



Peterborough Housing Corporation Board of Directors

Wednesday, February 26, 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, January 22, 2025
5. Presentations
 - a. Operations Presentation
 - i. Report 2025-008 – Tenancy Follow Up and Supports
Jake Dean, Resident Services Manager and Robin Sarniak,
Housing Support Worker
6. Operational Reports
 - a. Report 2025-005 – CEO Update
 - b. Report 2025-006 – Director Mandate Letters
 - c. Report 2025-007 – CMHC Capital Repair Funding Opportunity
7. Financial Reports
 - a. No report
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, January 22, 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

Regrets: Andrew Beamer	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 Matthew Graham, seconded by Alex Bierk and carried unanimously, it was **RESOLVED** to approve the agenda for the January 22nd, 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, November 27, 2024
- b) Closed Session Board Meeting, November 27, 2024

On a motion by Matthew Graham, seconded by Alex Bierk and carried unanimously, it was **RESOLVED** that the open and closed minutes for November 27, 2024, be confirmed and accepted.

4. Presentations

- a) Operations Presentation

- i. Report 2024-002 – Food Bank Program,
Lisa Clark, Resident Services Manager and Krista Charette,
Housing Support Worker

On a motion by Lesley Parnell, seconded by Alex Bierk and carried unanimously, it was **RESOLVED** that Report 2025-002, “Food Bank Program”, be received for information purposes.

5. Operational Reports

a) Report 2024-001 – CEO Update

On a motion by Matthew Graham, seconded by Lesley Parnell and carried unanimously, it was **RESOLVED** that Report 2024-001, “CEO Update”, be received for information purposes.

The main discussion centered on PHC’s involvement with the Housing Continuum Group, examining their role in housing within the community, current initiatives, and strategies for enhancing these efforts moving forward. The conversation also explored integrating these initiatives into their strategic plan for better alignment. Additionally, funding through Hart Hub was discussed, which requires further follow up on PHC’s part.

b) Report 2024-002 – PHC Strategic Plan Development

On a motion by Matthew Graham, seconded by Lesley Parnell and carried unanimously, it was **RESOLVED** that Report 2025-002, “PHC Strategic Plan Development”, be received for information purposes.

The board was informed that during the last strategic planning session, PHC did not engage with the market. An RFP will be issued for this planning session, which will include specific parameters. PHC remains committed to taking a hands-on approach in developing their strategic plan, but recognize there is a need for support from an external company in some areas. A board member will be required to join the Committee. Chair Keith Riel has requested Travis Doak email him the expectations and time commitments for that board member. The Chair will collaborate with the board members to select the representative for the committee. There was also discussion about ensuring involvement from all members.

c) Report 2024-003 – PHC Properties – Insurance Valuations

On a motion by Matthew Graham, seconded by Lesley Parnell and carried unanimously, it was **RESOLVED** that Report 2025-003, “PHC Properties – Insurance Valuations”, be received for information purposes.

An overview was provided of the work completed, along with the rationale behind the valuations. A discussion was held on the current trends in insurance, increases being seen by both housing providers and tenants. Concerns were raised about the potential effect these valuations could have on premiums going forward. The valuations offer

protection by ensuring buildings are properly valued and covered. PHC reviewed the completed valuations and feel confident in their accuracy.

6. Financial Reports

- a) No report

7. Committee Reports

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

8. Information from Staff

- a) **Finally a Home Board Meeting Requirements**

Staff at PHC have been in touch with LLF regarding the requirements for meeting as a Board for Finally a Home and the frequency. It was determined that there is nothing saying that we need to meet 4 times a year. It was been decided that we will meet once a year, and call meetings on an as needed basis.

9. Adjournment

With there being no further business, the January 22, 2025 Board Meeting, was adjourned on a motion by Alex Bierk, seconded by Matthew Graham, carried unanimously at 7:00 p.m.

Keith Riel
Chair
Peterborough Housing Corporation

Travis Doak
CEO/Board Secretary
Peterborough Housing Corporation

Peterborough Housing Corporation

Report 2025-008

Meeting Date: February 26, 2025

Meeting Time: 5:30pm

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

Subject: Tenancy Follow Up and Supports

Author Name and Title: Jake Dean, Resident Services Manager
Richard Grotsch, Director of Operations

Recommendation(s):

Resolved That Report and presentation 2025-008, "Tenancy Follow Up and Supports", be received for information purposes.

Richard Grotsch

Director of Operations

Background:

PHC provides housing opportunities for singles and families of which have varying social, economic and health needs. While many PHC households effectively manage their daily needs, some households may experience a state of acute elevated risk due to struggles associated with addictions, mental health, food insecurity and many other challenges with managing general acts of daily living.

A tenant experiencing such difficulties is at greater risk of eviction as they are unable to meet the basic standards of cleanliness and care as required in their Lease Agreement. Many of these cases can result in negative effects on an entire community due to increased anti-social behavior which would threaten the safety and well-being of the larger community.

While PHC like other Social Housing Providers are funded and operate with a core mandate of being a landlord, there is expectation of added social responsibility beyond that of a private housing provider. The Landlord and Tenant Board, Local Service Managers, Community Members and Politicians have an ethical expectation that social housing providers work with households to stabilize, resolve and sustain the tenancy whenever possible.

Housing Support Worker (HSW):

The Housing Support Worker (HSW) plays a vital role for the Corporation, in providing substantial efforts to stabilize tenancies and improve community wellbeing. PHC currently has three HSW positions which work within the Resident Services Department in Operations and are geographically assigned to our communities.

The core responsibilities of the HSW role are broken down into the following areas of focus:

- 1) Unit Inspections and Monitoring
- 2) Management of Complex Tenancies
- 3) Referrals and System Navigation
- 4) Unit Conditions (Pests, Sanitation and Clutter)
- 5) Community Engagement and Partnerships

Case Management and Follow up:

The Operations Division, including the HSW role, uses an integrated approach to provide follow up and address complex tenancy issues. These efforts include but are not limited to:

- Regular in-home visits with Residents
- Interdisciplinary staff team follow up
- Coordination and service connection
- Engagement and development of external partnerships
- Ongoing monitoring and follow up

Identification of Cases:

While the Annual Unit Inspection is legislated and supports PHC's efforts to mitigate risks associated with life safety, fire safety and compliance with building standards, it also affords the corporation the opportunity to assess the potential vulnerabilities of our households. In 2024, approximately 25% of units visited required varying degrees of follow-up work from HSW's.

