Peterborough Housing Corporation
Board of Directors

Wednesday, October 23, 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

1. Land Acknowledgement

Closed Session – 5:30 p.m.

2. Confirmation of Minutes
    a. Closed Session Board Meeting, September 25, 2024

3. Architect Services Update (verbal update)

Open Session – 5:45 p.m.

4. Approval of Agenda

5. Conflict of Interest

6. Presentations
    a. Human Resources Presentation
        i. Report 2024-029 – Human Resources at PHC
        Graham Willsie, Human Resources Manager

7. Confirmation of Minutes
    a. Open Session Board Meeting, September 25, 2024

8. Operational Reports
    a. Report 2024-030 – 2025 Recurring Board Reports and Frequency
    b. Report 2024-031 – CEO Update
    c. Report 2024-032 – Travel & Expense Reimbursement Directive
    d. Report 2024-033 – Procurement Approval – Refuse Collection Vehicle Purchase

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

10. Information from Staff

11. Adjournment

Peterborough Housing Corporation

Report 2024-029

Meeting Date: October 23, 2024

Meeting Time: 5:30 p.m.

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

Subject: Human Resources at PHC Presentation

Author Name and Title: Graham Willsie, Human Resources Manager

Recommendation(s):

Resolved That Report 2024-029, "Human Resources at PHC Presentation", be received for information purposes.

Chief Executive Officer

Background:

Across PHC, our commitment to fostering a respectful, caring, and compassionate workplace remains central to our core values. PHC recognizes that our people are our greatest asset, and we are dedicated to implementing strategies that empower our workforce and enhance their success.

The human resource's function has an imperative role in driving PHC's mission to create a supportive and empowering workplace. By championing a positive workplace culture, the Human Resources Manager implements programs to enhance employee engagement and well-being. Working closely with the Executive Leadership Team, the Human Resources Manager leads the development of key organizational development programs, ensuring ongoing legislative compliance and industry best practices.

Rationale:

As a key strategic partner, the Human Resources Manager is focused on aligning daily operations, initiatives and programs with PHC's mission and values. By proactively engaging with both employees and management, to support every stage of the employee life cycle to ensure optimal efficiency and employment experience at PHC.

Overall, the scope of human resources at PHC includes multiple cross-functional areas and specialties depending on organizational and workforce needs.

<u>Labour Relations</u>

Collective Bargaining: Lead the collective bargaining team, developing proposals and strategies for negotiations with the union. This includes preparing for negotiations by analyzing previous agreements and identifying organizational priorities.

Engagement with Union: Maintaining open lines of communication with CUPE 504.2 union representatives to foster a collaborative relationship, addressing any issues that may arise proactively.

People Leader Coaching: Providing leadership and coaching to People Leaders on labour relations matters. Facilitating training sessions on topics like conflict resolution, effective communication, and understanding collective agreements.

Grievance Administration: Managing the grievance process, working closely with union representatives and management to resolve disputes and ensure compliance with PHC's collective agreement.

Grievance Summary - CUPE 504.2

Year	*Grievance Count*	*Outstanding*
2022	4	All resolved
2023	11	3
2024	3	All resolved

Compensation & Benefits

Compensation Development: Develop and implement a comprehensive compensation strategy that aligns with PHC's organizational goals and industry standards, ensuring competitiveness to attract and retain talent.

Pension & Benefits Administration: Manage the administration of employee benefits programs, including health, dental, OMERS pension plan, and any other programs, ensuring they meet employee needs and comply with legislative requirements.

Job Evaluation and Pay Equity: Oversee the job evaluation process, to ensure that roles are assessed fairly, facilitating compliance with pay equity legislation and maintaining internal equity.

Employee Assistance Programs (EAP): Administering EAP to provide confidential support and resources for employees dealing with personal or work-related challenges, including counseling services.

Compliance Monitoring: Ensuring that all compensation and benefits practices comply with relevant legislation, including the Employment Standards Act and any applicable labour agreements.

Budget Management: Participating in the budget preparation process as it relates to compensation and benefits, forecasting costs, and ensuring alignment with PHC's financial goals.

