



**Meeting of Board of Directors
Agenda**

Wednesday, September 22, 2021

1:30 p.m. – 3:00 p.m.

Northumberland County

Zoom Video Conference

<https://zoom.us/j/98919431521?pwd=M3lnVU5zNUlvWUxhbVJwd1Rybi84dz09>

Phone: (647) 558-0588

Meeting ID: 989 1943 1521

Passcode: 083749

- 1. Call to Order**
Gil Brocanier, Chair
- 2. Territorial Land Acknowledgement**
Gil Brocanier
- 3. Approval of the Agenda**

Recommended Motion:

"That the agenda for the September 22, 2021 meeting of the Northumberland County Housing Corporation Board of Directors be approved."

- 4. Declarations of Interest**
- 5. Approval of Minutes**
Minutes of August 18, 2021

Recommended Motion:

"That the minutes of the August 18, 2021 meeting of the Northumberland County Housing Corporation be approved."

- 6. Move to Closed Session**

Recommended Motion:

"That the NCHC Board of Directors proceed with the next portion of the meeting, being closed to the public at _____p.m.; and

Further That the meeting is closed to the public as permitted under the *Municipal Act* Section 239. (2k) in order to address matters pertaining to a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the NCHC, and that Lisa Horne, Maddison Ellis, Mark McIntosh, Kaela Esseghaier and Rebecca Carman remain present; and

Further That the meeting is closed to the public as permitted under the *Municipal Act* Section 239. (2b) in order to address personal matters about an identifiable individual and that Lisa Horne, Maddison Ellis, and Rebecca Carman remain present.”

7. Motion to Rise and Results from Closed Session

Recommended Motion:

That the NCHC Board of Directors rise from Closed Session at _____ p.m.; and

Further That the confidential resolution moved in Closed Session pertaining to a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the NCHC is hereby referred to the Board for adoption; and

Further That the confidential resolution moved in Closed Session pertaining to personal matters about an identifiable individual is hereby referred to the Board for adoption.”

8. NCHC 2022 Meeting Schedule (attached) Rebecca Carman, Housing Services Manager

Recommended Motion:

That the NCHC Board of Directors approve the proposed NCHC Board meeting schedule for 2022.”

9. Canada-Ontario Community Housing Initiative Year 3 Funding (attached) Rebecca Carman

Recommended Motion:

That the NCHC Board of Directors authorize the corporate signing authorities to enter into a funding agreement with Northumberland County for the Canada-Ontario Community Housing Initiative Year 3 funding, supporting the completion of AODA compliant exterior walkways at 6 Percy, Colborne, Ontario and 111 Front Street, Campbellford, Ontario.”

10.1 Church Street, Colborne Development – 6 Percy Street Follow Up (verbal)
Rebecca Carman

Recommended Motion:

“**That** the verbal update on the future development of 1 Church Street, Colborne and its potential impacts on 6 Percy Street, Colborne be received for information.”

11. Elgin Park Redevelopment Construction RFP – Staff Authority to Award
(attached)
Rebecca Carman

“**That** the NCHC Board of Directors authorize County staff to award RFP 21-24 to the highest ranked proponent, once the evaluation process and any negotiations are complete; and

Further That the Board authorize signing authorities to enter into an agreement with the General Contractor and commence construction thereafter, so long as the highest ranked proponent’s bid price is within the project budget approved through the July Board report; and

Further That the Board direct County staff to manage and oversee the successful construction of Elgin Park, as through the Purchased Services Agreement, and provide regular updates to the Board on a bi-monthly basis.”

12. NCHC 2022 Budget (to be circulated prior to meeting)
Angie Turpin, Financial Services Planning Manager

- Housing Services Issue Paper – Operations Supervisor (attached)
Rebecca Carman
- Capital Plan Review (attached)
Brandon Upton

“**That** the NCHC Budget for 2022 be approved as presented and referred to the Shareholder for consideration in the broader 2022 Northumberland County Budget.”

13. New Business
Gil Brocanier

14. Next Meeting
Wednesday, October 27, 2021

15. Adjournment



**Meeting of Board of Directors
Minutes**

Wednesday, August 18, 2021

1:30 p.m. – 3:00 p.m.

Northumberland County
Teleconference Meeting

Board Members Present (virtual): Chair Gil Brocanier, Victor Fiume, County Councillor John Henderson, Daniel Quesada Rebolledo, Treasurer Lindsey Reed, Lou Rinaldi

Board Members Present In-Person: County Councillor Gail Latchford, Jennifer Moore

Board Members' Regrets: Doug Bates, Neil Ellis, Anneke Russell

Staff: Rebecca Carman (staff member appointed by board), Lisa Horne, Nancy MacDonald

1. Call to Order

- Chair Gil Brocanier called the meeting to order at 1:32 p.m.
- Chair Brocanier recognized and thanked Victor Fiume for his participation in the August 17th Habitat for Humanity event.

