

## **Meeting of Board of Directors Agenda**

**June 28, 2023**

**1:30 p.m. – 3:00 p.m.**

Northumberland County

Zoom Video Conference

<https://us06web.zoom.us/j/87622239860?pwd=Q2lKMtGd1hpeGo3NjdZK0VGb1N5Zz09>

Meeting ID: 876 2223 9860

Passcode: 182873

1-855 703 8985 Canada Toll-free

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

Recommended Motion:

**“That** the agenda for the June 28, 2023 regular meeting of the Northumberland County Housing Corporation Board of Directors be approved.”

- 4. Declaration of Interest**

- 5. Approval of Minutes**

Minutes of May 24, 2023 Regular Board Meeting; and  
Minutes of May 24, 2023 Annual General Meeting

Recommended Motion:

**“That** the minutes of the May 24, 2023 Regular Meeting of the Board and the May 24, 2023 Annual General Meeting of the Northumberland County Housing Corporation be approved.”

- 6. Shareholder Minutes** (attached)

Shareholder Minutes of the May 24, 2023 Annual General Meeting

Recommended Motion:

**“That** the Shareholder Minutes of the May 24, 2023 Annual General Meeting of the Northumberland County Housing Corporation be received for information.”

**7. NCHC Asset Management Plan – Presentation** (attached)

Rebecca Carman, General Manager  
Judy Lightbound, Managing Director, HSC Business Solutions  
Lisa Oliveira, Senior Housing Consultant, HSC

Recommended Motion:

**“That** the NCHC Board of Directors approve the NCHC Asset Management Plan as attached; and

**Further that** the NCHC Board of Directors direct staff to submit the NCHC Asset Management Plan to Northumberland County Council as shareholder for inclusion in the County Asset Management Plan.”

**8. NCHC Levels of Services Scope of Work – Presentation** (attached)

Rebecca Carman, General Manager  
Judy Lightbound, Managing Director, HSC Business Solutions

Recommended Motion:

**“That** the NCHC Board of Directors, having considered the presentation ‘NCHC Levels of Services Scope of Work’, approve the creation of a sub-committee to support the development of levels of service for the NCHC; and

**Further That** the following Directors and Officers be appointed to the Committee:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_.”

**9. Lift Modernization Capital Project - 6 Percy Street, Colborne** (attached)

Brandon Upton, Facilities Manager

Recommended Motion:

**“That** the NCHC Board of Directors receive the update regarding ‘Lift Modernization Capital Project - 6 Percy Street, Colborne’ for information.”

**10. Operations Update** (attached)

Bill Smith, Housing Services Operations Supervisor

Recommended Motion:

**"That** the NCHC Board of Directors receive the 'Operations Update' for information."

**11. New Business**

Victor Fiume, Chair

**12. 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 (2e) in order to address two matters pertaining to litigation or potential litigation and that Lisa Horne, Rebecca Carman, Bill Smith, and Cheryl Sanders remain present."

**13. 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 regarding two matters pertaining to litigation or potential litigation is hereby referred to this open session of the NCHC Board of Directors for adoption."

**14. Next Meeting**

Wednesday, July 26, 2023

**15. Adjournment**

Recommended Motion:

**"That** the meeting be adjourned at \_\_\_\_\_p.m."



## **Regular Meeting of Board of Directors Minutes**

**May 24, 2023**

**1:30 p.m. – 3:00 p.m.**

Northumberland County

Zoom Video Conference

### **Board Members Present (virtual):**

Cathy Borowec, Steve Gilchrist, Councillor John Logel, Deputy Warden Brian Ostrander, Lindsey Reed, Anneke Russell.

### **Board Members Present (in-person):**

Victor Fiume, Jennifer Moore

### **Board Members' Regrets:** Lou Rinaldi

### **Staff:**

- Rebecca Carman, General Manager (Appointed by Board)
- Regine Climaco, Project Coordinator
- Denise Marshall, Director Public Works
- Cheryl Sanders, Deputy Clerk
- Bill Smith, Housing Services Operations Supervisor
- Sanju Thomas, Project Coordinator

### **1. Call to Order**

- Chair Victor Fiume called the meeting to order at 2:25 p.m.

### **2. Territorial Land Acknowledgement**

Victor Fiume

### **3. Approval of the Agenda**

**Moved by: Anneke Russell**

**Seconded by: Brian Ostrander**

**"That** the agenda for the May 24, 2023 regular meeting of the Northumberland County Housing Corporation Board of Directors be approved."

Disposition: **Carried**

### **4. Declaration of Interest**

- No declarations.

## **5. Approval of Minutes**

Minutes of April 26, 2023

**Moved by: Steve Gilchrist**

**Seconded by: John Logel**

**“That** the minutes of the April 26, 2023 meeting of the Northumberland County Housing Corporation be approved.”

Disposition: **Carried**

## **6. Elgin Park Redevelopment Major Capitals Project Update**

**Moved by: Cathy Borowec**

**Seconded by: Brian Ostrander**

- Regine Climaco provided a detailed update regarding the Elgin Park Redevelopment Project highlighting progress made, schedule delays and existing change orders.

