



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

**July 27, 2022**

**1:30 p.m. – 3:00 p.m.**

Northumberland County

Zoom Video Conference

<https://us06web.zoom.us/j/83415427291?pwd=bXpoWmxLMDBkL25JMEhRVEITbFUvQT09>

Dial-in: (885) 703-8985

Meeting ID: 834 1542 7291

Passcode: 863875

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

Recommended Motion:

“**That** the agenda for the July 22, 2022 meeting of the Northumberland County Housing Corporation Board of Directors be approved.”

- 4. Declarations of Interest**

- 5. Approval of Minutes**  
Minutes of June 22, 2022

Recommended Motion:

“**That** the minutes of the June 22, 2022 meeting of the Northumberland County Housing Corporation be approved.”

- 6. Quarter 2 Financial Update** (attached)  
Angie Turpin, Financial Services Planning Manager

Recommended Motion:

“**That** the NCHC Board of Directors receive the ‘Quarter 2 Financial Update’ for information.”

- 7. Quarter 2 Capital Update** (attached)  
Wayne Kernohan, Senior Maintenance Technician

Recommended Motion:

“**That** the NCHC Board of Directors receive the ‘Quarter 2 Capital Update’ for information.”

- 8. Hybrid Meetings and Electronic Participation** (attached)  
Maddison Ellis, Deputy Clerk

“**That** the NCHC Board of Directors, having considered the report ‘Hybrid Meetings and Electronic Participation’, direct staff regarding the Board’s preferred option.”

- 9. Community Barbeque Events – August 2022** (verbal)  
Rebecca Carman

Recommended Motion:

“**That** the NCHC Board of Directors receive the verbal update regarding the ‘Community Barbeque Events’ for information.”

- 10. New Business**  
Victor Fiume

- Reminder for completion of Director Incumbency Forms for Co-Investment Funding.

- 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 (2k) in order to address matters pertaining to a position, plan, procedure, criteria or instruction to be applied to infrastructure

negotiations carried on or to be carried on behalf of the municipality or local board, and that Regine Climaco, and Denise Marshall remain present; 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 infrastructure negotiations carried on or to be carried on behalf of the municipality or local board; and

**Further That** the meeting is closed to the public 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

**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, including municipal or local board employees or tenants; and

**Further That** Lisa Horne, Rebecca Carman, Bill Smith, Cheryl Sanders, and Maddison Ellis remain present for all items."

## **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 four confidential resolutions moved in Closed Session regarding: two confidential infrastructure negotiations, one property matter, and one personal matter about an identifiable individual, are hereby referred to the Board for adoption."

## **13. Next Meeting**

Wednesday, August 31, 2022

## **14. Adjournment**

Recommended Motion:

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



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

**June 22, 2022**

**1:30 p.m. – 3:00 p.m.**

Northumberland County

Zoom Video Conference

**Board Members Present (virtual):** Chair Gil Brocanier, Cathy Borowec, Neil Ellis, Victor Fiume, Steve Gilchrist, County Councillor Gail Latchford, Daniel Quesada-Rebolledo, Lindsey Reed, Lou Rinaldi, Anneke Russell

**Board Members Present in Person:** Jennifer Moore

**Board Members' Regrets:** Doug Bates, County Councillor John Henderson

**Staff:** Rebecca Carman (staff member appointed by Board), Regine Climaco, Nancy MacDonald, Cheryl Sanders, Bill Smith, Brandon Upton

### **1. Call to Order – 1:31pm**

- Chair Gil Brocanier called the meeting to order at 1:31 p.m.

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

Gil Brocanier

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

**Moved by: Anneke Russell**

**Seconded by: Victor Fiume**

“**That** the agenda for the June 22, 2022 meeting of the Northumberland County Housing Corporation Board of Directors be approved.”

Disposition: **Carried**

### **4. Declaration of Direct, Indirect or Deemed Pecuniary Interest or Disqualifying Interest**

- No declarations.

### **5. Approval of Minutes**

Minutes of May 25, 2022 and Minutes of May 25 Annual General Meeting.