Employee Benefit Statistics

Employee Benefit	*$ Amount*
OMERS Pension Plan	$429,336.82 (2023 reconciled)
Canada Life Benefits	$316,247.30 (2024 estimate)

Recruitment & Selection

Talent Acquisition: Promote PHC's brand as an employer of choice, highlighting unique culture, values, and opportunities through targeted marketing and outreach efforts.

Strategic Workforce Planning: Assess current and future staffing needs, collaborating with leadership to anticipate talent gaps and develop proactive recruitment plans.

Assessment Tools: Implement structured assessment methods, such as skills tests, behavioral interviews, and reference checks, to evaluate candidates objectively and consistently.

Candidate Experience: Prioritize a positive candidate experience by maintaining clear communication throughout the recruitment process and providing timely feedback to applicants.

Recruitment Statistics

Year	*Recruitments Completed*
2022	18
2023	31
2024	10

Training & Development

Training Needs Assessment: Conducting regular assessments to identify skill gaps and training needs across departments, ensuring alignment with both individual and organizational goals.

Program Development: Designing and implementing a range of training programs, including onboarding, professional development, leadership training, and compliance courses, tailored to meet diverse employee needs.

Learning Management System (LMS): Overseeing the development and maintenance of a LMS to facilitate training delivery, track employee progress, and manage training records efficiently.

Cross-Functional Training: Promoting cross-departmental training opportunities to enhance collaboration and develop a versatile workforce capable of adapting to organizational changes.

Professional Development: Encouraging employees to pursue ongoing education and certifications relevant to their roles, supporting their career advancement and personal growth.

Health & Wellness

Disability Management: Establishing and managing policies that support employees with disabilities, ensuring compliance with relevant legislation and promoting an inclusive workplace.

Attendance Support Programs: Implementing programs that support employees in maintaining standard attendance, such as flexible work arrangements, wellness initiatives, and mental health resources.

Return-to-Work Programs: Creating structured return-to-work plans for employees recovering from illness or injury, facilitating a healthy transition back to their roles while ensuring necessary accommodations.

Health and Safety Compliance: Ensuring PHC complies with health and safety regulations, conducting regular audits, and implementing safety training programs to mitigate workplace risks.

Organizational Development

Engagement Surveys: Conducting regular employee engagement surveys to assess satisfaction, gather feedback, and identify areas for improvement across PHC.

Action Plans: Analyzing survey results and developing actionable plans to address concerns and enhance engagement levels, ensuring employees feel heard and valued.

Employee Recognition: Implementing recognition programs that acknowledge and reward employees for their contributions, enhancing engagement and job satisfaction.

Policy Framework: Establishing a systematic framework for policy creation, revision, and implementation. This framework outlines the steps for drafting, reviewing, and approving policies to ensure consistency and quality across the organization.

Diversity, Equity and Inclusion: Promoting a diverse and inclusive workplace culture by implementing initiatives that celebrate different backgrounds and perspectives and ensuring equitable opportunities for all.

Change Management: Leading change management initiatives related to organizational updates, ensuring that transitions are effective and that employees are supported throughout the process.

Employee Engagement Committee: Act as chair of the Employee Engagement Committee, promoting a culture of well-being and engagement across PHC.

Other Alternatives Considered:

None.

Alignment to Strategic Priority Areas:

This report directly aligns with strategic priority of “Investing in our People” from the 2019-2024 Strategic Plan and the following commitments:

Talent Management: Developing and executing a talent management plan to meet the anticipated staffing needs of the Corporation.

Succession Planning: Developing and implementing a leadership succession plan that connects with our talent management plan.

Training: Investing in our people through professional development opportunities to expand their skills, experience, and knowledge, including training and ongoing support for leaders, orientation and onboarding, performance management, safety training, and relevant diversity training.

Workplace Culture: Ensuring the continuous strengthening of workplace culture so that PHC remains a great place to work.

Financial Considerations:

There are no direct financial considerations for this report, however, the report does provide a summary of PHC’s historical and anticipated employee benefits costs.

Consultations:

None.

Attachments:

None.

