



## **Peterborough Housing Corporation Board of Directors**

Wednesday, October 25<sup>th</sup>, 2023 – 5:30PM  
Hunt Terraces, Meeting Room #112,  
555 Bonaccord Street, Peterborough, ON

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

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### **Agenda**

#### **Closed Session – 5:30 p.m.**

1. Closed Session
  - a) Resolution to meet in Closed Session
  - b) Confirmation of Closed Minutes
    - i. Closed Session Board Meeting, September 12, 2023
  - c) Presentations
    - i. Confidential Report 2023-035, 2023/24 Insurance Renewal, Jenny Gloria

#### **Open Session 6:00 pm.**

2. Approval of Agenda
3. Conflict of Interest
4. Presentations
  - a) Report 2023-033 – Proposed Office Renovations  
Presentation, Chris Earle, Barry Bryan Associates
  - b) Report 2023-038 – CFRP Update  
Presentation, Gillian Barnes and Amélie Besnard
5. Confirmation of Minutes
  - a) Open Session Board Meeting, September 12, 2023
6. Operational Reports
  - a) Report 2023-034 – 2023 Q2 KPI Report (April – June)
  - b) Report 2023-036 – 2024 Recurring Board Reports and Frequency
  - c) Report 2023-037 – Tenant Rights & Responsibilities Directive

7. Committee Reports
  - a) Finance, Audit & Administrative Committee
    - i. No report
  - b) Governance, Human Resources & Strategy Committee
    - i. No report
8. Report of Closed Session
9. Information from Staff
10. Adjournment

# **Peterborough Housing Corporation**

## **Report 2023-033**

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**Meeting Date:** October 25, 2023

**Meeting Time:** 5:30pm

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

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**Subject:** Proposed 526 McDonnel Office Renovations

**Author Name and Title:** Travis Doak, Director of Operations

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### **Recommendation(s):**

**Resolved That** Report 2023-033, "526 McDonnel Office Renovations Proposal", be received.

**That** the Board supports PHC to proceed with office renovations at 526 McDonnel, identified in this report.

*Hope Lee*

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Chief Executive Officer

## **Background:**

The decision to embark on a major office renovation project is a strategic initiative designed to enhance our operational efficiency, improve workspace functionality, and create an environment that aligns with our organization's evolving needs. PHC engaged the architect firm Barry Bryan Associates to provide design options. This proposed project is a result of careful planning and consideration of multiple factors impacting our continued growth and effectiveness.

## **Rationale:**

The need for this renovation project arises from several compelling reasons:

Our existing office layout is suboptimal and doesn't fully meet the requirements of our current workforce. By reconfiguring the space and maximizing its utility, we can make more efficient use of our available area. It is crucial that our workspace aligns with modern business practices and embraces innovative technology solutions. This renovation will ensure that our office environment is conducive to creativity and collaboration.

Employee satisfaction and productivity are inextricably linked to their physical work environment. By creating an inspiring and comfortable workplace, we aim to enhance the overall employee experience, leading to improved job satisfaction and retention. PHC tenants will also have new spaces to access when meeting with staff.

This project presents an opportunity to incorporate sustainable design principles and energy-efficient systems, reducing our environmental footprint and operating costs.

The office serves as a reflection of our organization's values and commitment to excellence. A well-designed workspace not only reinforces our brand identity but also creates a positive impression on clients, partners, and visitors.

## **Other Alternatives Considered:**

Multiple floor plan arrangements were evaluated, and the suggested layout provides the highest cost-efficiency. Alternative financing options were explored.

### **Alignment to Strategic Priority Areas**

This report aligns with the strategic focus of Serving Our Clients & Community. Specifically with Finances and Resources, by using the highest financial and resource management practices to ensure our communities can rely on PHC for its future needs. And ensuring our asset management strategies remain current. Planning for future enhancements to existing properties to increase sustainability and energy efficiency.

The report also aligns well with Investing in our People. Specifically with workplace culture, ensuring the continuous strengthening of workplace culture so that PHC remains a great place to work.

### **Financial Considerations:**

The estimated cost to complete the renovation is \$760,000.00. With a contingency budget of 12%, the total budget for this project with HST would be \$866,692.00.

PHC would fund this project by using \$650,000.00 from the capital budget which is 75% of the overall project budget. These funds would be drawn from reserves already approved for capital expenditures. This allocation from the reserve will not negatively impact other planned projects.

The remaining 25% of the overall budget, \$216,692.00 would be funded through the CMHC National Housing Co-Investment Fund Renewal and Repair Program.

Once the project is tendered, an award recommendation would be presented to the board for approval.

### **Consultations:**

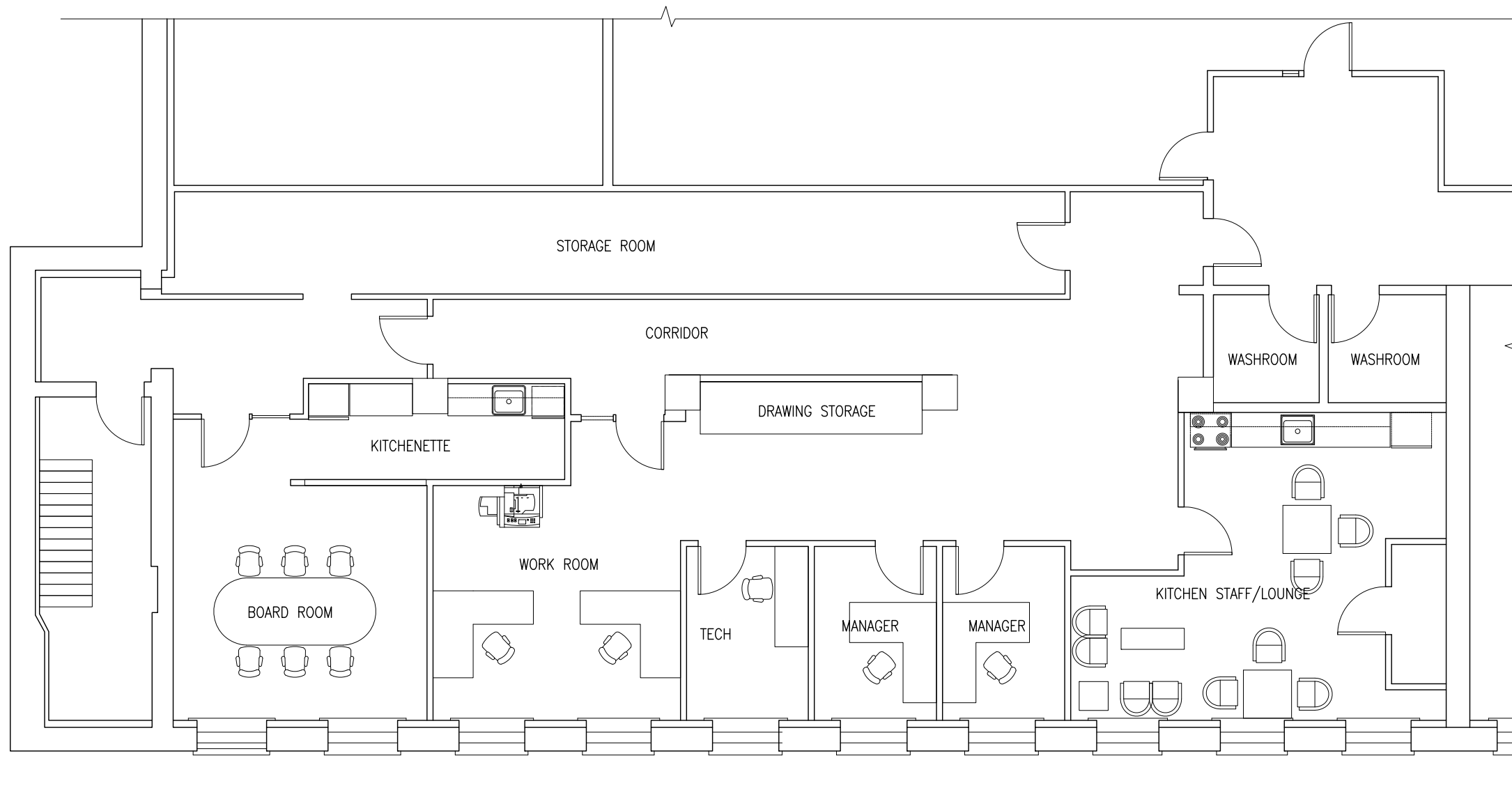
PHC Executive  
PHC Staff  
Barry Bryan Associates

