



Meeting of Board of Directors Agenda

Wednesday, November 24, 2021

1:30 p.m. – 3:00 p.m.

Northumberland County

Zoom Video Conference

<https://zoom.us/j/95714098343?pwd=ZjdhSHgrSG9aMkJMZ3I2eTQxeE5WZz09>

Dial-in: (647) 558-0588

Meeting ID: 951 1409 8343

Passcode: 074677

- 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 November 24, 2021 meeting of the Northumberland County Housing Corporation Board of Directors be approved.”

- 4. Declarations of Interest**
- 5. Approval of Minutes**
Minutes of October 27, 2021 – Special Meeting of the Board

Recommended Motion:

“**That** the minutes of the October 27, 2021 meeting of the Northumberland County Housing Corporation be approved.”

- 6. Strategic Plan: Vision, Mission, Values, Order of Goals** (attached)
Rebecca Carman, Housing Services Manager

Recommended Motion:

“**That** the NCHC Board of Directors approve the proposed vision, mission and values and direct staff to include in the forthcoming NCHC Strategic Plan.”

7. Elgin Park Redevelopment – Contract Award (verbal)
Rebecca Carman

Recommended Motion:

“That the NCHC Board of Directors receive the verbal update regarding the ‘Elgin Park Redevelopment Contract Award’ for information.”

8. 8 King Street, Colborne – Lift Automated Doors (attached)
Brandon Upton, Facilities Services Manager

Recommended Motion:

“That the NCHC Board of Directors approve a draw from the NCHC Capital Reserve Account for an amount up to \$30,000 for the addition of automated doors on the passenger lift at 8 King Street, Colborne Ontario.”

9. Vacant Director Position Recruitment Plan (attached)
Rebecca Carman

Recommended Motion:

“That the NCHC Board of Directors approve the plan for director recruitment as presented; and

Further That the Board authorize the formation of a recruitment sub-committee to support staff in the plan’s implementation.”

10. New Business
Gil Brocanier

10.1 Housekeeping – Elgin Park Redevelopment Project – Communications

11. 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 (2b) in order to address personal matters about an identifiable individual and that Lisa Horne, Maddison Ellis, and Rebecca Carman remain present.”



12. 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 personal matters about an identifiable individual is hereby referred to the Board for adoption."

13. Next Meeting

Wednesday, January 19, 2021

14. Adjournment



Meeting of Board of Directors Minutes

Wednesday, October 27, 2021

1:30 p.m. – 3:00 p.m.

Northumberland County

Zoom Video Conference

Board Members Present (virtual): Chair Gil Brocanier, Doug Bates, Secretary Neil Ellis, Councillor John Henderson, Councillor Gail Latchford, Daniel Quesada-Rebolledo, Treasurer Lindsey Reed, Lou Rinaldi, Anneke Russell

Board Members Present In-Person: Jennifer Moore

Board Members' Regrets: Vice-Chair Victor Fiume

Staff: Rebecca Carman (staff member appointed by board), Maddison Ellis, Kaela Esseghaier, Lisa Horne, Susan Redford, Angie Turpin, Brandon Upton

Guests: John Fox, Ismail Ibrahim

1. Call to Order

- Chair Gil Brocanier called the meeting to order at 1:30 p.m.

2. Territorial Land Acknowledgement

3. Approval of the Agenda

Moved by: Lindsey Reed

Seconded by: Gail Latchford

“**That** the agenda for the October 27, 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

Moved by: Lou Rinaldi

Seconded by: Doug Bates

“**That** the minutes of the October 14, 2021 Special Meeting of the Northumberland County Housing Corporation be approved.”

Disposition: Carried

6. Construction Management Delivery Method – 473 Ontario Street Presentation

- John Fox, Partner, Robins Appleby LLP provided a detailed presentation on construction management for the 473 Ontario Street project.
- Rebecca Carman indicated that this presentation will also be provided at the November 3, 2021 Social Services Standing Committee meeting.
- Rebecca Carman outlined next steps and project timelines, indicating that construction is expected to start in 2023/2024 with an anticipated completion date of 2025.

[Doug Bates left the meeting at 2:04 p.m.]

