



**Peterborough Housing Corporation
Board of Directors**

Wednesday, June 26, 2024 – 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. Presentations
 - i. Architect Services, John Ewart (Verbal Report)
 - ii. CEO Recruitment, Graham Willsie

Open Session – 6:00 p.m.

2. Approval of Agenda
3. Conflict of Interest
4. Presentations
 - a. Capital Revitalization Plans Update, Gillian Barnes and Amélie Besnard
 - b. 37 George Street, Havelock – Updates & Opportunities, Hope Lee and Travis Doak
 - c. Rebranding & Logo, Hope Lee
5. Confirmation of Minutes
 - a. Open Session Board Meeting, April 24, 2024
6. Operational Reports
 - a. Report 2024-011 – 2024 Quarterly KPI Report (Q1)
 - b. Report 2024-012 – Tenant Relations Policies and Directives
 - c. Report 2024-013 – Delegated Authority
7. Financial Reports
 - a. Report 2024-014 – 2024 Operating Report (Q1)

- b. Report 2024-015 – 2024 Capital Report (Q1)
 - c. Report 2024-016 – 2024 Q1 Reporting Obligations (as at March 31st)
- 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 Open Session

Date: Wednesday, April 24th, 2024 – 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

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

1. Approval of Agenda

On a motion by Matthew Graham, seconded by Jeff Leal and carried unanimously, it was **RESOLVED** to approve the agenda for the April 24th, 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, March 27, 2024

On a motion by Jeff Leal, seconded by Matthew Graham and carried unanimously, it was **RESOLVED** that the minutes for the March 27, 2024, be confirmed and accepted.

4. Operational Reports

a) Report 2024-006 – 2023 Annual Report

Board expressed their appreciation for the report and data that was displayed within. Comments were made regarding the KPIs that have been mentioned before, asking for a way to summarize how we are hitting these measurements and compare to other municipalities. Discussion around benchmarks and potential for procurement fund targets.

On a motion by Jeff Leal, seconded by Matthew Graham and carried unanimously, it was **RESOLVED** that Report 2024-006, “2023 Annual Report”, be received; and

That the 2023 Annual Report, included as Attachment A, be approved, and provided to the Shareholder at the Annual General Meeting.

b) Report 2024-009 – 2023 Strategic Plan Operational Workplan Updates
Potential opportunities for PHC and their future were discussed at this time, looking at multiple possibilities.

On a motion by Jeff Leal, seconded by Matthew Graham and carried unanimously, it was **RESOLVED** that Report 2024-009, “2023 Strategic Plan Operational Workplan Updates”, be received for information and discussion purposes.

c) Report 2024-010 - 1190 Hilliard & 30 Alexander Engagement Strategy
Questions were brought forth to City Advisor regarding the type of funding that PHC could be eligible for and what is available through the City. It was stated that there is a need for further development of sites to have the opportunity to apply for certain funding. Keith Riel and Alex Bierk met with Dave Smith who had mentioned there was potential funding for pilot projects and buying buildings. The question was raised whether there is an opportunity to utilize these funds for the build or potential costs that will be acquired as a result of the new builds.

On a motion by Jeff Leal, seconded by Matthew Graham and carried unanimously, it was **RESOLVED** that Report 2024-010, “1190 Hilliard & 30 Alexander Engagement Strategy”, be received;

That the Board supports the concept designs for both Hilliard and Alexander presented during the March 27th, 2024 meeting and attached to this report as Attachment A and B; and

That the Board supports the key considerations for engagement detailed within this report.

5. Financial Reports

a) Report 2024-007 – 2024/25 Spruce Corners Budget
As seen in the report given, the rent at Spruce Corners does not cover the expenses. PHC staff have been speaking with ministry staff and this seems to be a common issue with other providers. The purpose of the call with ministry staff was to determine if there was a business case practice and if they would be able to submit one. They do not have

this, but have agreed to cover operating costs as needed as long as they are reasonable.

A meeting was held with VON (Victorian Order of Nurses) to discuss their part in choosing residents for the building. They have agreed to go back and see if others are agreeable to switching their current model to resemble a model that is similar to the one used for Hunt Terraces.

On a motion by Jeff Leal, seconded by Andrew Beamer and carried unanimously, it was **RESOLVED** that 2024-007, "Spruce Corners 2024-2025 Budget", be received;

That staff send a letter to the Ministry of Health with information supporting the need for the additional funding for the anticipated 2024-25 Budget deficit; and

That staff meet with VON to address the challenges associated with filling vacancies;

That the 2024-2025 budget, detailed in Attachment A, be approved.

6. Committee Reports

- a) Finance, Audit & Administrative Committee
 - i. Report 2024-008 – 2023 Financial Statements & Investment Report

On a motion by Matthew Graham, seconded by Jeff Leal and carried unanimously, it was **RESOLVED** that Report 2024-008, "2023 Audited Financial Statements and Investment Report", be received.

That the 2023 Audited Financial Statements, detailed in Attachment A, be received, and recommended to the Board of Directors; and

That the 2023 Investment Report, detailed in Attachment B, be received for information purposes and recommended to the Board of Directors.

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

7. Information from Staff

- a) Fire at 37 George Street

Several staff members were on site once PHC learned about the fire. Both the fire department and police were on site, and had the area secured. Our staff worked with tenants to ensure they had accommodations. The community of Havelock was incredibly helpful, and PHC is grateful for that. Meeting was held this morning to create an action plan for tenants, identifying their needs and potential funding opportunities. Hoping that we will be able to gain access to building by Friday to assess damage and determine next steps.

b) Earth Day Events

PHC staff worked on putting together Earth Day events for tenants and staff to clean up garbage and debris on properties. Comments were received that individuals appreciated the efforts being made to keep our properties tidy. Board was informed of other cleaning efforts PHC makes with their properties, which includes inspections and dumpsters on site to give access to removing larger items.

c) Summer Student Funding

PHC was approved for the funding of one of our four student positions this summer. This summer there will have one student helping with administrative work, and three who will be focussing on community development, hosting events for the children at our resident buildings and seniors. PHC has a long history of hiring summer students, and six of our current staff members were PHC summer students at one point.

8. Adjournment

With there being no further business, the April 24, 2024 Board Meeting, was adjourned on a motion by Jeff Leal, seconded by Matthew Graham, carried unanimously at 6:40 p.m.

Keith Riel
Chair
Peterborough Housing Corporation

Hope Lee
CEO/Board Secretary
Peterborough Housing Corporation

Peterborough Housing Corporation

Report 2024-011

Meeting Date: June 26, 2024

Meeting Time: 5:30pm

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

Subject: Quarterly Key Performance Indicator (KPI) Report

Author Name and Title: Travis Doak, Director of Operations

Recommendation(s):

Resolved That Report 2024-011, "Quarterly Key Performance Indicator (KPI) Report", be received for information purposes.

Hope Lee

Chief Executive Officer

Background:

In 2021, PHC started collaborating with other Local Housing Corporations (LHCs) to develop a set of Key Performance Indicators (KPIs) for reporting on financial arrears, using an agreed-upon set of definitions. Previously, the Board received a monthly informational report showing PHC's current financial arrears compared to a 14-month historical period. While this report provided valuable comparative data within PHC's portfolio, it did not offer insights into how PHC was performing relative to other LHCs.

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

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

The following 7 performance measurements have been mutually agreed upon and are tracked on a quarterly basis.

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

Measurements	KPI	Definition
		application to terminate for arrears
Measurement 7	Tenant Debt	Identifies the distribution of current tenant rent and parking arrears in ranges of the dollar amounts and by the number of tenant accounts

6 of the 7 LHC measurements are presented on a weighted average basis (# of total LHC: units, tenants, rent collected, etc.). The exception is the Turnover Days which is a straight average calculation divided by the number of LHC benchmarking participants. Data is an average of year-to-date results.

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

The data in this report represents PHC KPI's for the 1st quarter of 2024 (Q1 – January 1 to March 31). 8 out of 9 LHC's submitted data for this reporting period.
Note: Data is subject to change once all LHC's data is received for Q1.

2024 Q1 Key Performance Indicators

Measurements	PHC Q1	LHC Q1
Housing Occupancy Rate	97.3%	97.5%
Unit Turn Over Days	101 days	88.1 days
Tenant Move Out Rate	2.49%	1.4%
Households in Good Financial Standing	93.2%	75.9%
Rent Collection Rate	98.1%	94.2%
Eviction Prevention Rate *	-	-

** The Eviction Prevention Rate LHC average is reported at the end of the 4th quarter for the entire year.*

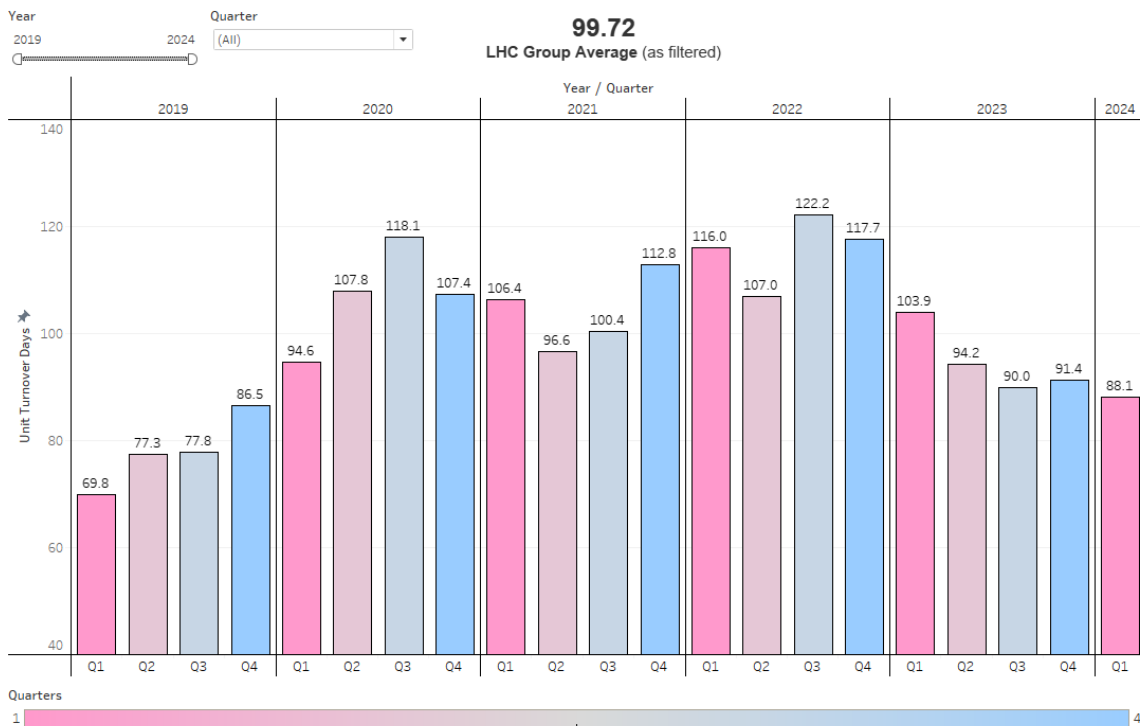
The first three months of 2024 indicate that PHC performs favorably compared to the other seven LHCs in the province. However, there were two metrics where PHC's scores were below the LHC average. Specifically, the unit turnover days and tenant move-out rate. These two measurements are connected to each other as higher tenant turnover typically leads to increased unit turnover days, reflecting the time needed to prepare units for new occupants. Consequently, managing these rates effectively is crucial for maintaining operational efficiency and minimizing vacancies. It is important to note that one larger LHC did not submit data for this period, which may affect these measurements.

