p.m.

Meeting Place: Hunt Terraces, Meeting Room #112
555 Bonaccord Street, Peterborough

Subject: Strategic Planning Services Update

Author Name and Title: Travis Doak, CEO

Recommendation(s):

Resolved That Report 2025-016, "Strategic Planning Services Update", be received for information purposes only.



Chief Executive Officer

Background:

In January 2025, Peterborough Housing Corporation (PHC) issued Request for Proposal (RFP) 2025-001 to procure a qualified consultant to lead the development of a new five-year Strategic Plan. This initiative was launched in response to the conclusion of PHC's previous strategic plan and the need to define clear, future-oriented priorities that reflect the rapidly evolving landscape of community housing. The new Strategic Plan will serve as a roadmap to guide PHC through its next phase of organizational evolution, including key priorities such as affordable housing delivery, community engagement, infrastructure reinvestment, tenant well-being, and digital transformation.

The RFP process included public advertisement, a formal submission and evaluation process, and internal consultation with PHC's Strategic Planning Committee to ensure alignment with organizational goals and sector best practices. The RFP closed on March 2025.

Following a thorough review and scoring of submitted proposals by the evaluation committee, PHC has selected SHS Inc. as the successful proponent. SHS Inc. is a Canadian consulting firm with over 25 years of experience delivering strategic planning services, housing policy research, and organizational innovation solutions across the non-profit and public housing sectors. Their proposal demonstrated a clear understanding of PHC's local context and included a structured, phased approach to stakeholder engagement, environmental scanning, and strategy development.

Rationale:

SHS Inc. demonstrated a high level of expertise, deep sectoral knowledge, and a proven track record in supporting Local Housing Corporations, municipalities, and social service providers in similar strategic initiatives. Their proposal illustrates a well-rounded understanding of the unique challenges and opportunities facing PHC as a public housing provider operating in a dynamic and highly regulated environment. SHS Inc. brings specialized knowledge in non-profit housing operations, affordability strategies, and organizational transformation, with particular expertise in co-design methodologies that amplify the voices of tenants and stakeholders.

Their proposed methodology reflects a robust and structured five-phase process, encompassing:

1. Initiation and Planning – Finalizing project scope, work plans, and roles.
2. Stakeholder Engagement and Environmental Scanning – Conducting surveys, interviews, and sector analysis to assess current trends and conditions.
3. Visioning and Strategic Priority Setting – Facilitating visioning workshops and identifying key directions.
4. Drafting and Reviewing the Strategic Plan – Producing a working document for feedback and alignment.

5. Approval and Implementation – Finalizing the Strategic Plan and developing supporting tools for execution and performance monitoring.

Their submission places strong emphasis on inclusive, human-centered design principles, leveraging trauma-informed engagement methods and participatory facilitation to ensure representation from tenants, staff, Board members, and community agencies. Strategic foresight tools—such as scenario planning, backcasting, and systems mapping—will be used to anticipate future challenges, inform PHC’s long-term positioning, and foster innovative, adaptive strategies.

SHS Inc. has relevant prior experience, including:

- Leading PHC’s *Capital Financing and Community Revitalization Plan*, providing insight into the local housing context and organizational capacity.
- Supporting strategic planning and innovation processes for other Local Housing Corporations such as Ottawa Community Housing and Housing York Inc.
- Facilitating strategic visioning and governance planning for sector organizations such as the Canadian Housing and Renewal Association, Mainstay Housing, and Victoria Park Community Homes.

Key deliverables from SHS Inc. include:

- A fully developed five-year Strategic Plan aligned with PHC’s mandate, tenant needs, and external trends, ready for Board consideration and approval by October 22, 2025.
- An Implementation Roadmap outlining staged actions and resourcing strategies.
- A Communications Strategy to support internal and external awareness of the Plan.
- A Performance Monitoring Framework with measurable indicators and reporting mechanisms.
- A full suite of engagement reports, environmental scan summaries, and synthesis documentation to inform strategic decisions and ensure transparency throughout the process.

Other Alternatives Considered:

A total of six proposals were received in response to RFP 2025-001. Each submission was reviewed and evaluated against the established criteria, which included demonstrated experience, approach and methodology, capacity to deliver within timelines, and pricing. While several proponents offered qualified approaches, SHS Inc. was selected as the proponent based on their comprehensive methodology, depth of sector-specific experience, and demonstrated ability to engage diverse stakeholders in strategic planning processes. Their proven track record in delivering actionable, housing-focused strategic plans aligned closely with PHC’s goals and future direction.

Alignment to Strategic Priority Areas

These operational updates align to all three priority areas:

- Investing in Our People
- Serving Our Clients & Community
- Strengthening Our Relationships

Financial Considerations:

The cost associated with the consulting services will be accommodated within PHC's approved 2025 operating budget. No additional funding or budget adjustments are required at this time.

Consultations:

Richard Grotsch, Director of Operations
Sondra Fitzgerald, Director of Corporate Services
Jennifer McLauchlan, Senior Manager of People & Culture
Linda Galvin, Finance & Payroll Specialist

Attachments:

RFP 2025-001 Strategic Planning Services, SHS Proposal



Response to Request for Proposals

Peterborough Housing Corporation

Strategic Planning Services

RFP 2025-001

This proposal is presented to Peterborough Housing Corporation (PHC) by the team at SHS Inc., to lead the organization's next strategic planning process and the creation of a new 5-year Strategic Plan.

Contact

Christine Pacini, Partner, SHS Inc.

E: cpacini@shs-inc.ca

T: 905-763-7555, x.106

W: shs-inc.ca

March 21, 2025

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Introduction



Our Understanding of Your Requirements

Peterborough Housing Corporation (PHC) is seeking proposals from qualified Proponents to develop a comprehensive five-year strategic plan. PHC is a leader in providing affordable and community-based housing solutions, and this plan will guide the organization into its next phase of growth while ensuring alignment with its mission, vision, and values.

PHC's current strategic plan has concluded, and it has recognized the need to remain responsive to emerging trends and challenges in the housing sector.

With increased focus on affordability, regulatory shifts, sustainable practices, and digital transformation, PHC seeks a partner to help shape a proactive, inclusive, and future-oriented strategy that prioritizes tenant well-being and operational excellence.

Meeting Your Requirements

In this proposal, we provide Desirable Criterion as per the Request for Proposal including:

- Part 1: Proponent Information and Relevant Experience
- Part 2: Capacity to Provide Services with Timelines
- Part 3: Quality and Clarity of Proposed Approach to Developing the Strategic Plan
- Part 4: Pricing
- Appendix:
 - Project Team CVs
 - Appendix A: Acceptance of Terms
 - Appendix B: Pricing Sheet

Our Proposed Approach

Our approach to the project will be conducted in five phases:

- Phase 1: Initiation and Planning
- Phase 2: Stakeholder Engagement and Environmental Scan
- Phase 3: Visioning and Strategic Priorities
- Phase 4: Drafting and Reviewing the Strategic Plan
- Phase 5: Approval and Implementation

PART 1

Proponent Information and Relevant Experience

This Section

This section provides the following:

- Our experience in providing strategic planning services to community housing agencies and/or social services agencies that provide direct support to clients.
- Our experience in providing strategic planning services to business organizations which are not-for-profit.
- An overview of our firm's engagement with the community to consult on emerging issues which might affect community housing and/or social services agencies.
- An outline of similar engagements performed by the proponent in the preceding three years, with reference to work completed for community housing agencies and/or social services agencies.
- References for recent similar engagements.

Proponent Information



About SHS Inc.

SHS is a Canadian consulting firm dedicated to delivering excellence in housing strategy and innovation, policy and research, and social purpose real estate development. Since 1999, SHS has played a vital role in guiding non-profit organizations in launching impactful strategies, programs, and services and working with governments from coast to coast to coast to evolve their role in the housing system.

The SHS team has prepared more than 300 housing-related strategies, action plans, research papers, and evaluations; conceived new business models to increase the development of affordable housing; and engaged with a broad range of stakeholders, including elected officials, government representatives, non-profit support agencies and housing providers, the private sector, and people with lived experience.

We have supported our non-profit clients in building over 5,000 affordable housing units across Ontario, equivalent to over \$1 billion in social purpose real estate built through public, private, and philanthropic funding sources. The SHS team has an active housing innovation practice and is a Standing Offer Consultant, approved to design, facilitate, and manage innovation projects under the National Housing Strategy Solutions Lab program.

Our Ways of Working

An Interdisciplinary Approach

The project team members at SHS pride themselves on dedicating their careers to fostering change and innovation in the housing system(s) in Canada. At SHS, our interdisciplinary backgrounds in strategy, urban planning, geography, economics, public policy, business model innovation, architecture, design, and strategic foresight provide us with the tools and knowledge to understand the wider housing and human services system in Canada.

We believe that remaining responsive and resilient to change is only possible when system stakeholders are involved in the work, are consulted on how they will be affected by change and play a role in developing strategies.

Unique Combination of Process and Subject Matter Expertise

Our unique combination of process expertise in strategic planning, paired with an applied understanding of non-profit operations, program design, and delivery in the housing, homelessness, and human services spaces, allows the SHS team to support our clients in crafting plans that are tangible, actionable, and relevant to the local current and emerging landscape.

Relevant Experience

Strategic Planning Services

The SHS team has established creative approaches to undertaking a range of strategic planning activities with non-profit housing, homelessness-serving, and social service organizations, associations, and governments. Our strategy work focuses primarily on working with our clients and their collaborators to craft their vision and mission, determine their role in the sector, identify how other key contributors can support their strategic directions, and align their strategies within their local housing, homelessness, and social services policy context(s).

Work with Community Housing and Social Service Agencies, providing Direct Support to Clients

The SHS team has worked with several community housing and social service agencies providing direct support to clients on strategic planning and organizational transformation activities. These strategic activities have often involved engaging people with lived experience in the process to ensure plans and strategies are human-centred and take service delivery and tenant or client wellbeing into account.

Recent Relevant Examples

Our most recent relevant examples include:

- Birch Housing, Strategic Plan Facilitation and Development (2024)
- Victoria Park Community Homes, Strategic Plan and Implementation Plan Facilitation and Development (2022; 2023)
- Mainstay Housing, 10-Year Development Strategy and Innovation Plan (2021)
- Kerry's Place, Housing Strategy to Support Individuals with Autism (2021)
- Covenant House Toronto, Housing Access and Acquisition Strategy (2021)

- Ottawa Community Housing, Business Model Innovation Strategy (2018)
- Habitat for Humanity Halton-Mississauga, Business Transformation Plan (2018)

Work with Not-for-Profit Organizations

In addition to organizations providing direct services to clients, SHS actively works with not-for-profit organizations in the housing and human services sector, especially those operating at the regional, national, or network-level. These organizations play system-level roles in improving housing and health outcomes for people in Canada.

Recent Relevant Examples

Our most recent relevant examples include:

- Canadian Housing and Renewal Association, Strategic Plan Facilitation and Development (2023)
- Housing Partnership Canada, Strategic Visioning Facilitation (2022)
- Ontario Non-Profit Housing Association, Solutions Lab on Community Housing for the Future (2022)

Relevant Experience

Engagement with the Community

We believe that strategic change is only possible when system stakeholders are involved in the work, are consulted on how change will affect them, and play a key role in developing strategies.

We frequently engage and co-design solutions with people with lived experience in the preparation of our housing and homelessness plans, innovation work, housing strategies, and strategic plans. Our team mobilizes human-centred and equity-centred design methodologies with a lens of trauma-informed practice to centre the needs and experiences of the people you serve throughout the engagement process. We do this on the ground in shelters and other service delivery settings and virtually using digital co-design tools and methods.

Members of the proposed project team have learned from members of First Nations, Inuit, and Métis communities in both community-based and urban settings, unhoused and precariously housed individuals, people living with disabilities, Francophone Canadians, individuals with experience of the justice system, youth in at-risk situations, newcomers, LGBTQIA+ folks, Black and racialized individuals, and those living with addiction and experiencing mental health-related challenges.

The following projects involved deep, ongoing engagement with the community.

Recent Relevant Examples

Our most recent relevant examples include:

- National Housing Council, Solutions Lab on Co-Creating the Right to Adequate Housing in Canada (with CMHC and SHIFT Collaborative) (2023)
- Sistering, National Housing Strategy Solutions Lab on Creating Home Together: Low-Barrier Housing for Women and Gender-Diverse People (2022)
- Blue Door Shelter and Habitat for Humanity GTA, National Housing Strategy Solutions on “Housing Journeys Reimagined” (2022)

- Reena and Safehaven, National Housing Strategy Solutions Lab on “Housing for Mutual Inclusion” for Individuals With Developmental Disabilities and Medical Complexities (2022)
- Region of Peel, National Housing Strategy Solutions Lab on “Igniting Housing Possibilities for Older Adults” (2022)

Working with Local Housing Corporations (LHCs)

Local Housing Corporations (LHCs) are unique in their structure and history and therefore face many unique challenges. We believe it would be an asset for PHC to engage with a consultant who understands these contexts and has relevant experience working with similar organizations.

We have experience working with several local housing corporations across Ontario on strategic initiatives. These organizations include Peel Living (Peel Housing Corporation), Housing York Inc., Toronto Community Housing, Peterborough Housing Corporation, Windsor Essex Community Housing Corporation, City Housing Hamilton, London-Middlesex Housing Corporation, Ottawa Community Housing, and Kingston Frontenac Housing Corporation.

References from Recent Similar Engagements



This section provides a short-list of references and detailed project descriptions for some of our most recent relevant work.

Reference 1

Contact

Ray Sullivan, Executive Director, Canadian Housing and Renewal Association
(rsullivan@chra-achru.ca; 613-594-3007)

Project Information

Canadian Housing and Renewal Association, Facilitation and Development of CHRA's Strategic Plan (2023)

In 2022, the SHS team was hired by CHRA to undertake the design and facilitation of its new strategic plan. The strategic plan was the product of a collaborative process facilitated by SHS, involving the CHRA Board of Directors, staff, and over 70 members from across Canada.

Through our strategic planning process, we set out to make sense of an uncertain future—to contemplate changing circumstances in our environment. This strategic plan aimed to produce preparedness and provide us with the tools to advance our mission as an organization. The engagement process included one-on-one interviews, a Canada-wide survey, a CHRA members' workshop, and two CHRA board workshops using foresight scenarios.

The plan situates the organization within the broader housing system in Canada to articulate CHRA's unique role and contributions to ensuring everyone in Canada can live somewhere in security, peace, and dignity. The strategic plan is available on CHRA's website.

References from Recent Similar Engagements

Reference 2

Contact

Mark Aston, Executive Director
(maston@covenanthouse.ca; 416-204-7079)

Project Information

Covenant House Toronto, Housing Access and Acquisition Strategy (2021)

CHT has set an ambitious objective for community housing to be achieved through this Housing Acquisition and Access Strategy (hereby referred to as the “Strategy”). SHS was retained by CHT to guide the organization through a co-creation process to produce this strategy.

Achieving this objective would directly move two of CHT’s strategic plan goals forward, namely: To expand housing and aftercare services to meet the complex and diverse needs of CHT’s youth; and To increase CHT’s organizational capacity to ensure CHT can grow and deliver programs and services to CHT’s youth.