PETERBOROUGH HOUSING CORPORATION

Board Meeting Minutes, Peterborough Housing Corporation Open Session

Date:	Wednesday, September 25, 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
	Jeeniraj Thevasagayam	Board Advisor
	Travis Doak	CEO, PHC/Board Secretary
	Jenna Cullon	Recording Secretary
Staff:	Sondra Fitzgerald	Director of Corporate Services
Guests:	Rebekah Vettor	PHC, Senior Resident Services Manager
Regrets:	Jeff Leal	Member
	Sheldon Laidman	Board Advisor

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

1. Approval of Agenda

On a motion by Andrew Beamer, seconded by Alex Bierk and carried unanimously, it was **RESOLVED** to approve the agenda for the September 25th, 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. Presentations

a) Resident Services Presentation
   i. Report 2024-024 Eviction Prevention Process Presentation, Rebekah Vettor, Senior Resident Services Manager

On a motion by Andrew Beamer, seconded by Alex Bierk and carried unanimously, it was **RESOLVED** that Report 2024-024, “Eviction Prevention Process Presentation”, be received for information purposes.

Rebekah Vettor left the meeting at 5:50 p.m.

4. **Confirmation of Minutes**
    a) Board Meeting, August 28, 2024

On a motion by Matthew Graham, seconded by Alex Bierk and carried unanimously, it was **RESOLVED** that the minutes for August 28, 2024, be confirmed and accepted.

5. **Operational Reports**
    a) Report 2024-025 – 2024 Quarterly KPI Report (Q2)

On a motion by Alex Bierk, seconded by Matthew Graham and carried unanimously, it was **RESOLVED** that Report 2024-025, “Quarterly Key Performance Indicator (KPI) Report (Q2)”, be received for information purposes.

    b) Report 2024-026 – CEO Update

On a motion by Alex Bierk, seconded by Matthew Graham and carried unanimously, it was **RESOLVED** that Report 2024-026, “CEO Update”, be received for information purposes.

    c) Report 2024-027 – Travel & Expense Reimbursement Policy

There were several questions from board members, concluded that directives would be shared at the next board meeting to help clarify any questions and concerns for information purposes.

On a motion by Alex Bierk, seconded by Matthew Graham and carried unanimously, it was **RESOLVED** that Report 2024-027, “Travel Expense & Reimbursement Policy”, be received.

That policy FA4 – Travel Expense & Reimbursement Policy, included as Attachment B, be adopted.

6. **Committee Reports**
    a) Finance, Audit & Administrative Committee
        i. Report 2024-028 – 2025 Operating & Capital Budget

On a motion by Alex Bierk, seconded by Matthew Graham and carried unanimously, it was **RESOLVED** that Report 2024-028, “Proposed 2025 Operating & Capital Budget”, be received;

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

> **That** the 2025 operating & capital budget, outlined in Report FAA2024-002 is approved.

That the CEO is directed to request operating subsidy in the amount of $3,996,131 in order to support the 2025 portfolio operations and capital subsidy in the amount of $1,916,617 from the City to maximize CMHC capital funding; and

That the CEO reports back to the Board with any 2025 operating or capital budget amendments based on the City approvals.

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

Andrew Beamer left at 6:45pm

7. Report of Closed

On a motion by Alex Bierk, seconded by Matthew Graham and carried unanimously, it was **RESOLVED** to move into **CLOSED SESSION**.

On a motion by Alex Bierk, seconded by Matthew Graham and carried unanimously, it was **RESOLVED** that “Homeward Bound Update” (verbal report), be received for information purposes.

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

8. Information from Staff

No information from staff.

9. Adjournment

With there being no further business, the September 25, 2024 Board Meeting, was adjourned on a motion by Matthew Graham, seconded by Alex Bierk, carried unanimously at 7:00 p.m.

Keith Riel	Travis Doak
Chair	CEO/Board Secretary
Peterborough Housing Corporation	Peterborough Housing Corporation

Peterborough Housing Corporation

Report 2024-030

Meeting Date: October 23, 2024

Meeting Time: 5:30 p.m.

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

Subject: 2025 Recurring Board Reports and Frequency

Author Name and Title: Travis Doak, CEO

Recommendation(s):

Resolved That Report 2024-030, "2025 Recurring Board Reports and Frequency", be received; and

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

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 Leadership Team (ELT) to ensure PHC remains an innovative high performing corporation with a bright future.

