Peterborough Housing Corporation
Board of Directors
Tuesday, December 12th, 2023 – 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

Closed Session – 5:30 p.m.

1. Closed Session
   a) Resolution to meet in Closed Session
   b) Confirmation of Closed Minutes
      i. Closed Session Board Meeting, October 25, 2023
   c) Presentations
      i. CEO Search Summary Report, Jayson Phelps (Verbal Report)

Open Session 6:15 p.m.

2. Approval of Agenda

3. Conflict of Interest

4. Confirmation of Minutes
   a) Open Session Board Meeting, October 25, 2023

5. Operational Reports
   a) Report 2023-039 – 2023 Q3 Operating & Capital Results (July – September)
   b) Report 2023-040 – 2023 Q3 Reporting Obligations (as at September 30th)
   c) Report 2023-041 – Implications of City's Garbage Collection Changes
   d) Report 2023-042 – Insurance Follow-up and Recommendations
   e) Report 2023-043 – Procurement Policy
   f) 3D Construction Project (Verbal Report)

6. Committee Reports
   a) Finance, Audit & Administrative Committee
      i. No report

b) Governance, Human Resources & Strategy Committee
    i. No report

7. Report of Closed Session

8. Information from Staff

9. Adjournment

Board Meeting Minutes, Peterborough Housing Corporation
Open Session

Date: Wednesday, October 25th, 2023 – 5:30PM
Location: Hunt Terraces, Meeting Room #112,
555 Bonaccord Street, Peterborough, ON

Present:	Keith Riel	Chair
	Alex Bierk	Vice -Chair
	Andrew Beamer	Member
	Matthew Graham	Member
	Jeff Leal	Member
	Sheldon Laidman	Board Advisor
	Rebecca Morgan-Quin	Board Advisor
	Hope Lee	CEO, PHC/Board Secretary
	Jenna Cullon	Recording Secretary
Staff:	Travis Doak	Director of Operations
	Sondra Fitzgerald	Director of Corporate Services
Guest:	Chris Earle	Barry Bryan Associates
	Gillian Barnes	City of Peterborough
	Amélie Besnard	City of Peterborough

Keith Riel, Chair, PHC Board, called the open session meeting to order at 6:45 p.m.

1. Closed Session

2. Approval of Agenda

On a motion by Jeff Leal, seconded by Matthew Graham and carried unanimously, it was **RESOLVED** to approve the agenda for the October 25th, PHC Board Meeting.

3. Conflict of Interest

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

Chris Earle, Barry Bryan Associates, and Gillian Barnes and Amélie Besnard, City of Peterborough joined the open session at 6:50 p.m.

4. **Presentations**
    a) Chris Earle, Barry Bryan Associates
        i. Report 2023-033 – Proposed Office Renovations

It was stated by PHC staff that while some of the renovations are to update the office in order to improve the space, there are some areas of concern. The areas of concern include updating the washrooms to be AODA compliant, better functioning of the front vestibule area where tenants walk in, and optimizing the HVAC system, which is currently a problem from previous renovations.

On a motion by Jeff Leal, seconded by Alex Bierk and carried unanimously, it was **RESOLVED** that Report 2023-033, “526 McDonnel Office Renovations Proposal”, be received; and

That the Board supports PHC with a new motion for staff to provide a new report to the Board regarding renovations focussing on the areas of concern.

    b) Gillian Barnes and Amélie Besnard, City of Peterborough
        i. Report 2023-038 – CFRP Update

Update was provided to the board on the status of the CFRP projects. Visuals were provided on who is responsible for which duties in the projects. Updated timelines and the current status for 30 Alexander and 1190 Hilliard were provided to the board.

RESOLVED that Report 2023-038, “Capital Financing & Revitalization Plan Update”, be received; and

That the presentation by the City is received for information.

Chris Earle, Barry Bryan Associates, and Gillian Barnes and Amélie Besnard, City of Peterborough left the open session at 7:30 p.m.

5. **Confirmation of Minutes**
    a) Open Session Board Meeting, September 12, 2023

On a motion by Jeff Leal, seconded by Alex Bierk and carried unanimously, it was **RESOLVED** that the minutes for the September 12, 2023, be confirmed and accepted.

6. **Operational Reports**
    a) Report 2023-034 – 2023 Q2 KPI Report (April-June)

An overview was provided to board. Board acknowledged the eviction prevention rate and the efforts of PHC staff to help with this.

    b) Report 2023-036 – 2024 Recurring Board Reports and Frequency

Dates provided for the 2024 board meetings and the timeline for recurring board reports for the year. Board members to come back to the December board meeting with any conflicts.

c) Report 2023-037 - Tenant Rights & Responsibilities Directive

Initiative that will take place over the winter months. It is intended to provide positive engagement with tenants and will require setting up a standing committee.

On motion by Jeff Leal, seconded by Alex Bierk and carried unanimously, it was **RESOLVED** that Report 2023-034, "Quarterly Key Performance Indicator (KPI) Report", be received for information purposes.

RESOLVED that Report 2023-036, "2024 Recurring Board Reports and Frequency", be received; and

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

RESOLVED that Report 2023-037, "Tenant Rights & Responsibilities Directive", be received for information purposes.

7. **Committee Reports**
   a) Finance, Audit & Administrative Committee
      i. No report
   b) Governance, Human Resources & Strategy Committee
      i. No report

8. **Report of Closed Session**

On a motion by Jeff Leal, seconded by Andrew Bierk and carried unanimously, it was **RESOLVED** to move into **CLOSED SESSION**.

On a motion by Jeff Leal, seconded by Alex Bierk, carried unanimously, it was **RESOLVED** to move out of **CLOSED SESSION** and into **OPEN SESSION**.

9. **Information from Staff**

No update.

10. **Adjournment**

With there being no further business, the October 25, 2023 Board Meeting, was adjourned on a motion by Jeff Leal, seconded by Alex Bierk, carried unanimously at 8:00 p.m.

Keith Riel	Hope Lee
Chair	CEO/Board Secretary
Peterborough Housing Corporation	Peterborough Housing Corporation

Peterborough Housing

Corporation Report 2023-039

Meeting Date: December 12, 2023

Meeting Time: 6:15 p.m.

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

Subject: 2023 Q3 Operating Results

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

Recommendation(s):

Resolved That Report 2023-039, "2023 Q3 Operating Results", be received for information purposes.

Sondra Fitzgerald

Director, Corporate Services

Background:

This report represents the third quarter results for Peterborough Housing Corporation (PHC). This includes Community Housing, Anishnawbe, Affordable Housing Portfolio, Spruce Corners and Sunshine Homes. Attachments A, B, C, D and E to this report provides the operating activity for these portfolios.

Rationale:

This report reviews the first three quarters operating results of the Corporation. At the end of the third quarter of 2023, the expenditures should represent approximately 75% of the total annual budgeted amounts. While some items are over/under, on average, the overall expenditures represent 72% of the annual budgeted amounts for the first three quarters.

Other Alternatives Considered:

None.

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:

This is an information report only and provides explanations on the variances between the actual and budgeted figures for the period ending September 30, 2023.

Consultations:

None

Attachments:

Attachment “A”–PHC–Community Housing Operating Results at September 30, 2023

Attachment “B”–PHC–Anishnawbe Operating Results at September 30, 2023

Attachment “C”–PHC–Affordable Housing Portfolio Results at September 30, 2023

Attachment “D”–PHC–Spruce Corners Results at September 30, 2023

Attachment “E”–PHC–Sunshine Homes Results at September 30, 2023

Attachment “A” Note Explanations

1. Total Revenue from Operations is $157,100 higher than budgeted due to higher than anticipated tenant charges ($53,500), investment, and interest income ($195,200). However, this is offset by rental revenue being under budget by $57,100 which is directly related to declining RGI rents with tenants having lower income. Note that the tenant charges relate primarily to maintenance and move out charges which will likely be written off. PHC still continues collection efforts and former tenants are placed on the Provincial Arrears Database.

2. Total Subsidies are $164,000 less than budgeted as we are underspent in all Rent Supplement programs. The Rent Supplement administration will transition to the Service Manager in March 2024. As the program is under review, there have been no additional rent supplement units added under the current programs.

3. Salaries, Wages and Benefits are $94,300 under budget to date, with the offset by the subsidy received of $62,268 for the Housing Support worker, which is included in the subsidy line. This can be attributed to the challenges in filling staff vacancies during this period. However, we have now filled all but one vacancy and plan to have this filled by year end.

4. Services are $25,600 over budget to date. This can be attributed primarily to the unplanned recruitment costs associated with staff turnover and retirement to date as well as legal fees associated with a claim that was settled in September.

5. Materials and Services are $193,700 over budget to date and $10,400 higher than in 2022. In general, due to inflationary pressures, PHC is experiencing increased costs in many areas to maintain our aging portfolio. Operationally, the primary areas that are impacted are:

    - Move Out Repairs $19,700
    - Window Maintenance/Repair $14,700
    - Biohazard Remediation $24,300
    - Pest Control $19,510

- Snow Removal $138,700
- Electrical $ 22,300
- Life Safety Systems $ 10,900
- Waste Removal $ 24,800

These are offset by other costs that are under budget to date;

- Roofing $10,000
- Elevators $10,800
- Equipment $ 8,100
- Heating & Ventilation $16,700
- Plumbing $12,700
- Painting $12,800

Note that the snow removal contract and the waste removal contracts were negotiated and finalized after the 2023 budget was submitted. PHC staff investigate potential savings where possible. In addition, now that the full complement of weekend staff is in place, it is expected to see some cost savings by having staff complete work instead of contractors.