Throughout the phases of work in the Housing Acquisition and Access Strategy, a range of tools and methods were employed to create spaces for collaborative strategic conversations, conduct research with those in greatest need, and test options. Engagement activities with youth, CHT staff, and other external key stakeholders took place.

These engagements included:

- Interviews with key informants in the youth homelessness sector (12 interviews) to introduce them to the Strategy, fill in information gaps, and hear from experts in the sector
- A workbook completed by youth (14 youth) to gather information on their housing needs and desired housing journeys
- Two workshops with a mix of CHT stakeholders and external stakeholders to co-develop a principles-driven framework for achieving the acquisitions’ objective

References from Recent Similar Engagements

Reference 3

Contact

John Harvey, Chair of the Progressive Realization Working Group, National Housing Council
(jharvey5@gmail.com; 778-828-4685)

Project Information

National Housing Council, Solutions Lab on Co-Creating the Right to Adequate Housing in Canada (with CMHC and SHIFT Collaborative) (2023)

Co-Creating the Right to Adequate Housing in Canada was a cross-Canada initiative of the National Housing Council (NHC), led by the NHC in collaboration with SHS and SHIFT Collaborative. This initiative supports existing NHC efforts toward realizing the right to adequate housing in Canada over time.

The final report represents the culmination of work over eighteen months, involving over 200 co-design participants across 25 engagement events, at least 100 of which were people with lived experience of housing needs and homelessness (many currently living in emergency shelters). We hosted 11 small group discussions with people with lived experience to craft the vision and core recommendations for the report.

The project goals were as follows: Create a foundational vision and roadmap for realizing the right to adequate housing in Canada; and provide recommendations to the Minister of Housing and Diversity and Inclusion. The interim report is available on the National Housing Council website.

References from Recent Similar Engagements

Reference 4

Contact

Gillian Barnes, Facilities and Property Management Director
(gbarnes@peterborough.ca; 705-742-7777 ext. 1828)

Project Information

City of Peterborough, Peterborough Housing Corporation, Capital Financial and Revitalization Plan, led one site receiving RHI funding and six other sites identified through the revitalization plan update in various stages of development (2016 to current)

SHS led a multi-disciplinary consulting team in the completion of this comprehensive portfolio assessment for PHC. The multi-disciplinary consulting team led by Christine Pacini of SHS with Re/fact Consulting, SvN Architects + Planners, Creva Group, Purpose Capital, and Robins Appleby LLP.

The PHC Project Team included representation from the board of directors, senior management team and key funding partner.

The study involved a collaborative, stepwise process which initially involved setting the plan framework, confirming the nature of the problem and identifying the overall vision of the plan. The study involved a collaborative, stepwise process which initially involved setting the plan framework, confirming the nature of the problem and identifying the overall vision of the plan.

The second phase of work involved a detailed review of the existing conditions, documenting current and projected local housing market trends and undertaking an assessment of the projected impacts of expiring operating agreements.

A comprehensive evaluation of the current housing portfolio was also undertaken with regards to performance, suitability and potential. Based on this evaluation, buildings within the portfolio were rated and classified in terms of prospective asset options (i.e., retain, regenerate, redevelop or dispose).

Opportunities to optimize the current portfolio of public housing and align it with PHC goals and evolving local needs was explored within each of these asset classifications.

A series of conceptual design options for redevelop projects were created and refined through consultative workshops with PHC staff. As a result of this process, preferred redevelopment concepts were identified for five prospective properties. Improvements for other properties under retain and regeneration classes were also identified as a means of attaining their 'best use'. From this, a working 15-year Master Portfolio Plan was developed with a recommended disposition for each property as well as the staging of project activities which had regard for capital priorities, resident impacts and PHC capacity.

As a result of the study work, PHC now has a roadmap / master portfolio plan that rationalizes the current stock and provides guidance for portfolio revitalization over the next 15 years. In addition to leveraging available PHC resources, the Plan would see the redevelopment of five projects and could result in a net increase in units of 40%, primarily through intensification of PHC-owned properties. Though optimization strategies, the Plan will help PHC to better address changing local housing needs while improving the quality of life for residents in each of their housing communities.

In 2021, SHS was engaged to update PHC's Capital Plan on behalf of the City of Peterborough. The updated plan was approved by Council in early 2023. SHS is engaged on an ongoing basis with the City to assist them in various aspects of implementation of the plan, specifically related to pro forma development and advice on funding programs.

References from Recent Similar Engagements

Reference 5

Contact

Lori Anne Gagne, Chief Executive Officer
(lgagne@vpch.com; 905-527-0221, ext. 212)

Project Information

Victoria Park Community Homes, Development and Implementation of VPCH Inc.'s Strategic Plan and Implementation Plan (2022; 2023)

Victoria Park Community Homes (VPCH) is one of the oldest and largest private non-profit housing corporations in Ontario. The portfolio they own and manage has grown to over 3,122 apartments, townhouses, and single-family homes located across Southern Ontario.

SHS was retained by Victoria Park Community Homes to design and deliver a series of visioning sessions and engagements to provide the board of directors, management, tenants, and other stakeholders opportunities to provide input into a new strategic plan; and develop a new action-oriented and concise strategic plan to guide the organization into the future. Adrienne was the project lead, responsible for all strategic planning facilitation workshops, research, and creation of the plan. We hosted a series of strategic planning workshops using strategic foresight scenario-building to road-test VPCH's strategic directions.

The SHS team was then hired back on to support VPCH in creating its implementation plan for its new strategic plan.

References from Recent Similar Engagements

Reference 6

Contact

Gautam Mukherjee
Executive Director
(gmukherjee@hlms.ca; 416-703-9266)

Project Information

Mainstay Housing, 10-Year Housing Development Strategy and Innovation Plan (2020)

Mainstay Housing is the largest non-profit provider of supportive housing in Ontario and the largest private non-profit housing provider in Toronto with 41 residential locations across Toronto. Mainstay provides housing for people living with mental health and addiction issues. SHS was hired to create a 10-Year Housing Development Strategy for the organization.

The 10-Year Housing Development Plan is a strategic document that provides a road map for Mainstay in terms of revitalization of its existing portfolio and the development of new housing units.

The following data collection and analysis tasks were undertaken:

- Understanding the market: to inform the Plan, a brief analysis of the need for supportive housing in Toronto was undertaken to identify anticipated market and demographic shifts in the city. This analysis built on readily available published information, as well as insights from stakeholder engagement and the City of Toronto's Plan to Create Supportive Housing Opportunities.
- Examining the range of possibilities: the portfolio analysis completed by NBLC examined a range of possibilities for Mainstay's existing portfolio to address the community's supportive housing needs in terms of form and affordability. Detailed building condition assessments were undertaken by WalterFedy, including identifying the facility condition index (FCI) of each building. This information, as well as intensification and regeneration potential, through sale of some properties and capital revitalization or redevelopment of others was considered, as well as opportunities for leveraging equity.

- Learning from promising practices: Mainstay desires to consider progressive changes at a portfolio level. Achieving this transformation will rely on innovative and proven models from other jurisdictions of a similar size and scope. Where appropriate, research on promising practices from other jurisdictions and agencies was undertaken to draw inspiration and learn from others. A prototype pro forma, based on Mainstay's Building Standard and a recent housing funding submission, was developed to inform the costs and sources of funds for the development of new housing.
- Learning from recent housing development experience in terms of capital costs, required equity contribution, City requirements, evaluation and prioritization criteria, and experience working with partners.

In addition, several key informant interviews, Board of Directors and Committee meetings, and a Board Retreat were held to ensure the 10-Year Strategy was co-designed with Mainstay and its stakeholders.

The 10-Year Strategy begins with a description of "where we are now", articulating the need for and supply of supportive housing in Toronto, a summary of current shifts and trends on the horizon that may shape the future of the sector, some promising practices from other jurisdictions from which we may draw inspiration, and an articulation of the opportunity for change. Next, the description of "where we want to be" articulates the goals and objectives of the strategy and for Mainstay's development potential. Finally, the "how we'll get there" and "what it will take" sections describe the tools Mainstay may employ to realize its housing development targets. This includes approaches for selecting partners for development and other possibilities for the existing portfolio. This section also includes a financial strategy and approach to realizing the Plan's objectives.

PART 2

Capacity to Provide Services within the Timelines

This Section

This section provides the following:

- Project Team Bios
 - Christine Pacini
 - Laura Stavro-Beauchamp
 - Helen Harris
- Proposed Timeline
- Project Management Approach

Resources and Expertise Available

Project Team



Christine Pacini
Partner

Christine is one of the two founding Partners of SHS. Christine completed a Bachelor of Arts specialized honours degree in public policy and administration at York University and graduate courses at Carleton University's School of Public Administration. She is an associate member of the Canadian Institute of Planners and the Ontario Professional Planners Institute. Christine also served on the Board of Directors of Habitat for Humanity Greater Toronto Area from 2010 to 2022, including as Chair for two years. She has recently joined the Habitat for Humanity Canada national Board of Directors. Christine is also a Coralus (formerly SheEO) Activator, supporting women entrepreneurs across Canada.

Christine possesses over 35 years of professional experience in all aspects of the firm's consulting work as well as direct public sector experience. During her four years with the Ontario Ministry of Municipal Affairs and Housing, Christine worked in program development as a policy advisor and in program delivery as a program coordinator responsible for delivering affordable housing developments. Christine also provided housing advice to a City of Toronto Councillor on issues related to the devolution of social housing to municipal service managers as well as matters being considered by the Board of Directors of the Ontario Housing Corporation, Toronto Housing Company, and the City of Toronto's Capital Revolving Fund Advisory Committee.

Christine is the lead partner involved in SHS's work on CMHC Solution Labs, an initiative of the National Housing Strategy. The first five Solutions Labs undertaken by SHS were directly for CMHC in collaboration with five provinces and territories. Other solutions labs Christine has been involved in focused on healthy housing, innovative housing solutions for seniors, and citizen involvement in the development of affordable housing.

Most recently, she has been involved in SHS's work for the National Housing Council on the right to adequate housing.

Christine is a skilled facilitator and has extensive experience facilitating public and key stakeholder consultations and meetings, including consultations with vulnerable groups such as persons who are homeless and persons with mental health issues, as well as high-level government officials, developers, and others in the private sector.

Resources and Expertise Available

Project Team



Laura Stavro-Beauchamp
Manager, Housing Innovation

Laura joined SHS as Housing Innovation Manager, a researcher and evangelist of Human-Centred Design she believes that bringing previously unrepresented voices into the design process will result in kinder, stronger, and more efficient systems, services and products. Laura has a Master of Design, Digital Futures Initiative, a post graduate certificate in Journalism, and a BA, Political Science.

As Manager of Housing Innovation at SHS, Laura works with governments and community organizations across Canada to develop strategies and build affordable housing solutions that meet the needs and desires of the people they serve.

Over the last decade she has had the privilege to learn from a variety of groups with lived experience and works to take a trauma-informed, equity-centred approach to exploring experiences of housing, poverty, and service delivery. She has taught undergraduate students at OCAD University and worked in design and insights at Doblin, a Deloitte Company, and Highline Beta, one of Canada's leading venture studios. Areas of particular interest include equity-centred and inclusive design, Truth & Reconciliation, the decolonization of research practices, participatory design, social impact innovation, tech ethics, collaborative innovation, systems approaches, and venture design.

Laura has experience working on several community housing providers with strategic initiatives, including Birch Housing, Shalom Village, and Blue Door. She has also supported several large-scale innovation and co-design projects in housing, including an NHS-funded solutions lab with Upper Hammonds Plains Community Land Trust and the African Nova Scotian Housing Strategy. Before her tenure in housing,

Laura worked with several private and public sector clients on venture design, service design, and innovation projects such as the Government of Ontario, Serco, TVO, OCAD U, RBC, AB Inbev, and Kraft Heinz.

Resources and Expertise Available

Project Team



Helen Harris
Principal, Housing Policy and Research

As the Principal, Housing Policy and Research, Helen Harris project manages interdisciplinary teams on a diverse range of housing policy and research projects, and plays a key role in developing and shaping strategic directions, intent and desired impact to support housing opportunities across Canada. Helen holds a Bachelor of Arts degree in psychology from Wilfrid Laurier University, a Master of Social Work degree from the University of Toronto and a Master of Arts degree in public policy and administration from Toronto Metropolitan University. Helen has also completed the Chartered Housing Professional Designation through the Chartered Institute of Housing Canada.

Helen has more than ten years of experience in social and housing policy and program delivery. She brings a deep understanding of community housing, having focused her career in various frontline, policy and leadership roles in this sector. Before joining SHS, Helen spent over five years working in progressive roles at the Ontario Non-Profit Housing Association (ONPHA). She began as a Policy and Research Advisor where she led the organization's policy analysis work and developed recommendations to respond to a diverse range of housing issues. She ultimately held the role of Senior Manager, Policy, Research and Education, where she led organizational priorities and provided strategic direction through major sectoral shifts. During her tenure with ONPHA, Helen led a number of key initiatives and projects including: ONPHA's rapid response to support community housing providers through Covid-19; the development of an Affordable Housing Plan for Ontario; the development of an Urban and Rural Indigenous Housing Plan for Ontario along with a subsequent Implementation Plan; education courses in rent-geared-to-income administration; and a Solutions Lab (delivered with SHS) focused on Community Housing for the Future.

Prior to joining ONPHA, Helen worked in frontline community housing roles with the YWCA Toronto and the Bruce County Housing Corporation.

Detailed Curriculum Vitae

Detailed CVs may be found in the appendix.

Proposed Timeline for Providing Services



In the table on the following pages, we provide our proposed timeline for providing strategic planning services with a goal of presenting the final Strategic Plan to the Strategic Planning Committee by October 10, 2025.