Meeting Dates (fourth Wednesday)	
January 22, 2025 – regular meeting	5:30 pm
February 26, 2025 – regular meeting	5:30 pm
March 26, 2025 – regular meeting	5:30 pm
April 23, 2025 – regular meeting	5:30 pm
May 28, 2025 – regular meeting	5:30 pm
June 25, 2025 – regular meeting	5:30 pm
August 27, 2025 – regular meeting	5:30 pm
September 24, 2025 – regular meeting	5:30 pm
October 22, 2025 – regular meeting	5:30 pm
November 26, 2025 – 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. Note, exact dates may fluctuate due to operational requirements.

Report	Meeting Date
2024 Q3 & Q4 Operating & Capital Results (July-Dec)	February 26, 2025
2024 Q3 & Q4 Reporting Obligations (as at Dec 31st)	February 26, 2025
2025/26 Spruce Corners Budget	February 26, 2025
2024 Financial Statements & Investment Report	April 23, 2025
2025 Q1 Operating & Capital Results (Jan-Mar)	June 25, 2025
2025 Q1 Reporting Obligations (as at March 31st)	June 25, 2025
2025 Q2 Operating & Capital Results (Apr-June)	August 27, 2025
2025 Q2 Reporting Obligations (as at June 30th)	August 27, 2025
2025 Portfolio Operating Budget	September 24, 2025
Five Year Capital Plan	September 24, 2025
2025 Q3 Operating & Capital Results (July-Sept)	November 26, 2025
2025 Q3 Reporting Obligations (as at September 30th)	November 26, 2025
2025 Q4 Operating & Capital Results (Oct-Dec)	February 2026
2025 Q4 Reporting Requirements (as at December 31st)	February 2026

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. These performance measurements are tracked on a quarterly basis.

Report	Meeting Date
2024 Q3 & Q4 Activity Report (July-Dec key performance indicators)	February 26, 2025
2025 Q1 Activity Report (Jan-Mar key performance indicators)	June 25, 2025
2025 Q2 Activity Report (Apr-June key performance indicators)	September 24, 2025
2025 Q3 & Q4 Activity Report (Oct-Dec key performance indicators)	February 2026

Annual General Meeting

The annual general meeting of the Shareholder must occur at least every 15 months 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 next AGM is scheduled to occur in December 2024.

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 2024-031

Meeting Date: October 23, 2024

Meeting Time: 5:30 p.m.

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

Subject: CEO Update

Author Name and Title: Travis Doak, CEO

Recommendation(s):

Resolved That Report 2024-031, "CEO Update", be received for information purposes.

Chief Executive Officer

Background:

The CEO Update Report is provided at each Board meeting and provides the Board with updates on key operational matters.

Rationale:

PHC Annual Development Day

On October 29, the Executive Leadership Team (ELT) will host PHC's Annual Staff Development Day, centered around the theme "Looking Ahead with Resiliency." This event will provide an opportunity for staff to engage in discussions about the organization's long-term strategic vision, key upcoming projects, and shifting priorities as we adapt to the evolving needs of community housing. Attendees will gain insights into how PHC plans to navigate challenges, capitalize on opportunities, and build resilience across all levels of the organization.

As part of the day's events, there will be a formal recognition of long-serving staff members. Board members are invited to attend the recognition event and stay for a lunch reception, providing an informal space for discussions and fostering stronger relationships between leadership, staff, and the Board. The event is taking place at the Holiday Inn on George Street in Peterborough.

Snow Removal Request for Proposal

On September 6, 2024, PHC staff initiated a procurement process to secure a minimum of 3 contractors for the 2024/2025 snow removal season. As part of this process, staff have undertaken a comprehensive review of the contract deliverables with a focus on improved responsiveness and efficiency of service delivery. The RFP was at market for 21 days with 3 successful proponents. Contracts will take effect for a 1-year period effective November 15th, 2024, and ending on April 15th, 2025.

Labour Relations with CUPE

On October 11, a follow up meeting was held with CUPE national leadership and local union stewards to address key labour relations issues that have impacted the organization. An initial meeting had occurred on September 19, laying the framework for a new working relationship.

We are actively engaging with union leadership to establish a more robust and productive labour-management partnership. This partnership aims to build mutual trust, enhance open communication, and ensure that both parties work together effectively to address issues and find solutions that benefit both the organization and its employees.