**“That** the NCHC Board of Directors receive the Elgin Park Redevelopment Project update for information.”

Disposition: **Carried**

## **7. Advocacy Update – Provincial Policy Statement**

*[Lindsey Reed left the meeting at 2:43 p.m.]*

**Moved by: Brian Ostrander**

**Seconded by: Anneke Russell**

- Rebecca Carman provided a verbal update regarding Proposed Changes to the Provincial Policy Statement.
- Rebecca noted that County Council considered and supported the correspondence from NCHC ‘Submission on the Proposed Changes to the Provincial Policy Statement’ and directed staff to send a copy of the correspondence to key stakeholders. A formal comment was submitted in the Environmental Registry.
- Discussion ensued regarding the legislative process of appearing before a designated committee of the provincial government.

**“That** the NCHC Board of Directors receive the verbal advocacy update regarding Provincial Policy Statement for information; and

**Further That** the NCHC Board of Directors direct staff to submit a delegation request to the designated Committee of the Legislative Assembly regarding the provincial policy statement; and

**Further That** the NCHC Board of Directors direct staff to submit a delegation request to the Association of Municipalities of Ontario.”

Disposition: **Carried**

## **8. Update on Hybrid Meeting Timelines**

**Moved by: John Logel**

**Seconded by: Anneke Russell**

- Rebecca Carman provided a verbal update regarding hybrid meeting timelines noting that changes are being made to support the work of the Board. The transition to hybrid meetings has been delayed, and meetings will continue to be virtual for the time being.

**“That** the NCHC Board of Directors receive the verbal update regarding hybrid meeting timelines for information.”

Disposition: **Carried**

## **9. Directors End of Term**

- NCHC Board Directors Doug Bates and Daniel Quesado-Rebolledo have communicated to Chair Fiume prior to the May 24, 2023 Annual General Meeting that they do not wish to stand for another term on the Board.

## **10. Resolution in Lieu of Meeting**

### **‘Proposed Changes to the Provincial Policy Statement’**

- A resolution in lieu of meeting was circulated to NCHC Board of Directors on May 9, 2023, as permitted under Section 4.15 of By-law No. 1 for the Northumberland County Housing Corporation.
- The majority of Directors responded in favor of the motion.

## **11. New Business**

N/A

## **12. Move to Closed Session**

**Moved by: Anneke Russell**

**Seconded by: Neil Ellis**

"**That** the NCHC Board of Directors proceed with the next portion of the meeting, being closed to the public at 2:45 p.m.; and

**(1) Further That** the meeting is closed to the public as permitted under the Municipal Act Section 239. (2.e) in order to address three matters pertaining to litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board and that Rebecca Carman, Bill Smith and Cheryl Sanders remain present; and

**(2) Further That** the meeting is closed to the public as permitted under the Municipal Act Section 239. (2.c) in order to address matters relating to a proposed or pending acquisition or disposition of land by the municipality or local board and that Rebecca Carman, Bill Smith and Cheryl Sanders remain present."

## **13. Motion to Rise and Results from Closed Session**

**Moved by: Brian Ostrander**

**Seconded by: John Logel**

"**That** the NCHC Board of Directors rise from Closed Session at 3:12 p.m.; and

**Further That** the confidential recommendation moved in Closed Session regarding three matters pertaining to litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board is hereby referred to this open session of the NCHC Board of Directors meeting for adoption."

Disposition: **Carried**

**Moved by: Jennifer Moore**

**Seconded by: Cathy Borowec**

"**That** the confidential recommendation moved in Closed Session regarding a proposed or pending acquisition or disposition of land by the municipality or local board, is hereby referred to this open session of the NCHC Board of Directors meeting for adoption."

Disposition: **Carried**



#### **14. Next Meeting**

- Wednesday, June 28, 2023

#### **15. Adjournment**

**Moved by: Anneke Russell**

**Seconded by: Brian Ostrander**

**"That** the meeting be adjourned at 3:13 p.m."

Disposition:           **Carried**





## **Board Resolution by Email – May 9, 2023**

### **Resolution in Lieu of Meeting:**

Response to 'Proposed Changes to the Provincial Policy Statement'

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**"That** the NCHC Board of Directors approve the correspondence in response to the 'Proposed Changes to the Provincial Policy Statement', as drafted, and direct staff to submit this response to the Honourable Steve Clark (Minister of Municipal Affairs and Housing); and

**Further That** the NCHC Board of Directors hereby request that Northumberland County Council, as sole shareholder, support this correspondence."