**Moved by: Daniel Quesada-Rebolledo**  
**Seconded by: Neil Ellis**

“**That** the minutes of the May 25, 2022 regular meeting of the Board and the May 25 Annual General Meeting of the Northumberland County Housing Corporation be approved.”

Disposition: **Carried**

**6. Shareholder Minutes**

Shareholder Minutes of Annual General Meeting, May 25, 2022

**Moved by: Victor Fiume**  
**Seconded by: Anneke Russell**

“**That** the Shareholder Minutes of the May 25, 2022 Annual General Meeting of the Northumberland County Housing Corporation be received for information.”

Disposition: **Carried**

**7. Elgin Park Redevelopment – Major Capital Project Update**

- Regine Climaco, Project Coordinator, Major Capital Projects provided a verbal update on the Elgin Park Redevelopment project.

**Moved by: County Councillor Gail Latchford**  
**Seconded by: Anneke Russell**

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

Disposition: **Carried**

**8. Elgin Park Redevelopment – Confirmation of Co-Investment Funding**

- Rebecca Carman, Housing Services Manager provided a verbal update on the Confirmation of Co-investment Funding.

**Moved by: Jennifer Moore**  
**Seconded by: Victor Fiume**

“**That** the NCHC Board of Directors approve the Co-Investment Funding Contribution and authorize the signing authorities to execute the contribution

agreement, pending staff's final review of the agreement and satisfaction in the agreement terms."

Disposition: **Carried**

## **9. Facilities Maintenance Standard Operating Procedure Manual RFP**

- Rebecca Carman, Housing Services Manager provided a high-level overview of the Facilities Maintenance Standard Operating Procedure Manual RFP.
- There is a 12-to-18-month timeframe for development and certain standard operating procedures (SOP's) are required.

**Moved by: Anneke Russell**

**Seconded by: Neil Ellis**

"**That** the NCHC Board of Directors receive the Facilities Maintenance Standard Operating Procedures Manual RFP report for information, and direct staff to proceed as discussed and outlined in the 2022 NCHC Budget."

Disposition: **Carried**

## **10. 2022 Annual Inspection Findings**

- Bill Smith, Housing Services Operations Supervisor provided an update of the 2022 Annual Inspection Findings.
- Discussed potential underlying reasons of hording and if delayed inspections or inconvenience contribute to that.
- Supports and assistance are available for hording cases and funds are allocated to eviction prevention. NCHC provides an initial cleaning of the unit, prior to being referred to the Community Care Weekly Housekeeping Program. Tenants are expected to take over the ongoing costs after the assisted cleanup.

**Moved by: Neil Ellis**

**Seconded by: Anneke Russell**

"**That** the NCHC Board of Directors receive the Annual Inspection Findings report for information."

Disposition: **Carried**

## **11. Housing Services Manager Update – Advocacy and Legislative Changes**

- Rebecca Carman, Housing Services Manager provided a verbal update.
- Legislation on asset limits will be introduced. Some tenants may be at risk of losing subsidy. Service Managers will set limits, and no grandfathering is allowed.
- New staff coming onboard.
- Developing education on co-operative and non-profit housing which details services provided.

**Moved by: Cathy Borowec**

**Seconded by: Jennifer Moore**

**“That** the NCHC Board of Directors receive the update from the Housing Services Manager for information.”

Disposition: **Carried**

## **12. New Business**

- Chair Gil Brocanier commented that Lakefront Utilities recently announced that they have approved an 18-23% increase from Enbridge Gas for the cost of natural gas, effective July 1, 2022. This could affect the 2022 budget for the last half of the year.
- Chair Brocanier requested that information on potential future meeting formats be brought forward to the Committee when information is available.

## **13. Move to Closed Session**

**Moved by: Anneke Russell**

**Seconded by: Daniel Quesada-Rebolledo**

**“That** the NCHC Board of Directors proceed with the next portion of the meeting, being closed to the public at 2:09 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 three matters relating to personal matters about an identifiable individual, including municipal or local board employees or tenants and that Lisa Horne, Nancy MacDonald, Rebecca Carman, and Bill Smith remain present.”