Moved by: Daniel Quesada-Rebolledo

Seconded by: John Henderson

“**That** the NCHC Board of Directors receive the presentation regarding ‘Construction Management for 473 Ontario Street’ for information.”

Disposition: Carried

7. Third Quarter Financial Update

- Angie Turpin provided an update on the NCHC’s quarter 3 financial results.

Moved by: Jennifer Moore

Seconded by: Lindsey Reed

“**That** the NCHC Board of Directors receive the third quarter financial update for information.”

Disposition: Carried

8. Third Quarter Capital Project Update

- Brandon Upton indicated that 2021 capital projects are on budget and proceeding as planned, noting that COVID-19 may cause some project delays, however, financial impacts are expected to be minimal.

Moved by: John Henderson
Seconded by: Neil Ellis

“**That** the NCHC Board of Directors receive the ‘2021 Projects Update – 3rd quarter’ report for information.”

Disposition: Carried

[Councillor Gail Latchford left the meeting at 2:30 p.m.]

9. Elgin Park Redevelopment Easement Agreement with Bell Canada

Moved by: Jennifer Moore
Seconded by: Anneke Russell

“**That** the NCHC Board of Directors authorize NCHC signing authorities to enter into an Easement Agreement with Bell Canada for the Elgin Park Redevelopment project.”

Disposition: Carried

10. Update on COVID-19 Protocols

- Rebecca Carman provided a brief update on COVID-19 protocols, highlighting that a memo was sent to tenants regarding the closing of common rooms.

Moved by: Anneke Russell
Seconded by: Jennifer Moore

“**That** the NCHC Board of Directors receive the ‘Update on COVID-19 Protocols’ report for information.”

Disposition: Carried

11. Policy Review

- Rebecca Carman provided a brief overview of the ‘Eviction Prevention Policy for Social Issues’ and the ‘Eviction Prevention Policy for Non-Payment of Rent’, stating that these are critical policies that set the strategic direction for the NCHC.

Moved by: Jennifer Moore
Seconded by: Neil Ellis

“**That** the NCHC Board of Directors receive the presented policies (‘Eviction Prevention Policy for Social Issues’, and ‘Eviction Prevention for non-payment of

rent') 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

12. Ontario Priorities Housing Initiative and Canada-Ontario Community Housing Initiative Underspensing – Contingent Approval

- Rebecca Carman indicated that the County as the Service Manager has to allocate all Provincial funding by December 31, 2021.
- Rebecca Carman explained that staff anticipate underspensing and are seeking the Board’s approval to reallocate funding to a scheduled 2022 project.
- Staff committed to reporting back to the NCHC Board of Directors.

Moved by: Lindsey Reed

Seconded by: Neil Ellis

“**That** the NCHC Board of Directors authorize that any further allocations from Ontario Priorities Housing Initiative and/or Canada-Ontario Community Housing Initiatives year 2 or 3 funding, should they be identified by the Service Manager be approved and directed toward an appropriate capital project; and

“**Further That** the Board authorize signing authorities for the NCHC to enter into any subsequent agreements with the Service Manager to secure this funding.”

Disposition: Carried

13. Vacant Director Position Recruitment

- A discussion took place on the benefits of filling the vacant position and NCHC Directors discussed an early 2022 timeline for recruitment.

Moved by: Neil Ellis

Seconded by: Lindsey Reed

“**That** the Board direct staff to advertise for the vacant position on the NCHC Board of Directors.”

Disposition: Carried

14. New Business

Gil Brocanier

14.1 2021 Carry-overs for NCHC capital budget

- Please refer to the attached report.

- Brandon Upton highlighted four projects that staff are requesting to carry over to 2022 for completion.