### **Attachments:**

Attachment A - Peterborough Housing Corporation – 526 McDonnel Office Renovations Proposal

**Peterborough Housing Corporation  
526 McDonnel St. Office Renovations**

# Existing Floor Plans



## Existing Basement Floor Plan

**Peterborough Housing Corporation**

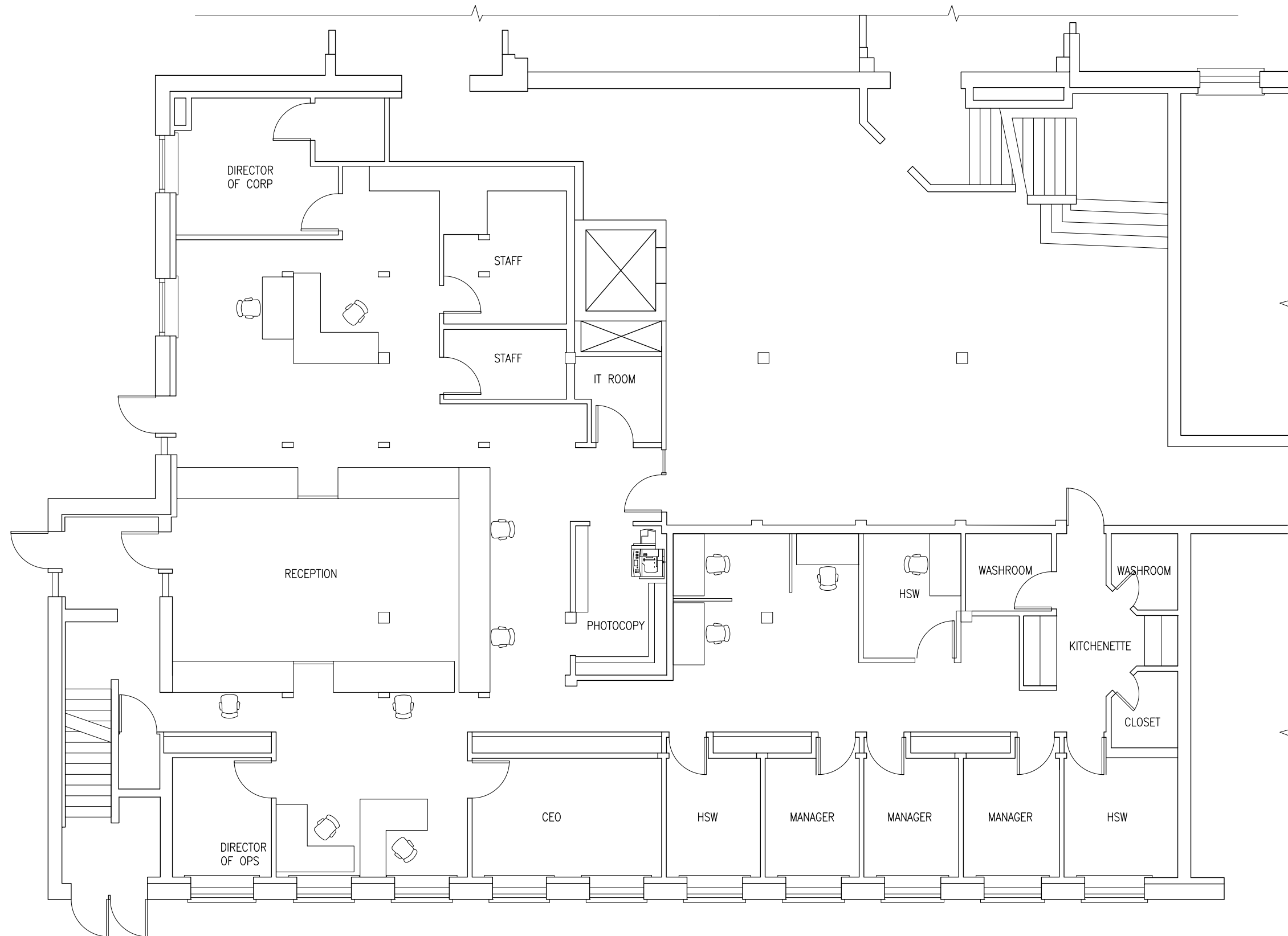
526 McDonnel St., Peterborough, ON.