2. Territorial Land Acknowledgement

Gil Brocanier

3. Approval of the Agenda

Moved by: Jennifer Moore

Seconded by: Councillor Gail Latchford

“**That** the agenda for the August 18, 2021 meeting of the Northumberland County Housing Corporation Board of Directors be approved.”

Disposition: Carried

4. Declarations of Interest

- No declarations

5. Approval of Minutes

Minutes of July 28, 2021

Moved by: Lou Rinaldi

Seconded by: Gail Latchford

“**That** the minutes of the July 28, 2021 meeting of the Northumberland County Housing Corporation be approved.”

Disposition: Carried

6. NCHC Corporate Visual Identity System (presentation attached)

Kate Campbell, Director of Communications

Moved by: Lou Rinaldi

Seconded by: John Henderson

“**That** the NCHC Board of Directors approve the plan for a phased introduction of a Corporate Visual Identity System for the NCHC.”

Disposition: Carried

7. 473 Ontario Street, Cobourg - Governance Structure MOU and Next Steps

Rebecca Carman

Moved by: Lindsay Reed

Seconded by: Lou Rinaldi

“**That** the NCHC Board of Directors authorize the corporate signing authorities to enter into the Memorandum of Understanding for 473 Ontario Street, Cobourg, with Habitat for Humanity Northumberland, Ontario Aboriginal Housing Services and Northumberland County on its behalf.”

Disposition: Carried

8. Policy Review

Rebecca Carman

Lindsey Reed, Treasurer

Moved by: Lou Rinaldi

Seconded by: Jennifer Moore

“**That** the NCHC Board of Directors receive the presented policies (‘Laundry Facilities’, ‘Excessive Clutter’, and ‘Satellite/Cable’) for information, noting that the policies will be brought forward for approval at a future meeting as part of the full NCHC policy manual.”

Disposition: Carried

9. New Business

COVID-19 Vaccination Clinic, Port Hope

Rebecca Carman

- Brief verbal summary provided re: COVID-19 vaccination clinic held in Port Hope.

10. Move to Closed Session

Moved by: Lindsay Reed
Seconded by: Jennifer Moore

"**That** the NCHC Board of Directors proceed with the next portion of the meeting, being closed to the public at 2:14 p.m. as permitted under the Municipal Act Section 239.(2c) in order to address matters pertaining to a proposed or pending acquisition or disposition of land by the municipality or local board and that Lisa Horne, Rebecca Carman and Nancy MacDonald remain present."

Disposition: Carried

11. Motion to Rise and Results from Closed Session

Moved by: Jennifer Moore
Seconded by: Daniel Quesada Rebolledo

"**That** the NCHC Board of Directors rise from Closed Session at 2:26 p.m.; and

Further That the confidential resolution moved in Closed Session pertaining to a proposed or pending acquisition or disposition of land by the municipality or local board is hereby referred to the Board for adoption."

Disposition: Carried

12. Next Meeting

Wednesday, September 22, 2021 at 1:30 p.m.

13. Adjournment at 2:27 p.m.

Corporate Visual Identity System

Kate Campbell
Director of Communications,
Northumberland County
August 18, 2021



Background

- Renewed NCHC governance structure introduced in 2019.
- Unique logo introduced in October 2020
 - Establishes a distinct, recognizable brand
 - Achieves brand synergy with County as sole shareholder
- Corporate Visual Identity System developed in 2021 for Board's consideration.



Corporate Visual ID System

- Overview
 - The graphic elements of an organization's brand – logos, symbols, typography, colour, slogans
 - Guidelines for the application of these elements
- Value
 1. Establishes a strong visual identity for the NCHC
 2. Increases tenant and stakeholder awareness/understanding of value delivered by NCHC within the community
 3. Contributes to Board's Strategic Plan Framework



Brand Channels

The Visual Identity System will be applied to all NCHC brand channels, including:

- Tenant and stakeholder correspondence
- Forms
- Digital signage at NCHC facilities
- Temporary interior signage at NCHC facilities
- Temporary exterior signage
- NCHC reports, plans and studies
- Staff email signatures
- Staff business cards (officer only)
- Website presence



Template 1: PowerPoint



Template 2: Letterhead



[Month XX, XXXX]

Dear [XXXXX],

[Correspondence content]

Sincerely,

[NAME],
Northumberland County [INSERT TITLE] on behalf of the NCHC

Template 3: Business Card



555 Courthouse Road
Cobourg, Ontario, Canada
K9A 5J6

Phone: 905-372-3329
1-800-354-7050

Fax: 905-372-1696

Email: email@northumberland.ca

Web: Northumberland.ca/NCHC

Name

Title, Department

Phased approach

Temporary co-brand (to April 2022)

- Tenant correspondence
- Temporary interior signage

Full NCHC brand (current)

- Digital signage
- Reports, plans and studies
- Stakeholder correspondence

Permanent co-brand

- Temporary exterior signage
- Staff email signatures and business cards
- Website presence



Financial Impact

- Incorporated into annual budgeting for Board approval as the need arises



Questions?