Moved by: Lou Rinaldi

Seconded by: Neil Ellis

“That the NCHC Board of Directors approve the following carryovers:

- \$27,195 for the completion of the HVAC replacement at 45 Wellington Street, Port Hope, Ontario.
- \$36,133 for the completion of the design portion of the 330 King Street, Cobourg, Ontario lift improvement project.
- \$94,755 for the completion of the HVAC replacement at 8 King Street, Colborne, Ontario.
- \$235,875 for the completion of the replacement of 303 stoves; and

Further That the Board authorize staff to amend these amounts, based on any final invoices received prior to the County Council deadline and that these amounts are referred to County Council for approval as Sole Shareholder;

Further That the Board approve the project savings from the 24 Queen Street Balcony Replacement Project be transferred to the NCHC Maintenance Reserve Account, based on final project invoicing, up to a maximum amount of \$125,000.”

Disposition: Carried

15. Move to Closed Session

Moved by: Anneke Russell

Seconded by: Lou Rinaldi

“That the NCHC Board of Directors proceed with the next portion of the meeting, being closed to the public at 2:51 p.m.; 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.”

Disposition: Carried

16. Motion to Rise and Results from Closed Session



Moved by: Anneke Russell
Seconded by: Daniel Quesada-Rebolledo

"That the NCHC Board of Directors rise from Closed Session at 3:02 p.m."

Disposition: Carried

17. Next Meeting

Wednesday, November 24, 2021

18. Adjournment

- Meeting adjourned at 3:03 p.m.



Northumberland County Housing Corporation (NCHC) Report to Board

October 27, 2021

2021 Carry-overs for NCHC capital budget

Prepared by: Brandon Upton, Facilities Manager

Issue

Budgets from four projects need to be carried over to 2022, for the completion of each project.

Recommendation

It is recommended that the NCHC Board of Directors approve four carryovers as outlined below:

1. \$27,195 for the completion of the HVAC replacement at 45 Wellington Street, Port Hope, Ontario.
2. \$36,133 for the completion of the design portion of the 330 King Street, Cobourg, Ontario lift improvement project.
3. \$94,755 for the completion of the HVAC replacement at 8 King Street, Colborne, Ontario.
4. \$235,875 for the completion of the replacement of 303 stoves.

It is further recommended that the NCHC Board of Directors authorize staff to amend these amounts, based on any final invoices received prior to the County Council deadline. It is further recommended that the NCHC Board of Directors refer these carryovers to County Council for approval as sole shareholder.

It is further recommended that the project savings from the 24 Queen Street Balcony Replacement Project be transferred to the NCHC Maintenance Reserve Account, based on final project invoicing, up to a maximum amount of \$125,000.

Background

After budget approval for 2021 a decision was made to separate the design process and construction process for larger, more complex projects. In 2021, two projects were planned with an extremely demanding timeline, and it was determined to only complete the design process in 2021, and carry-over the remaining budget for construction/installation to take place in 2022. This is the case for 45 Wellington HVAC replacement and 330 King lift improvements. Carry-over amounts have been reported



as exact as possible and will be adjusted with assistance from Finance prior to the November budget carry-over deadline. Actual billed amounts of designs could be lower than the quoted costs based on construction components to the design work.

45 Wellington HVAC replacement was budgeted for \$35,000. A detailed design including additional costs for structural components was needed to be done in 2021 for a cost of \$18,600. The billed amount of the design work is \$7,804.99, and the remaining budget of \$27,195 is requested to be carried over to 2022 for the completion of the project (the combined total of the underspending in the design budget as well as the unspent amount in the total project budget). Additional budget will be required from the 2022 NCHC capital budget.

330 King Street lift improvement project was budgeted for \$40,000. A design was completed based on recommendations from the BCA's and elevator audits. The design was completed for \$6,500. The billed amount of the design work is \$3,866.88 and the remaining budget of \$ 36,133 (the combined total of the underspending in the design budget as well as the unspent amount in the total project budget) is requested to be carried over to 2022 for the completion of the project. Additional budget will be required from the 2022 NCHC capital budget.

In 2020, an RFQ was issued for a project at 8 King Street in Colborne for the replacement of an HVAC unit and installation of new exhaust systems in each unit. This project closed and was higher than expected. This capital money was carried over into 2021, but with COVID still a reality the work was not completed. This is now planned to be completed in 2022 with the use of in-house staff to keep this within budget. It is requested that \$94,755 is carried over to 2022.