6. Utilities are under budget by $123,200 which can primarily be attributed to the Provincial electricity rebate programs. It is expected that the rebate program will continue for the foreseeable future.

7. The Capital Fund is showing a surplus of $352,800. This is due to the timing of planned capital projects being completed. We have experienced staff turnover which has impacted this timing. Projects are now being rolled out and planned funds will be committed throughout the remainder of the year in line with the Capital Plan.

Attachment "B" Note Explanations

1. Total Revenue from Operations is higher than budgeted by $15,700. This is directly related to former tenant chargebacks for significant unit remediation required upon vacancy. However, it is unlikely that this will be collected and will be written off.

2. Materials and Services are $7,623 over budget. This can be directly attributed to refurbishment costs of $24,000 associated a unit turnover that was in extremely poor condition requiring extensive work. However, this overage is offset by other areas that are under budget to date.

Attachment "C" Note Explanations

1. Total Revenue from Operations is lower than budgeted by $805,500. This can be directly attributed to rental vacancy loss in the residential units and an over estimation of commercial room rental revenue at Hunt Terraces. While occupancy was delayed, the building is currently 89% occupied and it is anticipated that the building will be fully occupied by the end of the year. The vacancy loss at Hunt Terraces will be offset by the use of the Rent Supplement Reserve (just over $700,000) which was approved by the City.

2. Other Revenue is over budget which can be directly attributed to one time funding of $125,000 received from the City for the purchase of furniture and fixtures at Hunt Terraces.

3. Services are $163,200 over budget. This can primarily be attributed to the marketing costs and food services costs at Hunt Terraces. PHC contracted Stoneguide Realty to assist with the lease up of the market units; this was not reflected in the 2023 budget as this decision was made after the budget process. In addition, due to the slower than anticipated occupancy, PHC has a fee for service contract with Nutra Foods until the building is fully occupied at which time the contract will change to a profit/loss model. PHC also had appraisals done for properties that either did not have one or the existing appraisal was outdated.

4. Materials and Services are $153,058 over budget to date. As noted above, in general, due to inflationary pressures, PHC is also experiencing increased costs in all areas to maintain our Affordable Housing portfolio. Operationally, the primary areas impacted are:

   - Flooring repairs $ 6,700
   - Window maintenance $ 8,700
   - Locksmithing (Hunt Terraces $ 8,300
   - Elevators (Anson House) $25,000
   - Equipment Repair $21,500
   - Disability modifications $ 5,900
   - Heating and Ventilation $ 5,600
   - Grounds Maintenance $ 8,600
   - Snow Removal $68,200
   - Life Safety (deficiencies) $16,400

   Note that the snow removal contract and the waste removal contracts were negotiated and finalized after the 2023 budget was submitted. PHC staff investigate potential savings where possible. In addition, now that the full complement of weekend staff is in place, it is expected to see cost savings by having staff complete work instead of contractors.

5. Major Costs are under budget by $623,700. This can be attributed to the timing of the mortgages for Malcolm Court and Hunt Terraces being finalized and payment terms with both being finalized in August. For Hunt Terraces, we are required to pay interest only for the first 12 months after occupancy. In April 2024, we will begin paying the full mortgage payment. For Malcolm Court, the City has taken out a debenture on behalf of PHC and we will be required to make semi-annual payments for this debenture commencing in January 2024.

6. Reserve allocation is under budget by $21,700. This can be attributed to reserves being established in the 2023 budget process for new and existing properties that did not have a reserve allocation. These will be set up and funded as budgeted.

7. Capital Expenditures represents expenditures that will either be funded through the reserves or capitalized. The expenditure of $130,925 for Hunt Terraces represents the purchase of furniture and equipment which was funded by the City as noted above.

Attachment "D" Note Explanations

1. Total Revenue from Operations is under budget by $7,900. This can be attributed to vacancy loss and lower than anticipated rental and meal revenue. It has been a challenge at times to find residents that meet the criteria for Spruce Corners. The building is now fully occupied.

2. Materials and Services are over budget by $4,800. This can be attributed to costs associated with repairing the generator and higher than anticipated snow removal costs associated with the renewal of the snow contract. However, these were offset by savings in water treatment costs.

3. PHC received a one-time lump sum reserve allocation of $17,000 from the Ministry of Health for the 2023-2024 fiscal year.

Attachment "E" Note Explanations

1. Total Revenue from Operations is higher than budgeted by $76,500 due to higher than anticipated rental revenue and chargebacks of $5,900 which will likely be written off.

2. Utilities are $6,800 over budget. This can primarily be attributed to water costs. Tenants are responsible for their own utilities in this community. However, if they default on their water bill and Peterborough Utilities is unable to collect, PHC as the landlord is responsible for these costs. We then charge this cost back to the tenant and Resident Services works with the tenant on a repayment plan. These costs would be offset by recoveries.

3. Reserve expenditures are comprised of flooring, mold abatement, and appliance replacement.

PETERBOROUGH HOUSING CORPORATION-FINANCIAL REPORT - PERIOD ENDING SEPTEMBER 30, 2023

	Capital-YTD	Rent Supplement YTD (1)	2023 Operating YTD	2022 Operating YTD	Total All Funds YTD Actual	YTD Budget	Year-to-Date Variance	Annual Budget	% YTD Budget Recd/Spent
REVENUE									**SEPTEMBER 75%**
TOTAL REVENUE FROM OPERATIONS			3,629,945	3,419,573	3,629,945	3,472,852	157,093	4,630,469	78.39%
TOTAL SUBSIDIES	676,858	978,961	2,262,374	2,250,540	3,918,193	4,082,246	-164,054	5,442,995	71.99%
TOTAL REVENUE	676,858	978,961	5,892,320	5,670,113	7,548,138	7,555,098	-6,960	10,073,464	**74.93%**
EXPENSES									
TOTAL CORPORATE COSTS - Net of Amortization			11,636	10,224	11,636	13,065	1,429	17,420	**66.80%**
TOTAL SALARIES,WAGES & BENEFITS			1,581,818	1,568,919	1,581,818	1,615,890	34,072	2,154,520	**73.42%**
TOTAL TRANSPORTATION/COMMUNICATION			69,088	66,141	69,088	71,025	1,937	94,700	**72.95%**
TOTAL SERVICES			394,544	368,614	394,544	368,873	-25,671	491,831	**80.22%**
TOTAL SUPPLIES & EQUIPMENT			117,425	89,455	117,425	120,675	3,250	160,900	**72.98%**
Current Year Capital Costs	324,009				324,009	676,858	352,849	902,477	**35.90%**
TOTAL OPERATING MATERIALS & SERVICES			1,169,593	1,172,273	1,169,593	975,862	-193,731	1,373,900	**85.13%**
TOTAL UTILITIES			1,173,752	1,176,250	1,173,752	1,296,973	123,220	1,742,866	**67.35%**
TOTAL MAJOR COSTS (Property Taxes, Interest)			1,233,242	1,227,801	1,233,242	1,239,730	6,488	1,652,973	**74.61%**
Regular Rent Supplement		659,492			659,492	769,122	109,630	1,025,496	**64.31%**
Strong Communities Rent Supplement		238,786			238,786	252,450	13,664	336,600	**70.94%**
IAH Rent Supplement		69,251			69,251	71,604	2,353	95,472	**72.54%**
Flood Rent Supplement		18,450			18,450	18,232	-218	24,309	**75.90%**
TOTAL RENT SUPPLEMENT PROGRAM		985,980			985,980	1,111,408	125,428	1,481,877	**66.54%**
TOTAL EXPENSES	324,009	985,980	5,751,098	5,679,677	6,737,078	6,813,500	76,421	10,073,464	**66.88%**
TOTAL NET PROFIT/(LOSS) BEFORE UNDERNOTED ITEMS:	**352,849**	**-7,019**	**141,221**	**-9,564**	**811,060**				
Grants Other					**183,924**				
Proceeds on property sales					**1,176,041**				
Capital Asset additions			**-23,611**	**-43,691**	**-23,611**				
Amortization - net			**-100,189**	**-92,876**	**-100,189**				
TOTAL NET PROFIT/(LOSS)	**352,849**	**-7,019**	**17,421**	**-146,131**	**2,047,225**				
2023 Opening Reserves (per financial statements)	**3,925,950**	**1,909,923**	**45,869**		**5,881,742**				
Reserve SEPTEMBER 2023	**4,278,799**	**1,902,904**	**63,290**		**6,692,802**				

Legend

- **On/under budget**
- **Slightly over budget**
- **Over budget - watch closely**
- **Action Required**
- **Over budget with explanation**
- **Under/On budget but YTD**

Reserve - Opening Capital Uncommitted	3,925,950
Current Year Budget to Date unspent (overspent):	352,849
Capital Reserve SEPTEMBER 2023	4,278,799

(1) Includes Regular Rent Supplement, Strong Communities Rent Supplement, Flood Rent Supplement, and IAH Rent Supplement