External Partnerships:

PHC is committed to working with our Residents to ensure a clean, safe, supported and successful tenancy. Through our experience we know that early identification is the key to successful outcomes. While PHC does not provide long term case management, our focus is on working with Residents to identify their needs and support them through system navigation, advocacy and linkage to community resources. The role of the HSW is key to identifying system gaps and working along with the larger team to address these through new and innovative partnerships.

Future Action and Considerations:

As PHC continues to grow in addition to the changing socioeconomic landscape, complex tenant issues are expected to increase both in volume and complexity. It is important that PHC continues to offer the services necessary to stabilize complex tenancies and further avoid unnecessary evictions that result in further strain on the housing system.

It is critical that we continue to develop partnerships with Police, Social Services, Ontario Disability Support Program, and other Community Agencies. It is recognized that PHC's core responsibility as a landlord limits our ability to address complex issues without external support. Therefore, expanded partnerships are necessary to navigate the increasingly complex tenancies represented in the PHC portfolio.

Financial Considerations:

There are no financial considerations for this report, however this report does highlight the efforts provided by PHC to promote successful tenancies and therefore mitigate costs associated to the termination of tenancies.

Alignment to Strategic Priority Areas:

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

1. Serving Our Clients & Community – Customer Service
2. Serving Our Clients & Community – Finance & Resources
3. Serving Our Clients & Community – Community Building
4. Strengthening Relationships – Partnerships
5. Strengthening Relationships – Community Safety Net

Consultations:

Robin Sarniak, Housing Support Worker (HSW)
Krista Charette, Housing Support Worker (HSW)
Jake Dean, Resident Services Manager
Rebekah Vettor, Senior Resident Services Manager

Attachments:

None

Peterborough Housing Corporation

Report 2025-005

Meeting Date: February 26, 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 2025-005, "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:Kitec Plumbing Litigation Class Action:

In January PHC received notification that we were being awarded \$392,356.95 in a settlement payment in the Kitec Plumbing Litigation Class Action for a claim previously submitted. The litigation was Rosati v. IPEX USA LLC and IPEX Inc. and Cooke v. IPEX Inc. The payment was calculated in accordance with the Final Plan of Allocation, which was approved by the courts in the United States (Northern District of Texas), Ontario, and Quebec. PHC has no records of making a submission to the class action lawsuit. We believe a plumbing contractor submitted a list of clients where this product was installed.

We have established a dedicated reserve fund to address potential future major plumbing failures, ensuring that resources are readily available should urgent repairs or system replacements be required. Unfortunately, as the plumbing work was completed several years ago, there is limited documentation on which specific properties contain the affected materials. This uncertainty presents challenges in proactively identifying and addressing potential issues before failures occur.

To mitigate risk, we are exploring strategies to assess and track the affected properties, including conducting targeted inspections, consulting historical maintenance records, and engaging industry professionals to evaluate potential vulnerabilities. Proactively managing this issue will allow PHC to make informed decisions about potential repairs or system upgrades, minimizing disruption to tenants and maintaining the long-term integrity of our buildings' infrastructure.

Peterborough Ontario Health Team Consultation:

The Peterborough Ontario Health Team (POHT) is developing a new Strategic Plan that is building on past successes, strengthening partnerships, and establishing key priorities and new strategic directions for the organization. The plan aims to enhance integrated healthcare delivery, address systemic challenges, and improve health and well-being across the community.

As part of this process, POHT is actively engaging with stakeholders from various sectors, including housing, social services, and community organizations, to gather diverse perspectives and ideas that will help shape the plan's development. PHC was invited to participate in these discussions to:

- Provide input on key areas of focus, particularly the intersections of housing, healthcare, and social services.
- Share insights on pressing community needs, including the impact of housing stability on health outcomes, challenges faced by vulnerable populations, and gaps in services.

- Identify opportunities for enhanced collaboration between PHC and healthcare providers, ensuring a more holistic, person-centered approach to service delivery.
- Discuss innovative solutions and best practices that could support integrated care models, improve housing access for those with complex health needs, and address the social determinants of health.

PHC's participation in this strategic planning process reinforces the critical role that stable, affordable housing plays in overall community health. By contributing our insights and expertise, it is our intent to strengthen partnerships, advocate for tenant needs, and help shape a more responsive and inclusive health and housing system within Peterborough and the surrounding region.

Township of Havelock-Belmont-Methuen Correspondence:

On January 23, 2025, I received correspondence from the Township of Havelock-Belmont-Methuen's CAO. That correspondence (see attachment 'A') was a letter issued to me on behalf of the Township Council to clarify PHC's plans for the undeveloped land located on the 17 Smith Drive property. The letter also requests specific timelines pertaining to any future development.

On January 30, 2025, a telephone meeting was arranged with the Township CAO and me to discuss the status of the property, potential development opportunities, and PHC's capacity to move forward on the project. During the conversation, I provided an overview of the challenges previously faced, including funding constraints, construction cost escalations, which impacted the original development timeline.

This was a very broad discussion on potential pathways forward, including securing additional funding, revisiting project feasibility, and exploring partnerships with private developers or government stakeholders to support the completion of new housing on the site. The Township appeared to express interest in further discussions PHC to assess viable solutions and reiterated their commitment to addressing the local housing shortage.

The Township also inquired about the tenant waitlist process for PHC properties in Havelock, noting that Council members and the broader community have expressed confusion regarding how tenant selections are made. In response, I provided a high-level overview of the Housing Access Peterborough (HAP) program, explaining its role in managing waitlists and ensuring fair and consistent tenant placement across all communities where PHC has properties.