As shown in the attached Appendix B: Pricing Sheet, this project will have five (5) phase including:

- Phase 1: Initiation and Planning
- Phase 2: Stakeholder Engagement and Environmental Scan
- Phase 3: Visioning and Strategic Priorities
- Phase 4: Drafting and Reviewing the Strategic Plan
- Phase 5: Approval and Implementation

Proposed Timeline for Providing Services

Phase 1	Initiation and Planning	Key Deliverable	Timeline
1	Host a project start-up meeting with the Peterborough Housing Corporation (PHC) Strategic Planning Committee to finalize project scope, milestones and communication protocols.		Week of May 5, 2025
2	Based on the project start-up meeting the SHS team will outline a detailed work plan, specifying roles, responsibilities, timelines, and deliverables.	Detailed workplan and approach	May-25
Phase 2	Stakeholder Engagement and Environmental Scan	Key Deliverable	Timeline
3	Host monthly Strategic Planning Committee meetings during this phase (assuming 2) to provide project updates, present key milestones, and receive strategic project advice		May-June 2025
4	Create a detailed stakeholder engagement strategy and stakeholder list for implementing a range of engagement methods (e.g., surveys, focus groups, interviews) to capture insights from tenants, staff, Board members, community partners, and relevant government agencies. It will include strategies to promote diverse representation, focusing on marginalized and vulnerable groups	Stakeholder Engagement strategy	May-25
5	Undertake a review of existing documents including past strategic plans, current initial reporting, plans for growth, corporate documents, current PHC program and services data and related expansion and organizational documents.		May-25
6	Conduct an environmental scan to analyze current and emerging trends in the housing sector, including funding opportunities, regulatory shifts, and technological innovations. This will include conducting a SWOT analysis to identify critical organizational strengths, weaknesses, opportunities, and threats.	Environmental scan and SWOT analysis	May-25
7	Prepare a short survey to solicit a broad understanding of the perspectives of tenants, staff, board members, community partners and relevant government agencies on the current state of Peterborough Housing Corporation from multiple perspectives, including views on current and emerging trends, strengths, weaknesses, opportunities, and threats; and PHC's mission, vision, and values and ideas for new strategic priorities and goals.	Survey (digital) (tenants, (tenant advisory committee), staff, Board members, community partners, and relevant government agencies)	May-25
8	Distribute the survey to all key contributors to the PHC strategic planning process (including tenants, staff, board members, community partners and relevant government agencies).		May-25
9	Synthesize and summarize survey results, drawing out key insights such as external and internal factors that may provide acceleration or challenges to PHC future strategic goals.		May-25

Proposed Timeline for Providing Services

13	Synthesize and summarize interview notes, drawing out key insights such as external and internal factors that may provide acceleration or challenges to PHC future strategic goals.		Jun-25
14	Draft the Stakeholder Consultations and Environmental Scan Synthesis Report to create a summary of the stakeholder consultations conducted to date, the environmental scan, and SWOT analysis to inform the visioning and strategic priority development in Phase 3	Stakeholder Consultations and Environmental Scan Synthesis Report (v1, draft)	Jun-25
15	Receive feedback, refine, and finalize the Synthesis of Stakeholder Consultations and Environmental Scan Report with the Strategic Planning Committee	Stakeholder Consultations and Environmental Scan Synthesis Report (v2, final)	Jun-25
Phase 3	Visioning and Strategic Priorities	Key Deliverable	Timeline
16	Host monthly Strategic Planning Committee meetings during this phase (assuming 1) to provide project updates, present key milestones, and receive strategic project advice		Jul-25
17	Plan and prepare for in-person Vision, Mission and Values Workshop #1 (3 – 4 small group working sessions) at PHC focused on learning from a diverse group of tenants, especially those who are marginalized and vulnerable, to help refine PHC's vision, mission, and core values that will guide the new strategic plan. <i>Note: There is an option for a mix of in-person and virtual workshops as makes sense for the tenants.</i>	Vision, Mission and Values Workshop #1 materials	Jul-25
18	Receive feedback and finalize Workshop #1 materials and plans (including logistics such as invitations, pre-meeting materials, etc.)		Jul-25
19	Facilitate Workshop #1 (3 – 4 small group working sessions) with PHC tenants. Tenants will be provided with honoraria to support participation.	Vision, Mission and Values Workshop #1 (in-person) (tenants; 3-4 small group sessions)	Jul-25
20	Synthesize Vision, Mission and Values Workshop #1 inputs to inform the development of the Vision, Mission and Values Workshop #2.		Jul-25
21	Plan and prepare for full day, in-person Vision, Mission, and Values and Strategic Priorities Workshop #2 with the Strategic Planning Committee to refine vision, mission, and core values and develop 3-5 overarching priorities that address pressing challenges and align with PHC's long term goals, including initial concepts for strategic initiatives and objectives. This session could also include other relevant leaders and board members identified by the Strategic Planning Committee.	Vision, Mission and Values Workshop #2 materials	Jul-25
22	Receive feedback and finalize Workshop #2 materials and plans (including logistics such as invitations, pre-meeting materials, etc.)		Jul-25

Proposed Timeline for Providing Services

23	Facilitate full day in person Vision, Mission, and Values and Strategic Priorities Workshop #2 with the Strategic Planning Committee.	Vision, Mission, and Values and Strategic Priorities Workshop #2 (in-person) (Strategic Planning Committee)	Jul-25
24	Synthesize Vision, Mission and Values Workshop #2 inputs to develop initial concepts for strategic initiatives and objectives.	Initial concepts for strategic initiatives and objectives	Jul-25
Phase 4	Drafting and Reviewing the Strategic Plan	Key Deliverable	Timeline
25	Host monthly Strategic Planning Committee meetings during this phase (assuming 1) to provide project updates, present key milestones, and receive strategic project advice		Aug-25
26	Develop and submit the draft Strategic Plan (v.1) to the Strategic Planning Committee for review. This draft will outline key elements of the strategic plan, including strategic priorities, specific goals, recommended initiatives, timelines, resource implications, and KPIs for measuring progress. It will also incorporate best practices in housing services, sustainability, and community engagement.	Strategic Plan (v.1, draft)	Aug-25
27	Prepare a presentation and present the draft Strategic Plan to PHC's Board, senior management, and key stakeholders for review and feedback.		Aug-25
28	Following the presentation, the SHS team will adjust the draft Strategic Plan based on collective input, ensuring alignment with organizational capabilities and resources.		

Proposed Timeline for Providing Services

Phase 5	Approval and Implementation	Key Deliverable	Timeline
29	Host biweekly Strategic Planning Committee meetings during this phase (assuming 2) to provide project updates, present key milestones, and receive strategic project advice		Sep-Oct 2025
30	Organize a series of one-on-one interviews with key staff at PHC to consider the implications and approaches needed to implement, communicate, and monitor the strategy's performance. this includes creating an interview guide, identifying interviewees, and organizing conversations	Interview guide	Sep-25
31	Conduct interviews (up to 4) with key staff at PHC to consider the implications and approaches needed to implement, communicate, and monitor the strategy's performance	Implementation Planning Interviews (up to 4, virtual) (key PHC operational staff and leaders)	Sep-25
31	Synthesize and summarize interview notes, drawing out key insights such as external and internal factors that impact the implementation, communication and monitoring of the Strategic Plan.		
32	Create an Implementation Roadmap to be incorporated into the draft Strategic Plan		Sep-25
33	Create a Communication Strategy to be incorporated into the draft Strategic Plan		Sep-25
34	Create a Performance Monitoring Framework to be incorporated into the draft Strategic Plan.		Sep-25
35	Update the draft Strategic Plan to incorporate feedback received to date, as well as the Implementation Plan, Communication Strategy and Performance Monitoring Framework. The updated draft will be submitted to the Strategic Planning Committee for review.	Strategic Plan (v.2, draft including Implementation Roadmap, Communication Strategy, and Performance Monitoring Framework)	Sep-25
36	Adjust the draft Strategic Plan based on PHC input and develop a finalized board-ready document.	Strategic Plan (v.3; final including Implementation Roadmap, Communication Strategy, and Performance Monitoring Framework)	Oct 10, 2025
37	Prepare a presentation and present the final Strategic Plan to the Board of Directors and executive leadership for approval.		Oct 22, 2025
38	Provide any necessary support or training to facilitate smooth implementation and monitoring of the Strategic Plan.		

Project Management Approach

Since the firm's inception, SHS has been committed to conducting research that is well-informed and supported, responds directly to the needs and interests of our clients, is fully relevant to the issues involved, performed at the highest technical as well as professional quality and meets the time and resource requirements of our clients. We have developed project management systems that are effective in ensuring the success of projects, yet flexible enough to allow for responsiveness and changes when needed. The SHS team works together in mutually supportive teams to ensure full understanding of the task at hand by all involved.

Our Project Management Approach has Four Main Objectives:

- Completion of technical work of the highest quality
- Meeting the time and budget requirements
- Efficient assignment of individuals to meet the needs of both the project and our professional team
- Maintenance of effective internal and external communication channels.

For this project, overall responsibility will rest with the Project Director who is responsible for meeting these four project management goals. The Project Director will ensure all deliverables are provided to the project administrator at the highest quality, on-time, and on-budget.

Working closely with the Project Director is the Project Manager. This individual will conduct regular meetings with the Project Director and other team members to review work progress, discuss any concerns, plan strategies for ongoing and future tasks, and ensure project requirements are met. The Project Manager tracks all project time and budget allocations to ensure the project is fully on track.

As the Project Director, Christine Pacini will provide supervision to all phases of the project and participate on the project team. In a professional career of over 35 years, Christine has developed a wide reputation for her professional skills in housing research and policy analysis and development as well as her capabilities in project management and organization.

Christine has managed numerous complex studies, portfolio reviews and affordable housing development projects and is highly skilled in ensuring all project requirements are met. Christine has directed a wide range of national, provincial, and municipal housing studies, and is the partner-in-charge of SHS's work on CMHC Solution Labs which are focused on finding solutions to our country's most complex housing needs. Christine will play a particularly important role in ensuring quality control of all deliverables.

■ Project Management Approach

The Project Manager for this study will be Laura Stavro-Beauchamp. Laura has an extensive background and training in innovation work, she will play the role of innovation analyst, facilitation expert, and strategic designer as well as overall project manager.

Christine and Laura will be available through all phases of the work. Christine will provide overall direction for the team and Laura will manage the project plan and provide status updates.

In view of the firm's years of experience, we have found that the greatest factor in ensuring quality control is to ensure project teams are comprised of fully qualified professionals who take a great deal of personal pride in their work. With the proposed team for this project, we believe we have achieved that objective.

We have also found it important to ensure that responsibility is set over the course of the study for ensuring all work is carried out to the highest professional standard and all deliverables meet or exceed client expectations. To carry out this mandate, Christine Pacini as Project Director and Laura Stavro-Beauchamp as Project Manager will be responsible for quality control on this project. They will review and edit all deliverables, ensure all revisions are completed as required and ensure that the contract administrator or any other PHC staff are fully satisfied that all terms of the engagement have been met to the highest standard.

PART 3

Proposed Approach to Developing the Strategic Plan

This Section

This section provides the following:

- An outline of the approach and methodology being recommended for completion of the strategic planning process.
- An outline of the resources required from PHC, which we expect to need if our proposal is accepted.
- Any foreseeable limitations or concerns identified by us while preparing its proposal.

Recommended Approach and Methodology

Phase 1

Initiation and Planning

May 2025

During this phase of work, we will set the project up by confirming the work plan and approach and beginning the investigation into the current state environment, pressures, and trends that may impact PHC's new strategic plan.

Project Launch and Coordination • Task 1 • Week of May 5, 2025

The first steps in the strategic planning process involve hosting a project start-up meeting with the PHC Strategic Planning Committee to confirm finalize scope, project milestones and communication protocols.

Workplan Development • Task 2 • May 2025

Based on the project start-up meeting the SHS team will outline a detailed work plan, specifying roles, responsibilities, timelines, and deliverables.

Key Outputs from Phase 1

- Detailed Work Plan and Approach

Phase 2

Stakeholder Engagement and Environmental Scan

May 2025 to June 2025

Monthly Project Meetings • Task 3 • May 2025 – June 2025

We will host monthly Strategic Planning Committee meetings during this phase (assuming 2) to provide project updates, present key milestones, and receive strategic project advice.

Detailed Engagement Strategy • Task 4 • May 2025

SHS will create a detailed stakeholder engagement strategy and stakeholder list for implementing a range of engagement methods (e.g., surveys, focus groups, interviews) to capture insights from tenants, staff, board members, community partners, and relevant government agencies. The strategy will include strategies to promote diverse representation, focusing on marginalized and vulnerable groups

Environmental Scan and SWOT Analysis • Tasks 5 to 6 • May 2025

SHS will review existing PHC documents and undertake an environmental scan to analyze current and emerging trends in the housing sector including funding opportunities, regulatory shifts, and technological innovations. This will include conducting a SWOT analysis to identify critical organizational strengths, weaknesses, opportunities and threats.

Current State Survey • Tasks 7 to 9 • May 2025

We will create and distribute a short survey to gather perspectives on the current state of PHC from multiple perspectives, including tenants (tenant advisory committee), staff, board members, community partners and relevant community agencies. The survey will focus on views on current and emerging trends, strengths, weaknesses, and threats. It will also solicit information on PHC's mission, vision and values and ideas for new strategic priorities and goals.

Recommended Approach and Methodology

Phase 2 *continued*

Stakeholder Engagement and Environmental Scan
May 2025 to June 2025

Interviews with Key Informants • Tasks 10 – 13 • June 2025

We will conduct a series of one-on-one interviews (up to 10) with relevant community partners and/or representatives of government agencies to dive deeper into building a successful future state for PHC, responsive to emerging trends and challenges in the housing sector.

Synthesis of Stakeholder Consultations and Environmental Scan • Tasks 14 to 15 • June 2025

Following the engagement and environmental scan tasks completed in this phase, we will create a summary report of the information gathered through these tasks to inform the visioning and strategic priority development in Phase 3.

Key Outputs from Phase 2

- Stakeholder Engagement Strategy
- Environmental Scan and SWOT Analysis
- Current State Survey
- Key Informant Interviews
- Stakeholder Consultations and Environmental Scan Synthesis Report

Phase 3

Visioning and Strategic Priorities
July 2025

During this phase of work, we will use the information gathered in Phase 2 as a jumping-off point to refine PHC's desired future role, strategy, and impact in the sector, for the people it seeks to serve.

Monthly Project Meetings • Task 16 • July 2025

We will host monthly Strategic Planning Committee meetings during this phase (assuming 1) to provide project updates, present key milestones, and receive strategic project advice.

Vision, Mission and Values Workshop #1 • Tasks 17 to 20 • July 2025

The Vision, Mission and Values Workshop #1 will be comprised of 3 to 4 small, in-person group working sessions at PHC buildings focused on learning from a diverse group of tenants, especially those who are marginalized and vulnerable, to help refine PHC's vision, mission and core values that will guide the new Strategic Plan. Tenants will be provided with an honoraria to support their participation in this event. Following this workshop, the SHS team will synthesize the inputs received to inform the development of the Vision, Mission and Values Workshop #2.

Vision, Mission and Values Workshop #2 • Tasks 21 – 24 • July 2025

The Vision, Mission and Values Workshop #2 will be a full-day, in-person session with the Strategic Planning Committee focused on refining PHC's vision, mission and core values and developing 3–5 overarching priorities to address pressing challenges that align with PHC's long-term goals. This session could also potentially include other relevant leaders and board members identified by the Strategic Planning Committee. Following this workshop, the SHS team will synthesize the inputs to develop initial concepts for strategic initiatives and objectives.

Key Outputs from Phase 2

- Vision, Mission and Values Workshop #1
- Vision, Mission and Values Workshop #2
- Initial concepts for strategic initiatives and objectives

Recommended Approach and Methodology

Phase 4 Drafting and Reviewing the Strategic Plan August 2025

During this phase of work, we will focus on how to realize our validated mission and vision, by refining our strategic directions, actions, and implementation steps.

Monthly Project Meetings • Task 25 • August 2025

We will host monthly Strategic Planning Committee meetings during this phase (assuming 1) to provide project updates, present key milestones, and receive strategic project advice.

Strategic Plan (draft) • Tasks 26 to 28 • August 2025

Based on the work completed to date, the SHS team will develop the first draft of the Strategic Plan which will outline key elements of the strategic plan, including priorities, specific goals, recommended initiatives, timelines, resource implications and KPIs for measuring progress. It will also incorporate best practices in housing services, sustainability, and community engagement.

The draft Strategic Plan will be provided to the Strategic Planning Committee for review, and it will also be presented to PHC's Board, senior management and key stakeholders for feedback.