The following chart shows a rolling average of unit turnover days for the last 5 years for context. For this period, the overall average has been just under 100 days. For the last 5 years the average for Q1 (including 2024) has been 101.8 unit turn over days.

Unit Turnover Days

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

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



PHC consistently excels in rent collection, surpassing the LHC average. This success is attributed to our staff's proactive and transparent interactions with tenants. Our strategies are both effective and empathetic, ensuring that when tenants face challenges, our staff collaborates with them to provide flexible solutions tailored to their unique financial situations.

The metric "Households in Good Financial Standing" highlights PHC's performance, surpassing the LHC average by 17.3% in Q1. This metric tracks households that remain current with their rent and parking charges.

Our success is attributed to various factors, including the availability of tenant subsidy programs. However, a key contributor is the proactive daily efforts of our staff to help tenants avoid arrears. This underscores PHC's unwavering commitment to personalized, tenant-focused support.

As reported in mid-2023, an additional measurement called 'Tenant Debt' is now tracked quarterly. This metric identifies the distribution of current tenant rent and parking arrears in ranges of the dollar amounts and by the number of tenant accounts. The data split is the total tenant debt amount for rent and parking and the number of tenant accounts for arrears within the following ranges (\$): 1-2,000, 2001-4,000, 4,001-6,000, 6,001-8,000, 8,001-10,000, 10,001 and above. The Q1 data shows PHC's Average Amount of Tenant Arrears higher than the LHC average for the calendar year. However, PHC's tenant arrears has decreased by \$235.75 per tenant from Q1.

An important metric to highlight is the Percentage of Total Households with Tenant Debt. PHC reports that 6.8% of its tenants were in arrears, well below the LHC average of 11.9%. This statistic emphasizes the success of staff efforts in working closely with tenants to develop proactive strategies to prevent arrears.

2024 Tenant Debt

Measurements	PHC Q1	LHC Q1
Average Number of Tenant Accounts with Arrears	87	Not Reported
Percentage of Total Number of Households with Tenant Debt	6.8%	11.9%
Average Amount of Tenant Arrears	\$1397.00	\$1532.00

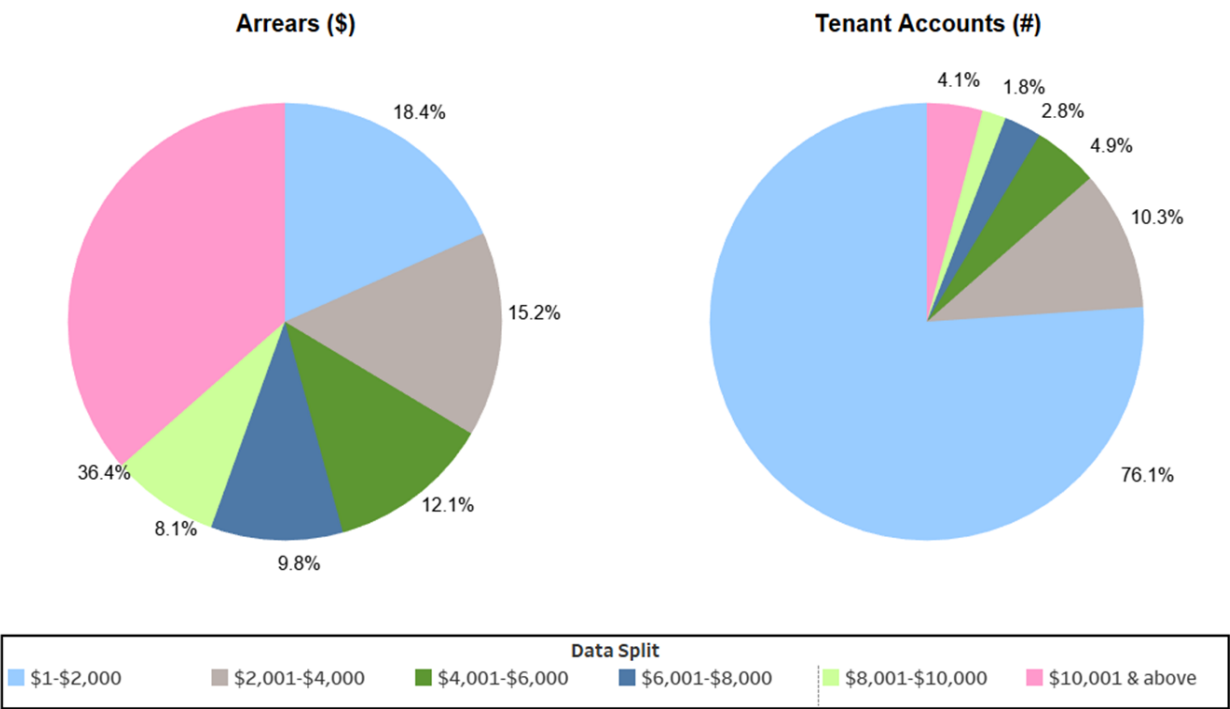
The following chart shows the total tenant debt within the system for Q1.

Tenant Debt

Identifies the distribution of the group's current tenant year & parking arrears in ranges of the amounts and by the number of tenant accounts.

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

19,302 tenant accounts owed \$37,805,160 in arrears across the group (Q1 2024)



Rationale:

Information purposes only.

Other Alternatives Considered:

None.

Alignment to Strategic Priority Areas

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

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

Financial Considerations:

There are no direct financial considerations to this report. However, the report does provide an overview of PHC's current statistical arrear's status.

Consultations:

None.

Attachments:

None

Peterborough Housing Corporation

Report 2024-012

Meeting Date: June 26, 2024

Meeting Time: 5:30 p.m.

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

Subject: Tenant Relations Policies and Directives

Author Name and Title: Hope Lee, CEO

Recommendation(s):

Resolved That Report 2024-012, "Tenant Relations Policies and Directives", be received;

That policy TR4 – Service Delivery Tenant Complaint Policy, included as Attachment G, be adopted.

Hope Lee

Chief Executive Officer

Background:

Policies and directives are the instructions for how an organization and its board and staff adhere to its governance structure, governing documents, and regulations. Regular review and revision of policies is good practice.

This report outlines the review and revision of certain tenant relations policies and directives.

Rationale:

At the June 2022 meeting, the Board adopted policy “PH15 – Service Delivery Complaint Process for Tenants”. This was a new policy for PHC and in the course of working with the policy over the last two years amendments are recommended. Amendments include moving this from the Governance group of policies to the Tenant Relations group of policies. A marked up version of the changes including a clean copy of the amended policy are attached to this report for adoption. A copy of the new directive is attached to this report for information purposes.

At the September 2022 meeting, the Board adopted three tenant relation policies. These were also new policies for PHC and in the course of working with these policies a review did not recommend any changes but did include adding a directive to two of three. The three policies are attached (with review details documented) along with copies of the two new directives, for information purposes.

TR1 Eviction Prevention (attachments A&B): PHC is committed to preventing eviction of tenants. Eviction is always a last resort. Tenants are generally low-income households who, if evicted, would find it difficult to obtain housing either in alternate affordable housing or the normal private market. Evictions would tax other services. Eviction prevention must be balanced with fiscal responsibility, and with the Corporation’s duty to other tenants to ensure continuation of their rights to the reasonable enjoyment of their dwelling units.

TR2 Human Rights (attachment C): It is Peterborough Housing Corporation’s policy to promote and adhere to the Province of Ontario’s human rights statute, the Human Rights Code, 1990 (the “Code”). PHC is committed to providing an environment that is free from discrimination and/or harassment where everyone is treated with respect. It is PHC’s policy that all stakeholders share responsibility for eliminating discrimination and must work together to prevent it.

TR3 Anti-Harassment & Bullying (attachments D&E): Peterborough Housing Corporation provides safe, affordable housing in the City and County of

Peterborough. This policy describes PHC's Anti-Harassment/Bullying program to ensure that its tenants are free from being harassed or bullied by other tenants or staff.

TR4 Service Delivery Tenant Complaints (attachments F-H): PHC expects that in the normal course of business, there will be occasions where tenants do not feel that they have received adequate services, or that there are other issues with the delivery of the service that should be further addressed by PHC. These circumstances are to be expected in a service delivery business.

Other Alternatives Considered:

None.

Alignment to Strategic Priority Areas

Strategic Priority Area: Serving Our Clients and Community

We will continue to provide consistent, high-quality customer service that is client-focused—recognizing that we exist for our clients—and by working to ensure accountability at all levels of the organization.

Commitment: Customer Service: Continuing to provide quality customer service by treating everyone with dignity and respect, creating clear customer service processes and systems that are client-centred, measuring the quality of our service delivery, and ensuring the services are delivered by qualified, well-trained staff

Financial Considerations:

There are no financial considerations for this report.