**Disposition:**

**Carried**



## **Annual General Meeting of Board of Directors**

### **Minutes**

**Wednesday, May 24, 2023**

**1:30 p.m. – 2:30 p.m.**

Northumberland County

Zoom Video Conference

### **Board Members Present (virtual):**

Cathy Borowec, Neil Ellis, Steve Gilchrist, Councillor John Logel, Deputy Warden Brian Ostrander, Lindsey Reed, Anneke Russell

### **Board Members Present (in-person):**

Victor Fiume, Jennifer Moore

**Board Members' Regrets:** Doug Bates, Daniel Quesado-Rebolledo, Lou Rinaldi

### **Staff:**

- Kate Campbell, Director Communications
- Rebecca Carman, General Manager (Appointed by Board)
- Regine Climaco, Project Coordinator
- Patricio Echeverria, Case Worker
- Denise Marshall, Director Public Works
- Amber McAdam, Housing Services Caseworker
- Mathew Nitsch, Deputy Treasurer
- Kimberly O'Leary, Financial Planning Manager
- Willie Reyns, Project Manager
- Cheryl Sander, Deputy Clerk
- Bill Smith, Housing Services Operations Supervisor
- Sanju Thomas, Project Coordinator
- Brandon Upton, Facilities Manager

### **1. Call to Order**

*[Meeting started late due to technical difficulties]*

- Chair Victor Fiume called the meeting to order at 1:39 p.m.

### **2. Territorial Land Acknowledgement**

*[Meeting recessed from 1:41 to 1:43 due to technical difficulties]*

### **3. Approval of the Agenda**

**Moved by: John Logel**

**Seconded by: Anneke Russell**

**“That** the agenda for the May 24, 2023 Annual General Meeting of the Northumberland County Housing Corporation Board of Directors be approved.”

Disposition: **Carried**

**4. Disclosures of Interest**

- No declarations

**5. Remarks from the Shareholder**

- Warden Mandy Martin provided remarks from the Shareholder – the Corporation of the County of Northumberland.

**6. ReconciliACTION**

- Justin Marchand, Executive Director, Ontario Aboriginal Housing Services shared remarks to the Board and expressed appreciation of partnering with the Northumberland County Housing Corporation.

**7. Confirmation of Directors (by Shareholder)**

- Jennifer Moore, Chief Administrative Officer read aloud:

“The Shareholder confirms the following list of Directors have been appointed to the Northumberland County Housing Corporation:

Cathy Borowec  
Neil Ellis  
Victor Fiume  
Steve Gilchrist  
Councillor John Logel  
Jennifer Moore  
Deputy Warden Brian Ostrander  
Lindsey Reed  
Lou Rinaldi; and  
Anneke Russell.”

**8. Election of Director Held Officer Positions (Treasurer and Secretary)**

**8.a. Election of Secretary**

- 8.a (1) **Moved by: Cathy Borowec**  
**Seconded by: Brian Ostrander**

**“That** the NCHC proceed with the election of Secretary, commencing on the 24th day May, 2023.”

Disposition: **Carried**

***[Nominations]***

- Cathy Borowec self-nominated for the position of NCHC Secretary.
- Chair Victor Fiume called for further nominations a first, second and third time.

8.a (2) **Moved by: Steve Gilchrist**  
**Seconded by: Anneke Russell**

"**That** nominations for the election of NCHC Secretary be closed."

***[Confirmation of Election Results]***

- Cathy Borowec was acclaimed as the Secretary of the Northumberland County Housing Corporation.

**8.b. Election of Treasurer**

8.b (1) **Moved by: Jennifer Moore**  
**Seconded by: John Logel**

"**That** the NCHC proceed with the election of Treasurer, commencing on the 24th day May, 2023."

Disposition: **Carried**

***[Nominations]***

- Neil Ellis self-nominated for the position of NCHC Treasurer.
- Chair Victor Fiume called for further nominations a first, second and third time.

8.b (2) **Moved by: Cathy Borowec**  
**Seconded by: Steve Gilchrist**

"**That** nominations for the election of NCHC Treasurer be closed."

Disposition: **Carried**

***[Confirmation of Election Results]***

- Neil Ellis was acclaimed as the Treasurer of the Northumberland County Housing Corporation.

**9. Confirmation of Officers**

**Moved by: Brian Ostrander**  
**Seconded by: Anneke Russell**

**“That** the following individuals are Officers of the Northumberland County Housing Corporation:

- Victor Fiume, Chair
- Steve Gilchrist, Vice-Chair
- Neil Ellis, Treasurer
- Cathy Borowec, Secretary
- Rebecca Carman, General Manager.”

Disposition: **Carried**

**10. Presentation of 2022 Audited Financial Statements**

- Richard Steiginga, Partner at Baker Tilly provided a verbal update on the 2022 NCHC audited financial statements.

**11. Approval of Presented Audited Financial Statements and Recommendation to County Council**

**Moved by: Lindsey Reed**

**Seconded by: Neil Ellis**

**“That** the NCHC Board of Directors approve the audited financial statements of the Northumberland County Housing Corporation for the 2022 fiscal year as presented and recommend to County Council for consolidation in the County’s financial statements.”