Following the presentation and review, SHS will adjust the draft based on collective input to ensure alignment with organizational capabilities and resources.

Key Outputs from Phase 4

- Strategic Plan (v1, draft)
- Presentation to PHC Board, senior management and key stakeholders

Phase 5 Approval and Implementation September to October 2025

During this phase of work, we will focus on how to realize our validated mission and vision, by refining our strategic directions, actions, and implementation steps.

Monthly Project Meetings • Task 29 • September – August 2025

We will host monthly Strategic Planning Committee meetings during this phase (assuming 1) to provide project updates, present key milestones, and receive strategic project advice.

Implementation Planning • Tasks 30 to 34 • September 2025

SHS will prepare for and conduct a series of one-on-one interviews (up to 4) with key staff at PHC to consider the implications and approaches needed to implement, communicate, and monitor the strategy's performance.

Strategic Plan including Implementation Roadmap, Communication Strategy, and Performance Monitoring Framework (updated draft and final) • Tasks 35 to 36 • September to October 2025

Following the implementation planning interviews and based on all work and feedback received to date, SHS will draft an Implementation Roadmap, Communication Strategy and Performance Monitoring Framework which will be incorporated into the second draft of the Strategic Plan which will be provided to the Steering Committee for review.

Following a period of review, SHS will adjust the draft to incorporate feedback received and create the Final Strategic Plan as a board ready document.

Presentation to Board of Directors and Senior Leadership • Tasks 37 • October 22, 2025

SHS will present the Final Strategic Plan to the PHC Board of Directors and executive leadership team for approval at the meeting scheduled on October 22, 2025.

Recommended Approach and Methodology

Phase 5 *continued*

Approval and Implementation
September to October 2025

During this phase of work, we will focus on how to realize our validated mission and vision, by refining our strategic directions, actions, and implementation steps.

Implementation and Monitoring Support • Tasks 38 • October 2025

Following the release of the final Strategic Plan, SHS will provide any necessary support or training to facilitate smooth implementation and monitoring of it.

Key Outputs from Phase 5

- Implementation Planning Interviews
- Strategic Plan including Implementation Roadmap, Communications Strategy and Performance Monitoring Framework (v2, draft)
- Strategic Plan including Implementation Roadmap, Communications Strategy and Performance Monitoring Framework (v3, final)
- Presentation to Board of Directors and Senior Leadership
- Implementation and Monitoring Support

Recommended Approach and Methodology

Value-Add Services to Meet PHC's Goals

Ensuring Responsiveness to Emerging Trends in the Housing Sector

The SHS team's work focuses exclusively on supporting community housing providers, homelessness-serving agencies, housing associations, and governments to expand their reach, increase their impact, and achieve their goals of addressing housing challenges across Canada. As a result, we are deeply connected to the housing community from coast to coast to coast in Canada.

The SHS team's deep involvement in community housing development gives the team expert-level knowledge of not only non-profit strategy and policy, but what it takes to build and operate all types of housing along the continuum from emergency shelters to affordable rental and supportive housing.

Guiding Digital Transformation and Operational Excellence

Since its inception, SHS has been a leader in creating collaborative environments and strategies to help housing teams and organizations navigate change and envision new futures for their organizations. From introducing a new line of business or program, to launching an entirely new entity or navigating the impacts of end of mortgages, the SHS team is equipped to lead teams in problem finding, solution design, prototyping, and idea implementation. We draw on our expertise and toolkit of strategic foresight, human-centred design, and systems thinking methods to infuse creativity into the process and to ensure our process honours the needs and desires of the populations our clients serve.

Some examples of our work include supporting the transformation, business innovation strategies, or launch of new business lines for large non-profit and municipal players, including: Blue Door Support Services (2022), Habitat for Humanity Halton-Mississauga (2018), Mainstay Housing (2020), City of London (2014), Ottawa Community Housing (2018), Covenant House Toronto (2021), Reena (2018), Peterborough Housing Corporation (2016), and Region of Peel (2018).

Ensuring a Future-Oriented Strategy

In all of our strategy-oriented projects at SHS, whether a housing strategy for a municipality, a business innovation strategy for an organization, or a strategic plan for a non-profit housing provider, we employ methods and tools from the practice of strategic foresight. Strategic foresight is a discipline providing a structured and systemic way of using signals, trends, and drivers of change in our external environment to build new ideas about the future and to anticipate and better prepare for change. Through foresight, we build desirable future scenarios and explore plausible futures that could arise in the housing and homelessness sectors.

Some of the tools and methods we would propose using for this strategic planning exercise include backcasting (a consensus building tool for a group to determine a shared vision and mapping a way to navigate to that vision), the futures triangle (used to identify plausible futures that may emerge at the intersection of future, present, and past trends), and scanning for signals, trends, and drivers of change.

We've used strategic foresight methods in many of our strategic planning processes, including most recently with Victoria Park Community Homes (2022) and Canadian Housing and Renewal Association (2023).

Recommended Approach and Methodology

Fostering an Inclusive, Human-Centred Strategy

Our human-centred co-design approach guides our engagement processes and the development of all deliverables for our work at SHS. We believe in harnessing the power of collaboration to achieve optimal outcomes for all our projects and clients. We prioritize maintaining open lines of communication, involving a wider stakeholder group early and often, and taking the time to develop a deep understanding of how our project will affect the people you serve. Our co-design approach allows us to:

- Use tools and techniques inspired by the field of design thinking to empower project participants to develop strategies and solutions with us;
- Escape from the typical meeting format, by incorporating creative problem-solving techniques in our project meetings; and
- Develop a final strategy, system, or product that genuinely reflects the thoughts, concerns, hopes, and needs of as many system stakeholders as possible.

Some of the tools and methods we often use for research and facilitation in strategic planning work include virtual collaboration tools such as Miro or other digital whiteboards, empathy maps to bring voices of people with lived experience into the planning process, and liberating structures methods such as world café, 1-2-4-all conversations, or the "what, so what, now what" conversation structure. These methods can all be used either virtually or in person.

Resources Required from PHC



We propose working closely with Peterborough Housing Corporation's Project Team and other staff to ensure we thoroughly understand the local context and challenges faced by PHC, obtain ongoing feedback and insights on our findings, engage with the community in a meaningful way, and produce a 5-year strategic plan that clearly guides PHC into its next phase of growth while ensuring alignment with its mission, vision, and values.

Here we outline some of the specific resources and support we will require.

Attendance at Project Meetings

We have designed the project to include regular touchpoints with the PHC Strategic Planning Committee to provide project updates, present key milestones, and receive strategic advice. The proposed meetings include:

- Project Kick-off Meeting
- Monthly Project meetings (6 total)

PHC Staff and Board Participation in Stakeholder Events

We have envisioned that PHC will be engaged through the Stakeholder events in several different capacities, including:

- Survey (staff, board members)
- Vision, Mission and Values Workshop #2 (PHC Strategic Planning Committee, potentially Board members and other leaders)
- Implementation Interviews (PHC operational staff and leaders)

Logistical and Budget Support for In-Person Events

We have assumed that PHC will provide logistical and budgetary support for the two in-person events (room bookings, refreshments, etc.) envisioned as part of this project:

- Vision, Mission and Values Workshop #1 (with PHC tenants)
- Vision, Mission and Values Workshop #2 (with PHC Strategic Planning Committee)

Support with Recruiting Stakeholders

This project would involve engagement with several diverse stakeholder groups (i.e., PHC tenants, staff, board members, community partners, relevant government agencies). We have assumed that PHC will support the SHS team in identifying and communicating with the relevant stakeholders.

Limitations or Concerns

The SHS team identified the following risks we envision in terms of the project's ability to remain on time and on budget. We are proposing steps to mitigate these risks.

Risk 1

There is a risk of encountering technological troubles and fatigue around participating in video conference workshops.

Mitigation Strategies

- The SHS team is willing to take the time to troubleshoot technology challenges with participants before any engagement event.
- The team will make every effort to design sessions that are engaging and energizing for participants, incorporating necessary breaks.

Risk 2

A wide diversity of viewpoints on the desired vision and outcomes could present potential conflict between project stakeholders when it comes to making decisions about the final recommendations and strategies proposed.

Mitigation Strategies

- The proposed engagement strategy allows participants to build on their ideas over the course of several moments of engagement.
- Prioritizing mixing stakeholder groups allow participants to share their diverse viewpoints early on, to find common ground.

Risk 3

When working with humans, and especially individuals who experience enhanced vulnerabilities or discrimination, there is always a risk of discomfort, of revealing one's identity to a project team, and of having to relive a negative experience through the process.

Mitigation Strategies

- This Team is committed to ensuring a safe and mutually beneficial engagement process with all stakeholders. We will develop our research methodologies with the principles of the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans Course on Research Ethics (TCPS 2: Core).
- This includes mitigating risk to participants through proper consent forms, confidentiality of data, and anonymity when required.

— Limitations or Concerns

Risk 4

With any complex project involving extensive multi-stakeholder meetings and engagement with people, there are always project management risks related to staying on time, on budget, and on task.

Mitigation Strategies

- Our team has adopted a project management approach, described in this proposal.
- By working flexibly and being able to adapt the tasks in our work plan to match emerging circumstances, our team is confident we will be able to deliver the promised activities and outcomes to the highest standard. We have incorporated regular check points along the way to ensure our project is on the right track.

Risk 5

There may be a need to accommodate different abilities and interests among engagement session participants.

Mitigation Strategies

We are committed to being flexible, adaptable, and accommodating to participants. The following strategies have been developed:

- Polling participants in advance on accessibility requirements and factors that may affect a person's ability to participate;
- Practicing active listening and empathy to "meet people where they are at"; and
- Providing participants with meeting materials to review in advance.

ADDITIONAL MATERIALS

Appendix

This Section

This section provides the following:

- Project Team CVs
- Appendix A: Acceptance of Terms
- Appendix B: Pricing Sheet



Christine Pacini

Partner



EDUCATION

Graduate Courses, School of Administration, Carleton University (1990–1992)

Bachelor of Arts (Specialized Honours) in Public Policy & Administration, York University (1985)

AWARDS

Canadian Institute of Planners Award of Excellence in Social Planning (2014)

Canadian Institute of Planners Award of Excellence in Social Planning (2010)

VOLUNTEER ACTIVITIES

Habitat for Humanity Canada, National Board of Directors (2022 to Present)

Habitat for Humanity GTA, Board of Directors (2010–2020), Chair (2018–2020)

Professional Summary

Christine Pacini has more than 35 years of professional experience in the areas of housing research, market analysis, policy development, program development and evaluation, governance and operational design, facilitation, strategic and business planning, project management and social purpose real estate development consulting.

Prior to establishing her consulting company, Christine was employed in both the public and private sectors. During her four years with the Ontario Ministry of Municipal Affairs and Housing, Christine worked in program development as a policy advisor and in program delivery as a program co-ordinator. While with The Starr Group, a planning and development consulting firm, Christine held progressively responsible positions, including Manager of the firm's Eastern Ontario office.

Christine is one of the two founding partners of SHS Consulting. Since its inception in 1999, she has directed and/or authored more than 250 consulting studies and 60 affordable housing development projects. Her past clients include the public sector, as well as a wide variety of not-for-profit organizations and private companies.

Christine has spoken at various conferences and workshops sponsored by Canada Mortgage and Housing Corporation, the Canadian Institute of Planners, the Ontario Professional Planners Institute, the Ontario Municipal Social Services Association, the Ontario Non-Profit Housing Association, the Housing Services Corporation, real estate companies and community organizations. Christine's presentations have focused on a range of topics including housing and homelessness strategies, seniors housing, regeneration of social housing properties, innovative financing tools for affordable housing development, and the private and public sector's future role in the development of affordable housing.

A detailed list of the studies Christine has directed and/or authored and samples of her work as a development consultant can be found in the next section followed by a summary of her professional work experience.



Project Experience

Housing Demand and Supply Analysis, Needs Assessments, Strategies, Action Plans

Study Director and/or author of more than 50 housing needs assessments and strategies for more than 40 municipalities in Ontario, Alberta, Nova Scotia, and New Brunswick, including: Akoma, Brantford-Brant, Bruce, Caledon, Chatham-Kent, Clare, Cornwall, Cumberland, Dieppe, Durham, Goulbourn, Gloucester, Gravenhurst, Fredericton, Haliburton, Halifax, Halton, Hearst, Lakeshore, Lambton, Leeds and Grenville, London, Markham, Middlesex Centre, Mississauga, Moncton, Muskoka, New Tecumseth, Newmarket, Niagara, Northumberland, Ottawa, Oxford, Peel, Pelham, Peterborough, Prescott-Russell, Renfrew, Richmond Hill, Simcoe, St. Thomas-Elgin, Stratford/Perth, Sudbury, Waterloo, Windsor-Essex, and York.

CHFC & UWGT – Affordable Housing Action Plan Ontario

Homelessness

- **County of Oxford**, Homelessness Response Strategy (2025)
- **Centre Francophone du Grand Toronto** (CFGT), Francophone Homelessness Inventory and Capacity Building in York Region (2024)
- **City of Ottawa**, Housing and Homelessness Plan (2019)
- **County of Northumberland**, Housing and Homelessness Plan (2019)
- **Niagara Region**, Older Adult Homelessness Research (2015)
- **United Way of York Region**, Community Plan to Address Homelessness in a Housing First Context: Baseline Data (2014)
- **Region of York**, Community Plan Assessment and Update (2001, 2003, 2006/2007, 2010)
- **St. Thomas and Elgin County**, Study on Homelessness (2009)
- **City and County of Peterborough**, Community Plan Update, SCPI Evaluation, and Community Plan Assessment, Community Advisory Board (2007)
- **Human Resources Development Canada**, Capacity of Ontario Municipalities to Address Homelessness (2002/03)
- **Region of Durham**, Homelessness Plan (2001)

Special / Unique Population Housing Needs

- **Akoma**, African Nova Scotia Housing Assessment and Strategy (2024)
- **Inclusion Canada** (formerly Canadian Association of Community Living), My Home My Community, Demonstration Project on Homeownership (2021)
- **Canadian Association of Community Living**, My Home My Community, Demonstration Project on Inclusive Housing Options (2019)
- **Canadian Association of Community Living**, My Home My Community, Asset Inventory (2018)
- **Town of Hearst**, Supportive Housing Study (2017)

- **Region of Peel**, Supportive Housing Needs Assessment and Action Plan (2016)
- **Toronto Community Housing Corporation**, Vulnerable Seniors Action Plan (2014)
- **AbleLiving**, In Home Care Research Study (2013)
- **AbleLiving**, Life Lease Housing: A Supportive Housing Model (2013)
- **Canada Mortgage and Housing Corporation**, Seniors Transition to Special Care Facilities (2011)
- **Canada Mortgage and Housing Corporation**, Updating the Publication *Housing for Older Canadians: The Definitive Guide to the over-55 Market* (2010)
- **Town of Orangeville**, Seniors Housing Needs Analysis and Strategy, (2010)
- **Region of York**, Supportive Housing Inventory (2007)
- **County of Simcoe**, Special Needs Audit (2007)
- **Region of York**, Inventory of Modified Social Housing Units (2005)
- **Region of Peel**, Peel Region Housing Options for Older Adults (2002/03)
- **Region of York**, Special Needs Housing Study (2000)
- **City of Toronto**, Study of Housing Needs in the Rail Lands, Special Needs Component (1987)