Consultations:

Director of Operations
Operations Managers

Attachments:

Attachment A	TR1 Eviction Prevention Policy (for information)
Attachment B	TR1-D1 Eviction Prevention Directive (for information)
Attachment C	TR2 Human Right Policy (for information)
Attachment D	TR3 Anti-Harassment & Bullying Policy (for information)
Attachment E	TR3-D1 Anti-Harassment & Bullying Directives (for information)

Attachment F	TR4 (formerly PH15) – Service Delivery Tenant Complaint Policy (for information)
Attachment G	TR4 Service Delivery Tenant Complaint Policy (for adoption)
Attachment H	TR4-D1 Service Delivery Tenant Complaint Directive (for information)



POLICY NAME:	Tenant Relations - Eviction Prevention Policy		
POLICY ID:	TR1	APPROVED BY:	Board of Directors
EFFECTIVE DATE:	October 1, 2022	REVIEW DATE:	March 2029

Policy Statement

Peterborough Housing Corporation (hereafter the Corporation or PHC) provides a variety of good quality, safe, accessible, sustainable, and affordable housing options for households in the City and County of Peterborough, with a priority focus on low income, homeless and people with special needs. In cooperation with other organizations, we create communities that foster good health and well-being by advocating for our tenants to receive the services they require.

Our vision is that everyone has a community and a place they are proud to call home.

Scope

PHC is committed to preventing eviction of tenants. Eviction is always a last resort. Tenants are generally low-income households who, if evicted, would find it difficult to obtain housing either in alternate affordable housing or the normal private market. Evictions would tax other services.

Issues that may result in eviction may be financial (rent arrears) or behaviour, causing disruption for other tenants or neighbours, or causing property damage.

This policy confirms the Corporation's goal of preventing eviction and assisting tenants in sustaining their housing during periods of instability. Dealing with financial and behavioural issues include:

- ensuring partnerships are developed in the community;
- adhering to an effective arrears policy;
- ensuring conflict resolution processes are implemented; and
- establishing effective working relationships with the tenants.

The success of this policy relies on early intervention, education, and communication.

PHC will manage all tenancies in accordance with:

- The Residential Tenancies Act, 2006
- The Housing Services Act, 2011
- The Human Rights Code
- PHC Policy, Procedure and Guidelines
- Service Manager Policy, Procedure and Guidelines



- Terms of the Tenancy Agreement

Eviction prevention must be balanced with fiscal responsibility, and with the Corporation's duty to other tenants to ensure continuation of their rights to the reasonable enjoyment of their dwelling units. The policy directives and procedures will outline principles and standards PHC will use to deal with actions and behaviours that could interfere with those rights or responsibilities or undermine community safety.

While PHC understands the gravity and impact of eviction, we are prepared to pursue it where actions are in violation of the lease, policies, or applicable standards and where the issue cannot be resolved in the interest of the community.

Policy and Implementation

This policy applies to all tenants as well as their pets, visitors, and guests.

The goal of PHC is to continue as a community partner in a proactive manner to maintain the housing of the tenants. This can be accomplished by working with the tenants to ensure rent is paid on time, ensure that tenants are able to sustain their housing and do all possible to ensure that the housing provided is safe and comfortable for all residents.

Directives & Procedures

The Director of Operations shall bear primary responsibility for the creation and implementation of Directives and Procedures required to meet the compliance standards including but not limited to:

Eviction Prevention Directive	TR1-D1	Provides principals and standards to deal with arrears, behaviour, and eviction with an overall goal of eviction prevention
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History of Amendments/Reviews:

Section(s)	Date	Comments
All	September 2022	New policy recommended by the CEO
All	June 2024	Policy reviewed by staff, no changes to policy TR1-D1 drafted and approved, presented to the Board as information Next review date March 2029



DIRECTIVE

DIRECTIVE NAME:	Eviction Prevention Directive		
DIRECTIVE ID:	TR1-D1	APPROVED BY:	Director of Operations
EFFECTIVE DATE:	July 1, 2024	REVIEW DATE:	March 2029

Purpose

Peterborough Housing Corporation (hereafter the Corporation or PHC) provides a variety of good quality, safe, accessible, sustainable, and affordable housing options for households in the City and County of Peterborough, with a priority focus on low income, homeless and people with special needs. In cooperation with other organizations, we create communities that foster good health and well-being by advocating for our tenants to receive the services they require.

Our vision is that everyone has a community and a place they are proud to call home.

Scope

This Directive outlines principal and standards PHC will use to deal with arrears, behaviours and evictions while respecting the overall goal of eviction prevention. This policy applies to all tenants as well as their visitors, guests and pets.

Procedure

General

The Resident Services Team will ensure that eviction prevention strategies are used in dealing with any tenant having difficulty with the payment of rent or who may have behavioural issues.

The Resident Services Team will endeavour to contact each tenant individually and will document all attempts and conversations.

At the leasing interview tenants will be advised of the reasons for eviction and the importance of refraining from disturbing the reasonable enjoyment of other tenants; as follows:

1. Failure to pay rent or make an arrangement for payment;
2. Undue damages to a unit;
3. Contravening Health, Safety or Housing standards;
4. Committing an Illegal Act or operating an Illegal Business – the tenant does not have to be convicted to be evicted;
5. Misrepresentation of Income; and
6. Committing an Act that impairs the safety of another person.

Education and updated information must continue throughout the tenancy utilizing individual contact as well as tenant meetings, the website, tenant handbooks and newsletters.

Collection Methods

The Resident Services Team will closely monitor outstanding accounts. Eviction prevention will be the main focus of any mediation with the tenants. The entire process will be documented.

Tenants must always be encouraged to pay their rent on the first of each month. If an Arrears Agreement is negotiated, the first condition will be that the current rent be paid in full on the first day of each month. A further monthly payment will be expected. This payment will be applied to the outstanding arrears. In negotiating an arrears agreement, the tenant must always be advised that the arrears payment must be a payment they can afford. Tenants will always be directed to the Legal Clinic or other agencies that could provide them with either financial assistance or debt counseling.

PHC will always be proactive and will advise the tenant in the pre-move in interview of their legal obligation to pay their rent on the first of each month. It will always be suggested to tenants receiving Social Assistance that they consider directing their worker to pay the rent directly to PHC. This will alleviate both the tenant and the landlord needing to be concerned with non-payment of rent. This procedure will also assist in keeping arrears to a minimum. The Resident Services Team will ensure this method is suggested to all qualified tenants.

Behaviour Issues

The Resident Services Team should always work closely and extensively with other agencies to keep vulnerable persons housed. Vulnerable tenants include persons with mental illness, seniors and persons with developmental or physical disabilities, those coming from homelessness, those with substance misuse, etc. If a person is evicted because of a behavioural problem, there is a very real risk that the person will become homeless and will further extend the resources of the homeless system, the emergency shelter, and other agencies. If these tenants can remain in their home costs on the system are reduced. Frequent contact will be required in order to ensure housing is sustained for the hard-to-house to keep them in their homes. PHC understands it may have other tenants voicing concerns about the continuance of on-going issues with the vulnerable tenant. Education to the entire community on this policy is key.

When at all possible PHC will expect complaints from tenants to be in writing. At times it is understood that the tenant may not be able to put the complaint in writing. When this is evident steps will be taken to receive the complaint verbally and verify it with the person making the complaint. The Resident Services Team will provide direct assistance in helping the person making the complaint prepare it in writing. Reasons for ultimately having the complaint in writing would include; more accurate detail, accountability of the complainant and a hard copy record provided for the file, as evidence, should the case be presented at a Hearing.

The Resident Services Team should always request the following details when a Tenant Complaint is filed:

1. Name and address of the tenant causing the disturbance;
2. Date and time of incident and location;
3. Report of actions and occurrence; and
4. Name and address of Complainant.



DIRECTIVE

PHC recognizes the potential for bullying and harassment of tenants by tenants and staff, and is committed to prevention thereof. All tenants are encouraged to raise concerns about harassment and/or bullying utilizing the steps found in Policy TR3 - Anti-Harassment and Bullying.

The Resident Services Team will acknowledge, in writing, each complaint by acknowledging its receipt and committing to investigate it. That acknowledgement will also identify that:

- privacy legislation generally prevents PHC from discussing details of the investigation
- investigation may lead to the request for mediation of the two parties in which PHC would participate
- investigation may lead to the need for the person filing the complaint to participate as a witness at a hearing
- generally the person making the complaint will not hear back from PHC on the outcome of the investigation however if the behavior continues, it should continue to be reported to PHC

The Resident Services Team will contact the tenant whom the complaint is made about. The initial contact should be either by telephone or in person. The matter will be discussed in a non-accusatory manner. All details of this contact or attempt to contact must be recorded in the tenant file. If the first contact must be by letter, the letter must be non-accusatory in nature and provide clear details of the concern. It must include a method to follow up in person with the Resident Services Team. Following this initial contact a full and fair investigation of the complaint will take place including an objective assessment of the facts including judgment of what will best solve the issue for the community. All of this will be completed in a timely manner to help avoid escalation.

If sufficient evidence is found the Resident Services Team must consider the best course of action. It will include:

- applying a balanced approach to maintaining harmonious healthy communities as well as individual tenancies with the key consideration being what will best solve the problem for the community
- using a problem-solving approach, including alternative resolution methods
- giving the tenant an opportunity to correct the problem by notifying them both verbally and in writing about how to correct the problem
- negotiating formal agreements where appropriate (generally supported by also issuing a applicable LTB Notice)
- facilitating separate third party support services when a tenant faces barriers or difficulties maintaining their own successful tenancy and healthy communities
- provide and communicate clear, enforceable and progressive consequences that reflect the severity and persistence of the behaviour.

Details of the course of action require documentation and in many cases require written follow up, written agreements and formal notice forms.

Evictions

At times even after working through the course of action there is no change in the situation or the situation arises again. Despite all efforts to resolve the problem, the actions of a tenant, family



DIRECTIVE

member, pet or guest may continue to negatively impact tenants, staff or the community and these circumstances constitute grounds for eviction under the RTA.

Eviction will be pursued immediately in very serious situations, generally involving serious impairment of safety or serious criminal activity.

All notices and applications resulting from behaviors will include a cover letter that at a minimum will include:

- contact information for the Resident Services Team in order to discuss the ability to correct the behaviour
- information regarding the process related to the notice or application
- contact information for the local legal clinic

If the case proceeds to a Landlord and Tenant Board Hearing, a Mediator may negotiate a more binding Mediated Agreement. In order to retain the housing, the offending tenant will agree to make changes to their behavior. In agreeing to this, the tenant is also agreeing to be evicted if they do not comply. In the case of a breach of a mediated agreement, the Resident Services Team will file an L4 for breaching a Mediated Agreement and the Landlord and Tenant Board will file an eviction order.