On January 31, 2025, I formally responded to the Township with a letter (see attachment 'B'). As a next step, PHC has proposed a meeting with Township representatives to collaboratively assess the best course of action for the undeveloped parcel of land. Our goal is to work together to ensure that any housing plan serves the needs of the community while being both financially and operationally sustainable.

In my phone call with Township, and subsequent letter that was authored, my messaging has been consistent in that any potential development involving PHC will require external funding coordinated with the Township. PHC is open to working with the Township and other third-party partnerships to develop a funding model to allow for new development at this property.

On February 7, 2025, I received a request from the Township CAO for PHC staff to present to the Township Council on the waitlist process. The correspondence also suggested engaging the City of Peterborough's Housing Access Peterborough (HAP) program to participate in the session. I can confirm that PHC staff have connected with City staff to begin coordinating an informative and educational presentation for Township Council, ensuring a comprehensive overview of the waitlist system, eligibility criteria, and application process.

On February 18, 2025, I received another correspondence from the Township CAO that the Township Council passed a motion that I be invited to meet with Council as a group to collaboratively assess the best course of action for the undeveloped parcel of land on Smith Drive. I have acknowledged receipt of the correspondence, but no further discussion has taken place.

Housing Continuum Working Group:

Following my initial update in January, I attended the second meeting of the Housing Continuum Group on February 13, 2025. This meeting saw increased participation from additional service agencies, broadening the representation of stakeholders engaged in the discussion.

The meeting continued to focus on sharing current initiatives and perspectives on housing challenges, with agencies providing updates on their respective programs and efforts to support individuals struggling to secure stable housing. However, beyond exchanging information, there was limited progress in identifying concrete next steps or defining a clear action plan to address the issues collaboratively.

While the group's initial intent remains to bring key decision-makers from different government ministries into the conversation, there has yet to be a defined strategy for advancing this objective. Moving forward, there will need to be more structured discussions and a focus on actionable solutions to ensure the group's efforts result in meaningful outcomes.

I will continue to participate in these discussions and will keep the Board informed of any further developments or tangible progress that emerges from future meetings.

Senior Manager of People & Culture:

I am pleased to update the Board that PHC has successfully filled the Senior Manager of People & Culture role, with Jennifer McLauchlan joining the organization on January 27, 2025. Jennifer brings extensive leadership experience

in labour relations, human resources strategy, and organizational development within the public sector.

Since joining PHC, Jennifer has been focused on key HR initiatives, including enhancing labour relations, supporting workforce development, and refining HR policies to align with PHC's evolving needs. She has also been actively engaged in developing a strategic approach to employee engagement and retention, ensuring that PHC continues to foster a positive and high-performing workplace culture.

In addition, Jennifer's role will be instrumental in the development of PHC's new 5-year strategic plan, ensuring that people and culture strategies are integrated into the organization's long-term vision. She will also play a key role in supporting organizational change management efforts as PHC continues to evolve to meet the needs of staff, tenants, and stakeholders.

HART Hub Program:

At the January Board meeting, I was asked about PHC's involvement in the Homelessness and Addiction Recovery Treatment (HART) Program funding application. At that time, I was unaware of PHC's participation and committed to gathering further information. Following my review, I provided an update to the Board on January 23, 2025, outlining the circumstances surrounding PHC's inclusion in the application.

To summarize, preliminary discussions were held in October 2024 between PHC staff, FourCast, and City staff regarding PHC's potential involvement in a federal funding application for the HART Program. During these discussions, PHC staff raised concerns about the housing component of the program and how PHC's role would be structured within it. No formal endorsement was given, nor was a letter of support provided by PHC. However, it was later discovered that the submitted application included a potential commitment for PHC to allocate units for the program, which came as an unexpected development.

Under the submitted proposal, funding would be accessed to conduct repairs on vacant PHC units, which would then be used to house individuals as part of the HART initiative to address local homelessness among vulnerable individuals through streamlined services.

Since my last communication, we have been informed that FourCast was successful in securing the funding grant. However, due to the upcoming provincial election, the allocation of funding resources for new programming has been temporarily placed on hold. This means that no immediate action will be taken regarding unit allocations or funding disbursements until further direction is provided.

Moving forward, PHC will collaborate with FourCast to assess next steps once the funding is officially released. Additionally, to prevent similar situations in the future,

I have implemented a new internal requirement that any agency seeking PHC's participation or support in funding applications must submit a formal request for approval, including a letter of support, before any commitments are made.

To be clear, any additional funding allocated to our community to support housing and homelessness initiatives is a positive development. The HART Program has the potential to enhance services for vulnerable populations, and PHC remains committed to working collaboratively with FourCast, the City, and other stakeholders to explore how this funding can be effectively utilized.

Strategic Plan Work Update:

Since my last update, significant progress has been made in advancing the development of PHC's new five-year strategic plan. Key steps have included the formation of two dedicated working groups to guide and execute the planning process effectively.

A Strategic Planning Committee has been established, which will meet monthly with the mandate of guiding the development of PHC's strategic plan. This committee is responsible for ensuring that the plan aligns with the evolving needs of PHC's tenants, stakeholders, and the broader community.

The committee's key functions include:

- Setting the strategic direction by identifying key priorities and outcomes aligned with PHC's organizational goals.
- Providing oversight to ensure the planning process remains on track, inclusive, and transparent.
- Reviewing and analyzing stakeholder feedback to ensure the plan reflects the diverse perspectives of tenants, staff, and community partners.
- Collaborating with consultants and subject matter experts to assess external housing trends and environmental factors impacting PHC.
- Evaluating draft strategic planning materials and providing feedback on objectives, goals, and performance measures.
- Monitoring progress to ensure accountability and making adjustments as needed to meet planning milestones.

Co-Chairs:

- Travis Doak, CEO
- Jennifer McLauchlan, Senior Manager of People & Culture

In addition to the full committee, a Strategic Planning Committee Working Group has been formed, meeting bi-weekly to execute the detailed work necessary to advance the planning process between monthly committee meetings. This group will focus on data collection, operational planning, and drafting key components of the strategic plan.