Northumberland County Housing Corporation (NCHC)

2022 Meeting Schedule

Wednesday, January 19, 2022

Wednesday, February 23, 2022

Wednesday, March 23, 2022

Wednesday, April 27, 2022

Wednesday, May 25, 2022 (Regular and Annual General Meeting)

Wednesday, June 22, 2022

Wednesday, July 27, 2022

Wednesday, August 31, 2022

Wednesday, September 28, 2022

Wednesday, October 26, 2022

Wednesday, November 23, 2022



Northumberland County Housing Corporation (NCHC) Report to Board

September 22, 2022

Canada-Ontario Community Housing Initiative Year 3 Funding

Prepared by: Rebecca Carman, Housing Services Manager

Issue

The provincial government announced a top-up allocation to Year 3 funding for the Canada-Ontario Community Housing Initiative (COCHI) in the amount of \$112,500.

Recommendation

It is recommended that the Board authorize the corporate signing authorities to enter into funding agreement with Northumberland County for the Canada-Ontario Community Housing Initiative (COCHI) Year 3 funding, supporting the completion of AODA compliant exterior walkways at 6 Percy, Colborne, Ontario and 111 Front Street, Campbellford, Ontario.

Background

The County has received a \$112,500 top-up of for Year 3 funding of COCHI. The County has allocated this funding to the NCHC.

The purpose of COCHI is to protect tenants in projects with expiring operating agreements/mortgages and to begin to stabilize the supply of community housing through repairs, renovations and operating support. It is also intended to support social housing providers that can demonstrate their potential for long-term sustainability.

Funding requirements for COCHI funding include that projects must be completed by March 31, 2023 and commence within 120 days of signing the letter of agreement. Further projects in receipt of funding must remain affordable for a minimum of 10 years.

Analysis

A review of potential projects was completed by Facilities and Housing staff. The projects selected for this funding meet the required use and priority areas of COCHI and are feasible to be completed within the required time frame.

In the future, a review of Building Condition Audits, Accessibility Audits, Energy Audits and Elevator Lifts will be completed when selecting projects.



The completion of these two exterior walkway improvement projects will support accessibility repairs with the NCHC at two properties, 111 Front Street, Campbellford and 6 Percy Street, Colborne through the completion of walkway repairs to bring them into compliance with the requirements outlined in the *Accessibility for Ontarians with Disabilities Act, 2005*.

Further these projects also look at patio replacement at these properties as well. This will support tenants in their ability to exit units safely, particularly as tenants are aging in place in units.

Financial Impact

There is no financial impact associated with this report, it is anticipated that the funding allocation will support the full cost of these accessibility repairs.

Conclusion

It is recommended that:

- the Board authorize the corporate signing authorities to enter into funding agreement with Northumberland County for the Canada-Ontario Community Housing Initiative (COCHI) Year 3 funding, supporting the completion of AODA compliant exterior walkways at 6 Percy, Colborne, Ontario and 111 Front Street, Campbellford, Ontario.



Northumberland County Housing Corporation (NCHC) Report to Board

September 22, 2021

Elgin Park Redevelopment Construction RFP – Staff Authority to Award

Prepared by: Rebecca Carman, Housing Services Manager and Kaela Esseghaier, Project Manager, Major Capital Projects

Issue

County Staff are seeking the NCHC Board's approval to award RFP 21-24 upon completion of the evaluation process and negotiations in order to facilitate construction start.

Recommendation

It is recommended that the Board of Directors approve County Staff to award RFP 21-24 to the highest ranked proponent, once the evaluation process and any negotiations are complete.

It is also recommended that the Board authorize signing authorities to enter into an agreement with the General Contractor and commence construction thereafter, so long as the highest ranked proponent's bid price is within the project budget approved through the July Board report.

It is further recommended that the Board direct County Staff to manage and oversee the successful construction of Elgin Park, as through the Purchased Services Agreement, and provide regular updates to the Board on a bi-monthly basis.

Background

County Staff issued Request for Proposals (RFP) 21-24 for the Construction of the Elgin Park Affordable Housing Project on July 5, 2021, and closed on August 16, 2021. A total of seven (7) proposals were received.

The proposals are being evaluated based on the following criteria:

- Company Information
- Project Methodology
- Project Team and Experience
- LEED Project Experience
- Project Schedule



- Health and Safety
- Sub-trades and their Qualifications
- References

General Contractor proponents were required to achieve a score of 70% (70/100) in the evaluation and be among the top three scorers to proceed to the presentations stage of the RFP.