Disposition: **Carried**

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

**Moved by: Anneke Russell**

**Seconded by: Neil Ellis**

"**That** the NCHC Board of Directors rise from Closed Session at 2:33 p.m.; and

**Further That** the confidential resolution moved in Closed Session regarding personal matters about identifiable individuals is hereby referred to the Board for adoption."

Disposition: **Carried**

#### **15. Next Meeting**

- Wednesday, July 27, 2022, 1:30 p.m.

#### **16. Adjournment**

- Meeting adjourned at 2:35 p.m.



NCHC Actual vs Budget Variance Report				
YTD June 2022				
YEAR-TO-DATE				
	Actual	Budget	Variance	Variance Explanation
<b>Cash Based Revenue</b>				
Taxation	\$1,492,689.24	\$1,492,689.24	\$0.00	
Grant & Subsidies	1,259,785.92	1,734,833.52	(\$475,047.60)	COCHI Elgin Park construction funding budget (\$490K), offset by additional OPHI Yr.2&Yr.3 funding for 12 Meade Stove Replacement and 2 Francis LED lighting project - \$14.5K total
Permits & Fees		0.00		
Interest Revenue	767.27	0.00	\$767.27	
Social Housing Revenue	854,001.00	783,499.98	\$70,501.02	RGI rent revenue higher than forecasted budget amount
Other Revenue	23,710.45	21,499.98	\$2,210.47	Laundry revenue is under budget by \$2.1K, offset by additional tenant freezer/air conditioner recoveries of \$4.3K
<b>Total Revenue</b>	<b>3,630,953.88</b>	<b>4,032,522.72</b>	<b>-401,568.84</b>	
<b>Expenditures</b>				
Travel & Training	0.00	2,500.02	-2,500.02	
Materials & Supplies	5,046.44	6,275.10	-1,228.66	
Insurance	38,510.52	40,820.46	-2,309.94	
Information Technology	5,285.42	7,999.98	-2,714.56	Messaging board data communication expenses under budget
External Services	112,037.56	135,250.02	-23,212.46	Underspending of Contracted Services by \$15K (no spending YTD) and legal fees by \$8.6K
Utilities & Fuel	346,039.39	361,082.04	-15,042.65	Budget is split evenly by 12 months which is resulting in underspending as utilities are less in summer months (mainly hydro driving this variance)
Rent & Property Tax	262,601.89	253,835.96	8,765.93	Property Taxes actuals for Qtr. 2, higher than forecasted budget resulting in variance
Repairs & Maintenance	354,387.51	331,704.66	22,682.85	R&M over budget by \$23K- main drivers are winter maintenance over by \$10K, electrical over by \$22K, painting over by \$37K; building repairs over by \$4K; security over by \$4K offset by underspending in Waste Disposal of \$24K, Building improvements of \$20K, Landscaping of \$4K, plumbing of \$2K and moveout of \$5K. All budgets are split evenly by 12 months causing greater variance with 6 months of expenses, especially winter maintenance
TCA's under Threshold	487,232.44	359,375.56	127,856.88	Timing- overspending in Unit reno costs for Q2 budget forecast, budget split by 12 months. Total spending ytd-\$487K vs annual budget of \$650K
Internal Chargebacks	906,531.24	906,531.24	0.00	
Financial Services	10,743.65	30,117.18	-19,373.53	Mainly due to Elgin Park budgeted interest costs of \$18.7K, budget split by 12 months, no expenses YTD
SS Program Expenses	35,033.59	4000.02	31,033.57	\$14.9K for OPHI NCHC project not budgeted in 2022, covered by 100% OPHI funding (12 Meade stove replacement and 2 Francis- LED lighting project); Elgin Park project -tenant rent supplement of approx. \$14K offset by savings in units that are not currently occupied.
<b>Total Expenditures</b>	<b>2,563,449.65</b>	<b>2,439,492.24</b>	<b>123,957.41</b>	
<b>Investments</b>				
TCA's over Threshold	1,160,611.84	4,498,568.52	-3,337,956.68	Elgin Park redevelopment construction costs under forecasted budget by \$3.3M- timing
Transfers to Reserve	75,000.00	75,000.00	0.00	
<b>Total Investments</b>	<b>1,235,611.84</b>	<b>4,573,568.52</b>	<b>-3,337,956.68</b>	
<b>Financing</b>				
Long- Term Liabilities	0	0	0	
Transfer from Reserve	-437131.6	-437131.6	0	
<b>Total Financing</b>	<b>-437131.6</b>	<b>-437131.6</b>	<b>0</b>	
<b>Surplus/(Deficit)</b>	<b>269,023.99</b>	<b>-2,543,406.44</b>	<b>2,812,430.43</b>	