The Working Group's key functions include:

- Developing and drafting key components of the strategic plan, including goals, objectives, and performance indicators.
- Coordinating stakeholder engagement activities, such as staff surveys, tenant focus groups, and community outreach.
- Conducting research and analyzing data to identify trends, challenges, and opportunities that should inform the strategic plan.
- Compiling feedback from the Strategic Planning Committee and incorporating it into working drafts.
- Tracking project milestones and ensuring deliverables are completed on time.
- Preparing materials and presentations for monthly Strategic Planning Committee meetings.
- Identifying risks and barriers to implementation and proposing solutions.

Chair:

- Jennifer McLauchlan, Senior Manager of People & Culture

Next Steps

- The Request for Proposal (RFP) for a strategic planning consultant is in development and will be issued by February 28 to secure external expertise to facilitate stakeholder engagement, environmental scans, and plan development.
- Initial stakeholder engagement sessions will begin in Q2 2025, involving tenants, staff, and community partners. This will include a session for all Board members to participate in.
- The Strategic Planning Committee and Working Group will continue to refine PHC's mission, vision, values, and key priorities to shape the strategic plan's foundation.

I will continue to keep the Board updated on progress and key developments as the strategic planning process advances.

Fire at 268 Denne Crescent:

On February 19, 2025, a significant structure fire occurred at 268 Denne Crescent at approximately 8:00 AM, originating from an e-bike battery charging in the living room. The fire resulted in extensive damage, with the ground floor likely a total loss, as well as smoke and water damage to the basement and structural damage to the attic and roof.

The impacted household, consisting of one parent and one child, was safely evacuated and was temporarily placed at a local motel. The tenant has active insurance and has already submitted a claim to initiate the recovery process. Staff are reviewing available housing options within our portfolio to facilitate the tenant's relocation as soon as possible, ensuring the least impact to the family unit and accessing the child's school.

This incident serves as a critical reminder of fire safety, particularly regarding the risks associated with charging e-bike and similar motorized type batteries indoors. PHC will explore ways to increase fire prevention awareness among tenants, including educational materials, signage, and potential safety policies related to battery charging in residential units.

Other Alternatives Considered:

None

Alignment to Strategic Priority Areas

These operational updates align to all three priority areas.

Financial Considerations:

None

Consultations:

Richard Grotsch, Director of Operations
Sondra Fitzgerald, Director of Corporate Services
Jake Dean, Resident Services Manager

Attachments:

Attachment A: Township of Havelock-Belmont-Methuen Letter
Attachment B: PHC Response to Township of Havelock-Belmont-Methuen Letter



January 23, 2025

Mr. Travis Doak
Chief Executive Officer
Peterborough Housing Corporation
526 McDonnell Street, Office Suite
Peterborough ON K9H 0A6
tdoak@ptbohousingcorp.ca

Via Email

Dear Mr. Doak:

Re: Smith Drive Development

At the Open Session Regular Council Meeting held on January 14, 2025 the following resolution was passed by Council:

Moved by Deputy Mayor Webb
Seconded by Councillor Doherty

Whereas it was the intention of Peterborough Housing Corporation to develop and construct 32 affordable rental units consisting of a 24-unit apartment building containing 12 affordable and 12 supported units as well as 2 independent fourplex units as detailed in correspondence dated November 27, 2017 that was included on the agenda of the Open Session Regular Council Meeting held on December 18, 2017; and

Whereas By-law Number 2018-033, being a by-law to provide for the transfer of lands, now addressed as 17 Smith Drive in Havelock, to Peterborough Housing Corporation for the price of \$2.00 was adopted at the Open Session Regular Council Meeting held on May 7, 2018; and

.../2

Whereas it was announced, by the Peterborough Housing Corporation delegation at the Open Session Regular Council Meeting held on March 18, 2019 that the Peterborough Housing Corporation development on Smith Drive in Havelock had been tendered in November 2018 and that the bids received were overbudget causing the project to be scaled back; and

Whereas the project was being split into two phases with the 2 independent fourplex units, referred to in the delegation of March 18, 2019 as 2 quad bungalows, being allocated to Phase 2 of the project; and

Whereas it was announced that Phase 2 of the project would proceed when federal or provincial government funding became available; and

Whereas Phase 1 of the project opened in January 2021 and no plans have been announced respecting Phase 2 of the project;

Be It Resolved That staff is hereby directed to write a letter to Peterborough Housing Corporation requesting that Peterborough Housing Corporation clarify their plans for the undeveloped land located on the Smith Drive property; and further

That Peterborough Housing Corporation be requested to provide specific details and timelines pertaining to any future development on this property; and further

That Peterborough Housing Corporation be informed that, if there are no plans for future development on this property, the Township would like to commence negotiations immediately for the return of the undeveloped lands and the transfer of ownership of the undeveloped lands back to the Township of Havelock-Belmont-Methuen.

Carried

Council is eager for progress to continue in the Township of Havelock-Belmont-Methuen and looks forward to hearing from you.

Do not hesitate to contact me if you have any questions.

Sincerely

Bob Angione

Bob Angione, M.P.A., B.Admin.

Chief Administrative Officer and Municipal Clerk

Copy: All Members of Council, Township of Havelock-Belmont-Methuen

January 31, 2025

Bob Angione
Chief Administrative Officer and Municipal Clerk
Township of Havelock-Belmont-Methuen
PO Box 10, 1 Ottawa St. E.
Havelock, ON K0L 1Z0

Subject: Response to Smith Drive Development Inquiry

Dear Mr. Angione,

Thank you for your letter dated January 23, 2025, regarding the Smith Drive development. We appreciate the Township of Havelock-Belmont-Methuen's continued interest in this project and the commitment to advancing housing opportunities within your community.