There are currently 3 active grievances initiated from incidents occurring in 2023 that are scheduled to proceed to arbitration. We were able to thoroughly discuss these grievances, and management has proposed solutions to resolve each one. The union has been provided the date of October 25th to respond to the proposed resolutions. Management's objective is to reach a mutually acceptable agreement with the union on these grievances, thereby avoiding the need for arbitration. This approach reflects a commitment to fostering a collaborative and constructive labour relationship and ensuring that the concerns of both parties are addressed in a timely and fair manner. Should an agreement be reached, it will serve as a positive outcome for both management and the union, reinforcing the importance of open dialogue and dispute resolution without the need for formal arbitration proceedings.

PHC Staff Communication

In July, I informed staff that the Executive Leadership Team (ELT) was evaluating key focus areas to shape the future direction of PHC.

On October 11 I provided staff a follow up communication on our progress. After analysis and strategic planning, three focus areas were chosen to ensure we can address both the immediate needs of our residents and stakeholders as well as our long-term vision for sustainable growth and development. The aim is to build an organization that is resilient, adaptable, and consistently delivering high-quality services. The identified areas include:

1. **Service Delivery:** Enhancing service delivery is at the forefront of our strategy. We recognize that the quality of services directly impacts the well-being of our residents and the overall reputation of PHC. To improve our responsiveness and service quality, we will be implementing a multi-faceted approach.
2. **Operational Efficiencies:** Streamlining our operations is crucial for reducing waste, lowering costs, and increasing productivity. By optimizing our processes, we can allocate more resources towards resident services and strategic initiatives.

3. **Workplace Culture:** A positive workplace culture is fundamental to the success of our organization. By promoting a culture of respect, inclusion, and continuous learning, we aim to create an environment where all employees feel valued, supported, and empowered to contribute their best at work.

This staff communication included the following updates:

Realignment of Front-Line Staff with the Resident Services Team: To better serve our residents and streamline operations, front-line staff positions are being realigned with the Resident Services Team. This restructuring is intended to provide more direct support to residents, ensuring quicker response times and more effective service delivery tailored to individual community needs.

Transition of Garbage Collection Services: Beginning in the spring of 2025, garbage collection services at our City family properties will be transitioned in-house. This strategic decision is part of a broader effort to enhance service control, improve operational efficiency, and reduce reliance on external contractors. Bringing this function in-house will allow for greater flexibility in managing waste services and maintaining property cleanliness.

Hiring of New Union Positions in Building Services and Financial Services: To strengthen key operational departments, new union positions will be added to both the Building Services and Financial Services teams. These hires are essential to meeting growing demands in custodial operations, and financial services coordination, ensuring that our properties are well-maintained, and our financial processes run smoothly.

Management Role Adjustments: As part of the organizational changes, one management role is being eliminated, and a new position will be created to provide enhanced oversight and support for front-line custodial staff. This new role will focus on ensuring that custodial staff working across our communities have the resources, guidance, and leadership they need to maintain high standards of cleanliness and operational efficiency.

These staffing adjustments are projected to generate modest cost savings in the 2025 fiscal year. By realigning roles, streamlining operations, and optimizing the distribution of responsibilities, the organization will enhance service levels. Specifically, the repositioning of the management complement coupled with strategic hiring for key union positions, allows for more efficient resource allocation without compromising the quality of services provided. These savings will contribute to a more sustainable financial outlook, allowing the organization to reinvest in priority areas such as resident services and community support, while ensuring long-term operational efficiency.

Director of Operations Update

Richard Grotsch has been with PHC for four weeks and has already begun identifying opportunities for operational efficiency through his initial observations. Specifically with supporting capital projects with tight provincial and federal spending timelines. Richard has been actively engaging with staff across all departments to identify areas to become familiar with PHC's processes and operations. His efforts have helped staff streamline project management processes and ensure that deadlines are consistently met.

Other Alternatives Considered:

None

Alignment to Strategic Priority Areas

These operational updates align to all three priority areas.