In the case of a serious social issue problem, the tenant may be offered the opportunity to relocate to a unit in a different location, allowing the tenant to sustain their housing and prevent eviction. Most tenants will accept this alternate solution. At the time of acceptance, the tenant is advised that if the problem re-occurs at the new location, eviction proceedings will continue.

The tenant, at this point, would have had several discussions with the landlord, received several letters, met for Conflict Resolution, experienced a Landlord and Tenant Board hearing, a mediated settlement with the landlord and the Landlord and Tenant Board and would have failed to adhere to any of the solutions provided to them to circumvent eviction. If an eviction were to occur it would only be after many months of effort, negotiation, and mediation through PHC staff. Every effort is made to sustain the tenant's housing.

Evictions do occur. Once an order to evict is received, the landlord must continue to provide information and further assistance to the tenant. If the eviction results in a Sheriff Eviction, the Resident Services Team will speak directly to the tenant as well as follow up in a letter with the following information:

- advising that the Order has been processed and that the tenant must vacate the premises by the date and time specified in the Sheriff's Notice
- advised that if the tenant is still in possession of the unit at the time of lockout they will only be given a few minutes to gather their belongings together, following that the tenant will be locked out of the unit
- advise the tenant that they will be let back into the unit following eviction to remove any belongings that are still in the unit for a period of time
- include information on where the tenants can go if they are homeless or have no food
- provide information on the Legal Clinic and the suggestion that the tenant contact this office if they require legal advice

- advise that if payment were made prior to the date and time specified that the tenant might still be able to retain the dwelling unit.

Related Documents

TR1 Tenant Relations – Eviction Prevention Policy

History of Amendments/Reviews:

Section(s)	Date	Comments
All	June 2024	new

POLICY NAME:	Tenant Relations – Human Rights Policy		
POLICY ID:	TR2	APPROVED BY:	Board of Directors
EFFECTIVE DATE:	October 1, 2022	REVIEW DATE:	March 2029

Purpose

It is Peterborough Housing Corporation's (hereafter the Corporation or PHC) policy to promote and adhere to the Province of Ontario's human rights statute, the Human Rights Code, 1990 (the "Code"). PHC is committed to providing an environment that is free from discrimination and/or harassment where everyone is treated with respect. It is PHC's policy that all stakeholders share responsibility for eliminating discrimination and must work together to prevent it.

The policy requires all stakeholders to work collectively to promote and create an environment that is free from discrimination and harassment. In the event that discrimination or bias is reported or suspected, all stakeholders are required to identify and act to resolve any concerns in a way that respects the dignity of all participants.

Scope

The policy applies to all board members, employees, applicants, tenants, volunteers, contractors, and visitors.

This policy does not restrain any person's right to seek assistance from the Human Rights Legal Support Centre or to file an application with the Human Rights Tribunal of Ontario, even when steps are being taken under PHC's Human Rights Code Policy.

Definitions

There are social areas and *Code*-protected grounds under the *Code*. The social areas and *code* protected grounds are linked. Part I of the Code outlines the social areas and the *Code* protected grounds.

Social Areas: Everyone has the right to freedom from discrimination in the following social areas: services, goods and facilities, accommodation (housing), contracts, employment, and vocational associations.

Code-Protected Grounds: Grounds upon which the discrimination of individuals or groups is prohibited under the *Code*.

Prohibited grounds for discrimination include an individual or group's race, skin colour, ancestry, creed (religion), place of origin, ethnic origin, citizenship, sex (including pregnancy and gender identity), sexual orientation, age, gender expression, marital status (including same-sex partnerships), family status, disability, and receipt of public assistance. However, it should be noted that citizenship, permanent resident, or refugee claimant status is one of the requirements for receiving a "rent geared to income" subsidy.



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Discrimination: Discrimination in housing may be described as any distinction, conduct or action, whether intentional or not, but based on a prohibited ground under the *Code*, that has the effect of either imposing burdens on an individual or group that are not imposed upon others, or withholding or limiting access to opportunity, benefits, and advantages available to other members of society. In order to constitute discrimination, the distinction must be based on a protected *Code* ground. The *Code* does not apply to personality conflicts and is not intended to alleviate all instances of differential treatment.

Harassment: 'Harassment' is defined in subsection of 10(1) of the *Code* as "engaging in a course of vexatious comment or conduct that is known or ought reasonably to be known to be unwelcome". This includes any behaviour that is known or ought reasonably to be known to be offensive, embarrassing, demeaning, or humiliating, and may include written, verbal and/or physical conduct.

Harassment can occur on any of the grounds of discrimination prohibited by the Human Rights Code. Examples include:

- i. A nickname, remark, joke, or innuendo related to an individuals' race, sex, disability, sexual orientation, creed, age, or any other prohibited ground.
- ii. Display or circulation of offensive pictures, graffiti, or materials, based on racial, ethnic, religious, or other prohibited ground, whether in print form or via email or other electronic means.
- iii. Singling out an individual for humiliating or demeaning teasing or jokes based on a prohibited ground.
- iv. A comment ridiculing an individual because of characteristics, dress, etc. that are related to a prohibited ground.

Such behaviour constitutes harassment even if the individual being subjected to same does not explicitly object or appears to go along with it if: (a) a reasonable person should have known that it was unwelcome or (b) the individual in question makes it clear in the presence of the perpetrator through comments to others, facial expression, demeanour, etc. that the behaviour is unwelcome and makes him or her uncomfortable.

Human Rights Lens: The application of equity and human rights principles to the policies, procedures, and practices of an organization in an on-going effort to ensure that all individuals and groups are, as much as possible, able to access goods, services, and resources equally and are able to participate fully in their community.

Tenant: A person who is included in a signed lease with PHC and who enjoys all of the rights and responsibilities of a tenancy with PHC. For the purposes of this policy, the term "tenant" will also include occupants, i.e., a member of a household who lives in a unit that is leased from PHC but does not have a direct tenancy relationship with PHC.

Policy and Implementation:

Education

All incoming staff, board members and volunteers will be directed to familiarize themselves with, the following materials:

- i. the Ontario Human Rights Code, 1990 ("the Code"),
- ii. the Ontario Human Rights Commission (OHRC), its website and materials, and the Policy on Human Rights and Rental Housing,
- iii. the Ontario Human Rights Tribunal (OHRT), its website, and materials,
- iv. PHC policies pertaining to human rights.

PHC will provide on-going related training and education to staff, Board Members, and volunteers as appropriate and as available.

PHC will provide on-going related training and education to tenants.

Application Of Human Rights Lens

PHC employees, Board Members, and volunteers will use their familiarity with, and knowledge of, the Code to proactively identify potential conflicts between the Code, and the corporation's policies, procedures, and practices.

If such a conflict is identified, they will direct their concerns to the Director of Operations or designate.

Communication

PHC shall prominently display materials or resources which inform staff, board members, volunteers, applicants, tenants, and other stakeholders of the corporation's commitment to respecting and furthering the human rights of all housing stakeholders.

PHC shall regularly communicate the process for filing a human-rights related complaint.

Filing A Complaint

Complaints may be filed with respect to PHC policies and procedures which may have a discriminatory effect or with respect to the actions of others that may be discriminatory or harassing. Complaints of discrimination and/or harassment must be based on a prohibited Code ground.

Individuals wishing to file a complaint shall do so in accordance with the procedure outlined in the TR3 – Anti Harassment and Bullying Policy.

History of Amendments/Reviews:

Section(s)	Date	Comments
All	September 2022	New policy recommended by the CEO
All	June 2024	Policy reviewed by staff, no changes to policy Next review date March 2029



POLICY DOCUMENT

POLICY NAME:	Tenant Relations – Anti-Harassment & Bullying Policy		
POLICY ID:	TR3	APPROVED BY:	Board of Directors
EFFECTIVE DATE:	October 1, 2022	REVIEW DATE:	March 2029

Purpose

Peterborough Housing Corporation (hereafter the Corporation or PHC) provides safe, affordable housing in the City and County of Peterborough. This policy describes PHC's Anti-Harassment/Bullying program to ensure that its tenants are free from being harassed or bullied by other tenants or staff.

PHC recognizes the potential for bullying and harassment of tenants by tenants and staff and is committed to prevention thereof. This policy applies to all activities that take place while a tenant or staff are on any of PHC's properties.

The Director of Operations or designate is responsible for ensuring that measures and procedures are followed by tenants and staff and that tenants and staff have the information they need to protect themselves against harassment and/or bullying.

Definitions

Harassment: 'Harassment' is defined in subsection of 10(1) of the Human Rights Code as "engaging in a course of vexatious comment or conduct that is known or ought reasonably to be known to be unwelcome". This includes any behaviour that is known or ought reasonably to be known to be offensive, embarrassing, demeaning, or humiliating, and may include written, verbal and/or physical conduct.

Harassment can occur on any of the grounds of discrimination prohibited by the Human Rights Code. Examples include:

- i. A nickname, remark, joke, or innuendo related to an individuals' race, sex, disability, sexual orientation, creed, age or any other prohibited ground;
- ii. Display or circulation of offensive pictures, graffiti, or materials, based on racial, ethnic, religious or other prohibited ground, whether in print form or via email or other electronic means;
- iii. Singling out an individual for humiliating or demeaning teasing or jokes based on a prohibited ground;
- iv. A comment ridiculing an individual because of characteristics, dress, etc. that are related to a prohibited ground.

Such behaviour constitutes harassment even if the individual being subjected to same does not explicitly object or appears to go along with it if:

- (a) a reasonable person should have known that it was unwelcome or



POLICY DOCUMENT

- (b) the individual in question makes it clear in the presence of the perpetrator through comments to others, facial expression, demeanour, etc. that the behaviour is unwelcome and makes him or her uncomfortable.

Bullying: ‘Bullying’ is persistent offensive, belittling, abusive, intimidating, hateful or insulting behaviour that undermines the self-respect or self-confidence of the recipient, causing him or her to feel upset, threatened, humiliated or vulnerable. Bullying may cause the recipient to feel pressure to behave inappropriately or to follow unsafe or inappropriate practices and can result in distress and other health related problems.

Bullying of a physical nature may include, but is not limited to hitting, kicking, pushing, shoving, and tripping or damaging the victim’s property. This is the least sophisticated type of bullying because it is so easy to identify. Physical bullies are soon known to the entire community. If they are allowed to continue physical bullying, they may become more aggressive in their behaviour.