Peterborough Housing Corporation (PHC) remains committed to working collaboratively with the Township to identify strategies that will allow for the development at 17 Smith Drive to move forward. As you are aware, the original project was envisioned as a two-phase development, with the second phase being contingent on securing additional government funding. While the financial landscape for affordable housing development has been challenging in recent years, we continue to explore viable funding opportunities to ensure the realization of this housing initiative.

In addition to exploring traditional government funding sources with the Township, PHC is also open to possibility of collaborating with private developers and other housing stakeholders in the County to identify innovative financing models that could support the completion of a new housing project. Engaging with private sector partners may present new opportunities to leverage funding and accelerate the timeline while ensuring the project aligns with community needs.

We recognize the importance of maximizing the potential of this site to support the Township's housing needs and ensure that the site is utilized effectively. Given our shared commitment to expanding access to affordable housing, particularly in responding to the increasing demand for affordable housing in the County, PHC welcomes the opportunity to engage with the Township to assess feasible paths forward for the Smith Drive property.



To facilitate this discussion, PHC proposes a meeting with Township representatives to collaboratively assess the best course of action for the undeveloped parcel of land. Our goal is to work together to ensure that any housing plan serves the needs of the community while being both financially and operationally sustainable.

We value our partnership with the Township and remain committed to fostering open and transparent communication. We look forward to the opportunity to explore housing opportunities within your community.

Thank you again for reaching out, and we appreciate your ongoing support for the work PHC does in the City and County of Peterborough.

Sincerely,



Travis Doak
Chief Executive Officer
Peterborough Housing Corporation



Peterborough Housing Corporation

Report 2024-006

Meeting Date: February 26, 2025

Meeting Time: 5:30 p.m.

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

Subject: Director Mandate Letters

Author Name and Title: Travis Doak, CEO

Recommendation(s):

Resolved That Report 2025-006, "Director Mandate Letters", be received for information purposes.



Chief Executive Officer

Background:

As part of our commitment to strengthening operational clarity, accountability, and strategic alignment, PHC has issued Mandate Letters to the Director of Operations and the Director of Corporate Services for the 2025 calendar year. These Mandate Letters outline key priorities, objectives, and performance expectations for each department, ensuring that PHC remains focused on delivering high-quality services to our residents and maintaining operational efficiency.

The Director of Corporate Services' Mandate Letter focuses on three key areas:

1. Finance and Accounting Directives & Standard Operating Procedures
2. Payroll Directives & Standard Operating Procedures
3. IT Directives & Standard Operating Procedures

The Director of Operations' Mandate Letter focuses on five key areas:

1. Building Maintenance
2. Custodial Services
3. Capital Planning and Implementation
4. Access Control, Security, and Emergency Preparedness
5. Tenant-Related Services

Rationale:

The issuance of Mandate Letters helps to:

- Clearly define operational priorities and expectations for each Director.
- Enhance accountability and performance tracking across the organization.
- Support PHC's long-term sustainability, financial responsibility, and service excellence.
- Improve internal communication and strategic alignment across departments.
- Provide a structured approach for monitoring progress and reporting outcomes throughout the year.

Regular progress reports will be provided by each Director in accordance with the timelines outlined in their respective Mandate Letters, ensuring continued oversight and adjustments as needed.

By clearly defining departmental responsibilities, strategic initiatives, and performance benchmarks, these Mandate Letters help to:

- Ensure alignment between departmental activities and PHC's long-term strategic vision.
- Establish measurable goals that support PHC's mission of providing high-quality housing and tenant services.
- Enhance transparency and accountability in leadership roles by providing a structured framework for decision-making.

- Improve operational efficiencies by streamlining key functions such as building maintenance, financial oversight, tenant services, and IT governance.
- Support continuous improvement through regular progress tracking, reporting, and performance evaluations.

Through this structured approach, PHC remains focused on delivering high-quality services to our residents, optimizing resources, and maintaining operational excellence while fostering a culture of accountability and continuous improvement within the organization.

Other Alternatives Considered:

None. Mandate Letters are a best practice in governance and executive management, ensuring role clarity and performance expectations are established at the start of the year.

Alignment to Strategic Priority Areas

These operational updates align with three of PHC's strategic priority areas, reinforcing our commitment to:

- Operational Excellence
- Financial Sustainability
- Service Delivery & Community Engagement

Each priority outlined in the Mandate Letters supports PHC's broader objectives of improving housing quality, tenant services, financial controls, and operational efficiency.

Financial Considerations:

None. These Mandate Letters do not introduce additional costs to PHC's budget. The priorities outlined will be implemented within the existing approved budget and financial framework.

Consultations:

Richard Grotsch, Director of Operations
Sondra Fitzgerald, Director of Corporate Services

Attachments:

Attachment A: Director of Corporate Services Mandate Letter
Attachment B: Director of Operations Mandate Letter



Mandate Letter

Director of Corporate Services Peterborough Housing Corporation (PHC) Calendar Year 2025

Introduction: This mandate letter outlines the key priorities and expectations for the Director of Corporate Services for the 2025 calendar year. In alignment with PHC's operational objectives, the Director will focus on three critical areas: (1) establishing Directives and Standard Operating Procedures (SOPs) for finance and accounting functions, (2) creating Directives and SOPs for payroll functions, and (3) developing Directives and SOPs for IT functions. These initiatives are essential to ensuring the organization's continued operational efficiency, compliance, risk management, and digital transformation.

Priority Area 1: Finance and Accounting Directives and SOPs

The Director of Corporate Services will lead the development and implementation of Directives and Standard Operating Procedures to strengthen PHC's finance and accounting operations. This will involve the following key actions:

1. Establish Financial Reporting Standards:

- Create comprehensive SOPs for financial reporting to ensure consistency, accuracy, and compliance with municipal, provincial, and federal requirements.
- Develop clear timelines and responsibilities for monthly, quarterly, and annual financial reporting processes to improve accountability and transparency.
- Implement reporting procedures for managers where possible to enhance efficiency and reduce the risk of human error

2. Budgeting and Forecasting Framework:

- Operationalize the current budgeting process that incorporates input from all relevant departments, ensuring a collaborative and inclusive approach.
- Implement a forecasting methodology to improve the accuracy of financial planning, resource allocation, and long-term sustainability.
- Identify budgetary options for contingency plans to address potential financial risks and ensure fiscal resilience in uncertain economic conditions.