Policy Development, Program Design and Evaluation

- **Region of Halton**, Engagement Strategy and Housing Need Update (2024)
- **Canada Mortgage and Housing Corporation**, Systemic Barriers to Affordable Housing in Planning (2023)
- **Strathcona County**, Affordable Housing Incentive Programs Options (2023)
- **WoodGreen**, Housing Policy Review (2023)
- **City of Ottawa**, Inclusionary Zoning Assessment, Official Plan and Zoning By-law Policies (2022)
- **Region of Halton**, Housing Policy Framework (2022)
- **City of Toronto**, Evaluation of Shelter Design Guidelines: Facilitation of Stakeholder Feedback (2021)
- **County of Northumberland**, Development of Affordable Housing Incentive Program Guidelines (2021)
- **City of Richmond Hill**, Affordable Housing Strategy and Inclusionary Zoning Assessment (2021)
- **City of Toronto**, Shelter Guidelines sub-consultant to Hilditch Architect Inc. (2020)
- **City of Ottawa**, Coordinated Access Survey and Interviews (2019)
- **Capability / Able Living**, Evaluation of Collaborative to Deliver an Outreach Model of Care (2018)
- **City of Kawartha Lakes and County of Haliburton**, Affordable Housing Framework (2017)
- **WoodGreen Community Services**, Signals, Trends and Policy Directions in the Housing Sector (2017)

- **Region of Halton**, Review of Older Adult Services (2017)
- **National Housing Collaborative**, Social Housing Research for National Housing Strategy Submission (2016)
- **County of Northumberland**, Third Party Review of Investment in Affordable Housing Proposals for Funding (2016)
- **Region of Peel**, Supportive Housing Demand and Supply Analysis and Action Plan (2016)
- **Region of Peel**, Affordable Housing Decision Matrix and Tools (2016)
- **City of London**, Community Basic Needs Review (2015)
- **360° kids**, Dietary and Technology Plans for Richmond Hill Hub (2015)
- **Cheshire London**, Analysis of Fire Code Regulations on Care Occupancies (2015)
- **Canadian Mortgage and Housing Corporation**, Update of Affordable Housing Strategies and Case Studies (2014)
- **City of Toronto**, Policy Review – Affordable Ownership Definition Policy (2014)
- **City of Vaughan**, Secondary Suites Policy Study (2014)
- **Region of Peel**, Choice Based Leasing Program Design (2014)
- **Region of Peel**, Affordable Housing Development Program Design (2014)
- **Region of Peel**, Peel Renovates Program Design (2013–2014)
- **Ministry of Municipal Affairs and Housing**, Evaluation of Two Housing Allowance Programs (STRSP and ROOF) (2012)
- **Region of Peel**, Rental Assistance Program Design (2012)
- **Region of York**, Community Funding Program Review (2012)
- **Supported@Home Burlington**, Service Delivery Model (2012)
- **Region of Peel**, Housing Investment Plan (2011)
- **Town of Markham**, Shared Housing Policy Review (2011)
- **Peel Public Health**, Peel Healthy Communities Partnership Community Plan, including Community Service Provider Conversation and Community Picture (2010/2011)
- **City of Brantford**, Municipality of Chatham–Kent, Region of Halton, Region of Peel, Consulting Services for Preparation of Affordable Housing Program Request for Proposals, (2009–2013)
- **City of Hamilton**, Preparation of Request for Proposals for Ownership and Operation of First Place Hamilton and Evaluation of Submissions (2007/2008)
- **Social Housing Services Corporation**, Preparation of Expression of Interest and Request for Proposals for Social Housing Insurance Program Broker Services and Evaluation of Submissions (2007/2008)
- **Region of Halton**, Best Practices and Financial Analysis of Capital Revolving Funds and Land/Building Pooling (2007/2008)
- **Region of Halton**, Policy Options for the Conversion and Demolition of Rental Housing (2007)
- **Region of Halton**, Durable Halton – Housing Directions Report (2006 to 2007)

- **Service Manager Housing Network**, Recommended Changes to the Social Housing Reform Act and Regulations (2006)
- **City of Brantford**, Affordable Housing Delivery Plan (2006)
- **Region of York**, Affordable Housing Delivery Plan (2006)
- **Ottawa Community Housing Corporation**, Safer Communities Program (2005)
- **City of Toronto**, Second Suites Review (2004)
- **City of Toronto**, Rooming House Study (2003)
- **Ministry of Education**, Program Evaluation of Schools That Need Extra Help (2003/05)
- **Social Housing Services Corporation**, Development of a Comprehensive Insurance Program and Request for Proposals (2002/03)
- **City of Ottawa**, Development of Local Policies in Social Housing (2002)
- **City of Ottawa**, Policy Review of Age-Mixed Buildings in the Ottawa Housing Corporation (2002)
- **Habitat Services**, Study to Analyze Per Diem Subsidy Rates Paid to Boarding Homes in the City of Toronto (2000)

Governance, Organizational Design and Review

- **Nepean Housing Corporation**, Amalgamation Best Practices (current)
- **Ottawa Social Housing Network**, Business Case for Establishment of Funded Network (2023)
- **City of Hamilton**, Operational Review of CityHousing Hamilton (2016)
- **City of Hamilton**, Ontario Works Organizational and Business Plan Review (2016)
- **Region of Niagara**, Social Assistance and Employment Opportunities Staffing Level Review (2015)
- **Cheshire Independent Living Services**, Amalgamation of Affiliated Corporations (2013–2014)
- **Region of Peel**, Disentanglement of Region of Peel Housing From Peel Living (2012)
- **York Region Rapid Transit Corporation**, Project Charter (2010)
- **Region of Halton**, Exploring Halton Community Housing Corporation's Development Capacity (2007/2008)
- **City of Cornwall**, Cornwall and Area Housing Corporation Operational, Service Delivery and Governance Review (2007/2008)
- **Service Manager Housing Network**, Service Manager Proposed Changes to Social Housing Reform Act Regulations (2006)
- **Society of Energy Professionals**, Governance Review and Audit (2006)
- **City of Hamilton**, Coordinated Access Service Delivery & Governance Review (2003/04)
- **City of Windsor**, Corporate Review of Municipally-Owned Housing Corporations (2003)
- **Ontario Regions Social Housing Group**, Organizational Model for Service Manager Housing Network (2003)

- **Ministry of Education**, Program Evaluation of Schools That Need Extra Help (2003 to 2005)
- **Ministry of Municipal Affairs and Housing**, Local Housing Authority and Non-Profit/Co-operative Operational Reviews (2000/2001)
- **Counties of Dufferin**, Northumberland and Renfrew, Implementation of Business Transfer Plans (2001/02)
- **Ontario Non-Profit Housing Corporation**, Summary and Analysis of Social Housing Business Transfer Plans Prepared By 47 Service Managers (2001)
- **Renfrew County, Dufferin County, Bruce County, Huron County, City of Stratford, City of Greater Sudbury, Municipality of Kawartha Lakes and Durham Region**, Social Housing Business Transfer Plans (2001)

Strategic and Business Planning

Study Director and/or author of more than 25 business plans for housing developments including Anduhyaun Inc., CANES, Community Head Injury Resources, Crown Heights Co-operative, Elgin St. Thomas Housing Corporation, Helen Homes, Hesperus Village, Home on the Hill, Kingston & Frontenac Housing Corporation, LOFFT, Markham Interchurch Committee for Affordable Housing, Nellies Women's Shelter, PACE, Scarborough Support Services, Seeley's Bay Seniors, South Dumfries Non-Profit, St. John the Evangelist, Supported@Home, Nottawasaga Futures, West Toronto Support Services, Women's Habitat, Youth Opportunities Unlimited.

- **United Way Greater Toronto**, Housing Blue Print (2023)
- **City of Peterborough**, Update to Peterborough Housing Corporation Capital Plan (2023)
- **Centre Francophone du Grand Toronto (CFG)**, Housing Development Strategy and Feasibility (Sub to Solstice) (2021)
- **Covenant House Toronto**, Acquisition Strategy (2021)
- **Houselink and Mainstay Inc.**, Inaugural Board Retreat on Governance and Research on Housing Development Entities (2021)
- **Kerry's Place**, Housing Strategy Phase 1 (2021)
- **Les Centres d'Accueil Héritage**, Expanding Supportive and Affordable Housing Services for Francophone Seniors in the GTA – sub-consultant to Solstice Public Affaires (2020)
- **Mainstay Housing**, 10-Year Housing Development Plan (2020)
- **Prince Edward Lennox and Addington Social Services**, Revitalization Plan – sub-consultant to Re/Fact Consulting (2019)
- **Oakville**, Older Adults Services Review and Strategy (2017)
- **Peel Living**, Tenant and Community Value Design and Strategic Plan (2016)
- **Voice of Vedas Cultural Sabha**, Strategic Plan (2011)
- **Provincial-Municipal Housing and Homelessness Consolidation Working Group**, Consolidated Housing and Homelessness Program Visioning Session and Framework (2009)
- **Region of Halton**, Business Plan for the Temporary and Long Term Use of the Department of National Defence Surplus Site (2007/2008)
- **City of London**, London Homeless Coalition Strategic Planning Session (2007)

- **SoHo Insurance Company**, Strategic Plan (2006)
- **Simcoe County Training Board**, Trends, Opportunities and Priorities (TOPS) Report (2005)
- **Community Services Advisory Committee**, Strategic Plan and 2003 Community Services Plan (2002/2003)
- **Renfrew County, Dufferin County, City of Stratford and City of Greater Sudbury**, Social Housing Business Transfer Plans (2001)
- **Ontario Professional Planners Institute**, Municipal Role in Meeting Ontario's Affordable Housing Needs – A Handbook for Preparing a Community Strategy for Affordable Housing and An Environmental Scan of Municipal Initiatives and Practices (2000)
- **Simcoe County Training Board**, Environmental Scan and Local Area Plan (1999 to 2000)
- **Christian Horizons**, Business Plan for the Relocation of the Port Hope Facility (1997)

Business Model Innovation / Solutions Labs

- **Blue Door Shelter**, Housing for All Land Trust Implementation (2025)
- **National Housing Council**, Right to Housing (2023)
- **Blue Door Shelter, Habitat for Humanity GTA, Co-operative Housing Federation** – Toronto, Land Trust Demonstration Project (2023)
- **Blue Door Shelter and Habitat for Humanity GTA**, Solutions Lab on Shelter to Homeownership (2022)
- **Reena and Safehaven**, Affordable Housing for Social Inclusion (2022)
- **Sistering**, Creating Home Together (2022)
- **Ontario Non-Profit Housing Association**, Community Housing for the Future: Taking *Collective* Action Toward Resiliency (2022)
- **Toronto Council on Aging**, Citizen Led Design (2022)
- **Durham Family Resources**, Let's Talk Home and Community (2022)
- **Peel (Region of)**, Igniting Seniors Housing Possibilities (2022)
- **Wellesley Institute**, Solutions Lab on Healthy Housing Quality (2020)
- **Canada Mortgage and Housing Corporation**, Canada Housing Benefit Mini Solutions Labs for British Columbia (2020)
- **Canada Mortgage and Housing Corporation**, Canada Housing Benefit Solutions Labs for Yukon, Saskatchewan, Nova Scotia and Newfoundland and Labrador (2019)
- **Ottawa Community Housing**, Business Model Innovation Strategy (2018)
- **Raising the Roof**, Reside Initiative (2017–2018)
- **Habitat for Humanity Halton–Mississauga**, Business Transformation Study (2017–2018)
- **Peel Living**, Tenant and Community Value Design and Strategic Plan (in partnership with Ernst & Young; 2017)
- **Peel Living**, Service Delivery Model Review (2016)
- **Brain Injury Services and HNHB LHIN Advisory Committee**, Facilitation and Development of Service Delivery (2013)

- **City of London**, A Business Case for a Housing Development Corporation (2013–2014)
- **AbleLiving & Peel Halton Dufferin Acquired Brain Injury Services**, Collaborative Service Delivery Model (2014)
- **360° kids**, Logic Model – Services of Victims of Human Trafficking (2014)
- **Community Partnership For Independence (AbleLiving, Cheshire, March of Dimes, CNIB, CityHousing Hamilton, CCAC, St. Joseph’s Hospital)**, Collaborative Vision, Mission, Values and Service Delivery Model (2012)
- **Supported@Home Burlington (AbleLiving, Cheshire, March of Dimes, MS Society, Rotary, CCAC, Joseph Brant Memorial Hospital)**, Collaborative Vision, Mission, Values and Service Delivery Model (2008 to 2011)

Facilitation, Engagement, and Toolkits

- **Habitat Greater Ottawa**, Business Model to Scale (2024)
- **Bruce County**, Toolkits on Affordable Housing (2022)
- **Canada Mortgage and Housing Corporation**, Canada Housing Benefit Co-Development with Province of British Columbia (2019)
- **Sidewalk Labs**, Family Lifestyles Design Research and Study (2018)
- **Bruce County and Grey County**, Early Years Engagement with Indigenous Communities (2017)
- **Ontario Non-Profit Housing Association**, Facilitation of Board Planning Day (2015)
- **Bruce County**, Facilitation of Priority Setting for Long Term Housing Strategy Actions (2014)
- **Region of York**, Facilitation of Community Consultation Sessions on Housing and Homelessness Plan and Homelessness Operational Reforms (2012 to 2013)
- **Supported@Home Burlington**, Listening to Learn (2012)
- **City of Mississauga**, Stakeholder Forums on Second Units (2012)
- **County of Bruce**, Human Services Integration Workshop (2012)
- **Housing Services Corporation**, Group Insurance Program Consultations (2012)
- **Markham Interchurch Committee for Affordable Housing (MICAH)**, Community Forum on Engaging the Markham Community in Meeting the Need for Affordable Housing (2011)
- **Woodgreen Community Services**, Homeward Bound How-to-Kit (2011)
- **Canada Mortgage and Housing Corporation**, National Webinar on Preparing a Business Plan (2012, 2011)
- **Region of York**, Development and Implementation of Consultation Process with Staff, Clients and Community Agencies for the Community and Health Department’s Multi-Year Plan, (2009)
- **Erie St. Clair Community Care Access Centre**, Facilitation of Community Summit on Healthy Communities (2009)
- **Municipality of Chatham-Kent and Canada Mortgage and Housing Corporation**, Facilitation of Housing Forum (2009)