Proj. P23-071 JUNE 2023



**BARRY BRYAN ASSOCIATES**  
Architects, Engineers, Project Managers





Existing First Floor Plan

**Peterborough Housing Corporation**

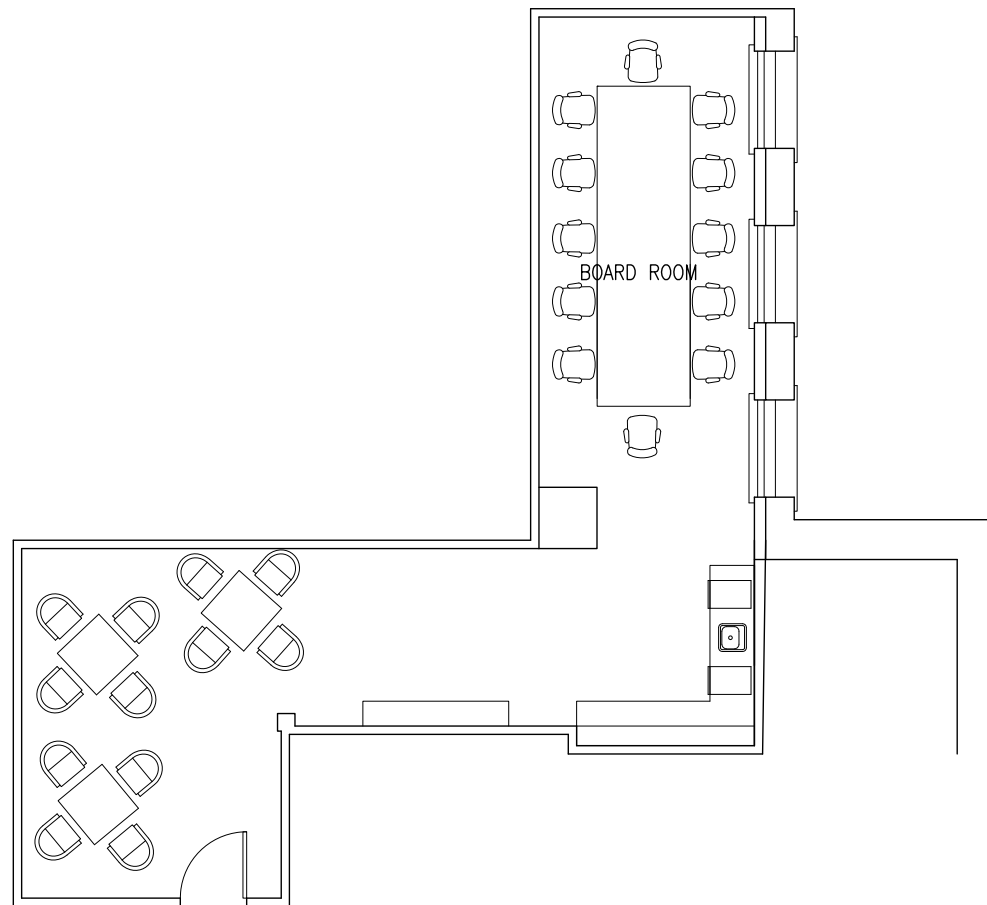
526 McDonnel St., Peterborough, ON.

Proj. P23-071 JUNE 2023



**BARRY BRYAN ASSOCIATES**  
Architects, Engineers, Project Managers





## Existing Second Floor Plan

**Peterborough Housing Corporation**

526 McDonnel St., Peterborough, ON.

Proj. P23-071 JUNE 2023



**BARRY BRYAN ASSOCIATES**  
Architects, Engineers, Project Managers



## New Floor Plans - CHOSEN OPTION



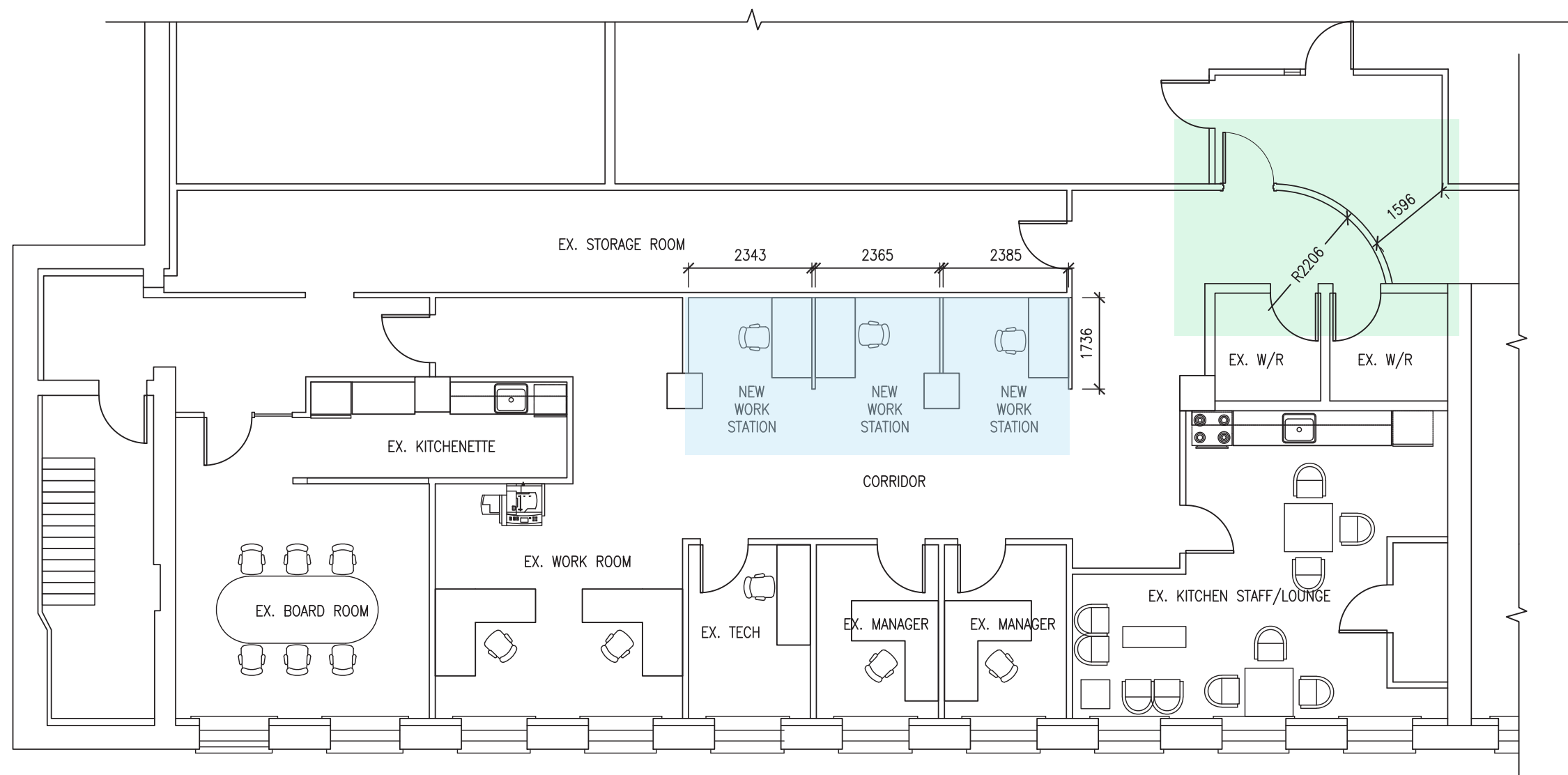
BARRY BRYAN ASSOCIATES  
Architects, Engineers, Project Managers