Financial Considerations:

None

Consultations:

Graham Willsie, Human Resources Manager
Richard Grotsch, Director of Operations
Sondra Fitzgerald, Director of Corporate Services

Attachments:

None

Peterborough Housing Corporation

Report 2024-032

Meeting Date: October 23, 2024

Meeting Time: 5:30pm

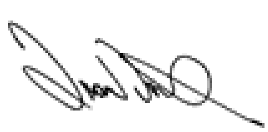
Meeting Place: Hunt Terraces, Meeting Room #112
555 Bonaccord Street, Peterborough

Subject: Travel & Expense Reimbursement Directive

Author Name and Title: Travis Doak, CEO

Recommendation(s):

Resolved That Report 2024-032, "Travel Expense & Reimbursement Directive", be received for information purposes.



Chief Executive Officer

Background:

Policies provide the essential framework guiding PHC's board and staff in upholding its governance structure, foundational documents, and relevant regulations. They establish consistency, accountability, and alignment with the organization's mission and core values.

Directives provide operational guidance to ensure the effective implementation of these policies. Directives translate high-level policies into actionable steps and procedures, enabling staff to carry out day-to-day operations in a manner that supports the organization's strategic goals. By providing clear instructions and expectations, directives help maintain operational efficiency, ensure compliance with policies, and promote consistency in decision-making across all levels of the organization. Together, policies and directives work to ensure that PHC operates with integrity, transparency, and in alignment with its mission and the needs of its stakeholders.

Rationale:

At the September 25, 2024, PHC Board Meeting, the Board approved Policy FA4 – Travel & Expense Reimbursement Policy. This was to replace the outdated Policy PHC-EXEC-01, which required updating to reflect current organizational practices, regulatory requirements, and industry standards. The previous policy no longer aligned with the evolving operational landscape or PHC's strategic goals. The revised policy introduces clearer guidelines, improves accountability, and ensures that the governance framework supports more effective decision-making and compliance with applicable laws. The policy applies to PHC employees, Board Members, and volunteers.

During the discussion of the new policy, questions were raised about PHC Board Member travel expenses, specifically how the annual budget for Board Members is established and the approval process for expenditures. It was clarified that the annual travel budget for Board Members is approved as part of the organization's overall annual budget approval processes. It was further explained that the approval process for individual expenses is not outlined in the expense policy but is instead covered by a directive that governs the specific operational procedures. The Board is responsible for approving policies, not directives. Instead, the Board instructs staff to develop, implement, and ensure adherence to directives.

The Directive outlines specific criteria for determining appropriate travel expense limits and allocations. It also details the approval process for expenditures, ensuring that all requests are reviewed and authorized in accordance with established protocols. This ensures transparency and accountability in how travel expenses are handled, providing clear guidelines for submission, approval, and reimbursement. By following this Directive, PHC ensures that financial resources are used responsibly and in alignment with organizational policies and governance practices.

Appendix B, FA4 – D1 Travel & Expense Reimbursement Directive is being provided for information purposes only. The directive outlines 3 areas that relate to Board Members.

‘An annual budget for Board member travel and associated expenses will be part of PHC’s overall budget, ensuring transparency and accountability’ – page 2

‘International travel by board members will be at the discretion of the Board Governance, HR & Strategy Committee’ – page 3

‘Board member expense forms must be approved by a recommendation of CEO to the Board Governance, HR & Strategy Committee’ – page 3

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:

None

Consultations:

Graham Willsie, Human Resources Manager
Sondra Fitzgerald, Director of Corporate Services

Attachments:

Attachment A FA4 – Travel & Expense Reimbursement Policy (for information)
Attachment B FA4 – D1 Travel & Expense Reimbursement Directive (for information).

POLICY DOCUMENT

POLICY NAME:	Travel & Expense Reimbursement Policy		
POLICY ID:	FA4	**APPROVED BY:**	Board of Directors
EFFECTIVE DATE:	October 1, 2024	**REVIEW DATE:**	October 1, 2027

Policy Purpose

This policy establishes guidelines for the approval and reimbursement of reasonable travel and related expenses incurred by board members, employees, volunteers and designated representatives of Peterborough Housing Corporation (PHC).

Timely reimbursement and adherence to this policy will help match expenses with the revenue generated during the fiscal period, ensuring accurate financial reporting. As effective management of travel expenses ensures consistent and appropriate use of allocated budgetary funds.

Scope

This policy shall apply to all PHC employees, volunteers, board members and designated representatives.