Disposition: **Carried**

**12. Appointment of Auditor for the Northumberland County Housing Corporation – BakerTilly**

**Moved by: John Logel**

**Seconded by: Jennifer Moore**

**“That** the NCHC Board of Directors appoint BakerTilly as the auditor for the Northumberland County Housing Corporation.”

Disposition: **Carried**

**13. Northumberland County Housing Corporation 2022 Annual Report**

**Moved by: Anneke Russell**

**Seconded by: Neil Ellis**



- Rebecca Carman provided a detailed summary of the NCHC 2022 Annual Report, highlighting 2022 achievements and looking ahead to 2023.

**"That** the NCHC Board of Directors receive the 2022 Northumberland County Housing Corporation Annual Report for information; and

**Further That** the NCHC Board of Directors direct staff to submit the 2022 Annual Report to Northumberland County Council, as sole shareholder for information."

Disposition: **Carried**

#### **14. Adjournment**

**Moved by: Brian Ostrander**  
**Seconded by: Steve Gilchrist**

**"That** the Annual General Meeting be adjourned at 2:24 p.m."

Disposition: **Carried**

#### **15. Move to Regular Board Meeting**

MINUTES of the annual meeting of shareholders of **NORTHUMBERLAND COUNTY HOUSING CORPORATION** (the "**Corporation**") held at Northumberland County via Zoom Teleconference Meeting, on the 24<sup>th</sup> day May, 2023, at the hour of 1:30 pm.

## **PRESENT**

There were present without proxy:

Jennifer Moore, appointed to act on behalf of the Shareholder.

## **ALSO PRESENT WITH THE CONSENT OF THE MEETING:**

Cathy Borowec  
Neil Ellis  
Victor Fiume  
Steve Gilchrist  
Councillor John Logel  
Deputy Warden Brian Ostrander  
Lindsey Reed  
Anneke Russell  
Kate Campbell  
Rebecca Carman  
Regine Climaco  
Denise Marshall  
Amber McAdam  
Mathew Nitsch  
Kimberly O'Leary  
Willie Reynolds  
Cheryl Sanders  
Bill Smith  
Patricio Echeverria  
Sanju Thomas  
Brandon Upton  
Justin Marchand  
Warden Mandy Martin  
Richard Steiginga

## **REGRETS**

Doug Bates, Daniel Quesado-Rebolledo, Lou Rinaldi

## **CHAIR**

The Chair of the Corporation, Victor Fiume, chaired the meeting.

## **CONSTITUTION OF MEETING**

The Chair stated that notice calling the meeting was delivered to all shareholders not less than 10 days before the date hereof.

The Chair declared that all of the shareholders being present either in person or by proxy, and notice of the meeting having been given in accordance with the by-laws of the Corporation, the meeting was duly convened and properly constituted for the transaction of business.

## **APPOINTMENT OF DIRECTORS**

N/A

## **CONFIRMATION OF DIRECTORS**

The Shareholder confirmed that the following persons are hereby elected directors of the Corporation until the close of next AGM or until his or her successor is duly elected or appointed, subject to the by-laws of the Corporation.

Cathy Borowec  
Neil Ellis  
Victor Fiume  
Steve Gilchrist  
Councillor John Logel  
Jennifer Moore  
Deputy Warden Brian Ostrander  
Lindsey Reed  
Lou Rinaldi; and  
Anneke Russell

## **CONFIRMATION OF OFFICERS**

It was resolved, as an ordinary resolution, that the following individuals are Officers of the Northumberland County Housing Corporation until the close of the next AGM or until their successor is appointed, subject to the by-laws of the Corporation:

Victor Fiume, Chair  
Steve Gilchrist, Vice-Chair  
Neil Ellis, Treasurer  
Cathy Borowec, Secretary  
Rebecca Carman, General Manager

## **ANNUAL REPORT**

Richard Steiginga presented to the meeting the annual reports of the Corporation



containing the financial statements of the Corporation for the financial year ended December 31, 2022, as approved by the directors together with the auditor's report thereon.

On motion duly made, seconded and carried the following resolution was passed:

RESOLVED, as an ordinary resolution, that the financial statements of the Corporation for the financial year ended December 31, 2022 are received.

#### **APPOINTMENT OF AUDITORS**

Motion was made that the Corporation be audited for the year ending December 31, 2023, and the motion was seconded and unanimously carried.

It was resolved, as an ordinary resolution, that Baker Tilly are hereby appointed auditors of the Corporation to hold office until the close of the next annual meeting of the shareholders at a remuneration to be fixed by the directors, the directors being hereby authorized to fix such remuneration.

#### **TERMINATION**

There being no further business, the meeting on motion terminated.