**Peterborough Housing Corporation**

526 McDonnell St., Peterborough, ON.

Proj. P23-071 JUNE 2023





### Legend

New Workstations

New Washrooms, Kitchenette, & Coat Closet

## CHOSEN OPTION - New Basement Floor Plan

**Peterborough Housing Corporation**

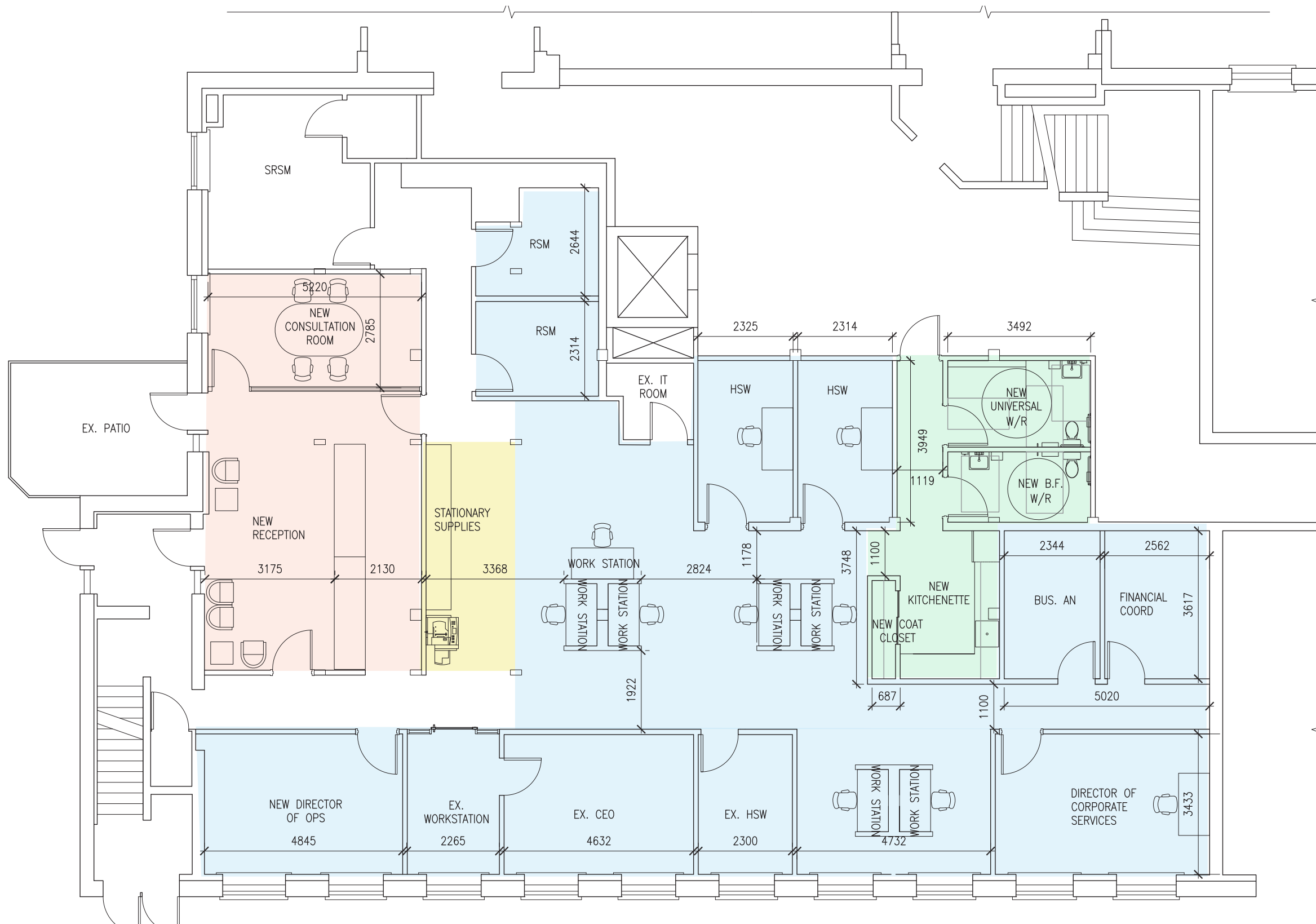
526 McDonnel St., Peterborough, ON.

Proj. P23-071 JUNE 2023



**BARRY BRYAN ASSOCIATES**  
Architects, Engineers, Project Managers





## CHOSEN OPTION - New First Floor Plan

**Peterborough Housing Corporation**

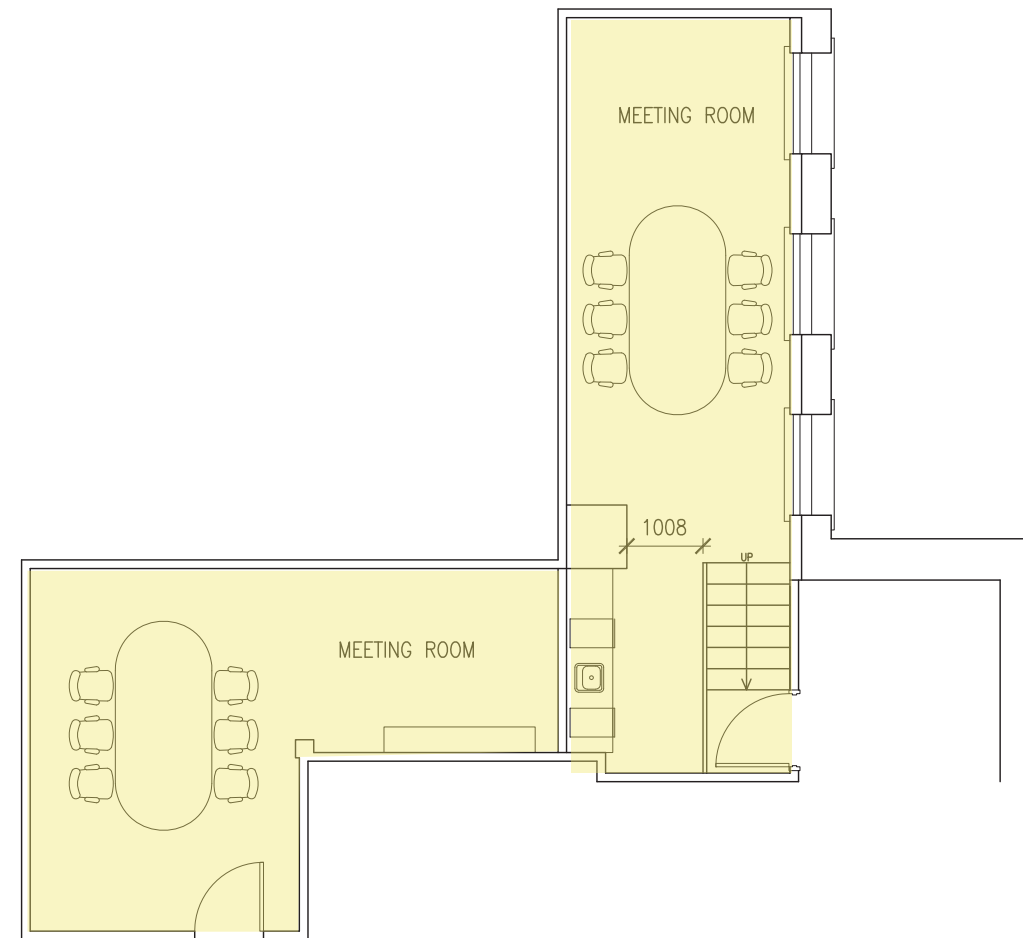
526 McDonnel St., Peterborough, ON.