3. Internal Controls and Audit Preparedness:

- Develop Directives for internal financial controls, including segregation of duties, approval processes, and documentation standards.
- Ensure preparedness for both internal and external audits by establishing a clear audit trail and maintaining comprehensive records.
- Conduct periodic internal reviews to identify and address any gaps in financial controls.

4. Training and Capacity Building:

- Provide targeted training to finance staff on the newly developed Directives and SOPs to ensure successful implementation and compliance.
 - Develop a knowledge-sharing platform to ensure all financial Directives and procedures are accessible and understood across the organization.
 - Foster a culture of continuous improvement within the finance team by encouraging feedback and suggestions for refining processes.
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Priority Area 2: Payroll Directives and SOPs

The Director of Corporate Services will create and implement Directives and Standard Operating Procedures to strengthen PHC's payroll functions. The goal is to ensure timely, accurate, and compliant payroll processing while reducing risks and improving operational efficiency. Key actions will include:

1. Payroll Processing and Compliance:

- Develop an overarching Directive that provides a unified framework for payroll management, outlining fundamental guidelines, responsibilities, and compliance requirements.
- Develop comprehensive SOPs for payroll processing, including timelines, data entry procedures, and validation checks to ensure accuracy.
- Create SOP's for managing payroll adjustments, including overtime, bonuses, and deductions.
- Ensure compliance with applicable employment laws, tax regulations, and benefits administration requirements.

2. Payroll System Management:

- Implement SOPs for the use of payroll software (EasyPay) to ensure efficient and secure processing.
- Establish procedures for system and data backups.
- Conduct regular system audits to ensure the integrity and security of payroll data.

3. Employee Records and Documentation:

- Create SOPs for maintaining accurate employee records, including salary information, benefits enrollment, and statutory deductions.
- Develop guidelines for managing confidential payroll information in compliance with privacy laws.

4. Payroll Reporting and Reconciliation:

- Develop Directives for payroll reporting, including monthly and annual reports for internal use and compliance with government agencies.

- Implement reconciliation processes to verify payroll accuracy and ensure alignment with financial statements.
 - Create SOPs for handling discrepancies, addressing errors, and issuing corrective payments.
- 5. Training and Support:**
- Provide training for the Finance & Payroll Specialist on new Directives and SOPs to ensure successful adoption and compliance.
 - Establish a reporting system to assist employees with payroll-related inquiries and issues.
 - Foster continuous improvement by regularly reviewing payroll processes and incorporating feedback to enhance efficiency and accuracy.
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Priority Area 3: IT Directives and SOPs

The Director of Corporate Services will also focus on enhancing PHC's IT infrastructure and operations by developing Directives and SOPs. This will include:

- 1. IT Governance Framework:**
 - Develop a Directive for an IT framework that aligns with PHC's operational goals and ensures IT investments deliver maximum value and are aligned with organizational priorities.
 - Establish protocols for IT decision-making, project prioritization, and risk management to ensure that resources are allocated effectively, and risks are mitigated.
 - Implement a performance review process for IT projects to ensure that they are meeting objectives, staying on budget, and delivering expected outcomes.
 - 2. IT Support and Service Delivery:**
 - Standardize IT support processes to improve service delivery, reduce system downtime, and ensure timely resolution of technical issues.
 - Create SOPs for incident management, and end-user support to improve user satisfaction and system reliability within the Yardi environment.
 - Develop a feedback mechanism to continuously improve IT support services based on user input.
 - Develop SOPs that outline PHC IT practices, clarify roles and responsibilities, and detail escalation protocols.
 - 3. Training and Support:**
 - Provide training for the Business Analyst on new Directives and SOPs to ensure successful adoption and compliance.
 - Develop training sessions for staff to educate them about IT processes and best practices.
-

Performance Metrics and Reporting: The Director of Corporate Services will be responsible for providing regular progress reports on the development and implementation of Directives and SOPs. These reports will include:

- **Status Updates:** Detailed updates on each priority area, highlighting completed tasks, ongoing initiatives, and any challenges encountered.
 - **Recommendations for Continuous Improvement:** Suggestions for refining Directives and SOPs based on feedback from staff, audit findings, and evolving organizational needs.
-

Conclusion: The initiatives outlined in this mandate letter are critical to PHC's success in achieving operational excellence and ensuring long-term sustainability. By establishing clear Directives and SOPs for finance, payroll, and IT functions, the Director of Corporate Services will play a key role in enhancing organizational efficiency, ensuring compliance with regulatory requirements, mitigating risks, and driving digital transformation. The leadership and expertise of the Director will be pivotal in ensuring the successful execution of these priorities throughout 2025.

The Director's progress will be reviewed on a bi-monthly basis, and adjustments to the mandate may be made to address any emerging priorities or challenges. PHC remains committed to supporting the Director in achieving these objectives by providing the necessary resources and organizational support.

Progress Reports:

1st: May 5, 2025

2nd: July 7, 2025

3rd: September 8, 2025

4th: October 3, 2025

5th: November 28, 2025



Mandate Letter

Director of Operations Peterborough Housing Corporation (PHC) Calendar Year 2025

Introduction: This mandate letter outlines the key priorities and expectations for the Director of Operations for the 2025 calendar year. In alignment with PHC's operational objectives, the Director of Operations will focus on five critical areas: (1) Building Maintenance, (2) Custodial Services, (3) Capital Planning and Implementation, (4) Access Control, Security and Emergency Preparedness, and (5) Tenant Related Services. These initiatives are essential to ensuring the organization's long-term sustainability, operational excellence, and high-quality service delivery to our tenants and communities.