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Neil Ellis, Secretary

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Victor Fiume, Chair



## **Northumberland County Housing Corporation (NCHC) Report to Board**

**June 28, 2023**

### **NCHC Asset Management Plan**

**Prepared by:** Rebecca Carman

#### **Issue**

The NCHC Asset Management Plan (AMP) has been completed and is being brought forward to the NCHC Board of Directors for approval.

#### **Recommendation**

It is recommended that the NCHC Board of Directors approve the NCHC AMP as attached to the June 28, 2023, agenda.

It is further recommended that the NCHC Board of Directors direct staff to submit the plan to Northumberland County Council as shareholder for inclusion in the County Asset Management Plan.

#### **Background**

Northumberland County began work on developing a Community Housing Master Plan (CHMP) and a Northumberland County Housing Corporation (NCHC) AMP in 2020. The completion of these strategies has been delayed significantly as a result of the COVID-19 pandemic as a key data input was Building Condition Audits for all community housing buildings, where they were not able to be completed over the pandemic.

The CHMP is the overarching strategic plan for Community Housing in Northumberland and includes the NCHC as it is a key deliverer of community housing in Northumberland. The CHMP is a 6-year roadmap that sets directions for nurturing a viable community housing sector in Northumberland.

In Northumberland, community housing is a type of affordable rental housing option within the broader housing continuum, it is characterized as government-assisted (subsidized) housing that provides rent-geared-to-income (RGI) and affordable rental units (typically low-end market rent) to households with low-to-moderate incomes. It is delivered by three broad community housing provider groups: non-profits, co-operatives and the local housing corporation (NCHC). Community housing is regulated under the Housing Services Act, 2011 which designates the County as the service system manager for community housing in Northumberland.



As of 2022, community housing in Northumberland represented 773 units, 85% of which are RGI while the remaining units are lower end market rent and/or market rent rate units. In 2022, the NCHC represented 44% of this stock.

The NCHC AMP is intended to recognize the value that the NCHC housing assets bring to the County and residents, and to support the creation of a strategy to protect and grow these assets. The NCHC AMP was presented and adopted by the NCHC Board of Directors on June 28, 2023. This document was drafted to be legislatively compliant with the County's requirement to develop a County Asset Management Plan and is intended to be incorporated into the County-wide plan.

## **Analysis**

The NCHC AMP is intended to support decision makers looking to achieve long-term NCHC asset sustainability. The NCHC AMP found that there was alignment between housing needed as evidenced by the waitlist, household sizes, demographics and the specific type of housing offered by the NCHC. The average age of the NCHC housing stock is 49 years, and almost 70% of the housing assets have a facility condition index of "poor" with another 15% rated as "critical". The forecasted capital need for the NCHC between 2022 and 2031 is \$18,800,000. These trends point to a significant need in the NCHC portfolio but are not entirely unexpected based on the age of the stock as well as the funding methodology for public housing compared to non-profit and co-operative housing.

It was also identified in the NCHC AMP that in order to support the County's growth ambitions, the NCHC must develop an acquisition strategy, with key support from the County and municipalities. The focus for existing stock should be on maintenance and repair and identify opportunities to preserve the existing housing stock into the future.

Some key recommendations from the NCHC AMP include:

- Prioritize acquisition as a means for growth and set funds aside to support new acquisitions.
- Strategically prioritize and fund extending the useful life of the existing NCHC housing assets.
- Ensure capital works activities are updated regularly in AssetPlanner to monitor, report and plan in order to maximize future capital investments.
- Establish proactive, predictive and preventative maintenance priorities and benchmarks to ensure buildings remain safe, well maintained and support the health and wellbeing of residents.
- Develop level of service for NCHC with regard to asset management and resident engagement, including maintenance service standards.



- Incorporate the analysis, capital needs and associated budget implications into the integrated County-wide Asset Management Plan and infrastructure management policies.

### **Financial Impact**

There are no immediate financial impacts associated with this report. However as outlined in the NCHC AMP, there is a significant capital repair shortfall for the NCHC. Staff will begin working toward implementation of this strategy in the coming months.

### **Conclusion**

It is recommended that the NCHC Board of Directors approve the NCHC AMP as attached to the June 28, 2023, agenda.

It is further recommended that the NCHC Board of Directors direct staff to submit the plan to Northumberland County Council as shareholder for inclusion in the County Asset Management Plan.



## **Northumberland County Housing Corporation (NCHC) Report to Board**

**June 28, 2023**

### **Levels of Service**

**Prepared by:** Rebecca Carman

### **Issue**

In 2022, the NCHC issued a Request for Proposal for the development of Standard Operating Procedures (SOPs) for the Facility Management of the NCHC stock. As there were no interested bidders, the General Manager has engaged the services of Housing Services Corporation (HSC) to support the NCHC working toward SOPs, through the development of Levels of Service (LOS) for the NCHC.