The second stage of the review process consisted of a presentation by the General Contractor Proponents to a review panel comprised of:

- Manager, Major Capital Projects, Northumberland County
- Project Manager, Major Capital Projects, Northumberland County
- Housing Services Manager, Northumberland County and Northumberland County Housing Corporation

The intent of the presentations was to allow the General Contractor Proponents the opportunity to demonstrate their ability to successfully undertake, manage, and deliver The Project, to answer questions, and provide clarification on their proposal as it relates to the evaluation criteria. The RFP allowed for the review panel to adjust their preliminary evaluation scores based on the information provided by the General Contractor Proponents during their presentations.

Analysis

The County, acting on the behalf of NCHC through the Purchased Services Agreement, is currently nearing the end of the RFP evaluation process. Once this process is complete any necessary negotiations with the successful proponent will take place.

County staff are seeking the authority through the NCHC Board of Directors to award to the highest ranked proponent once the evaluation and any negotiations are complete, and in addition, to enter into an agreement with the General Contractor, and commence construction thereafter, so long as the highest ranked proponent's bid price is within the project budget approved through Council Report 2021-107.

This authority will expedite the construction start of the project so that the project can benefit from beginning during the fall construction season and aid in ensuring the project is delivered on budget and on schedule. Allowing construction to begin as soon as possible ensures that Contractors can lock in prices with suppliers and sub-trades, in addition to avoiding a construction start during the winter months.

Throughout the construction of Elgin Park, the project will be closely managed by Major Capital Projects with the support of the Housing Services Manager with the goal of completing the project on time and on budget. In order to achieve this, County staff will

be required to make decisions on behalf of the NCHC quickly and in real time to ensure the project continues to move forward. To do this, staff will consider budget implications including contingency allocations as well as the impact to the overall project purpose and scope. This will generally take place through standard mechanisms during construction projects (i.e. change orders).

Major Capital Projects will report to the board regularly on the status of the project, including progress, milestones and budget implications. This reporting is proposed to take place on a bi-monthly basis beginning upon the commencement of construction.

Financial Impact

There is no additional financial impact associated with this report. The NCHC Board of Directors approved a total project budget of \$18,450,000 (not including the value of land) on May 26, 2021. The specific costs are broken down as follows:

- \$13,700,000 in hard construction costs
- \$3,100,000 in escalations and contingencies
- \$1,330,000 in soft costs
- \$320,000 in unrecoverable HST

In addition, County Council approved the financing strategy through Council Report 2021-107 as follows:

- \$5,770,000 committed grant from Canada-Ontario Community Housing Initiative
- \$1,500,000 anticipated forgivable loan from CMHC's Co-Investment Fund
- \$518,964 funding through Northumberland County
- \$199,502 funding through the Town of Cobourg
- \$10,461,534 Infrastructure Ontario debenture

The final amount required for financing would be based on the ability to acquire CMHC Co-Investment funds, actual project costs and would be aligned with the construction contract once executed. Staff are to provide the NCHC Board and County Council with ongoing updates during construction on costs and progress aligned with key milestones.

An Infrastructure Ontario debenture for costs not secured by other funding sources, should the County not be successful in receiving the full allocation from CMHC.

Conclusion

It is recommended that the NCHC Board of Directors:

- Approve County Staff to award RFP 21-24 to the highest ranked proponent, once the evaluation process and any negotiations are complete.



- Authorize signing authorities to enter into an agreement with the General Contractor and commence construction thereafter, so long as the highest ranked proponent's bid price is within the project budget approved through the July Board report.
- Direct County Staff to manage and oversee the successful construction of Elgin Park, as through the Purchased Services Agreement, and provide regular updates to the Board on a bi-monthly basis.



2022 Issue Paper

Housing Services Operations Supervisor

Purpose

This is a request to create an Operations Supervisor position within the Housing Services Division that would report to the Housing Services Manager. This position would support the successful operations of both the Housing Services Division and the Northumberland County Housing Corporation (NCHC).

Background

Northumberland County Housing Services is responsible for the oversight and administration of mandated programs and services as outlined in the *Housing Services Act, 2011* in its role as Service Manager and other affordable housing programs cost-shared by the provincial and federal governments. In addition, Housing Services is also responsible for the oversight and management of the Northumberland County Housing Corporation (NCHC), while also supporting the County's strategic priority of affordable housing.

The breadth of program areas and accompanying legislation is wide. At present, there are at least 8 provincial statutes that drive the work of the division including: *Housing Services Act, 2011*, *Residential Tenancies Act, 2006*, *Ontario Business Corporations Act, 1990*, *Planning Act, 1999*, *Municipal Act, 2001*. The work of the Housing Services division is also required to comply with other supporting legislation in all areas of work including: *Human Rights Code, 1990*, *Accessibility for Ontarians with Disability Act, 2005 (AODA)*, *Municipal Freedom of Information and Protection of Privacy Act, 1990*. The relationship between the Housing Services Division and the supporting legislation is made additionally complex in its role as a landlord in supporting the NCHC.