Tenant: For the purpose of this policy, a tenant is a person who is named on a lease agreement with PHC.

Staff: For this purpose of this policy, means an employee or student of PHC.

Designated Staff: For the purpose of this policy, a designated staff person is appointed by the Director of Operations to receive complaints from tenants of harassment and/or bullying by PHC’s tenants and to implement the procedures contained in this policy.

Confidentiality: The designated staff person must always exercise good judgment and care to avoid unauthorized or improper disclosures of confidential information. Confidentiality in matters of tenants bringing forward their concerns of harassment and or bullying will be respected. An informed and voluntary consent must be obtained from the complainant before disclosure of the complainant’s identity if such is necessary for an investigation to proceed further.

Directives & Procedures

The Director of Operations shall bear primary responsibility for the creation and implementation of Directives and Procedures required to meet the compliance standards including but not limited to:

Anti-Harassment & Bullying Directive	TR3-D1	Outlines principal and standards PHC will use to deal with concerns of harassment and/or bullying
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History of Amendments/Reviews:

Section(s)	Date	Comments
All	September 2022	New policy recommended by the CEO
All	June 2024	Policy reviewed by staff, no changes to policy TR3-D1 drafted and approved, presented to Board as information Next review date March 2029



DIRECTIVE

DIRECTIVE NAME:	Anti-Harassment & Bullying Directive		
DIRECTIVE ID:	TR3-D1	APPROVED BY:	Director of Operations
EFFECTIVE DATE:	July 1, 2024	REVIEW DATE:	March 2029

Purpose

Peterborough Housing Corporation (hereafter the Corporation or PHC) provides safe, affordable housing in the City and County of Peterborough. This policy describes PHC's Anti-Harassment/Bullying program to ensure that its tenants are free from being harassed or bullied by other tenants or staff.

Scope

This Directive outlines principal and standards PHC will use to deal with concerns of harassment and/or bullying. This directive applies to tenants. For the purpose of this directive a tenant is a person who is named on a lease agreement with PHC.

Procedure

This policy will be reviewed as often as is necessary, but at least annually, with input from staff and tenant representatives. Tenants requiring assistance as a result of being harassed or bullied may contact the Office and ask for assistance.

Reporting Harassment and/or Bullying:

All tenants are encouraged to raise concerns about harassment and/or bullying. All occurrences of harassment and/or bullying are to be reported to the person designated by PHC as soon as possible after the incident occurs. If possible, the complainant will be required to complete a written incident report (Schedule A) which will include information about the incident including the time, date and location of the incident and the names of any individuals who may have witnessed the incident.

Alternatively, if the complainant is not able to complete a written incident report, they will be able to orally provide the information to the person designated by PHC and be asked to sign a report prepared by such person.

In addition, the Police Services should be called if an incident of harassment and/or bullying has occurred, and immediate safety is at risk.

Investigation Process:

Upon receiving a formal complaint of harassment and/or bullying, or upon otherwise becoming aware of an incident of harassment or bullying by a tenant or staff, the person designated by PHC will:

1. investigate the complaint or incident;

2. advise the tenant(s) or staff accused of harassing and or bullying in writing of the investigation of the complaint or incident;
3. advise the tenant(s) filing the complaint of the investigation;
4. carry out the investigation or assign the investigation to another designated individual not involved in the incident. The investigator will explore the allegations by conducting interviews with all parties involved, and any others that may have knowledge of the incident; and
5. prepare a written report of their findings regarding the incident within 15 business days of receiving the complaint or otherwise becoming aware of the incident. More time to complete the report can be permitted to allow for a complete investigation. The report will clearly indicate whether there is:
 - a. sufficient evidence to substantiate that harassment and or bullying has occurred and/or that the Anti-Harassment/Bullying Policy was followed; or
 - b. insufficient evidence to substantiate that harassment and or bullying has occurred and that the Anti-Harassment/Bullying Policy was followed.

All documents related to a complaint or incident of harassment and/or bullying, including the written complaint, witness statements, investigation notes and reports, and documents related to the complainant will be maintained by the person designated by PHC until the investigation is complete.

Once the investigation is complete, a note will be placed in the tenant's file noting only the date of harassment/ bullying incident and cross referencing it the secure Harassment files. Full documentation of the findings will be held in the harassment /bullying file accessible to designated staff only.

Incident Reporting Requirements

Corrective Action:

If sufficient evidence is found to substantiate that harassment and/or bullying has occurred, the designated staff person of PHC will consider corrective action.

Possible corrective actions include but are not limited to:

1. an apology from respondent to the complainant with a promise not to repeat the action;
2. transfer or relocation of one tenant to another location where the respondent is a tenant.;
3. mandatory counseling of the respondent; or
4. a course of action under the *Residential Tenancies Act* that may lead to eviction of the respondent if the respondent is another tenant
5. corrective action in accordance with PHC's human resources policies where the respondent is staff.

Annual Reporting:

The person designated by PHC will make an annual report to the CEO of the number of complaints proceeded with and the resolution, mediation, and dispositions made under this policy.

Right of Parties to Support and Assistance:

The complainant and the respondent will be provided with names and phone numbers of the Community Legal Clinic for legal representation, if so required.

PLEASE NOTE:

Threats or assaults that require immediate attention should be reported to the police by calling 911.

Related Documents

TR1 Tenant Relations – Eviction Prevention Policy
TR2 Tenant Relations – Human Right Policy
TR3 Tenant Relations – Anti-Harassment & Bullying Policy

History of Amendments/Reviews:

Section(s)	Date	Comments
All	June 2024	new



POLICY DOCUMENT

POLICY NAME:	Service Delivery Tenant Complaint Process for Tenants Policy		
POLICY ID:	TR4PH45	APPROVED BY:	Board of Directors
EFFECTIVE DATE:	July 1, 2022	REVIEW DATE:	June 2024 December 2023

Policy Statement

Peterborough Housing Corporation (hereafter the Corporation or PHC) strives to provide tenants with safe and affordable accommodations to suit their needs. As part of a commitment to delivering quality services to tenants, PHC implements this transparent, accessible, service delivery complaint ~~policy~~~~process~~ for tenants.

Scope

PHC expects that in the normal course of ~~its interactions with its tenants, there will be occasions when tenants are dissatisfied with the service they have received or with decisions made by PHC staff.~~ ~~business, there will be occasions where tenants do not feel that they have received adequate services, or that there are other issues with the delivery of the service that should be further addressed by PHC.~~ These circumstances are to be expected in a service delivery business. PHC will endeavor to meet and exceed standards of service delivery, and to respond to tenants promptly where concerns have been raised. ~~For the most part, such issues are expected to be resolved through the Operations Division and its frontline staff.~~

~~This complaint policy is intended to deal with service complaints that are made in good faith and that are not resolved after initial attempts between the tenant and the Operations Division frontline staff. In general PHC uses a four (4) stage escalation process to handle and review a complaint:~~

- ~~1. Front-line Staff~~
- ~~2. Front-line Managers~~
- ~~3. Directors~~
- ~~4. CEO~~

~~The policy is intended to benefit both tenants and PHC. Dealing with complaints through this policy will help minimize instances of dissatisfaction and provide valuable guidance in improving procedures and; consequently, the tenants experience.~~

~~This Policy does not replace the City's Internal Review Policy. Certain decisions are reviewable under the Housing Services Act and should be made in accordance with the City's Policy and not this policy. Each time a decision of this nature is made, the tenant is provided with a form to request a review. These decisions include the following:~~

- ~~1. Ineligibility for rent-gearred-to-income assistance~~
- ~~2. The size and type of unit that a household is eligible for~~
- ~~3. The household's priority status on the waiting list(s)~~
- ~~4. Amount of rent payable by the household~~

~~TR3 Tenant~~~~PH45~~ Service Delivery Complaint ~~Process~~ Policy

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5. Losing eligibility for rent-geared-to-income assistance

6. Eligibility for special needs housing

~~This service delivery complaint process is not intended to replace the normal interactions that will and must occur between tenants and staff and is not intended to be used prior to an issue first being raised with staff responsible for a particular service. For example, a request for maintenance should be made by using the website or contacting the office by phone, email or in person and if the request is not resolved within a reasonable amount of time, the tenant should address this with the Building Services Coordinator first.~~

~~If there is no resolution and the tenant feels there is an unreasonable response on the part of staff, this policy will outline the procedure for a tenant to escalate their service delivery complaint.~~

Scope

~~This policy and its process applies to all tenants either living in a PHC building or living in a building where PHC is responsible for the property management functions.~~

Purpose:

Objectives

The ~~purpose objectives~~ of the service delivery complaint process are to:

- ~~Provide tenants and staff with a clear understanding as to how a complaint will be addressed where initial attempts to resolve have not been successful; and~~
- ~~ensure that PHC deals with complaints as an opportunity to address issues and improve its ongoing relationship and service with its tenants.~~
- ~~Provide a simple process which is accessible to all.~~
- ~~Provide a method for resolution for complaints about PHC services to:~~
 - ~~Ensure that all service delivery complaints are resolved in a timely manner;~~
 - ~~Track and resolve service delivery complaints;~~
 - ~~Use the resolution of service delivery complaints as learning in the development of future policies and practices; and~~
 - ~~Create a process that supports the normal management structure of PHC.~~

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Definition:



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A complaint is an expression of dissatisfaction with a policy, decision or procedure offered or made by PHC.

A complaint may relate to a perceived failure of the organization to do something that is has agreed to do, an error, unprofessional behaviour of staff or a failure of PHC to observe its own policies.

Because this process is intended to be used after initial attempts to resolve the matter have proven unsuccessful, the tenant will be asked to confirm that they have taken positive steps to resolve the issue on their own and these actions have been unsuccessful.