- **Ontario Municipal Social Services Association**, Design of Social Housing and Homelessness Conference (2007)
- **Ontario Non-Profit Housing Association**, Exploring Development Option (2007)
- **Forum on Social Housing and Homelessness**, Recommend Service Manager SHRA Regulation Changes (2006)
- **Canada Mortgage and Housing Corporation**, Strategic Planning and Business Plan Development (2004)
- **Canada Mortgage and Housing Corporation**, Strategies for Gaining Community Acceptance (2004)
- **York South Simcoe Training and Adjustment Board**, Catalogue of Skilled Trade Profiles in York Region and South Simcoe (2003/2004 Update)
- **Simcoe County Training Board**, Employment Needs of Persons with Disabilities and Catalogue of Employment Supports and Services for Persons with Disabilities (2001)
- **Ministry of Municipal Affairs and Housing**, Various Social Housing Business Transfer Workbooks, Manuals and Training Sessions (2000/2001)
- **Simcoe and Muskoka Literacy Network**, Social Marketing and Outreach Campaign (1999 to 2000)
- **Ontario Ministry of Municipal Affairs and Housing, Education**, Training & Marketing Strategy for One-Window Planning Service and Municipal Plan Review (1999)
- **Ontario Ministry of Municipal Affairs and Housing**, Working With The Portfolio Operating Agreement (1995)
- **Township of Cumberland**, Residential Intensification Public Education Program (1992)
- **CMHC**, Self-Help Housing Workshop and Publication (1991)
- **City of Toronto**, Supportive Housing Facilities Study – Communication Strategy (1991)
- **Municipality of Metro Toronto**, Housing Along Major Roads in Metropolitan Toronto – Marketing Strategy (1990)

Community Infrastructure, Hubs, Age-Friendly

- **Town of Oakville**, Age Friendly Needs Assessment (2016)
- **County of Northumberland**, Community Hub Feasibility Study (2016)
- **Town of Markham**, Community Infrastructure Strategy Background Report, Town of Markham (2011)
- **Region of Halton**, Community Infrastructure Guideline (2010)
- **City of Toronto**, Community Services Policy and Planning Study – Literature Review (1990)
- **City of Etobicoke**, Community Services Study in Lakeshore Community Area (1990)

Survey Research

- **Ontario Non-Profit Housing Association**, Waiting List Survey (2013, 2014)

- **Housing Connections**, Survey of Applicant Households on the Centralized Waiting List (2007)
- **Simcoe County Training Board**, Labour Market Inventory (2003)
- **Region of Peel**, Peel Region Housing Options for Older Adults (2002/03)
- **City of Ottawa**, Policy Review of Age-Mixed Buildings in the Ottawa Housing Corporation (2002)
- **Simcoe County Training Board**, Study of Apprenticeship in Simcoe County (2002)
- **York Region Children Services**, All Our Kids AOK Community Survey (2001)

Economic, Financial and Market Analysis

- **Cooperative Housing Federation of Canada & United Way Greater Toronto**, Affordable Housing Action Plan for Ontario (2025)
- YWCA Toronto, Financial Review (2024)
- **Home Ownership Alternatives**, Market Analysis (2024)
- **Spruce Lodge Non-Profit Housing**, End of Mortgage Feasibility Study (2021)
- **Region of York**, Cost of Inaction (2017)
- **City of Mississauga**, Update of Housing Targets, Incentives for Affordable Housing and Cost of Inaction Projects (2015 to 2016)
- **Manitoba**, Best Practices and Financial Models for Co-op Housing (2016)
- **City of Brantford**, Financial Viability of Purchasing Existing Affordable Housing Projects (2008–2013)
- **Ontario Non-Profit Housing Association**, Addressing Ontario's Most Critical Housing Issues (2013)
- **Canada Mortgage and Housing Corporation**, Challenges of Financing Market Housing in Northern Canada (2012)
- **Region of Halton**, Financial Analysis of Options for Funding Capital Repairs of Social Housing (2010)
- **Region of Halton**, Financial Impact of Halton Housing Tax Policies (2009)
- **Niagara Regional Housing**, Comprehensive Financial Plan (2009)
- **Region of Halton**, Rental Tax Policy Study, (2009)
- **Town of Richmond Hill**, Socio Economic Study (2007)
- **Region of Halton**, Best Practices Review and Financial Analysis of Selected Housing Strategies (2005/2006)
- **South Simcoe, Georgina, Brock and East Gwillimbury Region**, Nottawasaga Community Economic Development Corporation and Georgina Association, Business Economic Issues and Opportunities (2003)
- **City of Toronto**, Developing Affordable Housing Data, Indicators and Models (2002/03)
- **Simcoe County Training Board**, Environmental Scan (1999)
- **Canadian Forces Housing Agency**, Housing Requirements Study for the Ontario Region including CFB Borden, Kingston, Trenton, London, North Bay, Petawawa, Meaford, Hamilton (1999 to 2000)

- **Canadian Equipment Industry Training Committee**, People and Technology, The Future of Work in the Canadian Equipment Industry (1999)
- **Human Resources Canada**, Development of an Industry Profile for the Midland, Orillia, Bracebridge, and Barrie HRDC Areas (1999)
- **Trade and Tourism**, Information Technology Capabilities Study, Ontario Ministry of Economic Development (1998)
- **Interim Place**, Feasibility Study for Relocation of South Mississauga Facility (1998)
- **Private Developer**, Development Options For Privately-Owned Site In Mississauga (1997)
- **Chubb Insurance Company of Canada**, Business Opportunities, Profiles of Selected Ontario Municipalities (1997)

Social Purpose Real Estate Development Consulting, Project Management and Feasibility Analysis Work

Christine Pacini has coordinated the development of more than 60 community housing projects. She has provided the full range of development consulting services to a range of clients (local housing corporations, private non-profits, charitable agencies) for many building types, including shelters, social / affordable townhouse and apartment buildings for a range of population groups (e.g. seniors, singles, youth, families, persons with physical disabilities, intellectual disabilities, persons with mental illness), as well as complementary buildings such as day care centres, congregate dining facilities, and programing and outreach facilities, and administrative offices. Services she has provided her clients include: project feasibility (including pro forma development and market analysis); overall project management; board development and training; community relations; site selection and negotiation of agreement of purchase and sale; securing planning approvals including minor variance, severance, rezoning, site plan approval; tendering of professional services and negotiation of contracts (i.e. architect, civil engineer, surveyor, appraiser, traffic/parking consultant, arborist, cost consultant, solicitor, property management); advice on construction procurement approaches; assistance with tendering and/or negotiation of construction contract (i.e. design/build, pre-qualified tender, construction management); development of management plans and marketing strategies; securing government funding, arranging private financing, securing loan guarantees, and ministerial consents; preparation and monitoring of capital budgets and schedules; and preparing for operation phase.

Christine provides advisory services to a range of charitable and private companies, including Bloor Street United Church, Richmond Hill United Church, Mainstay Housing, Les Centres d'Accueil Héritage, Podium Development, JvD Development. Recently she has also assisted a number of long term care facilities with recent applications for funding from the provincial government and is working with Shalom Village and Thrive Group on the development of their LTC facilities.

Christine has also provided consulting services to Municipal Service Managers on various aspects of the Canada-Ontario/Investment in Ontario Affordable Housing Program, including developing RFP documents and evaluation of submissions. Christine has also led a range of feasibility and capital planning related studies as follows:

- **Les Centres d'Accueil Héritage (CAH)**, Supportive Housing Development Advisory Services (ongoing)

- 
- **West Neighbourhood House**, Feasibility Study + Advisory Services (ongoing)
 - **Mainstay Housing**, Feasibility and Pro Forma Analysis on Toronto Housing Now sites and other Advisory Services (2019 to current)
 - **Vanier Community Services Centre**, Feasibility Study (2024)
 - **York Region Survivors of Sex Trafficking Committee**, Business Plan for Crisis House (2022)
 - **Community Living Cambridge**, Feasibility Study for Development of Affordable Housing Project (2022)
 - **Parkdale Queen West Community Health Centre**, Feasibility Analysis (2023)
 - **The Nourish and Develop Foundation**, Feasibility and Funding for Shelter (2023)
 - **Wigwamen Incorporated**, Feasibility, Funding and Development Consulting Advisory Services for a Range of Affordable Housing Developments for Indigenous People (2019 to current)
 - **Habitat for Humanity Heartland**, Advisory Services for Multi-Residential Development (2020-2022)
 - **Sojourn House**, Feasibility Analysis (2022)
 - **Rekai Centre**, Feasibility Analysis for Supportive Housing Project (2022)
 - **Centre Francophone du Grand Toronto (CFGT)**, Strategy and Feasibility Study for New Development (Sub to Solstice) (2021)
 - **Raising the Roof**, Orillia Development Advisory Services (2021)
 - **Covenant House Toronto**, Advisory Services on Supportive Housing Opportunities (2021)
 - **Youth Without Shelter**, Feasibility Study (2020)
 - **Raising the Roof**, Feasibility Study for Reside Initiative (2019)
 - **Sidewalk Labs**, Affordable Housing Research and Financial Analysis (2019)
 - **Sailivik Society Elder Care Centre**, Feasibility Study (2017)
 - **Regeneration Outreach**, Capacity Building and Feasibility Study for Supportive Housing (2017)
 - **Peterborough Housing Corporation**, Capital Financing and Community Revitalization Plan (2016)
 - **Hamilton Community Foundation**, St. Helen's Feasibility Study sub-contractor to Purpose Capital (2016)
 - **Caledon Housing Initiative**, Feasibility Study of Ownership Housing for Persons with Developmental Disabilities (2016)
 - **Northumberland**, Community Hub Feasibility (2015)
 - **Community Living Hamilton**, Feasibility Study for Respite Beds, Outreach and Administration Facility (2015)
 - **Cota**, Relocation of Supportive Housing Feasibility Plan (2015)
 - **Community Living Newmarket & Aurora District**, Feasibility of Purchasing and Renovating a Facility (2014)
 - **Stanley Knowles Co-operative**, Feasibility Scenarios for End of Operation Agreement (2103)
 - **York Region**, Campus Plan for 18838 Highway #11 (Blue Door Shelter) (2010)

- **West Toronto Support Services**, Feasibility Assessment and Proposal for New Office Building (2010)
- **Participation House Brantford**, Short and Long Term Strategies for the Relocation of Existing Housing Units (2010)
- **Canadian Mental Health Association of York Region**, Facilities Assessment and Long-Term Co-Location Strategy (2008)
- **Yellow Brick House**, Capital Needs Assessment (2007)
- **Durham Region**, John Howard Society Facility Options Study (2005)
- **Transitional Supportive Housing and Services of York Region**, Family Shelter Functional Plan (2005)

Work Experience

Partner, SHS Inc. (1999–present) | President, Christine Pacini & Associates Inc. (1996–Present)

Christine has directed and/or authored more than 200 consulting studies on a host of key community issues, primarily focused on housing policy and research, and project managed about 50 social / affordable housing development projects. Christine's past clients include a range of federal and provincial ministries, departments and crown corporations; more than 50 municipalities across Canada; sector organizations such as the Ontario Non-Profit Housing Corporation; a wide range of municipal, non-profit/co-op and private housing providers; long term care and supportive housing operators; and a variety of community-based service organizations. Christine's study related work experience is in the areas of research and policy analysis, program development and evaluation, strategic and business planning, financial modelling, and business model innovation. Christine also has extensive experience in all aspects of community engagement and public consultation, from the facilitation of small focus groups, to large public consultation sessions involving upwards of 100 individuals.

Between 1998 and 2000, Christine worked on a part-time basis with a City of Toronto Councillor as his Special Assistant on housing issues. In this capacity, Christine provided advice on housing issues dealt with by the Board of Directors of the Ontario Housing Corporation, Toronto Housing Company and the City of Toronto's Capital Revolving Fund Advisory Committee.

Policy Advisor/Program Co-ordinator, Ontario Ministry of Municipal Affairs and Housing (1992–1996)

While at the Ministry, Christine worked as a program co-ordinator and a policy advisor. As a program co-ordinator, her work involved: assisting a range of municipalities and community organizations in providing direction and advice on issues related to housing development; coordinating the input of a range of technical and other professional resources, as well as regulatory bodies; representing the Ministry in construction contract negotiations with developers, builders and community groups; reviewing and making recommendations for the approval of housing proposals from non-profit groups; providing information and advice on contentious program related issues/policies and project-specific concerns to the Minister's office, senior management and other ministries; and making recommendations to the Minister on projects to receive provincial funding.



As a program policy advisor for the Ministry, Christine was involved in the design of the jobsOntarioHomes program, in particular with: preparing supporting documentation; researching program issues; developing regional procedures; training regional office staff; and implementing program design. Christine was responsible for the preparation of two publications: *Ministry Requirements of the Portfolio Operating Agreement* and *Working with the Portfolio Operating Agreement and Ministry Requirements*.

Manager/Senior Consultant, The Starr Group, Planning and Management Consultants (1985–1992)

Christine contributed to the preparation of more than two dozen studies, reports and proposals for funding while she was employed with The Starr Group. Her clients included a range of municipal, provincial and federal departments, as well as not-for-profit community organizations. Christine was also responsible for the co-ordination of the development of about two dozen non-profit housing projects across Ontario. Some of the services Christine provided her non-profit clients included: overall project management, board development and training; community relations; site selection; development of management plans and marketing strategies; tendering for professional services; arranging for financing; tenant selection and intake; and the preparation and monitoring of budgets and schedules.



Laura Stavro-Beauchamp



Manager, Housing Innovation

EDUCATION

Master of Design in Digital Futures Initiative, OCAD University (Toronto, 2015)

Post-Graduate in Journalism, London School of Journalism (London, UK, 2007)

Bachelor of Arts in Political Science, Dalhousie University (Halifax, 2006)

PROFESSIONAL CERTIFICATIONS

Visual Design, General Assembly (2021)

Business Innovation, IDEO U (2020)

Foundations of Creative Leadership, IDEO U (2020)

VOLUNTEER WORK

External Equity Committee Lead, Palmerston Junior Public School Parent Council (2019 present)

Build Participant – Attiwapiskat, Design Points North (2012)

Committee Member, Canadian Opera Company (2012)

Childcare Volunteer – Cochabamba Bolivia, Projects Abroad (2010)

Walk & Explore Creative Volunteer, The Children's Society (2008-2009)

Building & Site Volunteer, Habitat for Humanity GTA (1999-2005)

Professional Summary

Laura joined SHS as Housing Innovation Manager, a researcher and evangelist of Human-Centred Design she believes that bringing previously unrepresented voices into the design process will result in kinder, stronger, and more efficient systems, services and products. Laura has a Masters of Design, Digital Futures Initiative, a post graduate certificate in Journalism, and a BA, Political Science.

She has spent the past decade working with government, institutions, startups and corporate clients training and coaching executives and teams in innovation methodologies including Human-Centred Design, Equity-Centred Design, Behavioural Design, and Lean Startup.

Among past clients are the Government of Ontario, TVO, CFC Media Lab, RBC, AB Inbev, Kraft Heinz, and American Family Insurance. She has also taught undergraduate students at OCAD University. Areas of particular interest include equity centred and inclusive design, Truth & Reconciliation, the decolonization of research practices, social impact innovation, tech ethics, collaborative innovation, systems approaches, and venture design.

Project Experience

Policy and Research

- **Akoma Holdings**, African Nova Scotian Housing Strategy (ongoing)
- **UJA of Greater Toronto**, Housing Strategy (ongoing)

Work Experience

Senior Consultant, *Doblin, a Deloitte company* (2021 – 2023)

While at Doblin Laura led the community's inclusive design practice with a focus on equity-centred and decolonized design approaches. She led project work on multiple public sector transformation efforts including research to inform provincial digital modernization efforts. Alongside this Laura crafted and facilitated multiple HCD 101 and Equity-Centred Design workshops for public and private sector clients and built Deloitte Global's first AI 101 learning experience for internal and external clients.