PETERBOROUGH HOUSING CORPORATION ANISHNAWBE
FINANCIAL REPORT FOR THE PERIOD ENDING SEPTEMBER 30, 2023

	ANISHNAWBE	
	PTD Actual	PTD Budget
REVENUE		
TOTAL REVENUE FROM OPERATIONS	45,712	30,000
SUBSIDIES	56,250	56,250
TOTAL REVENUE	101,962	86,250
EXPENSES		
TOTAL SALARIES,WAGES & BENEFITS	7,277	7,277
TOTAL SERVICES	2,614	3,441
TOTAL MATERIALS & SERVICES OPERATING	26,223	18,600
TOTAL UTILITIES	13,232	15,375
TOTAL MAJOR COSTS	36,424	35,827
TOTAL EXPENSES	85,770	80,520
TOTAL NET PROFIT (LOSS) BEFORE UNDERNOTED ITEMS	**16,192**	**5,730**
Amortization	**7,406**	**7,406**
NET PROFIT FROM OPERATIONS	**23,598**	**13,136**
Reserve/Capital Allocation	11,250	11,419
SURPLUS (DEFICIT) AFTER RESERVE/CAPITAL ALLOCATION	12,348	1,717
Reserve Expenditures - Furnace, Flooring	4,812	-

PETERBOROUGH HOUSING CORPORATION AHP PROPERTIES
FINANCIAL REPORT - PERIOD ENDING SEPTEMBER 30, 2023

	Total	
	PTD Actual	**PTD Budget**
REVENUE		
TOTAL REVENUE FROM OPERATIONS	2,653,788	3,459,340
OTHER REVENUE **(1)**	497,489	399,912
TOTAL REVENUE	3,151,276	3,859,252
EXPENSES		
TOTAL CORPORATE COSTS **(2)**	21,674	23,532
TOTAL SALARIES,WAGES & BENEFITS	645,713	646,117
TOTAL TRANSPORTATION/COMMUNICATION	7,953	8,709
TOTAL SERVICES	348,555	185,261
TOTAL SUPPLIES & EQUIPMENT	10,498	3,426
TOTAL OPERATING MATERIALS & SERVICES	623,089	470,031
TOTAL UTILITIES	486,161	512,082
TOTAL MAJOR COSTS **(3)**	2,145,574	2,769,282
TOTAL EXPENSES	3,643,504	3,972,324
TOTAL NET PROFIT/(LOSS) BEFORE UNDERNOTED ITEMS:	**-492,227**	**-113,072**
Amortization - net (4)	**714,171**	714,171
TOTAL NET PROFIT/(LOSS) FROM OPERATIONS	**221,943**	**601,099**
Reserve Allocation	42,840	64,561
SURPLUS/(DEFICIT) AFTER RESERVE ALLOCATION	179,103	536,538
Capital/Reserve Expenditures (5)	153,173	125,000

(1) Represents Amortization of Deferred Contributions where applicable

(2) Includes Amortization of Appliances and Equipment

(3) Includes Amortization of Building.

(4) Amortization of Deferred Contributions and Capital Assets are non-cash items and are deducted or added back to reflect the actual profit or loss.

(5) Capital expenditures are non-operational items that will be submitted for approval to fund with Reserve resources or be capitalized.

PETERBOROUGH HOUSING CORPORATION SPRUCE CORNERS SUPPORTIVE HOUSING

FINANCIAL REPORT FOR THE PERIOD ENDING SEPTEMBER 30, 2023

	Spruce Corners	
	PTD Actual	**PTD Budget**
REVENUE		
TOTAL REVENUE FROM OPERATIONS	59,112	67,058
SUBSIDIES	58,499	42,579
TOTAL REVENUE	117,611	109,637
EXPENSES		
TOTAL CORPORATE COSTS	184	206
TOTAL SALARIES,WAGES & BENEFITS	19,320	18,883
TOTAL TRANSPORTATION/COMMUNICATION	630	682
TOTAL SERVICES	30,573	31,301
TOTAL MATERIALS & SERVICES OPERATING	26,549	21,692
TOTAL UTILITIES	9,766	11,278
TOTAL MAJOR COSTS	39,836	39,909
TOTAL EXPENSES	126,859	123,950
TOTAL NET PROFIT (LOSS) BEFORE UNDERNOTED ITEMS	-9,248	-14,313
Amortization	16,224	16,224
NET PROFIT (LOSS) FROM OPERATIONS	6,975	1,911
Reserve Allocation	18,289	1,289
SURPLUS (DEFICIT) AFTER RESERVE ALLOCATION	-11,314	621
Reserve Expenditures - Generator, water systems	19,018	-

PETERBOROUGH HOUSING CORPORATION SUNSHINE HOMES

FINANCIAL REPORT FOR THE PERIOD ENDING SEPTEMBER 30, 2023

	Sunshine Homes	
	PTD Actual	**PTD Budget**
REVENUE		
TOTAL REVENUE FROM OPERATIONS	476,419	399,870
SUBSIDIES	563,814	563,814
TOTAL REVENUE	1,040,233	963,684
EXPENSES		
TOTAL CORPORATE COSTS	161	360
TOTAL SALARIES,WAGES & BENEFITS	123,394	160,092
TOTAL TRANSPORTATION/COMMUNICATION	642	-
TOTAL SERVICES	34,890	43,461
TOTAL MATERIALS & SERVICES OPERATING	112,826	129,762
TOTAL UTILITIES	27,732	20,889
TOTAL MAJOR COSTS	644,885	647,386
TOTAL EXPENSES	944,529	1,001,950
TOTAL NET PROFIT (LOSS) BEFORE UNDERNOTED ITEMS	95,704	-38,266
Amortization	92,536	92,536
NET PROFIT (LOSS) FROM OPERATIONS	188,240	54,270
Reserve Allocation	64,178	64,178
SURPLUS (DEFICIT) AFTER RESERVE ALLOCATION	124,061	-9,908
Reserve Expenditures	**57,299**	**-**

Reserve expenditures include flooring, appliances mould abatement

Peterborough Housing

Corporation Report 2023-040

Meeting Date: December 12, 2023

Meeting Time: 6:15 p.m.

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

Subject: Reporting Obligations

Author Name and Title: Sondra Fitzgerald, Director Corporate Services

Recommendation(s):

Resolved That Report 2023-040, "2023 Q3 Reporting Obligations", be received for information.

Sondra Fitzgerald

Director, Corporate Services

Background:

Peterborough Housing Corporation (PHC) is required to meet certain statutory financial obligations. This report represents the required statutory financial reporting obligations for PHC.

Rationale:

This report confirms to the Board that PHC is meeting all its' statutory financial reporting obligations.

Other Alternatives Considered:

Not Applicable

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:

This is an information report only and provides confirmation of statutory financial reporting obligations.

Consultations:

None

Attachments:

Attachment A: Q3 Reporting Obligations

To the Board of Directors:

We confirm that as at September 30, 2023, the following reporting obligations have been met.

Director's Liability & Property Insurance: Insurance approved, pending receipt of invoice
(Policy covers the period of November 1, 2022 – November 30, 2023)

Remittance Date: October 20, 2022 Paid ✔

Group Benefits Insurance:

Remittance Date: September 1, 2023 Paid ✔

Harmonized Sales Taxes:

Remittance Date: August 24, 2023 Filed ✔

Property Taxes:

Remittance Date: September 29, 2023 Paid ✔
(Next Remittance Date – March 31, 2024)

Payroll (including source deductions of CPP, EI, Income Tax, EHT):

Transmission Date to RBC: September 18, 2023 PP#19, 2023 Transmitted ✔
Using Easypay Payroll System (Covering up to September 13, 2023)

WSIB: No regular filing required as PHC is a Schedule 2 employer. Invoices paid as received.

OMERS:

Remittance Date: September 22, 2023 (Online Payment Release Date) Paid ✔
(Covering up to August 16, 2023)

Union Dues:

Remittance Date: September 20, 2023 Paid ✔
(Covering up to August 16, 2023)

Sondra Fitzgerald September 30, 2023

Per: Sondra Fitzgerald ***Date***
Director, Corporate Services

Office Suite, 526 McDonnel Street, Peterborough, Ontario K9H 0A6
Tel: (705) 742-0439 Fax: (705) 742-1404

Peterborough Housing Corporation

Report 2023-041

Meeting Date: December 12, 2023

Meeting Time: 6:15pm

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

Subject: Implications of City's Garbage Collection Changes

Author Name and Title: Travis Doak, Director of Operations

Recommendation(s):

Resolved That Report 2023-041, "Implications of City's Garbage Collection Changes", be received for information purposes.

Hope Lee

Chief Executive Officer

Background:

On October 31, 2023, the City of Peterborough implemented a new garbage collection program – Waste Collection By-law 18-103. As part of the City's Waste Management Master Plan Update, changes to the residential garbage collection program were approved by City Council at its meeting on February 27, 2023, and would start at the same time as the upcoming introduction of the Green Bin (household organic waste) collection program began October 31, 2023. *– City of Peterborough, City Council Meeting, February 27, 2023, Waste Management Master Plan Update, Report IPSES23-001*

PHC supports these initiatives and the positive environmental impacts they will have on the community our tenants reside in.

On October 10, 2023, Waste Collection By law 18-103 was repealed and replaced with changes outlined in Report MOENO23-001, to algin with collection program changes and better define the terms and conditions related to waste collection within the City in-line with the Council approved Waste Management Master Plan. *– City of Peterborough, General Committee Meeting, October 10, 2023, Proposed New Waste Collection By-Law, Report MOENV23-001*

Rationale:

One of the changes will be multi-residential properties with more than 7 units will no longer be provided garbage pick-up by the City and will require private collection beginning April 1, 2024.

A significant aspect of these changes involves 12 PHC properties that house family units (listed below), which will no longer receive municipal garbage pickup.