Priority Area 1: Building Maintenance

The Director of Operations will lead efforts to maintain and improve the physical condition of all PHC properties, ensuring they remain safe, functional, and appealing to residents. Key actions include:

1. Preventive Maintenance Program

- Develop and implement a standardized preventive maintenance schedule for all properties, including HVAC, plumbing, electrical, and structural systems.
- Establish clear documentation procedures to track completed maintenance tasks and upcoming service intervals.

2. Vendor and Contract Management

- Oversee the negotiation and awarding of service contracts to ensure quality, cost-effectiveness, and compliance with PHC standards.
- Establish benchmarks and performance metrics for external vendors, including maintenance contractors and service technicians.
- Enhance processes for vendor selection, contract management, and procurement to ensure compliance with procurement policies and value for money.

3. Emergency and Compliance Readiness

- Ensure all properties meet relevant building codes, safety regulations, and accessibility standards.
 - Enhance current emergency response protocols for building-related incidents, communicating these procedures to staff and tenants.
-

Priority Area 2: Custodial Services

The Director of Operations will be responsible for overseeing and optimizing custodial services across PHC's property portfolio, maintaining a clean, safe, and welcoming environment for tenants. Key actions include:

1. Standardized Cleaning Protocols

- Implement consistent cleaning procedures and checklists for common areas, hallways, lobbies, and exterior grounds.
- Develop a comprehensive training program for custodial staff, ensuring they understand best practices and use appropriate cleaning products and equipment.

2. Staffing and Resource Management

- Recruit and hire a new non-union complement position, Manager of Custodial Services.
- Coordinate with Human Resources to recruit, train, and retain qualified custodial personnel.
- Establish performance metrics and conduct regular evaluations to ensure consistent service quality and staff development.

3. Waste Management Program

- Develop and implement standardized waste pickup procedures for in-house services tailored to each property involved in the program.
 - Collaborate with local authorities and external vendors to optimize waste collection schedules and reduce environmental impact.
 - Provide regular updates to tenants about waste management practices, promoting participation and compliance.
-

Priority Area 3: Capital Planning and Implementation

The Director of Operations will spearhead capital projects that align with PHC's new strategic objectives. Key actions include:

1. Capital Project Identification and Prioritization

- Develop a 3-year capital project roadmap, identifying critical upgrades, repairs, and construction projects.
- Use data-driven approaches—such as facility assessments and life-cycle costing—to prioritize projects based on urgency, cost, and long-term ROI.
- Ensure alignment between capital plans and PHC's new strategic goals for enhanced service quality.

2. Project Management and Execution

- Oversee project scope, timelines, and budgets, establishing clear milestones and reporting procedures.
- Coordinate with architects, engineers, and contractors to ensure projects meet specifications, compliance standards, and design quality.
- Implement quality assurance protocols, regularly inspecting work in progress to maintain high standards of craftsmanship and safety.

3. Financial Oversight and Funding Sources

- Collaborate with the Director of Corporate Services to secure and manage funding for capital projects, including grants, municipal subsidies, and possible public-private partnerships.
 - Track project expenditures against budgets, addressing variances proactively to avoid cost overruns.
 - Provide regular updates to the CEO on capital project statuses, highlighting any challenges or risks.
-

Priority Area 4: Access Control, Security, and Emergency Preparedness

The Director of Operations will enhance the safety and security of PHC properties through effective access control systems and security measures. Key actions include:

1. Access Control Strategy

- Enhance secure building entry systems (e.g., electronic fob access, keyless entry) and protocols that safeguard tenant privacy and property assets.
- Standardize access permissions and track usage to prevent unauthorized entry, ensuring timely updates when tenant or staff changes occur.

2. Surveillance and Incident Reporting

- Implement or upgrade camera systems in common areas and high-risk zones, integrating modern security technology where feasible.
- Create and maintain SOPs for incident reporting and follow-up, training staff on how to document and escalate security-related events.

3. Emergency Preparedness and Tenant Education

- Operationalize current emergency preparedness plans for significant impacts to communities coordinating with local authorities when necessary.
 - Conduct periodic drills and audits to assess response readiness.
 - Communicate procedures to tenants, encouraging proactive engagement.
-

Priority Area 5: Tenant Related Services

The Director of Operations will ensure a high standard of tenant satisfaction and community engagement across PHC properties. Key actions include:

1. Service Coordination and Delivery

- Lead the Resident Services Team to develop a new customer service staffing model to ensure the optimal coverage, efficiency, and responsiveness in addressing tenants' needs.
- Develop feedback mechanisms (e.g., focus groups) to gauge tenant satisfaction and identify opportunities for service improvements.
- Promote cross-departmental communication to deliver holistic tenant supports.

2. Community Engagement Initiatives

- Support the planning and execution of community events, educational programs, and social initiatives that foster a sense of belonging among residents.
- Coordinate with local service agencies and nonprofits to provide additional resources that address tenants' diverse needs.

3. Operational Policies and Regulations

- Ensure resident-related policies (e.g., lease agreements) align with operational capabilities and compliance requirements.
- Automate functions wherever feasible to streamline processes.
- Establish a process for reviewing, approving, policy changes to staff and tenants, including documentation of revisions, defined timelines for implementation, and transparent communication channels.

Performance Metrics and Reporting

The Director of Operations will be responsible for providing regular progress reports on the development and implementation of initiatives within these five priority areas. These reports will include:

- **Status Updates:** Detailed updates on completed tasks, ongoing projects, and any challenges encountered.
- **Key Performance Indicators:** Metrics relating to maintenance turnaround times, project milestones, tenant satisfaction scores, security incident frequency, and other relevant data.
- **Recommendations for Continuous Improvement:** Suggestions for refining operational processes based on feedback from staff and tenants.

Conclusion

The initiatives outlined in this mandate letter are vital to PHC's commitment to operational excellence, tenant well-being, and long-term sustainability. By focusing on Building Maintenance, Custodial Services, Capital Planning and Implementation, Access Control & Security, and Tenant Related Services, the Director of Operations will be pivotal in delivering a high-quality living environment for our residents.