In addition, the Housing Services Division works closely with a large group of stakeholders in the successful delivery of programs and services. These stakeholders include internal departments and divisions, other levels of government, community agencies, community housing providers



and private developers delivering affordable housing, tenants, applicants, and other service users.

There is a wide range of programs and services currently overseen by the Housing Services division, as outlined in the below table:

Program Area	Scope of Work	Risk Considerations	Annual Financial Impacts
Community Housing Providers	<ul style="list-style-type: none"> - Develop and administer community housing directives - Annual Reporting, oversight, operational reviews, and analysis - End of operating agreement/mortgages preparation and strategic planning - Overall state of good repair – asset management, future planning, viability, capital investment - Training, legislative support, tenant relations - Subsidy for all RGI households - Develop and implement Service Manager Directives/Local rules for housing providers 	<ul style="list-style-type: none"> - Over \$100,000,000 asset oversight – non-profit and co-operative providers; over \$45,000,000 asset oversight for NCHC - Over 670 RGI tenancies and adherence to requirements - Projects at risk, required to follow legislative process in oversight and management - Provincial/Federal funding ends but legislative requirement to oversee remains with requirements to continue County levy investment 	<p>~\$3,000,000 (total budget – not including NCHC)</p> <p>Of which ~\$1,000,000 is non levy funding (provincial/federal funding)</p> <p>Administration costs covered within Housing Services Admin budget/staffing compliment</p>
Provincial/Federal Housing Programs	<ul style="list-style-type: none"> - Receive annual allocations from provincial and federal governments - Administer/oversee programs including: Northumberland Renovates, Home Ownership Down Payment Support, Housing Allowances, Capital Repair for Community 	<ul style="list-style-type: none"> - If program funding is not spent in full, province can reallocate it - Heavy reporting burden, reconciliation to the \$0.01 in allocations and capital repairs - Cost matching requirements for Canada- 	<p>Current annual investment average between \$600,000 and \$1,000,000 in direct program funding delivery</p>

	<p>Housing Providers, Rental Housing Construction, Canada-Ontario Housing Benefit</p> <ul style="list-style-type: none"> - Provided with annual allocations in one- to three-year tranches, required to create investment plans, annual and quarterly reporting, audits for both provincial and federal programming 	<p>Ontario Community Housing Initiative</p> <ul style="list-style-type: none"> - Investments made according to strategic areas, consideration of allocations, number of residents served, etc. - Over 100 units created with private sector partners, continued audit and oversight of program guideline adherence and affordability criteria. 	<p>\$14,762,581 since 2014/2015</p> <p>Some administration costs covered – supports legal costs and program administration costs.</p> <p>Other administration costs (staff time) covered within Housing Services Administration Budget</p>
Centralized Waitlist	<ul style="list-style-type: none"> - Oversee and administer centralized waitlist for rent-geared income housing (rent supplement, NCHC, non-profit and co-operative housing providers) - Assessing household eligibility for RGI and specific priority areas – Special Priority (victims fleeing family violence) and Modified Unit requirements - Management of entry into the RGI system - Annual reporting requirements to province 	<ul style="list-style-type: none"> - Impact to households if removed from waitlist – harder to maintain criteria for a 10-year period - Privacy and file management considerations, as the waitlist grows, files are retained longer 	<p>Administration costs covered within Housing Services Admin budget and staffing complement</p>

<p>Rent Supplement Programming</p>	<ul style="list-style-type: none"> - Work within funding allocations (provincial, federal, county) to match landlords and prospective tenants - Create and monitor agreements with landlords for compliance (including with the Landlord Tenant Board processes) - Support tenants in maintaining tenancy, RGI annual eligibility and review - Increasing stock of rent supplement funding and participating landlords - Annual reporting requirements to province 	<ul style="list-style-type: none"> - The “inaffordability” for rental housing in Northumberland, is impacting the ability to renew units at tenant turnover - Diversifying landlord participation to support the increase in affordable unit creations - Flexibility in County-funded programs: impacts to Service Level Standards - Landlord/Tenant Relationships independent to the County and NCHC (there are currently 68 tenants; 20 landlords (with 24 agreements)) 	<p>The estimated annual budget for 2022 is ~\$500,000, with an estimated annual increase of ~2%.</p> <p>Rent Supplement budget growing as a response to the need for more affordable housing</p> <p>Other administration costs (staff time) covered within Housing Services Administration Budget</p>
<p>NCHC Tenant Relations</p>	<ul style="list-style-type: none"> - Support successful tenancies for 344 households, and growing - Manage full lifecycle of tenancies, from offer of housing, lease signing, annual inspections, maintenance concerns, neighbour issues, etc. through to end of tenancy, including post-tenancy - Complete RGI eligibility reviews annually as required by the HSA 	<ul style="list-style-type: none"> - Landlord and Tenant Board implications, including tenant claims against the NCHC as landlord - Tenant claims of violations of relevant legislation including Human Rights Code, AODA, MFIPPA, etc. - Tenancies end in evictions, without adequate supports 	<p>Total NCHC Budget approximately ~\$4,500,000 (outside of major grant funding)</p> <p>County Levy Contribution: ~\$3,000,000</p> <p>Tenant Rent Revenue: ~\$1,500,000</p>