PHC Properties	Unit Count	Number of Occupants
572 Crystal	110	308
835 Cameron	46	160
665 Crawford	50	155
30 Alexander	47	148
1190 Hilliard	28	116
999 Hilliard	34	111
850 Fairbairn	48	106
681 Monaghan	53*	85
290 Parkhill E	28	81
117 Herbert	16	38
Anson St	11	37
Parkhill Road West	8	27
Total	**479**	**1372**

*Anticipated occupancy in November 2024

To address the operational and financial implications of this change, staff have been collaborating with PHC's current waste removal vendor responsible for garbage pickup at our larger multi-residential properties. Staff are determining how to best address these changes and identifying the set-up requirements at each property for a commercial type pick-up of garbage. It has been identified that some properties may not be able to accommodate a large vehicle pick-up and would require manual removal.

PHC staff have brought this item to the attention of the Service Manager who will be discussing the implications with the appropriate City Departments, including potential additional expenses through the Service Manager Agreement with PHC.

Other Alternatives Considered:

Currently options are still being assessed.

Alignment to Strategic Priority Areas

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

1. Investing in Our People – Specifically with the commitment to providing quality customer service, applying clear process and systems that are client-centered and measurable to ensure services are delivered by compassionate staff.
2. Serving Our Clients & Community – Finance & Resources, by using the highest financial and resource management practices to ensure our communities can rely on PHC for its future needs.

Financial Considerations:

The change to multi-residential properties of 7 or more units requiring private collection was unknown when the 2024 PHC budget was prepared and submitted to the City staff on September 18.

The projected costing below includes expenses that will be incurred in the 9-month period of 2024 and the calendar year 2025. Notably, the 2024 budget will include one-time startup costs such as cement pads and enclosures to facilitate the implementation of the new collection system.

Estimated Annual Costs

		Bin Lifts		Curbside Lifts			
Year	**Weeks**	**Cost Per Week**	**Cost Per Year**	**Cost Per Week**	**Cost Per Year**	**Startup Cost**	**Total**
2024	40	$1,540.00	$61,600.00	$797.63	$31,905.00	$84,000.00	$177,505.00
2025	52	$1,800.00	$93,600.00	$837.51	$43,550.60		$137,150.60

The strategy for managing the one-time startup expense for 2024 will be allocating the cost to planned capital reserves or using accumulated operating surplus at year end to offset the expenditure. PHC will we be making a request to the City for additional subsidy to cover the 2024 operational costs as staff did not know about this change at the time the budget request was submitted. Future operational costs for private garbage pick-up for will be part of the annual budget request.

Consultations:

Sondra Fitzgerald, Director of Corporate Services
Nathan Calder, Building Services Manager
Operations Division Management Team

Attachments:

None

Peterborough Housing Corporation

Report 2023-042

Meeting Date: December 12, 2023

Meeting Time: 6:15 p.m.

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

Subject: Insurance Follow-Up and Recommendations

Author Name and Title: Hope Lee, CEO

Recommendation(s):

Resolved That Report 2023-042, "Insurance Follow-Up and Recommendations", be received; and

That the Board supports a deductible increase to $100,000.

Hope Lee

Chief Executive Officer

Background:

The October board meeting included a report and presentation related to PHC's 2023-24 insurance renewal in the Housing Services Corporation (HSC) program. It highlighted both changes and a significant increase. This report provides further information and recommendations based on the discussion at the October meeting including these three key areas:

1. Ensuring accurate property replacement and rental or business income: Staff have provided HSC with updated rental and business income which matches 2024 revenue expectations. Staff are also working through HSC's recommended benchmarking analysis to ensure accurate property replacement values. This includes a paper exercise by staff, based on the insurers (Marsh) guidelines, for all properties. Following that exercise, any properties where values are +/- 10% compared to the benchmarked $/sq.ft provided by Marsh will be further assessed by a third-party. The cost of the third-party valuation is included in the financial considerations of this report.

2. Exploring higher deductibles: HSC has provided PHC with two additional quotes, $100,000 and $250,000 deductible in addition to the original quote which included the new, mandatory, increased deductible of $50,000. An analysis of these quotes is provided in the financial considerations of this report to support the recommendation to increase the deductible.

3. Risk Management: Staff are working on the development of both claims and risk management policies and procedures with a target date of Q1 2024. Claims procedures will assist staff to first estimate the cost of the claim before immediately submitting a claim under the policy. Parameters will be established through the policy development. In addition to development of the policies and procedures, HSC will conduct workshops in the new year with staff and will further assist PHC in managing risk and subsequently reducing the current risk rating of 6.

Rationale:

Deductible Increase:

The recommendations of this report ask the Board to support a $100,000 deductible. This would relieve 2024 budget pressures by approximately $46,000 as shown in Table 2 under Financial Considerations. The 2024 savings could be used to offset the third-party property valuation expense as well as any potential policy increase where current property values were low.

There is no way to accurately predict how many claims and subsequently what the actual financial impact the deductible increase will have. However, one longer term benefit should be reducing PHC's current risk rating. The risk rating includes high and/or multiple losses. Increasing the deductible and an assessment of which property claims are submitted will help lower that risk in the current program. It should also make PHC more attractive to other insurers providing the possibility of an individual policy rather than this pooled program which considers everyone's good or bad performance. A review of claims to date, is illustrated below in Table 1.

Table 1

Year	Cause	Insurer	PHC	Total
2023	fire	$53,000	$25,000	$78,000
2022	wind	$655,000	$25,000	$680,000
2021	fire	$29,265	$25,000	$54,265
2021	sewer	$230,000	$25,000	$255,000
2021	water	$276	$25,000	$25,276
2021	fire	$93,077	$25,000	$118,077
2021	fire	$43,232	$25,000	$68,232
2019	water	$2,492	$25,000	$27,492
		$1,106,342	**$200,000**	**$1,306,342**

Six of the eight claims were small and two should not have been submitted as claims. The cost of the six smaller claims total $371,342, all of which would be absorbed by PHC with the new deductible limit. The other two, were significant events and would have been claims even with the new deductible limit. Therefore, considering Table 1, PHCs cost over the five-year period with a $100,000 deductible would have been $571,342 ($100K deductible x 2 plus actual cost of $371,342) versus the $200,000 it incurred ($25K deductible x 8 claims). The frequency of claims would be significantly reduced improving our risk presentation under either the HSC program or another broker.

Along with increasing the deductible, procedures will be developed to set out the process for submitting claims. This should include an initial assessment of the cost of the claim and the threshold above the deductible that needs to be met.

<u>Other Savings</u>

Staff are also anticipating credits to the policy for either deductible amount based on appliance replacements. Through the CMHC Capital Funding PHC is replacing all older existing appliances, including a stove equipped with smart burners. Smart burners are eligible for credits under the HSC program. Although at the time of this report the actual credit amount is not known, 555 Bonaccord received a credit of $1,135.

Exploring alternative coverage:

Staff did explore one option for alternative coverage earlier this year with Co-operators who is providing coverage to similar PHC organizations (Kawartha Lakes-Haliburton for example). Co-operators was unwilling to consider a quote based on PHC's claims history. Increasing our deductible and assessing claims before automatically submitting should improve that history (typically the last five years is considered). It is recommended that at the very least, PHC reaches out to this company again in 2024 as the renewal process begins.

Other Alternatives Considered:

PHC could consider a $250,000 deductible if at the same time the Board supported moving the annual savings for the operating budget (approximately $180,000 in 2024) to an insurance reserve. To limit risk, PHC would need to ensure that annual savings (calculated saving between a $50,000 and $250,000 deductible) was transferred to this reserve annually. This reserve would assist PHC in offsetting the deductible payment toward insurance claims into the future. The capital reserve would become the source of funding for completing the restoration (for projects up to $250,000) or for paying the deductible should the insurance reserve be depleted.

Alignment to Strategic Priority Areas

This report directly aligns with priority area two, Serving Our Clients and Community and commitments within that area of Finance and Resources and Risk Management.

Financial Considerations:

Deductible Analysis:

The 2022-23 policy cost, including taxes, was $400,463 and included a $25,000 deductible. Staff incorporated a 10% increase when building the 2024 budget, a $40,046 increase, or a $440,509 policy cost.

The actual cost of the policy, including the now mandatory $50,000 deductible, is $479,557 an increase of $79,094 or 19.75%.

Following the October presentation and report, staff requested quotes based on both $100,000 and $250,000 deductibles. A request for a quote based on $150,000 was also requested, however not available.

Table 2 illustrates cost and budget implications based on the three deductibles.

Table 2				
Property Deductible	2023-24 Policy Cost	Variance to 2022-23 Policy ($)	Variance to 2022-23 Policy (%)	2024 Budget Implications
$50,000	$479,557	$79,094	19.75%	-$39,048
$100,000	$393,594	-$6,869	-1.72%	$46,915
$250,000	$301,300	-$99,163	-24.76%	$139,209

<u>Property replacement validation – third party costs</u>

Staff completed the paper exercise which determined that a total of 33 properties would benefit from a third-party validation. In addition to the Marsh services, PHC also received a quote from Stone Guide. The cost for Stone Guide to complete these appraisals is $250 per property (compared to Marsh at $500 per property) or a total cost of $8,250 plus HST.

Consultations:

Housing Services Corporation
Director of Operations
Director of Corporate Services

Attachments:

None.

Peterborough Housing Corporation

Report 2023-043

Meeting Date: December 12, 2023

Meeting Time: 6:15 p.m.