### **Recommendation**

It is recommended that the NCHC Board of Directors approve the creation of a sub-committee to support the development of Levels of Service for the NCHC, as outlined in this report and presentation made on June 28.

### **Background**

The creation of SOPs is identified as a critical task in the NCHC Strategic Plan and Asset Management Plan. These strategic documents recognize that there is a need to ensure standards are established and met when maintaining NCHC assets and providing tenant services. The proposed levels of service will focus specifically on asset management and operating/administrative support as it relates to tenants. This will connect specifically to the Purchased Services Agreement which is scheduled for renewal in 2024 and the NCHC Strategic Plan.

### **Analysis**

The NCHC intends to maximize existing NCHC housing assets, the strategic objectives of the NCHC includes:

- improving the standard of delivery of maintenance services,
- demonstrating to the public how it is managing NCHC operations,
- engaging tenants to support well-being,
- providing quality housing and customer service, and
- improving housing conditions to support health and well-being.



To develop and prioritize activities associated with the achievement of these strategic objectives, LOS will be developed and approved by the NCHC Board of Directors. Through the creation of LOS, it is expected that clear goals will be set, reporting structures will be established, and procedures will become aligned.

LOS are increasingly being incorporated into asset management and financial planning and form a key part of the implementation of strategic plans. LOS are indicators of service quality and become communication, reporting and management tools once they are implemented. LOS must uniquely be identified by each corporation and should reflect the strategic priorities regarding corporate/legislative requirements, community and/or resident service levels and asset or technical levels of service.

This work has been divided into 2 phases; the first phase is developing the LOS while the second phase will focus on implementing a framework for the LOS including the development of key processes for SOPs. Currently, only the first phase of work has been contracted, while a second phase will be considered upon the completion of the first phase.

The General Manager and HSC have worked together to build an implementation plan for the development of the LOS and have proposed the creation of a NCHC Board Sub-Committee that will provide governance oversight of this project and participate in milestone-based meetings throughout the project. Through the sub-committee, a set of draft LOS will be recommended to the full Board of Directors for approval and participation in a facilitated board engagement session.

### **Financial Impact**

The cost of the first phase of Levels of Service development has been considered in the 2023 NCHC Budget, additional budgetary requirements will be identified in the 2024 budget.

### **Conclusion**

It is recommended that the NCHC Board of Directors approve the creation of a sub-committee to support the development of Levels of Service for the NCHC, as outlined in this report and presentation made on June 28.



# Levels of Services



Presentation to the NCHC Board of  
Directors

June 28, 2023



# Levels of Service

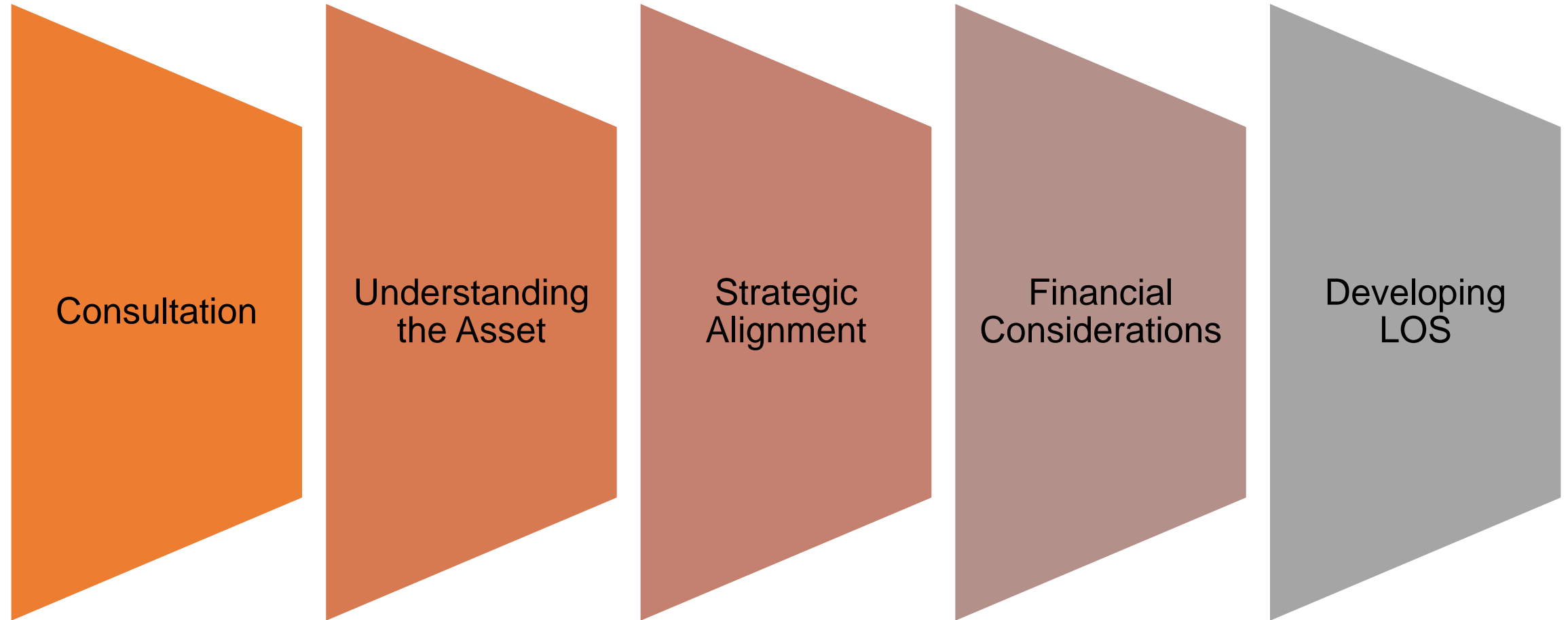
- Levels of Service (LOS) are indicators of service quality.
- Key communication and management tools.
- Clarify roles and reporting expectations.
- Critical that they reflect the unique goals of NCHC as identified in the Strategic Plan.
- Linked to terms of the Purchase Services Agreement.