	<ul style="list-style-type: none"> - Implementing tenant engagement programming across building - Tenant Supports in housing retention in successful payment of rent, behaviour and/or health and safety concerns 	<ul style="list-style-type: none"> - Health and Safety risk to other tenants, staff members, etc. - Over 344 tenancies to be managed effectively and in accordance with relevant legislation 	Internal allocations through department to support work done on NCHC behalf
NCHC Operations/ Governance/ Leadership	<ul style="list-style-type: none"> - Managing Shareholder relationship/Oversight of Purchased Services Agreement between the NCHC and the County. Impacts cross-departmental service delivery on behalf of the NCHC - Governance and Board Support (agenda package creation, report writing, coordinating with other departments, etc.) - Development of policies, procedures and SOPs for housing administration and facilities services - Training of cross-departmental staff to ensure adherence to legislation and best practices in housing retention - Development, Implementation and Actioning of an NCHC Strategic Plan - Reporting Requirements, budget, annual report to shareholder, maintaining 	<ul style="list-style-type: none"> - Asset management (~\$45,000,000); buildings reach end of useful life, extending life and making critical repairs - Contingency planning for major incident – tenant displacement, asset loss, etc. - Landlord and Tenant Board implications, including tenant claims against the NCHC as landlord - Tenant claims of violations of relevant legislation including Human Rights Code, AODA, MFIPPA, etc. 	See above Internal allocations through department to support work done on NCHC behalf

	Ontario Business Corporation Act requirements		
NCHC Growth and Regeneration	<ul style="list-style-type: none"> - Oversee NCHC Strategic Asset Management Plan - Landbanking, project initiation, growth planning - Currently 2 projects underway (Elgin Park Redevelopment and 473 Ontario Street) <ul style="list-style-type: none"> o Seeking funding for pre-construction and construction of projects o Participate in pre-development and engagement in design and planning processes o Viability considerations, partnership discussions, etc. - Future projects under consideration across County for development and land acquisition opportunities - Review of BCAs and related studies, asset planner, etc. to determine options for high value, ROI improvements to building asset - Develop viable models of housing that generate revenue and create opportunities for self-sufficiency - Introduction of different types of housing models – including 	<ul style="list-style-type: none"> - Loss of funding if milestones not met - Impact to levy – thoughtful and purposeful development in consultation - Role of the NCHC in supporting County’s housing strategies - Consideration of longevity of housing reserves to continue financing construction - Diversifying NCHC funding models and tenant services 	<p>See above</p> <p>Some pre-construction activities supported by the Housing Reserve</p> <p>Management of per-project funding (i.e. EPR expected to receive ~\$7,500,000 in external funding sources)</p> <p>Internal allocations through department to support work done on NCHC behalf</p>

	affordable and attainable market rental housing		
Affordable Housing Strategy	<ul style="list-style-type: none"> - Develop and action implementation framework and target plans - Monitoring and implementing Affordable and Rental Housing Policy and Municipal Housing Facilities By-Law - Monitoring and implementing Affordable Housing Capital Grant Program - Raise awareness on housing realities in Northumberland County - Work with member municipalities on Implementation Working Group (data, joint work, priority setting, etc.) - Create and support joint funding agreements for affordable housing investment – monitoring for a 20-year period - Support the increase of rent supplement units within County-supported project. - Identifying partnership opportunities for the creation of affordable housing across the County - Support member municipalities on achieving goals created in individual or County plan (policy and/or funding) 	<ul style="list-style-type: none"> - Consideration of longevity of housing reserves to continue funding incentives - Lack of capacity within member municipalities and County to fully implement - Increase in construction costs and land value 	<p>Incentives to be funded through Housing Reserves</p> <p>Other administration costs (staff time) covered within Housing Services Administration Budget</p>



These program areas are also complemented by a suite of strategies that are being led (or co-led) by Housing Services. These strategies include:

- Northumberland County Affordable Housing Strategy
- 10 Year Housing and Homelessness Plan
- Social Housing Master Plan (forthcoming)
- NCHC Strategic Plan (forthcoming)
- NCHC Strategic Asset Management Plan (forthcoming)
- 2019-2023 County Strategic Plan (Economic Prosperity and Innovation – attainable housing)

Housing Services currently has one Housing Services Manager and four Housing Services Caseworkers. Caseworkers are focused on providing high quality frontline support to NCHC tenants, rent supplement tenants, waitlist applicants, community housing providers and other housing programs as funded by the federal and provincial governments, while the Housing Services Manager is responsible for leading strategy development and implementation, programmatic oversight, providing leadership to the NCHC as the Registered Officer, growth of affordable housing stock, and systems level planning and response. Housing Services is also supported by the Customer Services Unit, including two FTEs funded through the Housing Services budget which provide support in the administration of the programs listed above.