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

Subject: Procurement Policy

Author Name and Title: Hope Lee, CEO

Recommendation(s):

Resolved That Report 2023-043, "Procurement Policy", be received;

That Policy PHC-FA-01 - Bad Debt Write Off Authorities, included as Attachment A be rescinded;

That Policy PHC-FA-02 - Cheque Signing, included as Attachment B be rescinded;

That Policy PHC-FA-03 - Portfolio Accounting, included as Attachment C be rescinded;

That Policy PHC-FA-04 - Procurement of Goods and Services, included as Attachment D be rescinded;

That FA1 - Procurement Policy, included as Attachment E is adopted; and

That FA2 - Write Off Policy, included as Attachment F is adopted;

Hope Lee

Chief Executive Officer

Background:

Certain reports presented to the Board in 2023 have generated questions as to their procurement process. The existing procurement policy is included as Attachment D. Since it has not been reviewed in five years and is in an outdated template, staff recommend the adoption of the amended version of this policy, included at Attachment E. The City's procurement bylaw was reviewed to align procurement processes as much as possible and to use some of the City's best practices. The amendment also aligns authorities to Bylaw No. 4.

At the same time, staff have conducted a review of the other three finance related policies. This report recommends the rescinding of those three policies and that an amended version of the Write Off Policy be adopted. The Write Off Policy now aligns with the authorities approved through Bylaw No. 4.

Bylaw No. 4, adopted by the Board in May 2022 established the following authorities:

1. Signing Authority for Expenditures – The board appoints, as authorized signing authorities on behalf of the Corporation on expenditures incurred by the Corporation, the following positions, each of whom shall have the authority individually, to authorize the aforesaid expenditures subject to the limited indicated and are employees of the Corporation:

    a. Chief Executive Officer – expenditures of Two Hundred and Fifty Thousand Dollars ($250,000) or less;

    b. Directors – expenditures of One Hundred Thousand Dollars ($150,000) or less; and

    c. Managers – expenditures of Fifty Thousand Dollars ($50,000) or less.

Further work towards a comprehensive set of finance related policies and directives will take place in Q1 2024 including investments, budgeting, and monitoring of operating and capital budgets.

Rationale:

Write Off Policy

The amendments can be summarized as follows:

- New template and policy number sequence
- Segregation of duties

- Aligning approval levels with bylaws

Cheque Signing and Portfolio Accounting Policies

It is recommended that these two policies be rescinded and not replaced. These processes do not need to be within a policy document but will be documented in other directives or procedures developed in Q1 2024.

Procurement Policy

The amendments can be summarized as follows:

- New template and policy numbering sequence
- Segregation of duties
- Aligning approval levels with bylaws
- Addressing more relevant methods like EFT versus cash/cheque

Other Alternatives Considered:

None.

Alignment to Strategic Priority Areas

This report aligns with Strategic Priority Serving Our Clients and Community, Finance and Resources:

- Maintaining the highest financial and resource management practices, to ensure that our community can rely on us for its future needs, including compliance with all legislative and code requirements

Financial Considerations:

There are no direct financial considerations however the policy amendments now ensure alignment with the authority levels approved through Bylaw No. 4.

Consultations:

Director of Corporate Services
Director of Operations

Attachments:

Attachment A	PHC-FA-01 - Bad Debt Write Off Authorities
Attachment B	PHC-FA-02 - Cheque Signing
Attachment C	PHC-FA-03 - Portfolio Accounting
Attachment D	PHC-FA-04 - Procurement of Goods and Services

Attachment E	FA1 - Procurement Policy
Attachment F	FA2 - Write Off Policy

Policy Statement

Policy Number: PHC- FA-01	**Subject: Bad Debt Write-off Authorities**
Section: Finance & Administration	**Total Pages: 1**
Effective Date: June 1, 2018	**Revision Dates: May 2018**
Approved By:	

Policy Purpose:

To establish the policy and authorities of PHC with respect to managing the write off of tenant receivables which have been deemed uncollectable resulting in bad debt to the corporation.

Accounting Policy:

Bad debts are reviewed and written off quarterly.

Authority:

Accounts under $6,000

The CEO is authorized to approve the write off of former tenant accounts less than $6000 using criteria defined below:

- The tenant has left the country permanently.
- The tenant is deceased and there are no known assets.
- All attempts to locate the tenant have failed and a minimum of 90 days have passed.
- As recommended by the Director, Corporate Services, following appropriate efforts to collect amounts owing.

Accounts over $6,000

The Board of Directors is required to approve the write-off of former tenant's accounts greater than $6,000.

Collection Efforts Continue

Completing a write-off for a delinquent account is solely an accounting entry to fairly reflect aged balances on PHC financial statements. This will take place annually at a minimum. All collection avenues remain fully open and active and will be supplemented with external assistance through a collection agency and/or Small Claims Court as deemed appropriate.

The nature of program delivery implies that some tenants will default on their obligations to both pay rent and maintain their housing units. A balance of compassion and business judgement is required in applying collection policies.

Approving Signature: Bonnie Clark		
Name Bonnie Clark	**Title** Chair	**Date** June 20/2018

Approving Signature: Darlene Cook		
Name DARLENE COOK	**Title** CEO/PHC	**Date** May 24/18

Policy Statement

Policy Number: PHC-FA-02	**Subject: Cheque Signing**
Section: Finance & Administration	**Total Pages: 1**
Effective Date: June 10, 1993	**Revision Dates: January 2001**
Approved By:	

Policy Purpose:
Members of the Peterborough Housing Corporation will be requested to sign cheques at the Peterborough Housing Corporation office, every two weeks, at a time that is mutually convenient.

The signing member of the Peterborough Housing Corporation shall make certain that there is an invoice, bill or statement for each cheque issued.

The signing member or designated member shall move a resolution at the regular monthly meeting of the Peterborough Housing Corporation, *"That the Peterborough Housing Corporation approve the payment of bills and accounts covered by cheque number __________ to cheque number __________ inclusive".*

If the signing member is unable to perform this duty, the member is requested to so inform the Housing Manager or Chairman.

When the cheque signing schedule delays the payment of utility bills resulting in the loss of discounts or prevents the distribution of rent supplement cheques to landlords by the first of the month, the Housing Manager or his designate and the Office Manager will sign the cheques. The Housing Manager and one other authorized cheque signing officer who may also be a staff member, may sign cheques of an emergency nature.

A listing of all cheques not signed by the designated signing member will be attached to the cheque summary.

Approving Signature:		
Name	**Title**	**Date**

Approving Signature:		
Name	**Title**	**Date**

Policy Statement

Policy Number: PHC-FA-03	**Subject: Portfolio Accounting**
Section: Finance & Administration	**Total Pages: 1**
Effective Date: September 15, 1993	**Revision Dates: January 2001**
Approved By:	

Policy Purpose:

1. Funds Received

   The Peterborough Housing Corporation shall be responsible for the proper handling of monies that it receives.

   The Housing Manager shall delegate that responsibility to other employees and ensure that they follow the routines and use the records and forms developed by the Ontario Housing Corporation.

   All funds received shall be deposited in the Bank daily at varied intervals. Only a minimal amount required to make change may be kept securely overnight.

2. Inventory

   The Housing Manager shall ensure that an accurate up-to-date inventory is maintained and that inventory control follows the procedures developed by the Ontario Housing Corporation.

   Inventory items include moveable assets, consumable items and tool or repair kits with replacement costs in excess of $100.00.

   Verification of inventory shall be done annually with any variations being noted.

   A report shall be made by the Housing Manager to the Peterborough Housing Corporation and to the Regional Manager, Ontario Housing Corporation.

Approving Signature:		
Name	**Title**	**Date**

Approving Signature:		
Name	**Title**	**Date**

Policy Statement

Policy Number: PHC-FA-04	**Subject: Procurement of Goods & Services**
Section: Finance & Administration	**Total Pages:**
Effective Date: January 18, 2018	**Revision Dates: October 2019**
Approved By:	

POLICY PURPOSE:

The purpose of this policy is to outline an effective, efficient, fair and transparent procedure for the procurement of goods, services and construction. This policy shall not apply to the acquisition or disposal of real property.

This policy shall apply to all officers, directors, employees, agents and designated representatives of Peterborough Housing Corporation (PHC).