The Director's progress will be reviewed on a bi-monthly basis, and adjustments to the mandate may be made to address any emerging priorities or challenges. PHC remains committed to supporting the Director of Operations in achieving these objectives by providing the necessary resources and organizational backing.

Progress Reports:

1st: April 18, 2025

2nd: June 13, 2025

3rd: August 11, 2025

4th: September 26, 2025

5th: November 28, 2025

Peterborough Housing Corporation

Report 2025-007

Meeting Date: February 26, 2025

Meeting Time: 5:30pm

Meeting Place: Electronic Video Meeting

Subject: CMHC Capital Repair Funding Opportunity

Author Name and Title: Travis Doak, Director of Operations

Recommendation(s):

Resolved That Report 2025-007, "CMHC Capital Repair Funding Opportunity", be received;

That staff is directed to work with City staff on implementation of the investment allocation to support the capital repair funding opportunity.



Chief Executive Officer

Background:

PHC has developed a comprehensive portfolio capital program under a framework strategy that focuses investment on the legislated responsibility to maintain infrastructure in a state of good repair, that is fit for occupancy and to provide growth capital investment as necessary. The program focuses on Community (RGI) and Affordable Housing properties within PHC's portfolio.

Annual replacement and reserve allocations for Community properties are part of the annual budget process with the City of Peterborough in accordance with their guidelines and processes in accordance with the *Housing Services Act, 2011 (HSA)*. Under Section 12(1) of HSA General Regulation 367/11, the City of Peterborough (Service Manager) must provide sufficient funding to enable PHC to maintain the Local Housing Corporation (LHC) housing projects in a satisfactory state of repair, fit for occupancy.

In the fall of 2022, Peterborough Housing Corporation (PHC) secured funding through the Canadian Mortgage and Housing Corporation (CMHC) National Housing Co-Investment Fund to support critical capital repairs and improvements to our existing housing portfolio over a 3-year period. This funding was a significant investment in preserving and enhancing the long-term sustainability and livability of our properties.

As part of this initiative, CMHC contributed 30% of the total approved capital project costs, providing PHC with \$3,450,000.00 in funding. This funding is not required to be repaid providing the asset remains with PHC for 20 years. The remaining 70% of project costs, totaling \$8,043,245.00, was the responsibility of PHC, requiring strategic financial planning with the City of Peterborough to ensure the successful completion of these essential upgrades.

This funding enabled PHC to undertake key capital repairs aimed at improving building efficiency, extending the lifespan of major systems, and enhancing the quality of life for tenants. The investment not only addressed urgent infrastructure needs but also ensured that our housing stock remains safe, well-maintained, and aligned with modern building standards. The 3-year period of capital work will be coming to completion in November 2025.

Rationale:

On February 6, 2025, a representative from CMHC reached out to request a meeting with me. A discussion was scheduled for that same afternoon, during which I was informed that CMHC is interested in working with PHC to provide additional funding for capital repairs to our existing housing stock over the next three years. Initial discussions suggested that a first round of funding would be made available in March which PHC could potentially access. However, as of February 20, CMHC indicated that the period has passed, but PHC will be eligible for another round of funding that will likely take place in early April.

This new funding opportunity is similar in structure to the program we are currently completing, but with less restrictive eligibility criteria, particularly regarding energy efficiency and accessibility requirements. This increased flexibility presents a valuable opportunity for PHC to secure further investment in maintaining and improving our housing portfolio, ensuring long-term sustainability and enhanced living conditions for our residents.

In initial discussions with City staff, it has been estimated that PHC may have the opportunity to leverage up to \$2,750,000.00 in capital funding over the next three years. Based on the structure of the proposed CMHC funding program, this could result in approximately \$825,000.00 additional contributions from CMHC, covering 30% of the total capital program.

Similar to the current CMHC program, this funding would be structured as a forgivable loan, meaning repayment would not be required as long as the asset remains under PHC ownership for a minimum of 20 years. This presents a significant opportunity for PHC to continue investing in critical capital repairs and infrastructure improvements, while minimizing financial strain and ensuring the long-term sustainability of our housing stock.

The capital investments would be based on information identified from Building Condition Assessment (BCA) Reports that were completed by an independent third-party vendor, observations from staff, and recommendations from industry professionals. A BCA is a “moment in time” assessment of the physical condition of the capital items/elements of a building. A BCA also provides an estimate of when capital items/elements will need to be replaced, how much it costs to replace them or if there are other more efficient systems available that would provide a favourable return on investment. These assessments, combined with on-the-ground insights, ensure that capital planning is both data-driven and strategically aligned with long-term building sustainability and functionality.

This capital funding opportunity would enable us to allocate resources to other essential, though less urgent, building improvements such as painting, lobby upgrades, and the replacement of kitchens, bathrooms, and flooring. While these enhancements may not directly impact building safety or the broader tenant community, they play a vital role in elevating the overall appearance and functionality of our properties. These investments contribute to a positive public perception of building quality and, in some cases, directly enhance the living experience and comfort of our tenants.

These investments are important for the dignity of tenants, as well as for the integrity of PHC’s infrastructure goals, that improve, renew, and maintain the homes offered. Lastly, the funding opportunity will allow us to invest in life safety systems, which are important for the protection of tenants and in some instances, may mitigate future costs.

Other Alternatives Considered:

None.

Alignment to Strategic Priority Areas

This report aligns with the strategic focus of the following two commitments within the Strategic Plan, Servicing our Clients & Community:

Capital Investments. Ensuring that our asset management strategies remain current. We will plan for future enhancements to existing properties in order to increase marketability, sustainability, and energy efficiency. We will continue to make strategic and prudent investments of capital reserves.

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:

The total budget for the proposed capital repair program over the 3-year period is \$3,575,000.00 in total. Of this amount, \$825,000.00 would be provided directly from CMHC. The remaining amount would be negotiated with the City of Peterborough as part of the annual capital funding allocation to PHC, spread over the 3-year program period.

Consultations:

Sondra Fitzgerald, Director of Corporate Services
Richard Grotsch, Director of Operations
City Staff

Attachments:

None