Co-Founder and Research Lead, *Early Doors Ventures* (2020 – 2021)

As co-founder and Research Lead at Early Doors Ventures Laura built the venture design and validation process for the studio by establishing the principles and process of problem discovery, user research, and the early validation of ventures based on Lean Startup and Human Centred Design.

As part of this role she founded JUICEBAR, a studio led venture for content-based service providers in the B2B2C eCommerce space. In this role she led research and validation – interviewing and surveying users, building a co-creation program with power users, creating and testing prototypes and overseeing development of the MVP.

New Ventures Director, *Highline Beta* (2018 – 2020)

As new ventures director, Laura worked with corporate partners to identify areas of strategic interest for them to explore as they considered the transformation of their businesses and industries within a changing world.

She supported partners in integrating Lean Startup and Design Thinking methodologies into their businesses. Part of this work included leading Lean Startup and ideation boot camps as a means of introducing leaders and their teams to the process, methods, and mindsets associated with iterative testing and design thinking.

Throughout, she worked as a coach, advising and supporting teams as they moved through the various stages of validation and testing, with the goal of meaningful innovation through venture co-creation. I also conducted independent research as part of the Highline BETA teams that engage in venture co-creation and discovery work.

Associate, *Learning Strategies & User Centered Design, Six Trends Inc.* (2017 – 2018)

While at Six Trends Laura collaborated with leadership at University of Nebraska to shape Emerging Media Arts curriculum based on tenets of education and experience design. She oversaw the design and execution of the Expiry Dates exhibit at EDIT: Expo for Design, Innovation & Technology (35,000 visitors over 10 days) which included the management of a team of 20 contractors, technologists and volunteers.

Strategist, User Research and Organizer, *Kids x Tech, YouX Ventures.* (2017)

While on contract at You X Ventures Laura devised and implemented a user research program to inform the product design of a nutrition and fitness app. She also led the strategy and implementation of Kids x Tech events. This included sponsor and community outreach, research and presentations for meetups and typical event related logistics and planning. She also facilitated sessions on Ethical Design in Kids Technology and interviewed partners in the space.

User Experience Researcher, *CFC Media Lab.* (2017)



As a user experience researcher Laura worked with program mentor Suzanne Stein to facilitate user experience testing for LARGE, an Augmented Reality app being developed as part of the CFC media lab's IdeaBoost program.

Sessional Instructor, OCAD University. (2016)

As a sessional instructor my role was to work as part of a team of two professors to deliver an informative and engaging course to fourth year undergraduate students at OCAD University. My main responsibilities include planning and delivering relevant and timely lecture material, choosing informative readings, creating and grading educational assignments, supporting students with academic concerns and organizing seminar opportunities and arranging for interesting field trips and guest speakers that keep students engaged and excited about the future of leadership and digital design.

Workshops included horizon scanning and trend identification, theory of change strategy planning and team building and conflict resolution techniques.

Project Manager, Instructor, and Researcher, OCAD University. (2013–2015)

As an implementation project manager for the Digital Futures Initiative. Under the supervision of program chair Tom Barker, Laura managed communication and relationships between the City of Toronto, OCAD, Union Station, artists, on site staff and the construction contractors. She was also in charge of overseeing the installation, maintenance and strike of the digitally integrated piece while keeping in mind the physical and technological limitations of the Union station's Great Hall.

She also worked with the department to implement digital training for TVO which included co-teaching three courses, Writing the Web, Audience as Integral and Business Disruption and Advanced Digital Futures. The training won the industry's top Wow! award for excellence from Canadian Society for Training and Development in 2014.

Laura also conducted research to gain a greater understanding about innovation at OCAD U and awareness of the university's incubator The Imagination Catalyst. During the contract period she compiled and analyzed the interview findings and created a report and recommendations that were presented to the incubator's director as guidance for better integration of the Imagination Catalyst into faculty and student life on campus.

Feasibility and Concept Design & Research, Jason Bruges Studio – London, UK. (2014)

While at Jason Bruges Studio Laura developed design principles for a project focused on providing a fun but calming environment for children and their families as they were dealing with illness. As part of a collaborative team, she conducted research and assisted with site planning, concept design and other related project research in line with the aims dictated by the client institution's project brief.



Helen Harris

Principal, Housing Policy and Research



EDUCATION

Master of Public Policy and Administration, Toronto Metropolitan University (formerly Ryerson University) (2017)

Master of Social Work, Social Justice and Diversity, University of Toronto (2013)

Bachelor of Arts, Psychology, Research Specialization, Wilfrid Laurier University (2011)

PROFESSIONAL AFFILIATIONS

Chartered Housing Professional Designation, Chartered Institute of Housing (2020)

VOLUNTEER WORK

Committee Member, Policy Committee, Ontario Non-Profit Network (2019-2021)

Board Member, YMCA of Owen Sound Grey Bruce (2013-2015)

Research and Administrative Assistant, The Canadian Arab Institute (2012-2013)

Professional Summary

As SHS' Principal, Housing Policy and Research, Helen project manages interdisciplinary teams on a diverse range of housing policy and research projects, and plays a key role in developing and shaping strategic directions, intent and desired impact to support housing opportunities across Canada.

Helen has ten years of experience in social and housing policy and program delivery. She brings a deep understanding of community housing having focused her career in various frontline, policy and leadership roles in this sector. Before joining SHS, Helen spent over five years working in progressive roles at the Ontario Non-Profit Housing Association (ONPHA). She began as a Policy and Research Advisor where she led the organization's policy analysis work and developed recommendations to respond to a diverse range of housing issues. Most recently she held the role of Senior Manager, Policy, Research and Education where she led organizational priorities and provided strategic direction through major sectoral shifts. During her tenure with ONPHA, Helen led a number of key initiatives and projects including: ONPHA's rapid response to support community housing providers through Covid-19; the development of an Affordable Housing Plan for Ontario; the development of an Urban and Rural Indigenous Housing Plan for Ontario along with a subsequent Implementation Plan; education courses in rent-geared-to-income administration; and a Solutions Lab (delivered with SHS Consulting) focused on Community Housing for the Future.

Prior to joining ONPHA, Helen worked in frontline community housing roles with the YWCA Toronto and the Bruce County Housing Corporation.

Project Experience

- **Ottawa Social Housing Network**, Business Case (ongoing)
- **Akoma Holdings Inc**, African Nova Scotian Housing Strategy (ongoing)
- **Beaumont Alberta**, Housing Supply Challenge (2022)
- **Blue Door**, CMHC Demonstration Project – Land Trust (ongoing)
- **Canada Lands Company**, Strategic Plan (ongoing)
- **Canada Mortgage and Housing Corporation (CMHC)**, Systemic Barriers to Affordable Housing in the Land Use Planning System (ongoing)
- **Jake's House**, Housing Model Evaluation (ongoing)
- **Town of Newmarket**, Housing Needs Assessment (ongoing)
- **Yonge Street Mission**, Housing Strategy (ongoing)

- **Beaumont Alberta**, Housing Supply Challenge (2022)

Work Experience

Senior Manager, Policy, Research and Education, *Ontario Non-Profit Housing Association (ONPHA) (2021 – 2022)* | **Manager, Policy, Research and Education**, *ONPHA (2019 – 2021)* | **Advisor, Policy & Research**, *ONPHA (2016 – 2019)*

Helen worked for the Ontario Non-Profit Housing Association (ONPHA) for more than five years where she held progressive roles beginning as Policy and Research Advisor and most recently holding the position of Senior Manager. As Policy and Research Advisor, Helen led ONPHA's policy analysis work and developed recommendations to respond to a diverse range of housing issues. In her capacity as Senior Manager, Helen led ONPHA's policy, research and education portfolios and managed a high-performing team of six policy, education and research advisors. Notably, Helen led a number of key initiatives and projects including: ONPHA's rapid response to support community housing providers through Covid-19; the development of an Affordable Housing Plan for Ontario; the development of an Urban and Rural Indigenous Housing Plan for Ontario along with a subsequent Implementation Plan; education courses in rent-geared-to-income administration; and a Solutions Lab focused on Community Housing for the Future.

Eviction Prevention Worker, *YWCA Toronto (Housing Administration Program) (2014 – 2016)*

Over her tenure at the YWCA Toronto, Helen developed and implemented a full range of eviction prevention policies and procedures, assisted tenants in understanding their rights and responsibilities under the *Residential Tenancies Act*, and appeared as the landlord representative in Landlord and Tenant Board matters.

Tenant Coordinator, *Bruce County Housing Corporation (2013 – 2014)*

During her time with the Bruce County Housing Corporation, Helen implemented a full range of tenant relations and supports including lease signing and move-in processes, arrears management and eviction prevention for 700 community housing units, spanning 13 rural communities.

Conference Coordinator, *Anti-Racist Multicultural Education Network of Ontario (2013)*

Helen was contracted by the Anti-Racist Multicultural Education Network of Ontario to coordinate all aspects of a policy-focused conference to address challenges related to implanting Ontario's Equity and Inclusive Education Strategy.

Master of Social Work (MSW) Practicum, *Ontario Human Rights Commission (2012 – 2013)*

During her practicum opportunity with the Ontario Human Rights Committee, Helen supported policy development activities through research, survey development, data analysis, outreach initiatives, and preparation of reports for senior staff and Commissioners. She also formulated responses to public inquiries regarding the *Ontario Human Rights Code* and Commission policies.

Appendix A: Acceptance of RFP Terms & Conditions

For consideration, please have this form signed by a person authorized to sign on behalf of the Proponent and to bind the Proponent to statements made in response to this RFP.

I/We have read and accept all the Terms and Conditions of this RFP 2025-001 – Strategic Planning Services document which includes the following sections:

Table of Contents

1.0	Overview
2.0	Background
3.0	Instructions to Proponents
4.0	Qualifications
5.0	Scope of Work
6.0	Evaluation & Selection Process
7.0	Desirable Criteria
8.0	Timeline
9.0	Negotiation of Contract & Award
10.0	Appendix A: Acceptance of RFP Terms & Conditions
11.0	Appendix B: Pricing Sheet
12.0	Appendix C: 2023 PHC Annual General Report

Proponent Name

Name

Title / Position

Telephone Number

Email

Address

By submitting a Proposal, the Proponent agrees that should its Proposal be successful, the Proponent will enter a Contract with PHC in accordance with the Terms of the Contract and Contract Documents of this RFP.



We thank you for the opportunity to submit this proposal for your consideration.

We look forward to hearing from you and are eager to take on this important work for Peterborough Housing Corporation.

Sincerely,

Christine Pacini, Partner, SHS Inc.

E: cpacini@shs-inc.ca

T: 905-763-7555, x.106

W: shs-inc.ca

cc: Laura Stavro-Beauchamp, Helen Harris, SHS Inc.

Peterborough Housing Corporation

Report 2025-017

Meeting Date: April 23, 2025

Meeting Time: 5:30 p.m.

Meeting Place: Hunt Terraces, Meeting Room #112
555 Bonaccord Street, Peterborough

Subject: CEO Update

Author Name and Title: Travis Doak, CEO

Recommendation(s):

Resolved That Report 2025-017, "CEO Update", be received for information purposes.



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:Ice Storm

On Sunday, March 30, 2025, Peterborough Housing Corporation (PHC) activated its emergency operations in response to the significant ice storm that impacted both the City and County. This event resulted in widespread hydro outages, affecting 42 PHC properties and 1,399 residential units. Many residents—particularly those in apartment buildings or with limited means—faced serious disruptions, including loss of heat, food insecurity, and safety concerns. The ice storm was a major event for PHC, requiring a substantial mobilization of staff time and resources to coordinate an effective response.

Emergency Response & Operations:

PHC's emergency operations were activated immediately following the storm. A Command Centre was established at 555 Bonaccord Street to coordinate logistics, facilitate staff deployment, and conduct operational meetings. The site replaced 526 McDonnell Street, which remained without power for several days.

Over the course of the week:

- 2100+ wellness checks or attempts were made.
- 1196 meals were prepared and distributed to residents.
- 200+ property hazard assessments were conducted.
- 20+ external vendors were engaged for response and recovery efforts.

PHC staff were deployed across the City and County to conduct wellness checks, assess risks, deliver meals, and ensure tenant safety. These efforts focused heavily on our most vulnerable populations, including seniors and individuals with complex needs.

Collaboration and Community Engagement

We worked closely with the City of Peterborough, the County, Hydro One, and several community partners to coordinate resources and emergency support, including:

- Warming buses and warming centres operated by the City
- Transportation and food resources for displaced or vulnerable residents
- Temporary on-site warming rooms at select PHC properties, including 555 Bonaccord and 486 Donegal

PHC also maintained regular communication with tenants throughout the event via mass messaging, direct phone outreach, and in-person contact.

Looking Ahead

We recognize that while hydro has been restored at all properties, recovery efforts are not over. The clean-up, repair, and hazard mitigation efforts across PHC's portfolio will continue over the coming months. A full assessment of infrastructure impacts is continuing, and staff are working to prioritize repairs.

Acknowledgement

I would like to extend sincere appreciation to all PHC staff and leadership who contributed to this response. Despite many dealing with their own storm-related challenges at home, our staff showed extraordinary resilience and compassion. Their dedication ensured residents remained safe, connected, and supported during a very difficult time.

This event served as a powerful reminder of the essential role we play in our community—and of the strength, professionalism, and heart that exists across the PHC team.

Township of Havelock-Belmont-Methuen Meeting

On March 28 a meeting occurred with PHC staff and Township staff to begin discussions about potential development opportunities for the vacant lot at 17 Smith Street. The primary objective of this meeting was to explore collaborative options, identify potential barriers, and outline preliminary next steps.

During the meeting, PHC staff provided an overview of the funding framework that governs the PHC's operations. PHC receives funding through a Service Agreement with its sole shareholder, the City of Peterborough, acting as the Service Manager under the Housing Services Act. This includes both operating subsidies for existing housing and funding allocations for capital repairs and maintenance. Capital funding supports infrastructure reinvestment in existing stock—such as roof replacements, HVAC upgrades, and accessibility retrofits—and does not extend to the creation of new units.

It was emphasized that there is currently no dedicated funding envelope available through the for new development beyond known CMHC programs. As a result, PHC must explore alternative delivery models when considering opportunities for growth, including new builds, both in the County and City. Options discussed included:

- Public-private partnerships that leverage private sector investment alongside PHC oversight and tenancy management.
- Potential financing tools such as the Township or County taking on debt on behalf of the project to support capital construction costs.
 - Accessing federal and provincial funding programs (e.g., CMHC Co-Investment Fund, Housing Accelerator Fund), where possible, with municipal support and alignment with broader housing targets.
-

The next steps will involve myself attending an upcoming Council meeting with the Township of Havelock-Belmont-Methuen to provide a presentation on

Peterborough Housing Corporation (PHC), its mandate, and the role it plays in delivering community housing in the County, specifically the Havelock area.

The presentation will offer Council members an overview of:

- PHC's current housing portfolio and services.
- The governance and funding structure in place, including our Service Agreement with the City of Peterborough, who serves as the designated Service Manager.
- The distinction between operational and capital funding, and the limitations of each.
- The current lack of funding available for new development projects.
- Potential approaches to support new housing construction, including public-private partnerships, municipal financing options, and alignment with federal and provincial programs.
-

This presentation will also provide an opportunity to discuss the vacant lot at 17 Smith Street and explore the Township's interests in supporting new affordable or mixed-income housing within its boundaries. It will serve as an important step in strengthening relationships with the Township and aligning on next steps for any potential development opportunity.