Proj. P23-071 JUNE 2023



**BARRY BRYAN ASSOCIATES**  
Architects, Engineers, Project Managers





# Legend

 New meeting rooms

## CHOSEN OPTION - New Second Floor Plan

**Peterborough Housing Corporation**

526 McDonnel St., Peterborough, ON.

Proj. P23-071 JUNE 2023



BARRY BRYAN ASSOCIATES  
Architects, Engineers, Project Managers



# **Peterborough Housing Corporation**

## **Report 2023-038**

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**Meeting Date:** October 25, 2023

**Meeting Time:** 5:30 p.m.

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

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**Subject:** Capital Financing & Revitalization Plan Update

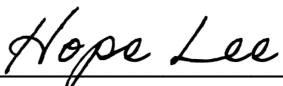
**Author Name and Title:** Hope Lee, CEO

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**Recommendation(s):**

**Resolved That** Report 2023-038, "Capital Financing & Revitalization Plan Update", be received; and

**That** the presentation by the City is received for information.

  
\_\_\_\_\_  
Chief Executive Officer

## **Background:**

In February both the Board and Council approved PHC's Capital Financing and Revitaliation Plan (CFRP).

Within the new structure, the City leads the development process (with input and feedback from PHC) and PHC manages the property once completed.

Gillian Barnes, Manager of Facilities and Planning Initiatives and Amelie Besnard, Housing Services Capital Project Manager for the City of Peterborough will attend the Board meeting to provide an update on the first phase of the plan.

## **Rationale:**

The presentation will include:

- An organizational chart for the new MSC, Peterborough Housing Municipal Services Corporation to help illustrate the relationships between the MSC and PHC
- Timelines for both 30 Alexander and 1190 Hilliard indicating the due diligence completed to date and engagement with the planning partnership and planning department
- The Community Engagement Strategy
- Financial update

The update will also include a discussion on mixed communities and the potential commercial components.

## **Other Alternatives Considered:**

None.

## **Alignment to Strategic Priority Areas**

The 2019-2024 plan confirmed three strategic priority areas as fundamental to planning, building, and supporting the future vision for PHC. They include:

1. Investing in Our People
2. Serving Our Clients & Community
3. Strengthening Our Relationships

This report will help to meet outcomes for all three of these priority areas.

**Financial Considerations:**

There are no financial implications related to this update report.

**Consultations:**

None.

**Attachments:**

None.



## **Board Meeting Minutes, Peterborough Housing Corporation Open Session**

Date: Tuesday, September 12<sup>th</sup>, 2023 – 5:30PM

Location: Hunt Terraces, 555 Bonaccord Street, Peterborough, ON

|          |                     |                                |
|----------|---------------------|--------------------------------|
| Present: | Keith Riel          | Chair                          |
|          | Alex Bierk          | Vice -Chair                    |
|          | Andrew Beamer       | Member                         |
|          | Matthew Graham      | Member                         |
|          | Jeff Leal           | Member                         |
|          | Sheldon Laidman     | Board Advisor                  |
|          | Rebecca Morgan-Quin | Board Advisor                  |
|          | Hope Lee            | CEO, PHC/Board Secretary       |
|          | Jenna Cullon        | Recording Secretary            |
| Staff:   | Travis Doak         | Director of Operations         |
|          | Sondra Fitzgerald   | Director of Corporate Services |
| Guest:   | Danielle Rocheleau  | Laridae                        |
|          | Brittney Patton     | Laridae                        |

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Keith Riel, Chair, PHC Board, called the open session meeting to order at 7:00 p.m.

### **1. Closed Session**

### **2. Approval of Agenda**

On a motion by Jeff Leal, seconded by Andrew Beamer and carried unanimously, it was **RESOLVED** to approve the agenda for the September 12<sup>th</sup>, PHC Board Meeting.

### **3. Conflict of Interest**

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

Danielle Rocheleau and Brittney Patton, Laridae joined the open session at 7:00 p.m.

### **4. Presentations**

- a) Laridae, Danielle Rocheleau and Brittney Patton
  - i. Report 2023-026 – Communication Strategy & Rebranding Exercise

On a motion by Jeff Leal, seconded by Andrew Beamer and carried unanimously, it was **RESOLVED** that Report 2023-026, "Communication Strategy and Rebranding Exercise", be received;

**That** the presentation by Laridae Communications Inc. be received;

**That** Director Alex Bierk is appointed to the Communications Strategy and Rebranding Exercise Steering Committee; and

**That** upon completion of the project Laridae Communications Inc. will present the comprehensive communication strategy and PHC's refreshed branding.

Danielle Rocheleau and Brittney Patton, Laridae left the open session at 7:30 p.m.

## **5. Report of Closed Session**

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

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

## **6. Information from Staff**

Board was updated on PHC's plans for the revitalization plan and the tenant relocation plan, we will be hosting information sessions at Hunt Terraces on November 1 and November 29 in the evening. We will be providing sample floor plans and areas for tenants to provide feedback.

Asked Board for their potential interest in attending the Peterborough Business Excellence Awards on October 18<sup>th</sup>. PHC is nominated under the Commercial Development or Renovation category for Hunt Terraces.

## **7. Confirmation of Minutes**

- a) Open Session Board Meeting, June 28, 2023
- b) Open Session Board Meeting, May 24, 2023

On a motion by Matthew Graham, seconded by Jeff Leal and carried unanimously, it was **RESOLVED** that the minutes for the June 28, 2023 Open Session Board Meeting and May 24, 2023, Open Session Board Meeting, be confirmed and accepted.

## **8. Operational Reports**

- a) Report 2023-028 – 2023 Q2 Operating & Capital Results

On motion by Andrew Beamer, seconded by Alex Bierk and carried unanimously, it was **RESOLVED** that Report 2023-028, “2023 Q2 Operating Results”, be received for information purposes.

b) Report 2023-029 – 2023 Q2 Reporting Obligations

On a motion by Matthew Graham, seconded by Jeff Leal and carried unanimously, it was **RESOLVED** that Report 2023-029, “Reporting Obligations”, be received for information.