DEFINITIONS:

In this policy:

"award" means the authorization to proceed with the purchase of goods, services or construction;

"bid" means a submission received in response to a call for bids;

"Bid Review Committee" means the Bid Review Committee established by PHC;

"bidder" means a person, corporation or other entity that submits a bid in response to a call for bids;

"Board" means the PHC Board of Directors;

"call for bids" means a formal request for bids and includes a request for quotations, a request for tenders and a request for proposals;

"Chair" means the Chair of the PHC Board of Directors;

"construction" means construction, reconstruction, demolition, repair or renovation of a building or structure and includes site preparation, excavation, drilling, seismic investigation, soil investigation, the supply of products and materials and the supply of equipment and machinery if they are included in and incidental to the construction, and the installation and repair of fixtures to a building or structure;

"contract" means a contract awarded under this policy;

"contractor" means the bidder to whom a contract is awarded;

"designate" means the person provided with the written authority to act on another person's behalf;

"dollars" means Canadian dollars;

"electronic bidding" means a method of issuing a call for bids and receiving written bids by fax, email or internet;

"emergency" means an event or circumstance, as determined by the Chief Executive Officer, where the immediate purchase of goods, services or construction is necessary to prevent or alleviate serious delay, a threat to public health, safety or welfare, the disruption of services to tenants, clients, or agencies, or damage to buildings and property or any other expenditure that is necessary to respond to any such event and may include, but is not limited to, an emergency declared under the *Emergency Management and Civil Protection Act*;

"Chief Executive Officer" means the Chief Executive Officer of PHC;

"goods" means personal property, including raw materials, products, supplies, equipment and includes other tangible products of every kind and description;

"PHC" means Peterborough Housing Corporation;

"proposal" means a submission received in response to a request for proposals, acceptance of which may be subject to further negotiation;

"purchase order" means a PHC written order to a contractor setting out the terms and conditions for the purchase of goods, services or construction;

"quotation" means a binding offer received in response to a request for quotations;

"request for expressions of interest" means a request made by PHC for the purpose of compiling a list of persons, firms or corporations who may be interested in providing goods, services or construction to PHC;

"request for pre-qualification" means a request for the submission of information from potential bidders, including the experience, financial strength, education, background and personnel of persons, firms or corporations who may qualify to supply goods, services or construction to PHC;

"request for proposals" means a request for proposals issued pursuant to this policy;

"request for quotations" means a request for quotations issued pursuant to this policy;

"request for tenders" means a request for tenders issued pursuant to this policy;

"responsive" means that a bid has complied in all material respects with the requirements set out in the call for bids documentation;

"senior management" or "senior manager" means the Chief Executive Officer or a Director or any of their designates;

"services" means the services to be provided under a contract and includes consulting and professional services;

"sole source purchase" means a purchase made under the sole source purchase section of this policy;

"tender" means a submission received in response to a request for tenders;

"total cost" means the contract cost for the full term of the contract, including all applicable taxes, but net after any rebates;

"Treasurer" mean the Treasurer of the PHC Board of Directors; and

"Vice-Chair" means the Vice-Chair of the PHC Board of Directors.

DESCRIPTION:

PHC is a corporation under the Ontario *Business Corporations Act* and governed by the *Housing Services Act, 2011*. The City of Peterborough is the sole shareholder. The Board of Directors have designated authority to senior management to execute documents on behalf of PHC in accordance with its bylaws.

RESPONSIBILITIES:

Where any person is authorized to take any action pursuant to this policy, such action may be taken by:

Chief Executive Officer

The CEO shall be responsible for:

- providing procurement advice including preparing call for bids documentation;
- administering the call for bids and ensuring compliance with the terms and conditions of the call for bids;
- the standardization of all procurement procedures; and
- the preparation of reports to the Board.

Where any authority has been granted to any person pursuant to this policy, such authority may be exercised by the CEO.

Despite any other provision of this policy, during any period that regular Board meetings are suspended either during the summer recess or for any other reason, the CEO shall be authorized to award any contract. A report shall be submitted to the Board as soon as reasonably possible setting out the details of any contract awarded under this policy.

Pre-Qualification Process

<u>Request for Expressions of Interest</u>

The CEO may conduct a request for expressions of interest for the purpose of determining the availability of any goods, services or construction. The receipt of a submission in response to a request for expressions of interest shall not create any contractual obligation on the part of PHC. A request for expressions of interest may be conducted as a pre-condition to another procurement procedure set out in this policy.

<u>Request for Pre-qualification</u>

The CEO may conduct a request for pre-qualification for any goods, services or construction for the purpose of selecting qualified bidders to respond to a call for bids, if the nature of the work to be performed requires ascertainable minimum standards.

When a request for pre-qualification is issued, a pre-qualification bid document shall be issued setting out the criteria for pre-qualification, which may include:

- experience of similar work;

- references provided from other customers for similar work;
- verification of applicable licences and certificates; and
- financial capability.

The selection of bidders following a request for pre-qualification shall not create any contractual obligation between PHC and a pre-qualified bidder.

Authorization of Purchases

Purchases shall be authorized on behalf of PHC according to the following guidelines:

<u>Purchases Not Exceeding $1000</u>
If the total cost of the purchase of goods or services does not exceed one thousand dollars ($1,000.00), any authorized staff person may authorize the purchase and such purchase may be made utilizing cash, a pre-established vendor account, a purchase order or credit card.

<u>Purchases Not Exceeding $5,000</u>
If the total cost of the purchase of goods, services or construction does not exceed five thousand dollars ($5,000.00), any supervisor may authorize the purchase and such purchase may be made utilizing cash, a cheque, a purchase order or credit card.

<u>Purchases Not Exceeding $10,000</u>
If the total cost of the purchase of goods, services or construction does not exceed ten thousand dollars ($10,000.00), any manager may authorize the purchase and such purchase may be made utilizing cash, a cheque, a purchase order or credit card.

<u>Purchases Not Exceeding $25,000.00</u>

If the total cost of the purchase of goods, services or construction does not exceed twenty-five thousand dollars ($25,000.00), any Assistant Director may authorize the purchase and such purchase may be made utilizing cash, a cheque, a purchase order or credit card.

<u>Purchases Not Exceeding $50,000</u>
If the total cost of the purchase of goods, services or construction does not exceed fifty thousand dollars ($50,000.00), any Director or the CEO may authorize the purchase and such purchase may be made utilizing cash, a cheque, a purchase order or credit card.

<u>Purchases between $50,000 and $250,000</u>
If the total cost of the goods, services or construction exceeds fifty thousand dollars ($50,000.00) but does not exceed two hundred and fifty thousand dollars ($250,000.00), the CEO may authorize the purchase provided:

- a minimum of three quotations shall be requested that may be received verbally or in writing; and
- the award is made to the bidder submitting the lowest cost responsive bid.

<u>Purchases Exceeding $250,000.00</u>
If the total cost of any goods, services or construction exceeds two hundred and fifty thousand dollars ($250,000.00), the CEO shall authorize the issue of either a request for tenders or a request for proposals.

A request for tenders or request for proposals shall be undertaken in compliance with the following process:

- the scope of the goods, services or construction shall be set out in the call for bids documentation;
- the form of the call for bids shall, to the extent possible, use standardized documentation;
- the call for bids documentation shall be circulated and advertised in as wide and extensive manner as will ensure the best, most comprehensive and most competitive response to the call for bids;
- evaluation criteria and weightings shall be established prior to the call for bids and the call for bids documentation shall clearly specify how each of the applicable criteria shall be applied in evaluating the bids and whether the "dollar cost methodology" process, as hereinafter defined, will be applied to determine the bidder to whom the contract will be awarded;
- bids shall be publicly opened on the specified date, at the specified time;
- all bid amounts shall be recorded;
- all bids shall be fairly and completely evaluated using as open, fair and transparent a process as may be possible in the circumstances of the particular call for bids;
- the evaluation of each bid shall be recorded using a standardized form of evaluation record;
- the evaluation record shall be stored and shall only be destroyed in accordance with any applicable records retention policy; and
- any irregularities shall be referred to the Bid Review Committee.

Request for Tenders Process

A request for tenders shall be issued where the following criteria apply:

- two or more sources are considered capable of supplying the goods, services or construction;
- the goods, services or construction are clearly ascertainable and permit the evaluation of bids against applicable specifications;
- the market conditions are such that bids can be submitted on a competitive pricing basis; and
- it is intended that the lowest cost responsive bid shall be accepted without negotiation.

The CEO may award the contract provided that the award is made to the bidder submitting the lowest cost responsive bid.

Request for Proposals Process

A request for proposals shall be issued where the goods, services or construction cannot be specifically defined and it is anticipated that bidders may propose a variety of alternatives to fulfil PHC requirements.

The CEO may award the contract provided that:

- the total cost of the contract does not exceed one million dollars ($1,000,000.00);
- the award is made to the bidder whose bid achieves the highest score as a result of the evaluation; and
- the award is made to the bidder submitting the lowest cost responsive bid.

Emergency Purchases

Despite any other provision of this policy, in cases of emergency, as determined by the CEO, the purchase of goods, services or construction may be authorized without issuing a call for bids.

The CEO shall endeavour to obtain the lowest cost for any goods, services or construction required, using as fair and transparent a process as is feasible having regard to the particular emergency.

The CEO may authorize the emergency purchase where the total cost does not exceed two hundred and fifty thousand dollars ($250,000.00).

Emergency purchases where the total cost exceeds two hundred and fifty thousand dollars ($250,000.00) shall be authorized by any one of the Chair, Vice-Chair or CEO together with the Treasurer.

Sole Source Purchases

A sole source purchase may be made for the procurement of goods, services or construction without issuing a call for bids where the compatibility of a purchase with existing equipment, facilities or service is the paramount consideration or where the equipment, facilities or service is unique or specialized.

The CEO may authorize a sole source purchase where the total cost does not exceed one hundred thousand dollars ($100,000.00).

The Board must authorize a sole source purchase where the total cost exceeds one hundred thousand dollars ($100,000.00).

Contingencies

Where any purchase of goods, services or construction has been authorized under this policy by a Director or their designate, that senior manager may authorize disbursement of additional funds, provided that such additional funds shall not exceed fifteen percent (15%) of the total cost of the original contract and provided that the additional funds are required to complete the work set out in the original contract. Where such additional funds exceed fifteen percent (15%) of the total cost of the original contract the CEO may authorize the additional funds, so long as the total cost can be accommodated in the annual PHC budget and so long as the amount of the additional funds does not exceed fifteen thousand dollars ($15,000.00)

Where any purchase of goods, services or construction exceeding fifty thousand dollars ($50,000) has been authorized under this policy, the CEO may authorize disbursement of additional funds, provided that such additional funds shall not exceed fifteen percent (15%) of the total cost of the original contract and provided that the additional funds are required to complete the work set out in the original contract.