An update will be provided to the Board following the Council meeting.

Meeting with Private Developer

On April 8, PHC staff met with Simon Zhang, Founder of ZZY Property Group, following his outreach regarding a 95-unit mixed-income development currently in the final stages of site plan approval in downtown Peterborough. Mr. Zhang was provided with my contact by the City of Peterborough's Mayor's Office. Mr. Zhang expressed interest in exploring partnership opportunities with PHC, citing alignment between PHC's mission-driven approach to affordable housing and ZZY's commitment to delivering inclusive and community-focused developments.

During the meeting, PHC staff gained preliminary insight into the project currently planned for 539 George Street North, in Peterborough, including unit mix, development timelines, and potential affordability components. While discussions remain exploratory, PHC welcomed the opportunity to understand how the development may support broader affordable housing objectives and what roles PHC could play—ranging from advisory input to formal involvement in unit delivery, access agreements, or property management.

Although very preliminary, staff have requested additional documentation and will continue to evaluate opportunities for collaboration, with consideration for PHC's operational priorities and capacity. An update will be brought back to the Board should any potential partnership discussions proceed.

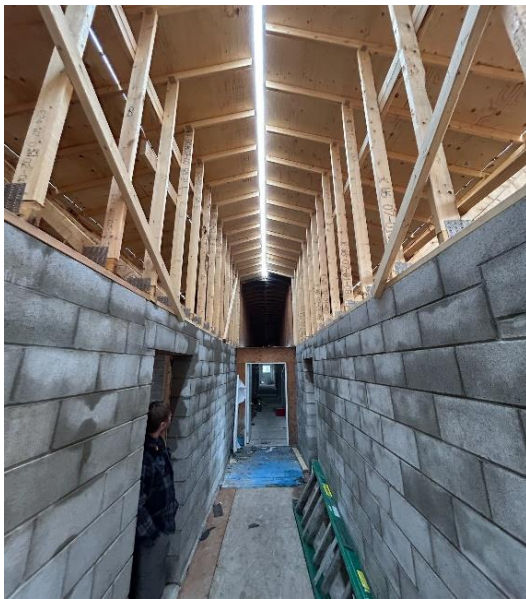
Reconstruction of 37 George Street Property

Reconstruction efforts at 37 George Street continue to advance. As previously reported, March 20 marked a significant milestone with roof trusses being installed on the most heavily damaged side of the building. Since then, progress has continued, with roof work underway and interior reconstruction progressing across the full building footprint.

However, operations were temporarily paused for one week in early April due to the ice storm and PHC's emergency response priorities. Despite this short disruption, the project has resumed, and construction activity is once again fully mobilized on site. The project team is assessing the impact of the delay and working to maintain key timelines.

In addition to the core reconstruction funded by insurance proceeds—intended to restore the building to its original functional condition—PHC is leveraging supplemental COCHI funding to support targeted upgrades that will enhance energy efficiency, climate resilience, and long-term sustainability.

The project remains largely on schedule, and occupancy is still anticipated by the end of 2025.



37 George Street, Havelock

681 Monaghan – Security Enhancements

As part of our continued efforts to improve tenant safety and enhance security measures across our portfolio, PHC is working with the City of Peterborough to secure financial support for eight security cameras being installed at 681 Monaghan Road. This expansion of surveillance coverage is in response to feedback from PHC staff, and Board members.

The presence of these cameras will play a vital role in fostering a secure living environment. In addition to acting as a deterrent to unauthorized activity and vandalism, security cameras provide valuable support in incident investigations and allow for proactive monitoring of common areas and building access points.

Promoting a safe and welcoming environment for tenants in their new home remains a core priority for PHC. The installation of these additional security features at this new development underscores our commitment to proactive property management and to fostering housing communities where residents feel safe, respected, and well supported.

Building Services Re-Organization

As part of PHC's ongoing commitment to operational excellence and improved service delivery, a comprehensive review of the Building Services Department was completed over the winter. This review began after the elimination of the Building Asset Manager position in November 2024, and recognition that custodial staff working at our properties needed more direct support.

PHC has now finalized a restructured management framework that will enhance role clarity, accountability, and alignment with strategic priorities. As a result of this process there will be three distinct management roles, each reporting directly to the Director of Operations. Currently there are 2. These positions include:

- Custodial Services Manager – Responsible for implementing quality assurance standards and ensuring consistent, high-quality cleaning services across PHC's portfolio, with oversight of inspections, compliance, and cleanliness benchmarks.
- Capital & Special Projects Manager – Oversees the execution of PHC's capital investment strategy, including project planning, implementation, and budget oversight. This position also leads large-scale renovations and special infrastructure initiatives outside the scope of day-to-day maintenance.
- Facility Services Manager – Accountable for the safe, functional operation of PHC's properties, including preventative and on-demand maintenance, supervision of contracted services, and oversight of life safety, access control, and security systems.

Recruitment for these three roles commenced on April 8, 2025. Until the new structure is in place, the current reporting lines will remain to ensure continuity of operations.

This structural refinement supports PHC's objective to deliver responsive, efficient, and tenant-centered property management services and positions the organization to better meet current and future infrastructure demands.

Employee Development Day

PHC will be hosting an Employee Development Half-Day on Thursday, April 25, 2025, from 8:30 AM to 12:00 PM. This dedicated morning will provide all staff with the opportunity to come together for professional growth, team connection, and organizational learning.

The event will include a combination of operational updates and interactive presentations focused on enhancing workplace communication, collaboration, and personal leadership. In addition to skill-building activities, there will also be time allocated for cross-departmental networking. The session will take place at Hunt Terraces and will be mandatory for all permanent staff.

This initiative is part of our continued commitment to investing in employee development and fostering a supportive, high-performing organizational culture.

Other Alternatives Considered:

None

Alignment to Strategic Priority Areas

These operational updates align to all three priority areas:

- Investing in Our People
- Serving Our Clients & Community
- Strengthening Our Relationships

Financial Considerations:

The recent ice storm has resulted in unanticipated operational costs for PHC related to emergency response, including staffing, tenant supports (e.g., wellness checks, meals, warming rooms), vendor services for hazard assessments and debris removal, and equipment rentals. While the full financial impact is still being assessed, we anticipate there will be both short-term and longer-term cost implications, particularly as the clean-up and restoration work continues across impacted properties.

PHC is currently reviewing all related expenditures to determine whether they meet the threshold for an insurance claim under our current policy. It is important to note that our insurance deductible is \$100,000.00, and only costs exceeding this amount would be eligible for reimbursement. We are also collaborating with the City of Peterborough to pursue potential access to provincial emergency relief funding. A full assessment of costs and potential claim eligibility will be brought forward in a future report once analysis is complete.

The addition of the Custodial Services Manager role was accounted for in the approved operational budget for 2025.

Consultations:

Richard Grotsch, Director of Operations
Sondra Fitzgerald, Director of Corporate Services
Jennifer McLauchlan, Senior Manager of People & Culture

Attachments:

None

Peterborough Housing Corporation

Report 2025-018

Meeting Date: April 23, 2025

Meeting Time: 5:30 p.m.

Meeting Place: Hunt Terraces, Meeting Room #112
555 Bonaccord Street, Peterborough

Subject: Spruce Corners 2025-2026 Budget

Author Name and Title: Sondra Fitzgerald, Director, Corporate Services

Recommendation(s):

Resolved That Report 2025-018, "Spruce Corners 2025-2026 Budget", be received;

That the 2025-2026 budget, detailed in Attachment A, be approved.

Sondra Fitzgerald

Director, Corporate Services

Background:

Spruce Corners in Apsley is an 8 unit building housing frail-elderly residents and is reported separately from the rest of the PHC portfolio. It is funded by the Ministry of Health using a provincial formula and PHC is required to prepare an annual budget based on this. The Ministry publishes Annual Guidelines that indicate the allowed increases in operating costs for the fiscal year. For 2025-2026, there is no increase, this after a 2.0% and 1.8% increase for 2024-25 and 2023-24 years, respectively. The Ministry funds the property taxes, mortgage payments and the transfer to the Reserve Fund 100% and PHC receives an operating subsidy based on the provincial formula.

Spruce Corners is facing the same challenges as the rest of the PHC portfolio and with a 0% increase allotted by the Ministry and the fact that there are only 8 units, the impact of the overall economic increases is even greater. The budget presented reflects a deficit of \$10,768. The primary contributing factors to the deficit are explained below:

Revenues

While Spruce Corners experienced significantly higher vacancy losses in prior years (2024 - \$7,500; 2023 - \$5,067), tenancies stabilized in the latter part of 2024 and the first part of 2025 resulting in declining vacancy losses. It should be noted that it is still challenging to fill vacancies due to the rural location and the eligibility criteria to live in this building (VON screens applicants). Staff continue to work closely with VON to ensure that the building is fully occupied and vacancy loss is minimized. In addition, the market rents set by the MOH to be used in the subsidy calculation are incredibly low at \$548 per month. However, operationally, PHC can increase the rents by the Annual Rent Guideline Increase each year. The market rent for 2025 is \$591.

Expenses

As noted above, expenses for Spruce Corners are benchmarked by a rate prescribed by the MOH. As with the remainder of the portfolio, Spruce Corners is experiencing cost pressures due to the economic climate. Primarily, snow removal, water treatment system and staff/administrative costs.

Rationale:

While there is little flexibility in the budget process for Spruce Corners, it is important that the Board is aware of the budget implications for this property. Through conversations in the past with the MOH, it was acknowledged that housing providers are facing budgetary pressures in the current economic environment. However, there is no formal process to submit a business case when providers are faced with a deficit. Instead, providers are advised to submit

the budget reflecting a deficit and the MOH will review on a case-by-case basis. We followed this process last year and there was no additional financial support at the operating level. We will continue to communicate with the MOH on this matter.

Other Alternatives Considered:

If, as in past years, the MOH is unable to provide an additional operating subsidy, PHC may have to seek other options in order to manage year-over-year deficits. These options could include making a subsidy request to the Township, County or City.

Alignment to Strategic Priority Areas

This report aligns with the strategic focus of the following commitment within the Strategic Plan:

Serving our Clients & Community

Our core business practices will ensure PHC is strong and sustainable for years to come. This includes maintaining the highest financial and resource management.

Financial Considerations:

As mentioned above, and shown in the budget submission, the MOH subsidy includes a small annual contribution to the reserve fund. In addition, PHC has received additional capital reserve contributions from MOH of \$28,000 (2025) \$45,700 (2024) and \$17,000 (2023) which is a tremendous benefit for our capital plan.

The 2025-2026 budget will guide staff to ensure the efficient use of resources when managing Spruce Corners.

Consultations:

None

Attachments:

Attachment A: Spruce Corners 2025-2026 Budget Submission



Private Non-Profit Housing Corporations (PNP) 2025-26

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Expand

Validate

Instructions	Organization Information	Organization Address Information
Organization Contact Information	Program Contact information	Budget
Declaration / Signing		

Budget

Agreement Type	Start Date	End Date	Notes
Private Non-Profit - Fed/Prov	12/01/1992	01/01/2028	30 Simeon Cresc., Apsley aka Spruce Corners, (formerly Apsley and District Satellite Homes for Seniors Inc.)

Budget Fiscal Year: 2025-26

Showing: 1 – 30 Simeon Cres

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Add

Remove

Project Address

Project Name (if applicable)

Spruce Corners

Street Address 1 *

30 Simeon Cres

Street Address 2

City/Town *

Apsley

Province *

ON

Postal Code *

K0L1A0

Building Type *

Group Home

Has Elevators

☐

Wheelchair accessible building

☒

Number of accessible units

Rent District Code for Unit Rent Factors (URFs)

C 8B

URF Type

Hostel

Rent District Description

CENTRAL REGION - Peterborough County - Remainder of county

RENT DETAILS FOR EACH UNIT:

Rent Type *	Unit Type *	No. of Units *	No. of Tenants *	Utilities included in Rent	URF	URF Revenue
Market	Hostel	8	8	Both	\$548.00 ✓	\$52,608.00 - +
		8	8		Per MOH Guide	\$52,608.00

SUMMARY FOR ALL ADDRESSES:

OPERATING COSTS:

A. ✓ Agreed to budget spreadsheet

Total Maintenance Costs	\$51,597.17	✓	Per budget spreadsheet
Total Utilities	\$13,000.00	✓	Per budget spreadsheet
Total Administrative Costs	\$20,741.88	✓	Per budget spreadsheet
Total Other Eligible Costs	\$2,658.99	✓	Insurance - budget spreadsheet
Sub-Total A.	\$87,998.04		
1,719			
Municipal Taxes	\$4,538.00	✓	Per budget spreadsheet
Mortgage Payments	\$27,475.20	✓	Maturity Dec 2027-fully paid
Transfer to Replacement Reserve Fund	\$1,719.00	✓	Per MOH - no change
Total Operating Costs (A. + B.)	\$121,730.24		
REVENUE:			
Rent Revenue (Annual) – from RGI			
Market Rent Revenue	\$56,298.00	✓	
Vacancy Loss	\$1,688.94		
Vacancy Loss Percentage	3.00%		
Net Rental Revenue	\$54,609.06		
Total Non-Rental Revenue			
Total Other Revenue			
Total Revenue	\$54,609.06		
SUBSIDY			
Adjusted Operating Costs - Previous Year (from previous year budget)	\$76,229.10		
Cost Factor	1		Per MOH Guide - No increase for 2025-26
Adjusted Operating Costs	\$76,229.10		
Municipal Taxes	\$4,538.00		
Mortgage Payments	\$27,475.20		
Transfer to Replacement Reserve Fund	\$1,719.00		
Total Costs for Subsidy Calculation Purposes	\$109,961.30		
RENT SUBSIDY AND TOTAL SUBSIDY:			
OPERATING SUBSIDY			
Total Costs for Subsidy Calculation Purposes	\$109,961.30		
URF Rent Revenue for Total Units	\$52,608.00		
Total Non-Rental Revenue			
Rent Incentive			
Market Rent Revenue	\$56,298.00		

Vacancy Loss	\$1,688.94
URF Rent Revenue for Market Units	\$52,608.00
Market Rent Incentive Gross	\$2,001.06
Market Rent Incentive Net	\$1,000.53
Operating Subsidy	\$56,352.77
RENT SUBSIDY	
URF Rent Revenue for RGI Units	\$0.00
Rent Revenue (Annual)	
Rent Subsidy Total	\$0.00
Total Subsidy Requested	\$56,352.77
TOTAL REVENUE AND SUBSIDY	\$110,961.83
EXCESS (DEFICIENCY) OF REVENUE OVER COSTS	\$-10,768.41

Tenants' primary income source:	
Primary Income Source	No. of Tenants
Canada Pension Plan (CPP)/Old Age Security (OAS)	8
Ontario Works (OW)	
Ontario Disability Support Program (ODSP)	
Private Pension	
Wages	
Others	
List Other Sources of Income	
Total	8

SUMMARY	
SUM TOTAL OF NO. OF UNITS:	8
SUM TOTAL OF NO. OF TENANTS:	8
Total Subsidy Requested:	\$56,352.77