**9. Committee Reports**

a) Finance, Audit & Administrative Committee

i. Report 2023-027 – 2024 Operating & Capital Budget

On a motion by Andrew Beamer, seconded by Jeff Leal and carried unanimously, it was **RESOLVED** that Report 2023-027, “Proposed 2024 Operating & Capital Budget”, be received;

**That** the following recommendations of the Finance, Audit & Administrative Committee, are adopted by the Board:

**That** the CEO be directed to recommend the proposed portfolio-based model, outlined in Report FAA-001 to the City;

**That** the proposed model to maximize revenue, outlined in Report FAA-001 is implemented;

**That** staff are authorized to draw down capital reserves to an upset limit of \$3,450,000 in order to maximize CMHC capital funding, outlined in Report FAA-001; and

**That** the 2024 operating & capital budget, outlined in Report FAA-001 is approved.

**That** the CEO is directed to request operating subsidy in the amount of \$3,857,269 in order to support the 2024 portfolio based model and capital subsidy in the amount of \$2,044,780 from the City to maximize CMHC capital funding; and

**That** the CEO reports back to the Board with any 2024 operating or capital budget amendments based on the City approvals.

ii. Report 2023-031 – Appointment of the Auditor

On a motion by Matthew Graham, seconded by Jeff Leal and carried unanimously, it was **RESOLVED** that Report 2023-031, “Appointment of Auditor”, be received;

**That** the following recommendations of the Finance, Audit and Administration Committee are adopted by the Board:

**That** PHC appoint Baker Tilly LLP as the Corporation's auditors for the term of 2023 – 2027 based on the details provided in Report 2023-031.

iii. Report 2023-032 – Hunt Terraces – Financial Update

On a motion by Alex Bierk, seconded by Jeff Leal, and carried unanimously, it was **RESOLVED** that Report 2023-032, "Hunt Terraces Update", be received for information.

- b) Governance, Human Resources & Strategy Committee
  - i. Report 2023-030 – Board Meetings – Regular and Closed Agenda, Minutes and Supporting Reports

On a motion by Jeff Leal, seconded by Alex Bierk and carried unanimously, it was **RESOLVED** that Report 2023-030, "Board Meetings – Regular and Closed Agenda, Minutes and Supporting Reports", be received; and

**That** following the deletion of point g, under section 2, based on the recommendation of the Governance, Human Resources and Strategy Committee the Board adopts meeting guidelines as outlined in this report starting immediately with the September 12<sup>th</sup> meeting including but not limited to making all open session meetings and related materials available publicly and establishing criteria for closed session items.

## **10. Adjournment**

With there being no further business, the September 12, 2023 Board Meeting, was adjourned on a motion by Jeff Leal, seconded by Andrew Beamer, carried unanimously at 8:30pm.

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Keith Riel  
Chair  
Peterborough Housing Corporation

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Hope Lee  
CEO/Board Secretary  
Peterborough Housing Corporation

# Peterborough Housing Corporation

## Report 2023-034

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**Meeting Date:** October 25, 2023

**Meeting Time:** 5:30pm

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

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**Subject:** Quarterly Key Performance Indicator (KPI) Report

**Author Name and Title:** Travis Doak, Director of Operations

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### **Recommendation(s):**

**Resolved That** Report 2023-034, "Quarterly Key Performance Indicator (KPI) Report", be received for information purposes.

*Hope Lee*

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Chief Executive Officer

## Background:

In 2021 PHC began working with other LHC's (Provincial Local Housing Corporations) to develop a set of Key Performance Indicators (KPI's) reporting on financial arrears that could be quantified with an agreed upon set of definitions. Prior to this the Board received an informational report each month that showed PHC current financial arrears in comparison to a previous 14-month period. Although that report provided important comparative information within PHC's portfolio it did not offer information on how PHC was doing in comparison to other LHC's.

The intent of establishing this comparative data sharing structure was to select a limited set of indicators to collect, analyze, and report routinely for the purposes of learning about different operational strategies and best practices as it relates to financial arrears and other key metrics.

The Executive believes this statistical data is beneficial to share with the Board and replaces previous Arrears Reports. A KPI Report is provided to the Board 3 times a year for information purposes to show how PHC compares with other LHC's on these key 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 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 2nd quarter of 2023 (Q2 – April to June and is compared with the LHC's in the highlighted column. 9 out of 9 LHC's submitted data for this reporting period.

### 2023 Q2 Key Performance Indicators

| Measurements                          | PHC Q1   | PHC Q 2 | LHC YTD   |
|---------------------------------------|----------|---------|-----------|
| Housing Occupancy Rate                | 96.8%    | 98%     | 97.9%     |
| Unit Turn Over Days                   | 108 days | 76 days | 98.9 days |
| Tenant Move Out Rate                  | 1.42%    | 2%      | 2.9%      |
| Households in Good Financial Standing | 96%      | 95%     | 76%       |
| Rent Collection Rate                  | 99.5%    | 99%     | 95.4%     |
| Eviction Prevention Rate *            | 100%     | 91.66%  | N/A       |

\* The Eviction Prevention Rate is reported at the end of the 4<sup>th</sup> quarter for the entire year

The data shows that PHC continues to measure very well compared to the other 9 LHC's in the province. PHC is above the average in all reported measurements.

The unit turnover rate has experienced a substantial reduction, decreasing by 32 days compared to Q1. This metric represents the time needed to prepare a unit

for a new tenant to move in. Staff has been directing their efforts toward this achievement, recently completed a process mapping exercise aimed at pinpointing opportunities for efficiency improvement. Our objective was to surpass the LHC average by the third quarter of this calendar year. Achieving this goal, three months ahead of schedule is a testament to the dedicated efforts of our staff.

PHC's rent collection rate remains a source of strength, consistency outperforming other housing providers. Clear and proactive interactions with our tenants play a pivotal role in maintaining a high rent collection rate. Strategies employed by staff have been robust but also compassionate. Staff work closely with tenants who encounter difficulties, offering flexible solutions that align with their financial circumstances.

The metric pertaining to "Households in Good Financial Standing" remains a notable area in which PHC demonstrates excellence, with a measurement that surpasses the LHC average by 19%. This metric is defined as households that are up to date with their rent and parking charges. Several contributing factors underlie this measurement, including the availability of tenant subsidy programs. However, a significant factor is the proactive daily efforts of our staff in supporting tenants to prevent arrears. This reflects the personalized and tenant-centered approach that PHC consistently offers.

The Eviction Prevention Rate is only reported at the end of the 4<sup>th</sup> quarter. However, PHC does track this info quarterly, and there has been 1 eviction for the first 6 months of 2023. PHC is in the business of eviction prevention, which requires working with tenants who are experiencing challenging situations on a case-by-case basis as part of an overall strategy to keep individuals housed.

As reported at the June Board Meeting, 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.