The capacity of the Housing Services Division has begun to peak, particularly for the Housing Services Manager. Over the past 3 years, workload realignment has occurred with frontline workers to create efficiencies and create capacity in attempts to better serve the breadth of program areas within its scope. While this continuing realignment has proved to provide much needed frontline capacity, gaps remain within the workload at a management/supervision level. Some key areas of concern that require additional attention, include:

- Community Housing Providers (non-profit and co-operative housing providers): long-term viability consideration for post end of operating agreements/mortgages; long-term capital requirements; strong tenant relations; staff training; legislative compliance; community housing directives guidance and adherence
- NCHC operations: policy development and implementation; purchase services administration and oversight; development of standard operating procedures for facilities management of NCHC assets; implementation of upcoming market rent units; modified unit creation and vacancies; strategic plan development and implementation
- Affordable Housing Strategy: development and actioning of an implementation plan; pursuing land banking and land acquisition opportunities; supporting member



municipalities in strategy implementation – CIPs, policy updates, consideration of financial incentives; private developer networking and discussions on incentives and need for affordable housing; advocacy for additional funding, policy changes to support rural housing creation and needs.

It is intended that the Housing Operations Supervisor position would support the direct oversight of frontline activity, ensuring programs adhere to all relevant legislation, directives, policies, procedures, and guidelines. It is also intended that this position would support the implementation of key strategies and support the development of processes for new and growing areas, including the affordable housing strategy implementation and new tenures of housing options within the NCHC (namely non RGI rent).

A Housing Operations Supervisor will provide the much-needed direct support to frontline staff providing high quality services to tenants, applicants and housing providers while also supporting the Housing Services Manager in the implementation of key strategic areas.

Consultation/Options

This issue paper was discussed with, and reviewed by, the Chief Administrative Officer, Corporate Services, Finance Department and the Director of Community and Social Services. In addition, engagement will take place with the NCHC Board of Directors to garner their support in this position to support the work of the NCHC operations and other housing priority areas.

A review of job postings over the last several years has also been completed, primarily in recognition of the staffing capacity needs that exist within Housing Services. It has been determined that in many service manager areas positions exist within housing services areas that are neither client-facing nor the Housing Services Manager. In some Service Manager areas this represents supervisors with various focuses, policy and/or business analysts, or other positions.

Direct consultation took place with several comparable service manager areas, some of which are included in the Council-approved comparators. While the scope of each service manager's housing services division varies, most areas have at least one supervisor and/or non-client facing roles including policy or business analysts. 7 of 8 respondents provided in-house staff support to their local housing corporation (NCHC) and approximately half had some direct overlap between homelessness and housing.



The following table outlines the staffing complement for housing services in their respective municipalities:

Municipality	Number of Manager Positions	Number of Supervisor Positions	Frontline positions (caseworkers, admin, analysts, etc.)
United Counties of Prescott-Russell	1	0	5
Prince Edward-Lennox and Addington	1	1 (contract)	7
City of Kingston *not including the LHC – staffed separately)	1	3	7
Lanark County	1	2	9
United Counties of Leeds and Grenville	1	3	12
Hastings County	1 2 Assistant Managers	3 6 Property Supervisors	13
Renfrew County	1	1	11
City of Kawartha Lakes	3	3	13

Options considered for this request include:

1. Maintain existing staffing levels
 - Continuing with current staffing compliment would allow for the day-to-day activities to continue. However, several strategic priorities and implementation



activities would be limited or not undertaken. Without a proper implementation of these priorities, the County faces significant risk and liability in the long-term viability of its community housing sector, fulsome adherence to legislation, policy and directives, and stalled implementation of affordable housing priorities.

- The risks of this option have been outlined in this Issue Paper.
- Staff capacity will continue to peak and will face challenges in continuing ability to stretch to implement all required/expected work.

2. Increase external supports

- External supports are sought for most strategy creation, some process reviews, policy and procedure development and other high-value and specific requirements. However, external supports are often unable to support long-term implementation and management of final work.
- It is anticipated that if it were possible to increase external supports for long-term implementation and supervision, would likely not result in significant cost savings based on the specific expertise needed

3. Create a full-time Housing Operations Supervisor

- Recommended option as outlined in this Issue Paper
- Ensuring that the Housing Services Division is appropriately staffed and able to respond to the current and future housing needs and priorities.
- It is anticipated that through the creation of a full-time Housing Operations Supervisor, there may be a reduction in the reliance on, or reduction in the assigned scope of work for external supports for small projects where internal expertise and capacity may be available. However, this position will not eliminate the need for contracted services based on specific expertise and skillsets.