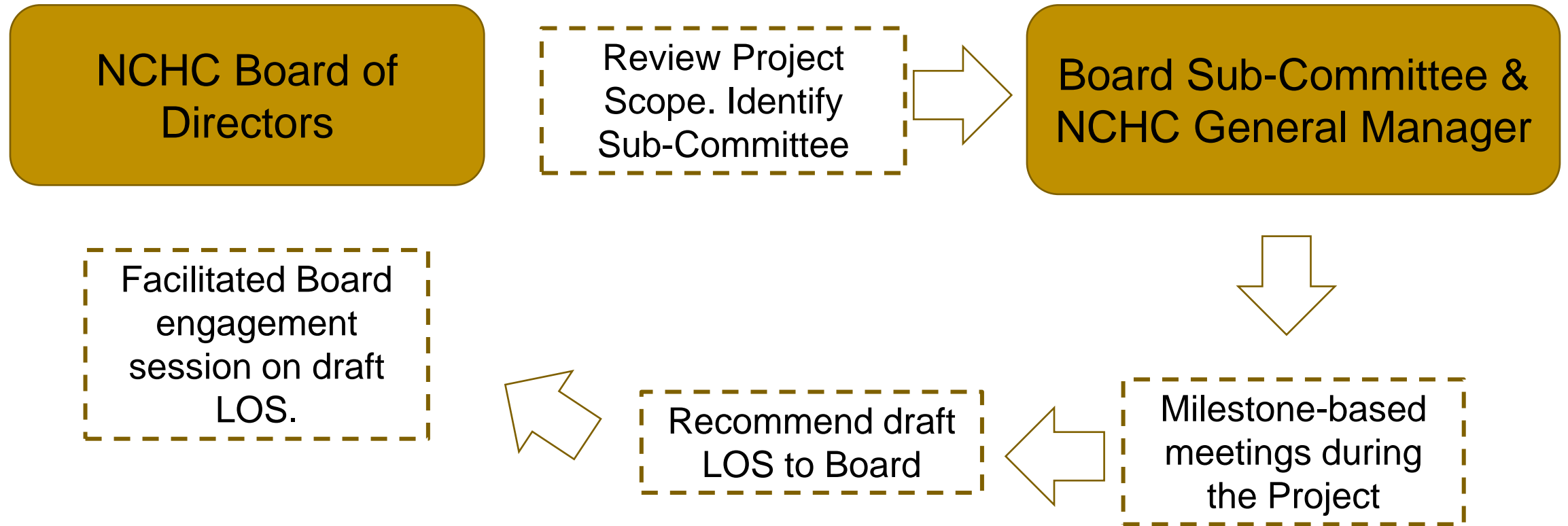
LOS to focus on asset management, and operating/administrative support as it relates to tenants



# Project Scope of Work



# Role of the Board



The left side of the slide features a series of overlapping, semi-transparent geometric shapes. At the top, there are green triangles pointing downwards. Below these are light blue triangles pointing upwards. At the bottom, there are purple triangles pointing upwards. The shapes are arranged in a way that they appear to be layered, creating a dynamic, abstract design.

Thank You!



## **Northumberland County Housing Corporation (NCHC) Report to Board**

**June 28, 2023**

### **Lift Modernization Capital Project at 6 Percy Street Colborne**

**Prepared by:** Brandon Upton, Facilities Manager

#### **Issue**

The existing 20-year-old accessible lift has broken down due to a mechanical issue and is scheduled for replacement as part of the 2023 Capital budget.

#### **Recommendation**

With a lengthy and costly repair, it is recommended the lift modernization project is prioritized and expedited as much as possible.

#### **Background**

Life expectancy on accessible lifts is typically 20 years, with the lift at 6 Percy Street 20 years old. As part of the BCA elevator audits this lift was identified as needing replaced with 1-5 years. This lift has had many service interruptions over the years, resulting in many significant repair bills and lengthy periods of time being out of service.