### 2023 Tenant Debt

| Measurements                                              | PHC Q1 | PHC Q2 | LHC YTD |
|-----------------------------------------------------------|--------|--------|---------|
| Average Number of Tenant Accounts with Arrears            | 52     | 68     | 1,945   |
| Percentage of Total Number of Households with Tenant Debt | 4%     | 5%     | 13%     |

|                                  |         |         |         |
|----------------------------------|---------|---------|---------|
| Average Amount of Tenant Arrears | \$2,076 | \$1,849 | \$2,041 |
|----------------------------------|---------|---------|---------|

**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 2023-036**

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**Meeting Date:** October 25, 2023

**Meeting Time:** 5:30 p.m.

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

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**Subject:** 2024 Recurring Board Reports and Frequency

**Author Name and Title:** Hope Lee, CEO

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**Recommendation(s):**

**Resolved That** Report 2023-036, "2024 Recurring Board Reports and Frequency", be received; and

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

*Hope Lee*

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Chief Executive Officer

## **Background:**

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

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

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

## **Rationale:**

### Meetings

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

| <b>Meeting Dates (fourth Wednesday)</b> |         |
|-----------------------------------------|---------|
| January 24, 2024 – regular meeting      | 5:30 pm |
| February 28, 2024 – regular meeting     | 5:30 pm |
| March 27, 2024 – regular meeting        | 5:30 pm |
| April 24, 2024 – regular meeting        | 5:30 pm |
| May 22, 2024 – regular meeting          | 5:30 pm |
| June 26, 2024 – regular meeting         | 5:30 pm |
| August 28, 2024 – regular meeting       | 5:30 pm |
| September 25, 2024 – regular meeting    | 5:30 pm |
| October 23, 2024 – regular meeting      | 5:30 pm |
| November 27, 2024 – regular meeting     | 5:30 pm |

### Financial Reporting

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

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

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

| <b>Report</b>                                                     | <b>Meeting Date</b> |
|-------------------------------------------------------------------|---------------------|
| 2023 Q3 & Q4 Operating & Capital Results (July-Dec)               | February 28, 2024   |
| 2023 Q3 & Q4 Reporting Obligations (as at Dec 31 <sup>st</sup> )  | February 28, 2024   |
| 2024/25 Spruce Corners Budget                                     | February 28, 2024   |
| 2024 Q1 Operating & Capital Results (Jan-Mar)                     | April 24, 2024      |
| 2024 Q1 Reporting Obligations (as at March 31 <sup>st</sup> )     | April 24, 2024      |
| 2023 Financial Statements & Investment Report                     | April 24, 2024      |
| 2024 Q2 Operating & Capital Results (Apr-June)                    | August 28, 2024     |
| 2024 Q2 Reporting Obligations (as at June 30 <sup>th</sup> )      | August 28, 2024     |
| 2025 Portfolio Operating Budget                                   | September 25, 2024  |
| Five Year Capital Plan                                            | September 25, 2024  |
| 2024 Q3 Operating & Capital Results (July-Sept)                   | October 23, 2024    |
| 2024 Q3 Reporting Obligations (as at September 30 <sup>th</sup> ) | October 23, 2024    |
| 2024 Q4 Operating & Capital Results (Oct-Dec)                     | February 2025       |
| 2024 Q4 Reporting Requirements (as at December 31 <sup>st</sup> ) | February 2025       |

#### Activity Reporting

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

| <b>Report</b>                                                       | <b>Meeting Date</b> |
|---------------------------------------------------------------------|---------------------|
| 2023 Q3 & Q4 Activity Report (July-Dec) key performance indicators) | February 28, 2024   |
| 2024 Q1 Activity Report (Jan-Mar) key performance indicators)       | April 24, 2024      |
| 2024 Q2 Activity Report (Apr-June key performance indicators)       | August 28, 2024     |
| 2024 Q3 Activity Report (July-Sept key performance indicators)      | October 23, 2024    |
| 2024 Q4 Activity Report (Oct-Dec) key performance indicators)       | February 2025       |

### Annual General Meeting

The annual general meeting of the Shareholder must occur at least every 15 month in accordance with the Business Corporation Act. PHC will strive to hold its AGM every 12 months during the fall in order to approve its financial statements, present an annual report, appoint the auditor, appoint directors for the next term and approve any bylaw changes recommended by the Board. The last AGM is scheduled to occur in December 2023.

### **Other Alternatives Considered:**

None.

### **Alignment to Strategic Priority Areas**

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

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

### **Financial Considerations:**

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

### **Consultations:**

None

### **Attachments:**

None.

# **Peterborough Housing Corporation**

## **Report 2023-037**

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**Meeting Date:** October 25, 2023

**Meeting Time:** 5:30pm

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

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**Subject:** Tenant Rights & Responsibilities Directive

**Author Name and Title:** Travis Doak, Director of Operations

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### **Recommendation(s):**

**Resolved That** Report 2023-037, "Tenant Rights & Responsibilities Directive", be received for information purposes.

*Hope Lee*

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Chief Executive Officer

**Background:**

PHC is committed to fostering safe and welcoming environments for all tenants, employees, and visitors. To make this commitment tangible to our tenants, a strategic decision was made to create a Tenant Rights & Responsibilities Directive that is representative of all tenants living in our communities. The directive will contribute to the provision of accessible and timely information that can enable tenants to make informed decisions about their housing arrangements.

In the winter of 2023, an ad-hoc committee made up of a PHC tenant and staff began meeting bi-weekly to discuss and plan for the elements that should be included in the directive. Committee members were able to share important firsthand experiences and information, provide feedback to proposed concepts, and propose ideas which led to recommendations that were used to create the directive.

**Rationale:**

The purpose of this directive is to ensure that all PHC tenants have access to information regarding their rights and responsibilities in a transparent and inclusive manner. The central objective is the provision of readily accessible and timely information, thus empowering tenants, and their families to make decisions about their living arrangements. The creation of a Tenant Rights & Responsibilities Directive is an important step towards ensuring tenants have the necessary information to make real time decisions which ultimately supports the success of PHC communities.

**Other Alternatives Considered:**

None.

**Alignment to Strategic Priority Areas**

This report aligns with the strategic focus of Serving Our Clients & Community. Specifically with the commitment to providing quality customer service, applying clear process and systems that are client-centered and measurable to ensure services are delivered by compassionate staff. And Finances and Resources, by using the highest financial and resource management practices to ensure our communities can rely on PHC for its future needs.

**Financial Considerations:**

There are no Financial Considerations under this Report.

**Consultations:**

PHC tenant  
Custodian  
Customer Service Representative  
Building Services Coordinator  
Resident Services Coordinator  
Senior Resident Services Manager  
Executive Team

**Attachments:**

Attachment A - OP3-D1 – Tenant Rights & Responsibilities Directive



## DIRECTIVE

|                        |                                  |                     |                        |
|------------------------|----------------------------------|---------------------|------------------------|
| <b>DIRECTIVE NAME:</b> | Tenant Rights & Responsibilities |                     |                        |
| <b>DIRECTIVE ID:</b>   | OP3-D1                           | <b>APPROVED BY:</b> | Director of Operations |
| <b>EFFECTIVE DATE:</b> | October 1, 2023                  | <b>REVIEW DATE:</b> | October 1, 2025        |

### **Directive Statement**

Peterborough Housing Corporation (hereafter the Corporation or PHC) is committed to fostering a safe and welcoming living environment for all tenants, employees, and visitors. Being knowledgeable on the Rights & Responsibilities of tenants is dependent on PHC providing access to relevant and timely information in accessible formats.