In 2021, an RFQ was issued for the replacement of 303 stoves at 11 NCHC apartments buildings across the County. This procurement proceeded with guidance from the purchasing department due to supply chain concerns. The RFQ closed and was awarded for \$231,795 plus \$4,079.59 (non-recoverable HST) for a total of \$235,874.59 to be carried over to 2022. Delivery and installation are tentatively scheduled for December 2021, but with many supply chain delays and the holiday season this could lead to needing to carry-over these funds to 2022. This project is also being supported through the Ontario Priorities Housing Initiative Year 2 funding, and this funding amount will be removed from the final carry over request to County Council.

The 24 Queen Street Balcony Replacement project came in under budget. With the work nearing completion, it is anticipated that a project savings of approximately \$100,000 will be realized. It is recommended that this savings is transferred to the NCHC maintenance reserve account for a future capital need.

Analysis



Most projects were completed in 2021 with the added complexity of dealing with COVID-19 concerns and protocols. The identified projects in this report were not completed in 2021 for different reasons, but with additional staff in facilities in 2022 more work will be able to be completed in a more cost-effective manner.

Financial Impact

2021 capital project expenditures are within the original budget, and the requested carry-overs do not have any additional financial impacts for NCHC.

Conclusion

It is recommended that the NCHC Board of Directors approve the four carryover requests as outlined above.



Strategic Plan Draft Vision, Mission and Values Report back from Sub-Committee

Vision

A place where everyone has access to safe and affordable housing, so individually and as a County we can grow and prosper and everyone feels a sense of belonging.

Mission

To be a leader in building and maintaining safe and affordable rental housing where individuals and families feel at home.

Values

Compassion and Humanity

The NCHC exists to serve our tenants and the broader Northumberland community. Our services are rooted in dignity, fairness, trust and equitable treatment for all.

Partnership and Collaboration

We pursue purposeful partnerships. We work with non-profit housing providers and co-ops, the private sector, other organizations and all levels of government to increase the local stock of affordable housing and to develop coordinated supports for the people we jointly serve.

Future-Facing and Progressive

We strive to be progressive, nurturing a culture of learning that will enable our organization to be innovative and forward thinking. We foster a culture of growth, where decisions are made with consideration to future needs, demands, and changing environments.

Integrity and Accountability

We make well-informed decisions and are open, honest and transparent with our funders and tenants. We demonstrate value for money by finding efficiencies in our operations, providing quality services and being the steward of government investments in NCHC assets.

Responsiveness and Excellence

We demonstrate leadership in best practices, are responsive to the needs of our tenants, and set high standards for service delivery and results. We promote feedback opportunities for tenants so we can continuously improve the service we provide in a creative and fiscally responsible manner.

Inclusivity and Accessibility

We recognize and respect the diversity of the communities and people we serve. We believe that diversity is strength, and we are committed to creating and upholding an inclusive environment that is accessible to all community members

We will be diligent in our requirement to uphold the principles of human rights, accessibility, and reconciliation.

Strategic Goals

The strategic plan has five strategic goals, each with objectives and action items. The Sub-Committee is also proposing a re-order of the goals to better reflect the priorities of the NCHC. It is proposed that the goals are presented in the following order:

Strategic Goal 1: Improve Tenant Experience

Strategic Goal 2: Expand and Grow the NCHC Portfolio

Strategic Goal 3: Extend and Improve the Useful Life of NCHC Assets

Strategic Goal 4: Strengthen Governance

Strategic Goal 5: Build and Strengthen the NCHC Profile

Next Steps

Following the discussion at the November Board meeting, the sub-committee will continue to meet to complete a detailed review of the objectives, actions, timelines and staff responsible for each of the strategic goals. The sub-committee will bring these goals back to the board as they are reviewed.

Upon the completion of the content review, staff will engage the support of a consultant to support in the design and creation of the strategic plan document prior to bringing it forward to the Board for final adoption in 2022.



Northumberland County Housing Corporation (NCHC) Report to Board

November 24, 2021

Installation of automatic door operators on 8 King Street West Accessible lift

Prepared by: Brandon Upton, Facilities Manager

Issue

The lift at 8 King Street West in Colborne does not have automatic door operators, and staff are in the process of receiving quotes for the supply and installation.