The Board may authorize any contingency expenditure, irrespective of the total cost of the original contract.

A report shall be submitted semi-annually to the Board to advise of any expenditures made under this section of the policy, if the total cost cannot be accommodated in the annual PHC budget.

Purchase of Additional Goods, Services or Construction

Where goods, services or construction have been purchased under this policy, no similar, additional or related goods, services or construction shall be purchased from the same contractor, whether by way of contract extension, renewal, or separate purchase, unless:

- a report is submitted to the Board; or
- the procurement procedures set out in this policy are complied with as if the additional purchase is a new contract; or
- the total cost of the additional goods, services or construction does not exceed twenty percent (20%) of the total cost of the original contract; or
- the total cost of the additional goods, services or construction is to be paid in full by a third party, and security to ensure payment is in place, to the satisfaction of the CEO.

Any amount authorized may be expended in addition to any contingency allowance authorized under this policy and may be authorized by the CEO.

A report shall be submitted semi-annually to the Board to advise of any expenditures made under this section of the policy, if the total cost cannot be accommodated in the annual PHC budget.

Co-operative Purchasing

PHC may participate in co-operative purchasing with the City of Peterborough, other government agencies or public authorities, including but not limited to recognized housing provider affiliations such as the Ontario Non Profit Housing Association (ONPHA) or the Housing Services Corporation (HSC), where the CEO determines that it is in the best interest of PHC to do so.

PHC shall adhere to the policies of the agency calling the co-operative bid.

Unsolicited Proposals

Where an unsolicited proposal is received by PHC, the CEO may determine if the proposal shall be evaluated as a sole source purchase.

If the CEO determines that the unsolicited proposal should be considered a sole source purchase, the award shall be made in accordance with that section of this policy.

Reports to the Board

The CEO shall report to the Board at least annually any contract for which the total cost exceeds one hundred thousand dollars ($100,000).

Despite any other provision of this policy, a report shall be submitted to the Board prior to authorizing an award in each of the following circumstances:

- where the contract price is in excess of five hundred thousand dollars ($500,000.00) and a request for proposals has been issued under this policy;
- where the purchase is prescribed by statute to be made by the Board;
- where the term of a proposed contract is for a period longer than three years, or where the renewal of a contract would result in an aggregate term of greater than three years;
- where a request for tenders has been issued and the award is not proposed to be made to the bidder with the lowest cost responsive bid or there is an informality or irregularity that cannot be resolved by the Bid Review Committee;
- where the purchase of any goods, services or construction is not authorized by this policy; and
- where otherwise specifically provided in this policy.

Invoice Approval

The Manager may approve payment of an invoice, provided that satisfactory evidence that invoiced goods or services were received and the purchase was authorized as provided for in this policy.

The Manager may authorize the payment of any item in Schedule "A", so long as the amount can be accommodated in the annual PHC budget.

Restrictions and Exceptions

The purchasing procedures set out in this policy shall not apply to the purchase of those goods and services set out in Schedule "A", provided that the total cost of the purchase does not exceed the amount approved in PHC's annual budget.

No procurement of goods, services or construction shall be divided into two or more parts to avoid the application of this policy.

No personal purchases shall be made by PHC directly or indirectly for members of the Board or any officer or any agent or employee of PHC.

All procurement undertaken shall be undertaken in accordance with PHC's Code of Conduct and in accordance with the Conflict of Interest Policy.

Payment of Accounts

In addition to anything otherwise contained in this policy, any one of the Chair, Vice-Chair or CEO together with the Treasurer. In the Treasurer's absence, any two of the Chair, Vice-Chair or CEO, shall be authorized to pay through PHC's accounts payable:

- all accounts for the purchase of goods, services or construction, where the purchase of such goods, services or construction has been made in accordance with this policy, or otherwise approved by the Board;
- all accounts authorized by the appropriate signing officer;
- all items listed in Schedule "A" subject to such expenditures being approved in the annual budget; and

- all requisitions for monies which PHC is by statute required to pay to its local boards or other bodies on account of their approved annual estimates, including advances before such budgets are approved.

REFERENCE:

Approval
Report of the Board of Directors, dated January 18, 2018.

Approving Signature: Bonnie Clark		
Name Bonnie Clark	**Title** Chair Board Directors	**Date** NOV 20/2019

Approving Signature: Darlene Cook		
Name DARLENE COOK	**Title** CEO/PHC.	**Date** Nov 20/19

SCHEDULE "A"

The purchasing activities defined in the Peterborough Housing Corporation Purchasing Policy shall not apply to the purchase of the following goods and services set out in this schedule:

1. Utility Charges, including:

   a) water;
   b) hydro;
   c) gas;
   d) telephone; and
   e) telecommunications.

2. Postal charges.

3. Any purchase required to be made by PHC under statutory authority, such as:

   a) financing costs for buildings (mortgage and debenture purchases);
   b) property taxes;
   c) building insurance;
   d) commodity tax remittances.

4. Any purchase related to inter-company services with the City of Peterborough, such as:

   a) courier services for interoffice mail and external deliveries;
   b) armoured delivery services for banking
   c) office equipment and supplies;
   d) lease purchases for PHC administration office.

5. Any purchase related to professional services such as:

   a) memberships and affiliations, for example;
      i. Ontario Non Profit Housing Association (ONPHA),
      ii. Institute of Housing Management (IHM);
   b) software licence renewals;
   c) provision of skilled services to individuals as part of approved programs.

6. The following contracts and related purchases concerning property management activities:

   a) laundry services;
   b) alarm answering services;
   c) local advertising for vacant market units;
   d) accommodation for displaced tenants due to building repairs;
   e) petty cash replenishment; and
   f) executed agreements or operating contracts.

7. Expenditures for training and education, including:

   a) attendance at conferences, seminars, courses and conventions;
   b) subscriptions to books, magazines, and periodicals;
   c) fees for trainers/facilitators.

8. Refundable employment related expenses to staff delivering services consistent with PHC policies:

   a) advances for expenditures;
   b) meal allowances;
   c) travel and entertainment expenses;
   d) miscellaneous expenses.

Procurement of Goods and Services - Approval Levels

To accompany Policy PHC-FA-04

$ Value of Goods/Services	Authorized By	Payment Method
Up to $1,000	Staff	Cash Vendor Account Purchase Order Credit Card
Up to $5,000	Supervisor	Cash Cheque Purchase Order Credit Card
Up to $10,000	Manager	Cash Cheque Purchase Order Credit Card
Up to $25,000	Assistant Director	Cash Cheque Purchase Order Credit Card
Up to $50,000	Director/CEO	Cash Cheque Purchase Order Credit Card
$50,000 to $250,000	CEO	3 Quotes
$250,000	CEO	Request for Tenders Request for Proposals

$

Notes

- Guidelines to be used for purchases, work orders, batches, etc
- No purchase can be divided into 2 transactions to avoid the approval levels in this policy.
- No employee shall make personal purchases in the same transaction as a purchase under this policy.
- There are some exceptions to the policy, indicated in Schedule 'A', which a manager may approve as long as they fall within the established PHC budget. For example:
    - Utility Charges, Postal Charges, Taxes & Insurance, some Contracts and Property Management Services.

POLICY NAME:	Procurement Policy		
POLICY ID:	FA 1	APPROVED BY:	Board of Directors
EFFECTIVE DATE:	December 12, 2023	REVIEW DATE:	December 2025

Policy Purpose

The purpose, goals and objectives of this policy include:

- Acquiring goods, services and construction in a manner that is open, fair, and transparent.
- Ensuring service and product delivery, quality, efficiency, and effectiveness; and
- Providing staff, which have purchasing responsibility, clear direction.

Scope

This policy shall apply to all officers, directors, employees, agents, and designated representatives of PHC.

Definitions/Acronyms

Agreement means a binding contract between PHC and one or more parties, which has been duly authorized and executed.

Approval Authority means the authorization to proceed with procurement.

Approved Budget means a budget approved by the Board of Directors in a budget document and/or by specific Board resolution to acquire a Deliverable.

Bid means a submission in response to a Bid Solicitation, and includes proposals, quotations, or responses.

Bidder means a Supplier that submits a Bid.

Bid Solicitation means the document issued by PHC to solicit Bids from Bidders.

Competitive Process means the solicitation of Bids from multiple Suppliers.

Contract Value means the value of the initial term, exclusive of sales tax.

Deliverables means any goods, services, or construction, or combination of.

Emergency means a situation, or the threat of an impending situation, which may affect the environment, the life, safety, health, welfare and/or property and which requires actions to be taken to prevent serious damage, disruption of work, or to restore or maintain essential services to a minimum level.

Invitational Competition means a Competitive Process in which an invitation to submit Bids is issued to at least three Suppliers.

Open Competition means a Competitive Process in which Bids are solicited through a publicly advertised Bid Solicitation.

Procurement means the acquisition of Deliverables by purchase, rental, or lease.

Purchase Order means PHC's written document issued by a duly authorized employee of PHC to a Supplier for the purchase and supply of the Deliverables identified on the Purchase Order.

Purchasing Card means a procurement card provided by PHC for use as a payment method to purchase directly from Suppliers.

Qualified Supplier Roster means a list of Suppliers that have participated in and successfully pre-qualified to perform work assignments involving the delivery of a particular type of Deliverable.

Roster Competition means an expedited Competitive Process between Suppliers that have been included on a Qualified Supplier Roster for the selection of a Supplier to perform a work assignment.

Supplier means a person or Company carrying on the business of providing Deliverables.