Reimbursement Guidelines

Travel and expense reimbursements are made only when requests are in accordance with this policy and its related directives. All travel and expense reimbursement requests must:

- Be supported by a detailed business purpose.
- Include all supporting documentation as required in the related directives.
- Be charged to the appropriate account based on the business purpose of the expense
- Comply with the guidelines of the external funding sources, if applicable.
- Delegated authority for regular and recurring expenses incurred by the CEO is reviewed and approved by the Financial Services Department, ensuring compliance with organizational policies, directives, and maintaining accountability.
- Be received by the Financial Services Department no later than sixty (60) days after the date of completion of the travel and or date of incurred expense.

Responsibilities

The CEO shall be responsible for the administration of this policy, including the development and implementation of directives and standard operating procedures.

The Financial Services Department shall be responsible for the review of travel and expense reimbursements to ensure that they are compliant with the Travel & Expense Reimbursement Policy and related directives, CRA guidelines, and other regulations.

Directives & Procedures

The CEO shall bear primary responsibility for the creation and implementation of directives and standard operating procedures required to meet the compliance standards.

Related Documents

None.

Appendices

None.

History of Amendments/Reviews:

Section(s)	Date	Comments
All	October 2024	New - Approved by Board of Directors

DIRECTIVE

DIRECTIVE NAME:	Travel & Expense Reimbursement Directive		
DIRECTIVE ID:	FA4-D1	**APPROVED BY:**	CEO
EFFECTIVE DATE:	October 1, 2024	**REVIEW DATE:**	October 1, 2027

Directive Statement

Peterborough Housing Corporation (hereafter the Corporation or PHC) is committed to the financial health and well-being of the organization. The CEO shall ensure that appropriate and effective administrative directives and procedures exist to manage the operating expenses within the annual budget plan, and that these directives and procedures are monitored.

Professional Development budgets for staff and board members are essential for fostering growth, enhancing skills, and ensuring that the organization stays current with best practices. These budgets will be allocated annually, taking into account the organization's financial capacity, strategic priorities, and the developmental needs of both staff and board members. The CEO will oversee this application, ensuring they are utilized effectively to support continuous learning and the overall success of PHC.

Purpose

This Directive implements, in part, the Travel & Expense Reimbursement Policy. The purpose of this directive is to establish a process for the reimbursement of reasonable expenses incurred by employees of PHC and volunteers in the course of performing official PHC related duties.

Scope

This Directive applies to all PHC employees, board members, and volunteers.

Definitions/Acronyms

The definitions/acronyms specific to this Directive are:

PHC – Peterborough Housing Corporation

This Directive will address:
- What expenses may be reimbursed
- The extent to which expenses may be reimbursed
- What is required to substantiate expense claims
- What approvals are necessary for the reimbursement of expenses

Principles
- Expenses are paid in a way that is consistent with best practices in governance for publicly funded organizations;
- All reasonable expenses incurred as a result of a business or Board-related function be paid;

- Only expenses which are reasonable, accountable and incurred on authorized business are paid;
- The policy is clear and consistent in its application and applied in a way that is fair, transparent and publicly defensible.
- An annual budget for board member travel and associated expenses will be part of PHC's overall budget, ensuring transparency and accountability.

Travel Expenses

Travel expenses incurred while traveling on PHC business, whether locally or out of town will be reimbursed. When making travel decisions, such as the purchase of rail or air reservations, it is expected that the most reasonable and economical rate in the circumstances will be chosen. Where practical, cost-effective alternatives such as carpooling should be considered. For air travel, economy class is that standard option for ticket purchase.

For major events, all travel arrangements will be coordinated by the CEOs Executive Assistant for consistency.

Vehicle

When travel is necessary, renting a vehicle may sometimes be the most cost-effective option. In such cases, the vehicle selected should be the most economical choice suited to the driving conditions. To ensure the most budget-friendly mode of travel, the rental vehicle's cost will be evaluated in relation to the driving distance. For those using personal vehicles for PHC business purposes, reimbursement will be provided at the current annual CRA-approved rate.

Parking

Reimbursement is provided for necessary and reasonable expenditures on parking. There is no reimbursement for traffic or parking violations, without extenuating circumstances and the approval of the CEO. Parking receipts must be included with an expense form to be reimbursed.