A control arm in the door operator was replaced in March 2023, but continue to have issues with several other warrantied breakdowns in the weeks following. Most recently Kone, our service provider, has quoted us for more than \$11,000 to replace a control board. The expected order time for this part is approximately 1 month, with an unknown outcome based on the most recent repairs. It should also be noted parts for this lift, due to age, are not easy to source and in some cases are being modified to work.

#### **Analysis**

With the frequent repairs and escalating cost of the repairs, the best course of action is to do the lift modernization immediately. This will ensure the residents at 6 Percy have a reliable safe lift as soon as possible.

#### **Financial Impact**

The budget for the lift modernization at 6 Percy is \$60,000

The cost of the new Federal Elevator lift (removal of existing lift, and installation of new lift) is \$36,550 + \$643.28 non-refundable HST for a total of \$37,193.28. Facilities staff



or contracted sub trades will be doing work not covered by Federal Elevator such as drywall repair, block repair, painting, fire system changes and electrical changes. These are expected to be an additional \$10,000. By doing many of the tasks in-house staff can speed up the installation process and realize savings in labour costs for the NCHC.

Lift and installation total estimate:           \$47,193.28

Any remaining capital budget will be used to fund other 2023 capital projects.

### **Conclusion**

This project is being prioritized to get a reliable and safe new accessible lift installed at 6 Percy Street in Colborne. The new lift is now being manufactured with installation expected in July and August.



## **Northumberland County Housing Corporation (NCHC) Report to Board**

**June 28.2023**

### **Housing Services Operational Update**

**Prepared by: Bill Smith**

#### **Issue**

Regular update of NCHC staff and programming operations

#### **Recommendation**

It is recommended that the NCHC Board receives this report for information.

#### **Background**

This report will be quarterly as a mechanism to share operational updates and information.

#### **Analysis**

All information listed below is a snapshot from April 1, 2023, to present.

As of June 1, 2023, there have been 9 new move ins with 7 more scheduled for July 1, 2023

**Arrears** - totaling \$44 262.19 owing from 48 tenants (note-29 tenants owe less than \$500.00) for various reasons including disposal of furniture, damages, and owed rent. Arrears span from \$10.00 - \$12 128.00 tenants currently have 22 payment plans in place.

Compared to last report there is an increase of \$10 173.39. One tenant is responsible for \$4636.00 increase and will be moving July 31, 2023

**Programming** – the housing team hosted a spring social event at 5 NCHC locations over a 3-day period in May. This consisted of juice, treats, and raffles for planters. Approximately 79 tenants attended the events.

Community paramedicine clinics started this month at:

330 King St. Cobourg (2<sup>nd</sup> Wednesday every month) beginning June 14



45 Wellington Port Hope (1st Wednesday every month) beginning June 7

This is in addition to the monthly clinics running at 111 Front St. Campbellford.

Next planned event will be our summer BBQ's.

**Onboarding** – Recruitment resulted in caseworker coming back to housing from Early Years. Amber started with the team on May 15, 2023

Ashley, a Housing Services caseworker has moved to Early Years and we have recruited a new staff, Amanda, that has started on June 26, 2023

**Evictions** – We are now working with Horlick Levitt Di Lella LLP for our eviction process. We have a successful mediated agreement with the tenant leaving July 31, 2023 and a successful N13 with the tenant leaving June 30, 2023.

We have 3 pending evictions ready for filing and 1 awaiting board approval.

**Annual Inspections** – 308 units inspected.

Clutter and unsanitary conditions – 23

Damage – 8

Cleanliness/smoking (not grandfathered) – 11

Some tenants dealing with clutter had identified mobility issues and/or other health concerns. Further conversation for referrals will take place.

Note: some tenants with excessive clutter are already working with Northumberland Hills Hospital and their hoarding specialist.

**Smoke detectors inspection results:** 50 units were replaced, a majority of these units were not quite halfway through their 10 year life cycle. Facilities team will be reaching out to the manufacturer to see about issuing a credit.

**Staff Training-** SAIL (Supportive Approaches through Innovative Learning) modules through the 2023.

Emergency Social Services Shelter Training (housing team)

Situational Awareness and de-escalation training (both facilities and housing)

**Health and Safety** – Wayne and I met with the housing and facilities teams to discuss health, safety, and risk while at our units. Collectively we have created a new Housing-Facilities Teams Channel and developed an internal flagging system that both



departments will have access to and can be updated in real time. This will highlight levels of risk when attending a unit and any needs for further action and/or follow up.

We now have an access code specifically for EMS to enter our buildings.

**Financial Impact** No impact outside of the approved budget

### **Conclusion**

It is recommended that the NCHC Board of Directors receive this report for information. Staff will bring this report to the board quarterly (or as required) to provide an update on NCHC operations.