<u>Responsibilities</u>

The CEO shall be responsible for:

- the administration of this policy, including the development and implementation of procedures and protocols.

The Director of Corporate Services shall be responsible for:

- assist the Operations Department in the preparation of Agreements when requested
- provide the financial information for Board award reports, where required
- maintain accounting records as required

The Director of Operations shall be responsible for:

- ensure Procurement is carried out in accordance with this policy and all applicable procedures and protocols
  ensure staff have access to current Procurement procedures and protocols and provide Procurement training to staff, as required, to ensure a clear understanding of the purchasing procedures
- advise on the suitability of specifications to ensure a maximum number of competitive bids and to ensure a Suppliers ability to supply

- keep apprised of best purchasing practices
- prepare Board award reports, where required, with the assistance of the Director of Corporate Services

Staff with spending authorities are responsible for:

- ensure Procurement is carried out in accordance with this policy and all applicable procedures and protocols
- ensure sufficient Approved Budget exists for all purchases
- ensure that business transactions for PHC are conducted ethically and professionally
- prepare specifications, scope of work and other related documents, as required
- authorize Purchase Orders in accordance with this policy and all applicable procedures and protocols
- ensure that after award and prior to commencement of the work, all mandatory documentation has been obtained, including by not limited to a signed Agreement where required

Standard Procurement Methods

Low Value Procurement (Up to $50,000)

Low value Procurement is used when the Contact Value is expected to be $50,000 or less and the Deliverables are required on a one-time, non-repetitive bases and the end-user has identified a clear or single solution.

Low value Procurement up to $10,000 may be made by a Purchasing Card or direct acquisition.

Low value Procurement between $10,000 and $50,000 shall be made through a Purchase Order or Agreement.

Informal Quote Process ($50,000 to $75,000)

The informal quote process is used when the Contract Value is expected to be more than $50,000 but less than $75,000 and the Deliverables are required on a one-time, non-repetitive bases and the end-user has identified a clear or single solution.

Informal quotes must be received in writing and shall be made through a Purchase Order or Agreement.

Invitational Competition ($75,000 to $150,000)

An Invitational Competition may be used when the Contract Value is expected to be between $75,000 and $150,000 and it is possible to obtain competitive Bids on precisely defined requirements for which a clear or single solution exists.

There may be instances when the Contract Value is expected to be less than $150,000 where, at the discretion of the Director, it will be more appropriate to solicit Bids using an Open Competition.

The Bid Solicitation is issued to at least three Suppliers with evaluation criteria included in the Bid Solicitation. All Bidders will be notified of the outcome, whether successful or not. An Agreement is required between PHC and the successful Bidder.

Open Competition ($150,000 or more)

An Open Competition must be used when the Contract Value is expected to be $150,000 or more.

The notice of Procurement and Bid Solicitation document must be publicly posted on an electronic tendering site.

The Open Competition may be based solely on price or may consider other evaluation criteria. Where provided for in the Bid Solicitation, the Open Competition may include negotiation with one or more top-ranked Bidder(s).

The Open Competition may include a two-stage Procurement process in which a prequalification process is conducted by soliciting and evaluating submissions in order to establish a short list that would be eligible to submit a Bid in response to a second stage Bid Solicitation.

Sole Source Procurement

A sole source procurement may be made for the procurement of goods, services, or construction without following the standard Procurement methods where the compatibility with existing equipment, facilities, or service is the paramount consideration or where the equipment, facilities, or service is unique or specialized.

Open Framework Competition (to establish Qualified Supplier Roster)

An Open Framework Competition may be used when it has been determined it is appropriate to establish a Qualified Supplier Roster for Deliverables that are needed on a recurring basis.
An Open Framework Competition is a form in which Suppliers are pre-screened based on the qualification criteria and evaluation process specified in the Bid Solicitation. The Qualified Supplier Roster does not result in any commitment to purchase Deliverables from the Suppliers. As the need for the Deliverable arises, PHC will select one or more of the Suppliers selected.

A Qualified Supplier Roster competition may be used to solicit quotes from Suppliers for Deliverables available through an established Qualified Supplier Roster. Suppliers on the Qualified Supplier Roster are invited to compete for a particular assignment or scope of Deliverables.

Emergency Procurement

Despite any other provision of this policy, in cases of Emergency, as determined by a Director or a Manager, the purchase of goods, services or construction may be authorized without following the standard Procurement methods or Approval Authorities.

The Director or Manager shall endeavor to obtain the lowest cost, using as fair and transparent a process as is feasible having regard to the particular Emergency.

As soon as possible after the Emergency and where the expenditure is above the Director or Managers Approval Authority, an email shall be prepared by the Director or Manager to the CEO explaining the action taken and reasons why.

Emergency purchases where the total exceeds $250,000 shall first be authorized by the Chair or Vice-Chair together with either the CEO or the Treasurer. At the next Board meeting the CEO shall prepare a report explaining the action taken and reasons why for the Boards information.

Approval Authority

Approval Authority is established by the Board through Bylaw No. 4.

Procurement Method	Procurement Value	Approval Authority
Low Value	At or below $1,000	Any authorized staff
	At or below $10,000	Any Supervisor, Manager, Director, or the CEO
	At or below $50,000	Any Manager, Director, or the CEO
Informal Quote	Above $50,000, at or below $75,000	Director or CEO
Invitational Competition	Above $75,000, at or below $150,000	Director or CEO
Open Competition	Above $150,000, at or below $250,000	CEO
	Above $250,000	Board

Contract Amendment

If the Total Cumulative Increase is either less than $100,000 **or** less than 10% of the original contract value, the contract amendment may be approved at the staff level determined as follows:

Original Contract Value + Total Cumulative Increase	**Approval Authority**
At or below $50,000	Manager
At or below $150,000	Director
Above $150,000	CEO

Board approval is required in all cases where the Total Cumulative increase is both more than $100,000 **and** more than 10% of the original contract value.

Exempt Expenditures

General Expenses:
- Workers Safety Insurance Board payments
- Payroll deduction remittances
- Debt principal and interest payments
- Loan and mortgage payments
- HST remittances
- Licenses
- Building and vehicle insurance
- Insurance claims, legal agreements or settlements and arbitration awards
- Employee or board travel expenses
- Other training related expenses including memberships, attendance at workshops, seminars, etc.

Special Services
- Postal services
- Investments
- Bank charges
- Expenses related to an event which will be recovered in full from a third party

Professional Services
- Employee training, facilitators, or speakers
- Medical professional services
- Expert witnesses
- Outside legal counsel
- Fees related to real estate transactions such as commissions and professional fees

Inter-company services with the City of Peterborough
- Courier
- Information technology services
- Office equipment and supplies

Utility and Property Tax Charges
- Water
- Hydro
- Sewer

- Gas
- Telecommunications

The Approval Authorities as outlined in PHC Bylaw No. 4 apply to exempt expenditures, where sufficient Approved Budget exists.

Directives & Procedures

The CEO shall bear primary responsibility for the creation and implementation of Directives and Procedures required to meet the compliance standards.

Related Documents

PHC Bylaw No. 4 – A bylaw respecting signing authority

Appendices

None

History of Amendments/Reviews:

Section(s)	Date	Comments
All	Dec 2023	Amended Policy to replace PHC-FA-04

POLICY DOCUMENT

POLICY NAME:	Write Off Policy		
POLICY ID:	FA 2	APPROVED BY:	Board of Directors
EFFECTIVE DATE:	December 2023	REVIEW DATE:	December 2025

Policy Purpose

This policy is to establish the approval authority of PHC with respect to managing the write off tenant receivables which have been deemed uncollectable resulting bad debt to the corporation.

As rental income is the largest source of income for PHC it is essential to collect rents from former tenants in a timely and consistent manner.

Write offs should be done on a timely basis to match the expense with the revenue in the same fiscal period. If PHC were to continue carrying former tenant arrears as accounts receivable, it would overstate the net income of the period.

Write Offs:

1. Only those former tenant arrears for which all reasonable and appropriate collection action has been taken will be submitted for write off.
2. The Corporate Services Department must ensure that uncollectible debts are reviewed quarterly and identify those debts that should be submitted for write off.
3. All write off submissions must include the relevant debt information.
4. Even when the debt is written off, the collection process will continue through the collection agency, the Provincial Arrears Database or other collection methods.
5. In the quarter immediately following the debt being referred to the collection company, the entire amount will be written off. Write offs will be approved quarterly.
6. Staff may approve the write off a receivable up to the spending authority limits established under the Purchasing Policy. Board approval is required for receivables that exceed such limits.
7. Staff must maintain adequate records of all receivable amounts that have been written off.
8. Staff are not required to submit write offs to the Director of Corporate Services where:
    - The individual is deceased, and the estate has no funds; or
    - The individual is bankrupt, and an order of discharge has been granted.

9. After consulting with the Director of Corporate Services, staff may accept a compromise settlement of a debt, in which case only a portion of the original debt may be written off. Such portion is subject to the spending authority limits noted in #6.

10. Annually, the Director of Corporate Services shall submit a statement of debts written off during the fiscal year, together with supporting authorizations, for Audit reporting purposes.

Directives & Procedures

The Director of Corporate Services shall bear primary responsibility for the creation and implementation of Directives and Procedures required to meet the compliance standards.

Related Documents

PHC Bylaw No. 4 – A bylaw to establish approval authorities.

Appendices

None

History of Amendments/Reviews:

Section(s)	Date	Comments
All	Dec 2023	To amend and replace PHC-FA-01