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When an event or action leads to tenant dissatisfaction it is the basis for a complaint so defining the tenant complaint is not difficult. However, defining when routine matters become a service delivery complaint for the purposes of this tenant complaint process is more complicated. For the purposes of this process, service delivery complaints are generally defined as:

- o Requests for maintenance to which staff has not responded in a timely or appropriate manner; or
- o Actions on tenancy related matters to which staff have not responded in a timely or appropriate manner

Certain decisions are reviewable under the Housing Services Act and should be made in accordance with the City's Policy and not this policy. Each time a decision of this nature is made, the tenant is provided with a form to request a review. These decisions include the following:

1. Ineligibility for rent geared to income assistance
- 2.1. The size and type of unit that a household is eligible for
- 3.1. The household's priority status on the waiting list(s)
- 4.1. Amount of rent payable by the household
- 5.1. Losing eligibility for rent geared to income assistance
- 6.1. Eligibility for special needs housing

Directives & Procedures

The Director of Operations shall bear primary responsibility for the creation and implementation of Directives and Procedures required to meet the compliance standards including but not limited to:

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<u>Tenant Service Delivery Complaint Process</u>	<u>TR4-D1</u>	<u>Provides tenants and staff with a clear understanding as to how a complaint will be addressed</u>
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Policy and Implementation

TR3 TenantPH15 Service Delivery Complaint Process Policy



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PHC is responsible for ensuring that tenants have the ability to raise a service delivery complaint through an open and accessible process and to have it addressed in a timely fashion.

In all cases, tenants must seek to resolve issues with the staff who have applied the service or decision. Only when all attempts to resolve issues in this manner have been exhausted should tenants seek remedies outlined in this process.

The Resident Services Manager is accountable for the tenancy related matters of PHC communities including the services and decisions made within those communities and as such are entitled to an opportunity to resolve or address the situation.

The Building Services Manager is accountable for the day to day maintenance matters of PHC communities including the services and decisions made within those communities and as such are entitled to an opportunity to resolve or address the situation.

The Director of Operations is accountable for the Resident Services and Building Services Departments and as such is entitled to an opportunity to resolve or address the situation.

The Director of Corporate Services is accountable for Customer Services Department and as such is entitled to an opportunity to resolve or address the situation.

Tenants have the right to appeal a decision made by staff through the applicable manager (Resident Services or Building Services) or the Director of Corporate Services for Customer Services. Staff should have the opportunity to address a complaint about a service/decision they have applied.

Tenants have the right to appeal a decision made by the Resident Services Manager or Building Services Manager through the Director of Operations who is responsible for the Resident Services and Building Services Departments. The Resident Services Manager or Building Services Manager should have the opportunity to address a complaint about a service/decision they have applied.

Tenants have the right to appeal a decision made by the Director of Operations or the Director of Corporate Services through the Chief Executive Officer who is responsible for the overall management and operation of PHC. The Director of Operations and Director of Corporate Services should have the opportunity to address a complaint about a service/decision they have applied. The decision of the CEO is final and binding.

The complaint can be made in person, by phone or email to PHC's office by providing the details to the Customer Service Representatives. The Customer Services Representatives will record the service delivery complaint in the database and will inform the applicable person based on the complaint nature (Resident Services Manager, Building Services Manager, Director of Operations, Director of Corporate Services or CEO) within one business day of receiving the complaint.



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~~The applicable person based on the complaint nature (Resident Services Manager, Building Services Manager, Director of Operations, Director of Corporate Services or CEO) will be responsible for responding to the complaint within ten business days of receiving the complaint.~~

~~In the event that the complaint cannot be resolved within that time period, they will inform the tenant of the anticipated time it will take to resolve the complaint. In all cases, the tenant will be informed of the outcome of the decision being made.~~

~~If a tenant makes a complaint to a Board Member, the Board Member must immediately provide the details of the complaint to the CEO or their designate. The CEO would then initiate this policy process. Board Members should also remind tenants of this process to help ensure all complaints follow the same process.~~

~~To be fair to all tenants, the timing of follow up will be prioritized in accordance with the tenant's needs, other tenants' needs, available staff resources, and other risk management considerations. Faster service is not to be provided on the basis that someone else called on the tenant's behalf as such would be unfair to other tenants.~~

~~Board Members will not organize meetings with tenants to gather or listen to complaints on their own. Meetings of this nature would only take place through the direction of the full board and with the Board Member(s) accompanied by the CEO or their designate(s).~~

~~Tenants and staff will be informed of this process.~~

Review

~~Quarterly review of eComplaints that progress to a formal review (numbers, types and outcomes) and resolution~~ will be included in ~~the annual~~ performance reporting to the PHC Board. Ongoing monitoring on follow-up of complaints and analysis will be used to identify training and communication opportunities. Resolution of complaints will be used as learning in the development of future policies and practices.

History of Amendments/Reviews:

Section(s)	Date	Comments
All	June 2022	New – recommended by the CEO
All	June 2022	Approved by Board
<u>Policy Name & Number</u>	<u>June 2024</u>	<u>Updated name to remove "Process"</u> <u>Updated from PH15 to TR4 (to identify this policy is related to Tenant Relations)</u>
<u>All</u>	<u>June 2024</u>	<u>Updated to remove sections which are directives and/or procedures from this policy</u>

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POLICY NAME:	Service Delivery Tenant Complaint Policy		
POLICY ID:	TR4	APPROVED BY:	Board of Directors
EFFECTIVE DATE:	July 1, 2022	REVIEW DATE:	June 2024

Policy Statement

Peterborough Housing Corporation (hereafter the Corporation or PHC) strives to provide tenants with safe and affordable accommodations to suit their needs. As part of a commitment to delivering quality services to tenants, PHC implements this transparent, accessible, service delivery complaint policy for tenants.

PHC expects that in the normal course of its interactions with its tenants, there will be occasions when tenants are dissatisfied with the service they have received or with decisions made by PHC staff.. These circumstances are to be expected in a service delivery business. PHC will endeavor to meet and exceed standards of service delivery, and to respond to tenants promptly where concerns have been raised. For the most part, such issues are expected to be resolved through the Operations Division and its frontline staff.

This complaint policy is intended to deal with service complaints that are made in good faith and that are not resolved after initial attempts between the tenant and the Operations Division frontline staff. In general PHC uses a four (4) stage escalation process to handle and review a complaint:

1. Front-line Staff
2. Front-line Managers
3. Directors
4. CEO

The policy is intended to benefit both tenants and PHC. Dealing with complaints through this policy will help minimize instances of dissatisfaction and provide valuable guidance in improving procedures and; consequently, the tenants experience.

This Policy does not replace the City's Internal Review Policy. Certain decisions are reviewable under the Housing Services Act and should be made in accordance with the City's Policy and not this policy. Each time a decision of this nature is made, the tenant is provided with a form to request a review. These decisions include the following:

1. Ineligibility for rent-geared-to-income assistance
2. The size and type of unit that a household is eligible for
3. The household's priority status on the waiting list(s)
4. Amount of rent payable by the household
5. Losing eligibility for rent-geared-to-income assistance
6. Eligibility for special needs housing

Scope

This policy and its process applies to all tenants either living in a PHC building or living in a building where PHC is responsible for the property management functions.

Purpose:

The purpose of the service delivery complaint process are to:

- Provide tenants and staff with a clear understanding as to how a complaint will be addressed where initial attempts to resolve have not been successful; and
- ensure that PHC deals with complaints as an opportunity to address issues and improve its ongoing relationship and service with its tenants.

A complaint is an expression of dissatisfaction with a policy, decision or procedure offered or made by PHC.

A complaint may relate to a perceived failure of the organization to do something that it has agreed to do, an error, unprofessional behaviour of staff or a failure of PHC to observe its own policies.

Because this process is intended to be used after initial attempts to resolve the matter have proven unsuccessful, the tenant will be asked to confirm that they have taken positive steps to resolve the issue on their own and these actions have been unsuccessful

Directives & Procedures

The Director of Operations shall bear primary responsibility for the creation and implementation of Directives and Procedures required to meet the compliance standards including but not limited to:

Tenant Service Delivery Complaint Process	TR4-D1	Provides tenants and staff with a clear understanding as to how a complaint will be addressed
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Review

Complaints that progress to a formal review (numbers, types and outcomes) will be included in the annual performance reporting to the PHC Board. Ongoing monitoring on follow-up of complaints and analysis will be used to identify training and communication opportunities. Resolution of complaints will be used as learning in the development of future policies and practices.

History of Amendments/Reviews:

Section(s)	Date	Comments
All	June 2022	New – recommended by the CEO
All	June 2022	Approved by Board
Policy Name & Number	June 2024	Updated name to remove “Process” Updated from PH15 to TR4 (to identify this policy is related to Tenant Relations)
All	June 2024	Updated to remove sections which are directives and/or procedures from this policy



DIRECTIVE

DIRECTIVE NAME:	Tenant Service Delivery Complaint Directive		
DIRECTIVE ID:	TR4-D1	APPROVED BY:	Director of Operations
EFFECTIVE DATE:	July 1, 2024	REVIEW DATE:	April 30, 2029

Purpose

Peterborough Housing Corporation (hereafter the Corporation or PHC) provides a variety of good quality, safe, accessible, sustainable, and affordable housing options for households in the City and County of Peterborough, with a priority focus on low income, homeless and people with special needs. In cooperation with other organizations, we create communities that foster good health and well-being by advocating for our tenants to receive the services they require.

Our vision is that everyone has a community and a place they are proud to call home.

Scope

This Directive outlines principal and standards PHC will use to address service delivery complaints where initial attempts to resolve them have not been successful. For the most part, issues are expected to be resolved through the Operations Division.

This directive applies to tenants who live in PHC communities or who live in communities where PHC is the property management company.

Procedure

What is a complaint

A complaint is an expression of dissatisfaction with a policy, decision, or procedure offered or made by PHC. Examples of a complaint may relate to a perceived failure of the organization to do something that it has agreed to do, an error, unprofessional behaviour of staff, or a failure of PHC to observe its own policies. The Tenant Complaint Process is initiated by a complaint which is made in writing using PHC's Tenant Service Complaint Form.

Because this process is intended to be used after initial attempts to resolve a matter have proved unsuccessful, a complainant will be asked to confirm that:

- They have taken positive steps to resolve the issue on their own and that these actions have been unsuccessful; and/or
- They are not able to do so for reasons beyond their control and therefore require assistance from PHC.

The complainant should be able to explain what happened, who was involved, who took what actions and include dates and times.



DIRECTIVE

Complaint example:

A tenant who requires a repair to their unit must first request maintenance through the established processes with PHC. The tenant may make a complaint under this Tenant Complaint Process in the event there is no response to the tenant's request in a timely manner, or where the tenant feels the response is unsatisfactory.