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

**July 27<sup>th</sup>, 2022**

### **2022 Projects update – 2<sup>nd</sup> quarter report**

**Prepared by:** Brandon Upton, Facilities Manager and Wayne Kernohan, Senior Maintenance technician

#### **Issue**

The capital budget approved by the NCHC board is progressing well, planning for the construction season has taken place in the first quarter.

#### **Recommendation**

It is recommended that the NCHC Board of Directors receive this report as information.

#### **Background**

**45 Wellington HVAC Replacement** project design was planned for 2021, with the remaining portion of the budget to be carried into 2022 for the procurement and construction process. This year facilities have been able to realize staffing increases with some new skilled trades staff members. Facilities new staff will now be able to complete this project in-house. When this project was planned it was budgeted for contractors to supply and install the unit, as well as make the structural changes as specified to the attic access and HVAC room in the attic space. With staff completing this work, significant savings will be realized. Engineer Air Make Up Air unit is being ordered, with lead time expected to be around 18+ weeks. Fall installation expected. Currently shop drawings have been reviewed by staff and mechanical consultants from Durham Energy, and equipment is on order.

**330 King Accessible Lift Modernization** project is posted as an RFP and closed in early May. No bids were received, and a sole source procurement was permitted. Federal Elevator quoted the project and was selected as the preferred vendor with consultation from Solucore. The equipment is now on order, and installation expected by the fourth quarter of 2022 but exact details to be confirmed. Project is expected to be well under budget of approximately \$67,000.

**Unit Renovations** have been very busy to start the year with many internal transfers occurring. Additional units will be renovated this year utilizing additional capital money reallocated to the unit renovations, from within 2022 Capital projects budget. Savings are expected in Walkways and Patio Replacement projects at 111 Front Street and 6



Percy Street, HVAC Replacement projects, Gas Furnace Replacement projects and the Lift Modernization project at 330 King Street.

**6 Percy Street and 111 Front Street Walkway and Patio Replacement** project is partially funded from the 2022 NCHC Capital Budget and OPHI funding. The successful contractor from the RFQ process is Veenstra Construction from Belleville. Currently the contractor is working at 111 Front Street in Campbellford and will move to 6 Percy Street in Colborne when completed. Savings are expected.

**2 Francis Street Roll Up Doors** project has pricing coming in from vendors now under budget. Facilities will look to add an additional roll up door at 112 Front Street while staying within the original budget. Waiting on doors to arrive and be installed in the third quarter of 2022.

**43 Wellington Street and 2 Francis Street LED Lighting Replacement** is being completed on an on-going basis by qualified staff.

**8 King Street HVAC and Exhaust** project is being completed in 2022 by qualified facilities staff, and contracted services as needed. Facilities looking to purchase HVAC equipment and install with in-house staff. Exhaust systems will also be installed with in-house staff reducing the overall costs of this project significantly. Engineer Air Make Up Air unit is ordered, but lead time is expected to be around 18+ weeks. Fourth quarter installation is expected. Equipment is on order now after staff and Biddle mechanical engineers review the shop drawings from Engineered Air.

**330 King Street Watermain Replacement** project is currently being investigated with the intention of using available funding in 2023. The scope and project specifications are being developed. CIMA has been secured to develop the scope and specifications for this project as well as support in construction management services. Work being considered is replacing 3" waterline from the King Street East into the water room near the front entrance, replacing old wooden retaining wall, deteriorating interlocking brick, repairing catch basins and drainage lines on property and various additional improvements to patios and pathways on the property.