### **Purpose**

This Directive will provide definition and direction related to the types of information PHC will provide to tenants and their applicable sources. This Directive is designed to work in concert with other policies, directives and procedures related to the security and safety of tenants, employees, guests, and assets of PHC communities.

This information is essential for fostering a transparent and informed housing community, promoting tenant engagement, and ensuring that tenants can make informed decisions regarding their housing arrangements. The timely and accessible provision of information is fundamental to supporting tenants in their journey to creating a safe and welcoming living environment within the Peterborough Housing Corporation.

The two primary areas of focus are:

- a. Ensuring Accessible Information: PHC shall implement a comprehensive system that provides tenants with access to information concerning their Rights & Responsibilities in formats that accommodate various accessibility needs.
- b. Timely Updates: Information regarding Rights & Responsibilities shall be kept up-to-date and relevant, reflecting any changes in policies, regulations, or guidelines.

### **Scope**

This Directive will apply to all tenants and guests in PHC communities.

When applicable, PHC employees, volunteers, contractors, and visitors are required to comply with this Directive and the associated Procedures.

### **Definitions/Acronyms**

The definitions/acronyms specific to this Directive are:

**PHC** – The Peterborough Housing Corporation.



## DIRECTIVE

**Tenant**– An individual or household who has entered into a legally binding agreement with the PHC to occupy a residential unit within its housing properties.

**Guest** – A person who is invited by a tenant to visit and stay temporarily in the tenant's residential unit for a specific period, subject to the PHC's guest policy.

**Visitor** - An individual who is not a tenant or employee of the PHC but has legitimate business or social purposes to enter the housing premises, subject to the PHC's visitor guidelines.

**Employee** – paid staff of PHC, whether permanent or on contract.

**Contractor** – A person or entity engaged by the PHC to provide specialized services, construction, repairs, or renovations, typically under a formal contract or agreement.

**Third Party Vendor** - An external individual or organization contracted by the PHC to supply goods, services, or products to support its operations and services for tenants and the housing community.

### **Guiding Principles**

The following guiding principles shall govern the implementation of this policy directive:

- a. **Equity and Inclusion:** Information shall be provided in formats that are accessible and considerate of diverse needs, including but not limited to print materials, electronic documents, and other reasonable accommodations.
- b. **Transparency and Clarity:** PHC shall provide clear and straightforward information to tenants regarding their Rights & Responsibilities to ensure a better understanding of their housing rights and obligations.
- c. **Continuous Improvement:** PHC shall regularly review and update the information delivery system and materials to reflect the changing needs of the housing community and advancements in accessibility standards.

### **Responsibilities**

PHC shall be responsible for overseeing the implementation of the Rights & Responsibilities Information Accessibility system. PHC shall allocate necessary resources, including technology and personnel, to ensure the effective and timely delivery of information. PHC shall collaborate with relevant stakeholders, including tenants and employees, to gather feedback and ensure the information delivery system addresses diverse accessibility needs.

PHC shall establish a Tenant Relations Committee that will serve as a collaborative partnership for fostering open communication and enhancing the overall tenant experience. This committee will consist of representatives from both PHC staff and tenants, creating a forum where feedback, and suggestions can be shared, discussed, and recommended. The committee will work together to identify areas for improvement, propose new ideas, and contribute to a harmonious and supportive living community.



## **Tenant Rights**

Enumerate the rights tenants have under the Directive, including but not limited to:

- a. Right to a safe and secure living environment.
- b. Right to privacy and peaceful enjoyment of the property.
- c. Right to request repairs and maintenance resolved in a timely manner.
- d. Right to know the terms of the lease or rental agreement.
- e. Right to non-discrimination and fair treatment.

## **Tenant Responsibilities**

- a. Paying rent on time.
- b. Adhering to the terms of the lease agreement.
- c. Reporting maintenance issues promptly.
- d. Complying with all applicable municipal regulations
- e. Adhering to the Residential Tenancies Act.

## **Procedures**

PHC is responsible for providing perspective and current tenants information to empower them with knowledge about their Rights & Responsibilities, available housing services, community resources, and any updates or changes that may affect their tenancy. The following information is not exhaustive; however, it encompasses the key aspects of a tenant's tenancy with PHC.

**Tenant selection:** PHC shall provide a transparent tenant selection process based on eligibility criteria, income verification, and application procedures.

**Lease:** PHC shall provide tenants with a written lease agreement that outlines the terms and conditions of the tenancy, including rent amount, payment schedule, any other relevant information.

**Rent:** PHC shall communicate the rent amount and payment schedule to tenants in a clear and timely manner, specifying accepted payment methods and due dates. Rent payment due dates shall be consistent, and tenants will be notified in advance of any changes.

**Renewal and Termination:** PHC shall provide information about lease renewal and termination, including notice periods and procedures for ending a lease agreement.

**Inspections and Access:** PHC shall provide conditions under which the landlord can access the property for inspections, repairs, or emergencies.



## DIRECTIVE

**Repair and Maintenance:** PHC shall provide the process for addressing repair and maintenance requests promptly, prioritizing urgent issues.

**Guest and Visitors:** PHC shall provide guidelines for hosting guests and visitors and specify limitations on length of stays and their responsibilities while on the property.

**Dispute Resolution:** PHC shall provide steps to follow when disputes arise between tenants, visitors, and with PHC staff, or policy violations. Explain the process for filing a complaint, investigation procedures, and possible outcomes.

**Policy Enforcement:** PHC shall provide the consequences for violating policies, including warning notices, and escalated actions as necessary, up to and including involvement of the Landlord and Tenant Board.

**Eviction:** PHC shall provide notice of eviction in accordance with the Residential Tenancies Act. This notice shall clearly state the reasons for eviction, the specific violations or breaches that have occurred, and the timeframe within which the tenant is required to address the issue(s).

### **Compliance and Evaluation**

PHC shall ensure compliance with this Directive and regularly evaluate the effectiveness of the Rights & Responsibilities accessibility system. Feedback from tenants and stakeholders shall be solicited and considered for continuous improvement. One of the mechanisms to achieve this objective is the creation of a Tenant Advisory Committee.

### **Directives & Procedures**

The Senior Resident Services Manager shall bear primary responsibility for the creation and implementation of Procedures required to meet the compliance standards including but not limited to:

|                    |               |                                             |
|--------------------|---------------|---------------------------------------------|
| <b>Directive 1</b> | <b>OP3-D1</b> | <b>Tenant Rights &amp; Responsibilities</b> |
| Procedure          | OP3-D1-P1     | Tenant Relations Committee                  |

### **Related Documents**

- None

### **Appendices**

- None

### **History of Amendments/Reviews:**



## DIRECTIVE

| Section(s) | Date      | Comments            |
|------------|-----------|---------------------|
| All        | 1 Sept 23 | Directive Finalized |
|            |           |                     |
|            |           |                     |