Recommendation

It is recommended that a draw from the NCHC Capital Reserve Account be approved up to \$30,000 for the addition of automated doors on the passenger lift at 8 King Street, Colborne Ontario.

Background

In 2020 an RFQ was issued for the construction of an accessible lift, and lobby expansion at 8 King Street west in Colborne. The construction was completed in 2021 and the lift is currently operational, but the entry doors into the lift do not have automatic doors. This detail was missed by the architectural consultant, and not directly identified as a mandatory item in the original specifications. To add the automatic doors to this lift after the original construction, new quotes for the alteration were received. NCHC maintenance reserves can be used to cover the cost of the automatic doors.

Analysis

The installation of the automatic door operators after the original installation of the lift is difficult. A revision to the TSSA submission, reinspection of the lift and TSSA fees for submission and reinspection are needed. Engineered electrical drawings are part of the quote and the addition of electronic strikes, door operators and electrical wiring. Changes will be made to lift cab, both hall stations, lift shaft and the lift mechanical room.

While the costs of these changes are significant the original RFQ pricing would have been higher with the automatic door operators included at that time. This will cost the quoted price but increasing accessibility in this NCHC building is important for the tenants and community as a whole.

Financial Impact

Staff are in the process of obtaining quotes for the supply and installation of the automatic door operators. Additional costs will be incurred for opening of the walls for access for the contractor, and subsequent repairs. These construction items will be completed with in-house staff, and minimal material costs. It is anticipated that this will be realized with a draw from the NCHC Capital Reserve up to an amount of \$30,000.

This draw from Capital Reserves does not require shareholder approval as it is within the original approved project budget.

Conclusion

It is recommended that the NCHC Board of Directors approve the use of NCHC capital reserves to add automatic doors to the lift at 8 King Street West in Colborne to increase the accessibility of the lift and building.



Northumberland County Housing Corporation (NCHC) Report to Board

November 24, 2021

Vacant Director Position Recruitment Plan

Prepared by: Rebecca Carman, Housing Services Manager

Issue

The recruitment of the vacant director position will commence in early 2022 following the proposed plan outlined below.

Recommendation

It is recommended that the plan for director recruitment is approved. It is further recommended that a recruitment sub-committee is formed to support staff in the plan's implementation.

Background

In March 2021, the NCHC received a resignation from a director, which created a vacancy on the Board. It was determined by the Board that recruitment would be delayed until there was some relief from COVID-19 protocols and requirements. In October 2021, the Board directed staff to begin preparing for the recruitment of this position.

The requirements for Directors are outlined in the NCHC By-Law Article 3. The election of a Director is required to take place at the annual meeting of the Shareholder at the recommendation of the Board of Directors. It is anticipated that the next annual meeting will be held in May 2022.

Analysis

It is recommended that the recruitment process begin in early 2022 to be able to elect a new Director at the May 2022 Annual Meeting. It is proposed that a sub-committee is formed to support staff's implementation of this recruitment.

It is proposed that the following timeline guide the recruitment planning for this position:

- January 2022: Application is posted on the NCHC webpage on the County website, alongside a public awareness campaign as supported by the County's communication team (social media platforms and newspaper advertisement)

- February 2022: Review of applications and scheduling of interviews of prospective applicants
- March 2022: Report back to the Board on the interview process and outcomes (in closed session)
- April 2022: Recommendation to County Council as Shareholder for their consideration and election during the Annual Meeting
- May 2022: Formal election/appointment of new Director at Annual Meeting

It is proposed that the sub-committee meet prior to the end of 2021 to begin the implementation. It will be important that the sub-committee incorporate the following considerations throughout the recruitment of a Director position:

- Key skillsets needed (proposed that some consideration is given to financial/accounting as a potential priority area)
- Consideration of application content and interview questions
- Requirements for a successful onboarding to the NCHC Board of Directors

Financial Impact

There is no financial impact associated with this report, the budget required to support advertising of the vacancy is incorporated into the annual NCHC budget.

Conclusion

It is recommended that the plan for director recruitment as above is approved and that a sub-committee is formed to support staff in their implementation.