**45 Wellington Street Concrete Pad Smoking Area Construction** has been completed by staff based on a health and safety concern at the building. Experience and qualified staff completed this new concrete pad, as well as several existing walkway repairs in the same area. This is a great example of the facilities team being more adaptable and flexible to be able to accommodate new priorities and requests.

## **Analysis**

Projects are progressing well, with significant savings expected for different reasons. In-house staff being able to complete projects in cost effective ways and types of projects targeted in 2022 have led to these savings. While general construction supply



pricing has increased in 2022, projects like walkway replacement and overhead door replacement pricing have remained relatively stable. Timing of many of these projects is being affected as supply chain issues are not stable for ordered equipment and products, but having flexibility is proving to be very important. The facilities department can juggle many projects to have the best possible outcomes.

Additional staff being hired in January and March has allowed the facilities department to continue to adapt to the ever-increasing demands. Savings will be realized, and future budgeting will be changed understanding specific jobs will be completed in-house saving both time and money. The changes to staffing levels has proven to be extremely important for the team to properly support the NCHC portfolio in both a cost-effective way and staff workload perspective.

### **Financial Impact**

2022 capital projects are on budget and proceeding as planned. COVID-19 is now less of a factor, but supply chain issues will lead to delays. Financial impacts are expected to be offset with project savings, based on pricing being seen to date.

### **Conclusion**

It is recommended that the NCHC Board of Directors receive this report for information.



## **Northumberland County Housing Corporation (NCHC)**

### **Report to Board**

**July 27, 2022**

**Prepared by: Nancy MacDonald, Manager of Legislative Services/Clerk  
Northumberland County**

### **Hybrid Meetings and Electronic Participation**

#### **Issue**

After two and a half years of in-person meeting restrictions, due to the COVID-19 pandemic, this report provides information on future meeting options for the NCHC Board to consider.

#### **Recommendation**

Staff recommend that the NCHC Board of Directors determine specific criteria to allow electronic participation at Regular Board meetings, Special Board meetings, and at the Annual General Meeting. Staff recommend that the NCHC Board determine the appropriate format for hybrid meetings, and the provisions by which Directors shall or may attend.

It is further recommended that the Board of Directors direct County staff to initiate a review of corporate by-laws to include language to allow for hybrid meetings.

#### **Background**

Northumberland County defines a “**Hybrid Meeting**” as a meeting that is held in a physical location with an added virtual component. This meeting format enables participants to attend a meeting in-person, or virtually from their remote location using a device (often but not always supported by an internet connection).

Northumberland County defines “**Electronic Participation**” in a meeting using a telephone, video or audio conferencing, or other interactive methods whereby meeting participants can hear and be heard by all participants.

On July 20, 2022 Northumberland County Council adopted changes to the meeting procedures for Standing Committees and Council Meetings. The criteria to allow

electronic participation at these meetings, and the specific formats for hybrid meetings, are now included within the Council Procedural By-law # 30-2022.

Council recognize the value of Members attending and participating at meetings in-person. There are benefits when people gather in the same location to discuss the business at hand, exchange ideas, debate issues, and build rapport with their colleagues.

Accountability, transparency, and access are all integral to municipal government and their Boards, and vitally important to ensure that the public can be informed and engaged.

Regular Council meetings take place once per month. Council adopted the following criteria to allow electronic participation at regularly scheduled Council meetings:

- The Warden or Presiding Officer shall attend in person.
- The Warden or Presiding Officer may postpone/reschedule the meeting if a majority of Members are not physically present at the meeting location.
- Members shall attend Council meetings in person however, Members may participate electronically under the following circumstances:
  - a declared emergency,
  - a severe weather event,
  - personal illness or injury,
  - quarantine restrictions (per Public Health guidelines),
  - capacity restrictions (per Public Health guidelines),
  - while away on vacation.

Special Council meetings take place at the call of the Chair or the Clerk, for specific business that cannot be done at a regular Council meeting due to time sensitivity, or urgent/emergency matters. Council adopted the following criteria to allow electronic participation at Special Council meetings:

- The Warden or Presiding Officer shall attend in person.
- Members may attend in person or participate electronically for any reason.