How to make/file a complaint

A complainant may make a complaint in a variety of ways, including:

- Paper form, using the Tenant Service Complaint form, provided by PHC, and submitted in person or sent by fax or mail
- Electronic submission of the Tenant Service Complaint form on the website or through email
- Intake interviews with a staff member, which may be by phone or in person
- Other intake methods as determined by PHC

PHC recognizes that some complainants may require special assistance in bringing their complaints forward.

The following information will be collected:

- name of the complainant;
- address of the complainant;
- additional contact details for the complainant (phone, email, etc);
- description of the complaint, including information such as the names of all parties involved, when and where it occurred, and what was said or done/not done;
- steps taken to address or an explanation of why no steps were taken; and
- what kind of resolution is being sought by the complainant.

Such information will be confidential and used only to assist the complainant in resolving the complaint.

Complaints relating to personnel are kept separate and apart from tenant files.

PHC prohibits any punitive action against individuals who pursue their rights under this process.

How the decision is made

1. Front Line Staff Review (Informal)

PHC front line staff receiving a complaint may attempt to solve it immediately and informally. When the complaint is resolved informally, PHC is not required to provide a written response to the complainant.

Where the complaint is not resolved, or where the complaint relates to a specific staff person, or where the complaint involves an allegation of criminal activity, the complaint should be referred to an Operations Division Manager for review.

2. Manager Review (Informal)

The relevant Operations Division Manager may attempt to resolve the matter immediately or initiate a formal review. In either case, the Operations Division Manager will advise the complainant of their decision.

When the complaint is resolved immediately by the Operations Division Manager, that Manager shall make note of the resolution into the relevant electronic tenant file. In such a circumstance, a written response to the complainant is required.

When the complaint is not resolved by the Manager within fifteen (15) business days, a formal review will be initiated.

3. Formal Review

If the complaint cannot be resolved by the Manager, a formal review will be initiated. A formal review is carried out by the Director of Operations. If the Director of Operations was directly involved in the process giving rise to the complaint, the formal review will be carried out by the Director of Corporate Services or the CEO.

A formal review may include (without limitation) discussions with the complainant, discussions with staff involved, review of any relevant information and obtaining any third-party evidence or expert advice.

As set out below, the complainant will be advised in writing of the results of the formal review and if the complaint is found to have been justified, the corrective action to be taken by PHC. If the complaint is found not to have been justified, the complainant shall be so notified in writing with the reasons for such finding and any options for further recourse.

Response for a formal review

If the complaint progresses to a formal review, PHC will provide the complainant with a confirming receipt of the complaint within five (5) business days of initiating the formal review process.

This response will explain how the complaint will be addressed including:

- the name of the PHC representative responsible for handling the complaint;
- when the complainant can expect to be contacted;
- the expected timeline for resolving the complaint; and
- how the complaint and its resolution will be communicated.

Staff involved will also be notified of the complaint and will have the opportunity to address the complainant's concerns.

PHC will provide the complainant with a response based on the initial response timelines. PHC will strive to provide a response with twenty (20) business days of the formal review commencing. If there are delays in meeting these timelines, the reasons for the delay should be communicated to the complainant.

Potential outcomes

By their very nature, complaints will be different and may require different solutions. Without limiting the potential ways in which PHC and complainants, working together, may be able to resolve a complaint, potential resolutions include:

- an apology in writing;
- a change to operating procedures;
- reimbursement of funds;
- third party mediation;
- a referral to other forms of redress; and/or
- no action required.

Further recourse

PHC recognizes that not all complaints will be resolved in a manner that is satisfactory to the complainant. When a decision that the complaint is not justified or the formal review has proven unsuccessful, PHC will advise the complainant of any further recourse which may include the CEO or the Service Manager. In appropriate circumstances and to the extent a statutory framework exists governing the resolution of a complaint, the complainant may pursue remedies through such framework. As an example these may include the Landlord and Tenant Board or the Ontario Human Rights Commission.

Related Documents

TR4 Tenant Relations – Tenant Complaint Policy
TR4-D1-P1 – Tenant Complaint Procedures

History of Amendments/Reviews:

Section(s)	Date	Comments
All	June 2024	Developed to streamline the original policy (PH15)

Peterborough Housing Corporation

Report 2024-013

Meeting Date: June 26, 2024

Meeting Time: 5:30 p.m.

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

Subject: Delegated Authority

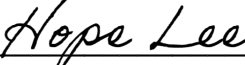
Author Name and Title: Hope Lee, CEO

Recommendation(s):

Resolved That Report 2024-013, "Delegated Authority", be received;

That the Chief Executive Officer or Acting Chief Executive Officer and the Chair or Vice Chair, acting together, be authorized to make decisions within approved budgets and under the Purchasing Policy on behalf of the Board commencing June 27, 2024 until August 28, 2024; and

That a report be made to the Board at its next meeting on decisions made in accordance with this resolution.



Chief Executive Officer

Background:

Delegated authority is the process of transferring responsibility for a task to another. It is suggested that delegated authority be approved in order to not delay potential tender awards expected while the Board breaks for the summer.

Rationale:

This report recommends delegated authority commencing with this meeting until the next scheduled meeting of the Board. Each time delegated authority is used, a report will be created to record the details of the decision. At the August Board meeting, the CEO will provide a written report including signed copies of each delegated authority report completed.

Other Alternatives Considered:

None.

Alignment to Strategic Priority Areas

This recommendation does not specifically align to any of the priority areas.

Financial Considerations:

There are not financial considerations to this report. Financial decisions approved through delegated authority will be presented to the Board in August 2024.

Consultations:

None.

Attachments:

None.

Peterborough Housing Corporation

Report 2024-014

Meeting Date: June 26, 2024

Meeting Time: 5:30 p.m.

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

Subject: 2024 Q1 Operating Results

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

Recommendation(s):

Resolved That Report 2024-014, "2024 Q1 Operating Results", be received for information purposes.

Sondra Fitzgerald

Director, Corporate Services

Background:

This report represents the first quarter results for Peterborough Housing Corporation (PHC) at March 2024 on a portfolio basis. This includes Community Housing, Anishnawbe, Affordable Housing Portfolio, and Sunshine Homes.

Rationale:

This report reviews the first quarter operating results of the Corporation. For the first quarter of 2024, the expenditures should represent approximately 25% of the total annual budgeted amounts. While some items are over/under, on average, the overall expenditures represent 29% of the annual budgeted amounts for the first quarter.

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 March 31, 2024.

Consultations:

Director, Operations
Building Services Manager
Resident Services Managers

Attachments:

Attachment A – 2024-014 – Q1 Operating Results

Note Explanations

1. While Residential Rental and Miscellaneous Revenue is essentially tracking on budget, there is still a shortfall of \$118,400. This can be attributed to lower than anticipated food revenue for Hunt Terraces due to supportive units being transferred to independent living units and vacancy loss associated with units being held for transfers within the portfolio and units in proposed regeneration buildings not being rented. It is anticipated that the transfer units will be fully rented by the third quarter thereby mitigating further vacancy loss.
2. Commercial Rental Revenue is reflecting a shortfall of \$29,100 to date. This can be directly attributed to the lack of rental revenue from the meeting rooms at Hunt Terraces.
3. The administration of the Rent Supplement program was transferred back to the Service Manager effective April 1, 2024. When the 2024 budget was prepared, the Rent Supplement Administrative revenue was overstated by \$152,000 in error. In addition, the budget for the Strong Communities and IAH Rent Supplement was estimated based on prior years budgets. However, these programs are invoiced to the City based on actual subsidy paid which was lower than budgeted.
4. Other Grants represent funding received from the City for meal plans for 35 tenants housed at Hunt Terraces in units that were previously dedicated as a supportive unit and are now independent and for residents housed from the BNPL. This funding will end March 31, 2024, and July 31, 2024, respectively. After this, these residents will have the option to purchase meal plans if they wish to (there is no requirement to as the units are not supportive). In addition, PHC received CMHC Seed Funding of \$16,534 to offset costs incurred for consulting work completed at the two properties designated for regeneration.
5. Other Revenue received is higher than anticipated due to bank interest received. Interest rates continue to be higher than anticipated at the time the budget was prepared which is to PHC's benefit. As a portion of this relates to the CMHC funding received, this will offset a portion of the wages for the newly created position of Capital and Special Project Assistant.
6. Administration costs are over budget by \$36,400 to date. This can be attributed to one-time costs associated with the hiring of a consultant for

the CEO recruitment process and fees associated with the digitization of the tenant files and building blueprints.

7. Wages and Benefits are slightly over budget by 1% or \$37,800. This can be attributed to allocation of budgeted mandatory benefits (i.e. CPP, EI). These were allocated evenly over the year; however, the expense is higher in the first two quarters at which point these benefits are at the maximum and will decline over the remaining two quarters.
8. Materials and Services are over budget by 20% or \$127,800. PHC continues to experience inflationary pressures in both the cost of materials and contractors. Operationally, the primary areas impacted are:
 - Building Costs - \$18,200: Scheduled annual inspections of properties have been reinstated after the pause due to COVID and there was a unit requiring significant repairs (\$11,600)
 - Maintenance/Janitorial Supplies - \$20,400; As noted above, costs for chemicals and supplies continue to rise and when purchases are made, they are typically done in bulk to take advantage of any potential cost savings.
 - Window Repairs - \$8,200; There were 11 broken windows across the portfolio at a cost of \$5,900.
 - Unit Turnovers - \$76,000; There were six-unit turnovers this quarter representing \$58,000. Unit turnovers are becoming more of a significant renovation rather than a “refresh” resulting in significant costs.
 - Life Safety Repairs & Maintenance - \$6,200; During the scheduled inspections, additional repairs were required in order to be in compliance with code.
 - Heating/Ventilation - \$8,300; There have been ongoing furnace repairs due to aging equipment.
 - Electrical/Plumbing - \$27,900; PHC has a list of electricians and plumbers on contract. They agree to a lower hourly rate which is offset by the volume of work received. These hadn't been renegotiated for a period of time and contracts were renewed at a much higher rate for PHC but still below the going market rate. This information was not available when the 2024 budget was prepared.