Accommodation

Accommodation required for corporation business will be reimbursed as deemed appropriate. Approval of accommodation requests for staff related to sector events or business needs are approved by the direct supervisor of the employee and/or volunteer. Accommodation receipts must be included with an expense form to be reimbursed.

Business Meals

Expenses for business meals, whether incurred locally or out of town, will be reimbursed only with a receipt showing detailed itemization at the approved annual CRA rate for meal allowances. The names of the people to who the receipt applies must be included, and the purpose of the event noted on the receipt.

Alcohol cannot be claimed and will not be reimbursed as part of travel or meal expenses. There are no exceptions to this rule.

International Travel

In some cases, the requirement to travel internationally may be considered integral to business. International travel by PHC staff will be at the discretion of the CEO. International travel by the CEO will be at the discretion of the Board Chair. International travel by board members will be at the discretion of the Board Governance, HR & Strategy Committee.

Request for Reimbursement and Claim Procedure

All claims must be submitted within 30 days of completing the travel or incurring the expense. Claimants must complete an Expense Reimbursement Form and include all applicable receipts.

Approvals

- Expense forms will be reviewed and approved by supervisory staff to ensure compliance with Policy and Directive.
- Delegated authority for regular and recurring expenses incurred by the CEO is reviewed and approved by the Financial Services Department, ensuring compliance with organizational policies, directives, and maintaining accountability. Exceptional expenses must be approved by the Board Chair.
- Board member expense forms must be approved by a recommendation of CEO to the Board Governance, HR & Strategy Committee.

Procedures

The CEO shall bear primary responsibility for directing staff to implement this directive.

The Director of Corporate Services shall be responsible for the creation of standard operating procedures required to meet the compliance standards.

Related Documents

FA4 Travel & Expense Reimbursement Policy

Appendices

None.

History of Amendments/Reviews:

Section(s)	Date	Comments
All	October 1, 2024	Implementation

Peterborough Housing Corporation

Report 2024-033

Meeting Date: September 23, 2024

Meeting Time: 5:30 PM

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

Subject: Procurement Approval – Refuse Collection Vehicle Purchase

Author Name and Title: Richard Grotsch, Director of Operations

Recommendation(s):

Resolved That Report 2024-033, "Procurement Approval – Refuse Collection Vehicle Purchase", be received for the purpose of approving the purchase of an additional vehicle for PHC's fleet, at a maximum expense of $320,000.00.

Chief Executive Officer

Background:

Through tenant engagement and staff experience there is a growing need to increase service levels related to the removal of refuse from many PHC sites. Increased waste at our sites contribute to increased pest presence and other hazards that can substantially impact a community both from a health and safety as well as a tenant satisfaction lens.

Aligning with strategies implemented by other municipal housing providers, PHC will be building in house capacity to more substantially respond to its operational needs. The investment into a specialized vehicle is required to facilitate this in house program implementation which in turn will optimize our service capabilities.

Currently PHC is utilizing regular municipal waste management services with additional contracted pickups through a contract vendor. The implementation of this program will both reduce reliance on external vendors and increase in house capacity to respond to waste related needs and allow PHC to meet its strategic priorities of higher service levels and increased tenant satisfaction.

Rationale:

The 2025 fiscal year will be a transition period shifting from contracted garbage service to an in-house model. Through substantial engagement of other Housing Providers and City of Peterborough Staff, it is determined that the purchase of a Haul-ALL M1600 will provide PHC Operations with a vehicle that will best suit the business requirements. This vehicle will also be able to support additional business functions to further our operational nimbleness.

Other Alternatives Considered:

It is determined that the Haul-ALL M1600 will best meet the business needs of PHC, and further that there is no comparable alternative at this time that would provide the same level of operational value. As this equipment is specialized and unique, this purchase would qualify within the provisions of “Sole Source Procurement” as defined in the current PHC Procurement Policy (FA1)

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:

As per PHC's FA1 Procurement Policy, any procurement value that exceeds $250,000.00 requires Board approval.

The purchase price of the Haul-All M1600 will be approximately $309,000.00, including the purchase price, financing, delivery and tax. The cost will be distributed over a 3 year term. Financial implications are negotiated through the corporation's current financial institution.

Consultations:

Travis Doak, CEO
Sondra Fitzgerald, Director of Corporate Services
Nathan Calder, Building Services Manager

Attachments:

None