Northumberland County has six Standing Committees and they meet on a monthly basis. The County Warden is a member of all six Committees. Each of the other Councillors serve on two of the six Committees. Council adopted the following criteria to allow electronic participation at Standing Committee meetings:

- The Chair may attend in person or participate electronically.
- Voting Members may attend in person or participate electronically for any reason.

County Council adopted the following criteria to allow electronic participation at Standing Committee meetings and at Council meetings:

- All Members may participate by means of audio/visual or audio electronic communication devices, under the following circumstances:
  - a. County staff shall determine the means of electronic communication for use by members.
  - b. Members shall provide advance notice to the Clerk or Deputy Clerk of their intent to participate electronically, preferably no later than 12 hours prior to the scheduled meeting time (if possible).
  - c. Council members participating electronically shall be counted for the purpose of determining quorum.

A Member participating electronically shall always have their camera on when using conference meeting technology, unless they are participating using only audio means (telephone).

A Member participating electronically shall verbally advise the Warden or Presiding Officer when they leave the meeting, either on a temporary or permanent basis. If returning to the meeting, the Member shall verbally notify the Warden or Presiding Officer when they arrive.

- d. Members participating electronically shall be able to vote. All Members participating electronically shall vote by a show of hands, or by verbal consent (yes or no).

A Member participating electronically will be considered to have left the meeting when they are no longer connected to the meeting.

- e. Electronic participation shall be permitted in open and closed sessions of the meetings.
- f. Members participating electronically in a closed session must be alone in a private room so that no other individual is privy to the meeting discussion and information. Reasonable measures should be taken to ensure that the internet connection is secure and not publicly accessible. Members are advised to wear a headset if possible.
- g. In the case of an interruption in the virtual link to the member(s) participating electronically, Council will recess to a maximum of 15 minutes until it is determined whether the link can be re-established. If

communications are not re-established, the meeting will resume without the electronic participant(s), provided there is quorum.

The NCHC Board may also find the following information useful.

Provisions to allow County staff and the Public to participate electronically in meetings:

- County staff may participate electronically when deemed appropriate by the Chief Administrative Officer, Clerk or designate.
- Members of the public shall have the option to make a delegation or presentation to a Standing Committee electronically or in person.
- Members of the public shall have the option to make a delegation or presentation to a Statutory Public meeting of Council electronically or in person.

Meeting Livestreams and Recordings:

- For public notice purposes, the location of the meeting published on the agenda shall note the physical location of the Clerk (or designate) during the meeting. Meeting conference details will be provided on agendas.
- Council and Standing Committee meetings currently livestream on the County's YouTube channel. In future, these meetings will livestream via a link on the County website, and the meetings (with the exception of Closed Sessions) will be recorded.
- A recording of an open session of a meeting shall be preserved for a time as determined by the Records Retention By-law, for the public record, and is available upon request.

### **Other Considerations**

The Board may wish to consider some variances from the County Council procedure as there are notable and important differences between the NCHC and the County. These differences include:

- Voluntary: in recognition that the NCHC Board of Directors is a volunteer board, there may be more flexibilities considered on attending in person, etc.
- Schedule: Based on the approved 2022 NCHC Board meeting schedule, meetings are scheduled for the last Wednesday of each month at 1:30 p.m. The Board may wish to consider NCHC Director's work requirements and the potential conflict of attending NCHC Board meetings in-person during work hours.
- Legislative Oversight: the NCHC is not legislatively required to adhere to Municipal Act requirements, as it is not considered a designated Local Board/Committee.





Based on the direction of the Board, staff will initiate a review of the corporate by-laws to ensure that the recommended meeting format is allowed within the by-laws, this may impact the timing for implementing hybrid meetings based on capacity to update by-laws and receiving County Council approval of by-laws in their role as sole shareholder.

### **Financial Impact**

N/A

### **Conclusion**

Staff recommend that the NCHC Board of Directors consider the information outlined in this report and determine the criteria and provisions for electronic participation at meetings, and/or the format(s) for hybrid meetings. It is further recommended that the Board of Directors direct County staff to initiate a review of corporate by-laws to include language to allow for hybrid meetings.