9. Food Services – Hunt Terraces is over budget by \$59,600. We continue to utilize a management fee-based agreement with Nutra. This agreement will be reviewed later in 2024 to determine the appropriate reporting model.
10. Utilities are under budget by \$66,000 but 30% spent for the year to date. While we continue to receive electricity rebates, natural gas costs for the affordable housing properties that are not currently under contract have been slightly higher. The natural gas contract through HSC is in the process of being negotiated for 2025 and will include these properties going forward.
11. Mortgages and Debentures are under budget by \$43,900 which can be attributed to Hunt Terraces. When the budget was prepared, we budgeted for both principal and interest however, we were only required to pay interest costs until May 1st.
12. The Rent Supplement budget is fully spent which aligns with the transfer of the administration of the program to the City effective April 1, 2024.

Attachment A - 2024-014 - Q1 Operating Results
PETERBOROUGH HOUSING CORPORATION
OPERATING RESULTS
FOR THE PERIOD ENDING MARCH 31, 2024

	YEAR TO DATE ACTUALS	YEAR TO DATE APPROVED BUDGET	YTD VARIANCE BUDGET TO ACTUAL	YTD % VARIANCE BUDGET TO ACTUAL	ANNUAL BUDGET	% YTD BUDGET RECEIVED/SPENT	NOTE #
Revenue							
Residential Rental and Miscellaneous Revenue (including food and miscellaneous charges)	2,425,234	2,543,632	(118,397)	-5%	10,174,526	24%	1
Commercial Rental Revenue	78,544	107,685	(29,142)	-27%	430,741	18%	2
Operational Subsidies	964,316	964,316	-	0%	3,857,264	25%	
Rent Supplement Subsidy	387,557	601,072	(213,515)	-36%	601,072	64%	3
Other Grants	76,534	60,000	16,534	28%	60,000	128%	4
Other Revenue	122,030	65,410	56,620	87%	261,640	47%	5
Total Revenue	4,054,215	4,342,115	(287,900)	-7%	15,385,244	26%	
Expenses							
Administration	187,061	150,636	36,426	24%	602,542	31%	6
Bad Debts	32,212	34,667	(2,456)	-7%	138,670	23%	
Insurance	120,394	120,967	(573)	0%	483,867	25%	
Wages and Benefits	938,720	900,927	37,793	4%	3,603,709	26%	7
Materials and Services	772,324	644,545	127,779	20%	2,267,705	34%	8
Food Services	153,300	93,750	59,550	64%	375,000	41%	9
Property Taxes	547,920	564,192	(16,272)	-3%	2,256,768	24%	
Utilities	743,075	809,127	(66,052)	-8%	2,500,164	30%	10
Capital Reserve Allocation	76,430	76,430	(0)	0%	305,719	25%	
Mortgages & Debentures	548,927	592,856	(43,929)	-7%	2,371,425	23%	11
Rent Supplement	327,866	335,868	(8,002)	-2%	335,868	98%	12
Total Expenses	4,448,228	4,323,964	124,264	83%	15,241,436	29%	
Surplus (-) / Deficit	(394,013)	18,151	(412,164)		143,808		

Legend	
	On/under budget
	Slightly over budget
	Over budget - watch closely
	Action Required
	Over/Under budget with explanation
	Under/On budget but YTD budget higher than target %

Peterborough Housing Corporation

Report 2024-015

Meeting Date: June 26, 2024

Meeting Time: 5:30pm

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

Subject: Q1 Capital Budget Report

Author Name and Title: Travis Doak, Director of Operations

Recommendation(s):

Resolved That Report 2024-015, "Q1 Capital Budget Report", be received for information purposes.

Hope Lee

Chief Executive Officer

Background:

PHC has a comprehensive 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 necessary. The CMHC Municipal Capital Repair Program is providing a large portion of funding for this fiscal year, in combination with City of Peterborough capital allocation. 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.

Rationale:

The 2024 fiscal year focuses on investing in high and medium impact areas, including roof replacement, mechanical and electrical systems, and grounds maintenance, all of which affect tenants, building safety, and operations. This investment program is based on data from Building Condition Assessment (BCA) Reports completed by an independent third-party vendor, staff observations, and industry professional recommendations. A BCA is a snapshot assessment of the physical condition of a building's capital items/elements, providing estimates on replacement timelines, costs, and potential for more efficient systems with favorable returns on investment. The methodology also excluded new developments and properties scheduled for disposal. These investments are important for the dignity of tenants, as well as for the integrity of PHC's strategic goals, that improve, renew, and maintain the homes offered.

Capital investment for Q1:

Note: The majority of work for 20204 is scheduled through Q2 to Q4.

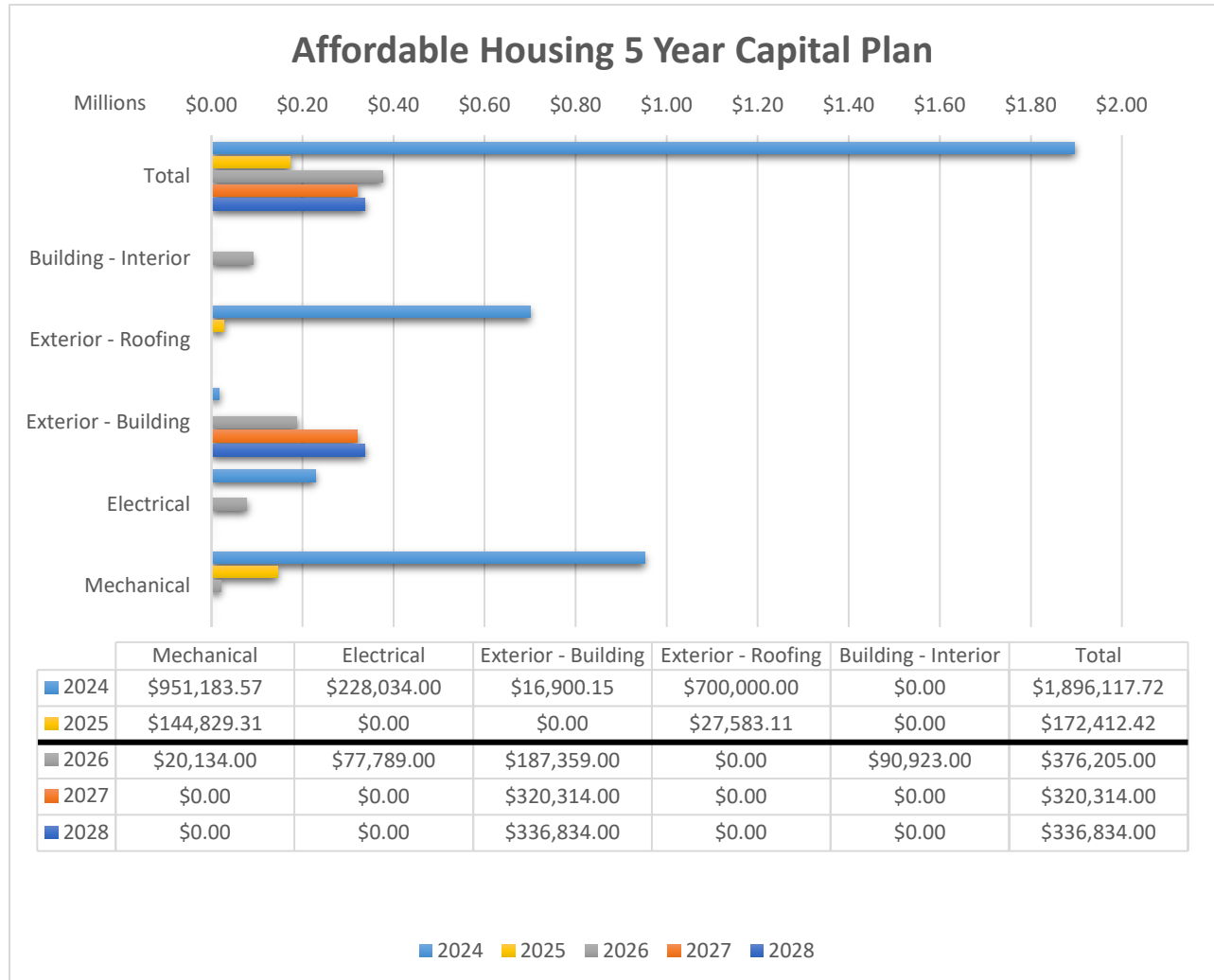
Property	Housing Type	Item	Expense
850 Fairburn Street	Community	Exterior Lighting	\$16,620.00
611 Rogers	Community	Backflow Prevention and Domestic Water & Fire Suppression	\$40,709.00

Various Properties	Community and Affordable	Unit Flooring Replacement	\$80,000.00
Total			\$137,329.00

PHC's new portfolio budgeting model minimizes the risk of having unexpected replacement costs by ensuring replacements are made at the right time, thereby providing the best value. It can also guide the investment decision-making process by allowing PHC to maximize any capital fund's return on investment. It is important to note that the information being presented is part of a 'living plan', and changes may be required over the 5-year period to meet unexpected capital needs of the organization.

The following information shows at a macro level the areas focus for capital investment and the estimated costs for Community and Affordable Properties.





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:

None

Consultations:

Hope Lee, CEO
Sondra Fitzgerald, Director of Corporate Services
Lloyd Coke, Capital Asset Manager
Operations Division Staff

Attachments:

None

Peterborough Housing Corporation

Report 2024-016

Meeting Date: June 26, 2024

Meeting Time: 5:30 p.m.

Meeting Place: Hunt Terraces, 555 Bonaccord Street, Peterborough

Subject: Q1 2024 Reporting Obligations

Author Name and Title: Sondra Fitzgerald, Director Corporate Services

Recommendation(s):

Resolved That Report 2024-016, "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 for the period ending March 31, 2024.

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: Q1 2024 Reporting Obligations



To the Board of Directors:

We confirm that as at March 31, 2024, 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, 2023 – November 30, 2024)

Remittance Date: October 23, 2023 Paid ✓

Group Benefits Insurance:

Remittance Date: March 1, 2024 Paid ✓

Harmonized Sales Taxes:

Remittance Date: March 28, 2024 Filed ✓

Property Taxes:

Remittance Date: March 28, 2024 Paid ✓
(Next Remittance Date – May 31, 2024)

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

Transmission Date to RBC: March 28, 2024 PP#07, 2024 Transmitted ✓
Using Easypay Payroll System (Covering up to March 27, 2024)

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

OMERS:

Remittance Date: March 18, 202 (Online Payment Release Date) Paid ✓
(Covering up to February 14, 2024)

Union Dues:

Remittance Date: March 22, 2024 Paid ✓
(Covering up to February 28, 2023)

Sondra Fitzgerald

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

April 19, 2024

Date

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