Financial Impact

There is currently one supervisor position within the Community and Social Services Department. This position is currently in the non-union salary grid 'E'. The maximum job rate of this grid for 2021 is: \$81,604. In addition to salary costs, employer costs for this position are approximately 30% of the annual salary.



Consultation is currently taking place with the Human Resources department to complete a full compensation review. It is anticipated that this position will be classified in either a Grid E (as below) or a Grid F.

As a result of the above, it is anticipated that the total cost of this position will be, at a minimum:

2022 Salary Grid E (1820 hours)

Salary	= \$81,604
Employer benefit costs	= \$24,481.20
Total:	=106,085.20

This position would be 100% funded through the County levy.

Risk Considerations

Housing Services provides mandated services for Northumberland County residents as Service Manager through the oversight and delivery of affordable housing programs and initiatives and through support to the NCHC. In addition to the mandated services provided, critical support is provided to County and member municipal strategic priorities in supporting affordable housing initiatives across the County.

Risk considerations were outlined above in the detailed program chart and include risk of continuing to maintain legislative compliance and ability to fully implement strategic priorities for the County and member municipalities. Should this position not be realized, Housing Services will be challenged to meet expectations set for implementation of strategic priorities while overseeing the full community housing portfolio and meeting the needs of the NCHC.

Impacts to Member Municipalities/Partners

Affordable Housing has been identified as a strategic priority in many member municipalities as well as the County. It is anticipated that member municipalities will benefit from the increased capacity this position will create within the Housing Services division workload to better support municipalities as they consider the implementation of tools and policies to support affordable housing creation in their own municipality.



It is also anticipated that this position will greatly benefit community housing providers including 8 non-profits, 1 co-operative and the NCHC in direct support in oversight and legislation adherence. This position will support community housing providers facing challenges.

Included in 2021 Long Term Plan: YES/NO

This position was not included in the 2021 long term plan. The staffing deficit within the Housing Services division is significant and needs to be addressed in the short-term.

HOUSING CAPITAL WORK - 2022

<u>Location</u>	<u>Work Description</u>	<u>Budget</u>
330 King Street	Electrical Work	\$20,000.00
	Lift - cab replacement (in addition to carry over)	\$31,500.00
	Kitchen/Bathroom/Tile Unit Reno	\$11,540.00
2 Francis Street	Balconies - condition assessment	\$5,000.00
	Painting	\$8,500.00
	Doors (Roll-up)	\$15,000.00
	Interior LED Lighting	\$20,000.00
	Kitchen/Bathroom/Tile Unit Reno	\$11,538.00
12 Meade Street	Kitchen/Bathroom/Tile Unit Reno	\$11,538.00
12A Meade Street	Concrete handrail design	\$7,500.00
	Kitchen/Bathroom/Tile Unit Reno	\$11,538.00
111 Front Street	Retaining wall/back path landscaping	\$75,000.00
	Lift design	\$10,000.00
	Kitchen/Bathroom/Tile Unit Reno	\$11,540.00
112 Front Street	Painting	\$8,500.00
	Kitchen/Bathroom/Tile Unit Reno	\$11,538.00
7 Scriven Blvd.	Exterior Storage Doors (12)	\$12,000.00
	Furnaces (12)	\$60,000.00
	Kitchen/Bathroom/Tile Unit Reno	\$11,538.00
41 Wellington Street	Exterior Storage Doors (11)	\$11,000.00
	Furnances (11)	\$55,000.00
	Kitchen/Bathroom/Tile Unit Reno	\$11,538.00
43 Wellington Street	Hot water tank design	\$10,000.00
	Interior LED Lighting	\$6,000.00
	Kitchen/Bathroom/Tile Unit Reno	\$11,538.00
45 Wellington Street	Balcony Condition Assessment	\$5,000.00
	Patio Siding/Sofit	\$25,000.00
	HVAC placement (in addition to carry over)	\$55,000.00
	Kitchen/Bathroom/Tile Unit Reno	\$11,538.00
24 Queen Street	Kitchen/Bathroom/Tile Unit Reno	\$11,538.00

6 Percy Street	Lift Design	\$10,000.00
	Kitchen/Bathroom/Tile Unit Reno	\$11,540.00
8 King Street	Kitchen/Bathroom/Tile Unit Reno	\$11,538.00
265-327 Elgin Street		\$0.00
		<u>\$600,000.00</u>

Summary of projects

Designs	\$47,500.00
Energy upgrades	\$26,000.00
Mechanical	\$221,500.00
Unit Renos	\$150,000.00
Landscaping	\$75,000.00
<u>Painting/door replacement/siding</u>	<u>\$80,000.00</u>
Total	\$600,000.00