



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

**October 26, 2022**

**1:30 p.m. – 3:00 p.m.**

Northumberland County

Zoom Video Conference

<https://us06web.zoom.us/j/85166596785?pwd=SHpadHILekNub1IKNmXzMTNCYm54UT09>

Dial-in: (885) 703-8985

Meeting ID: 851 6659 6785

Passcode: 816972

- 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 October 26, 2022 meeting of the Northumberland County Housing Corporation Board of Directors be approved.”

- 4. Declaration of Interest**
- 5. Approval of Minutes**  
Minutes of September 28, 2022

Recommended Motion:

“**That** the minutes of the September 28, 2022 meeting of the Northumberland County Housing Corporation be approved.”

- 6. Elgin Park Redevelopment Update** (attached)  
Regine Climaco, Project Coordinator

Recommended Motion:

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

- 7. Quarter 3 Financial Update** (attached)  
Angie Turpin, Financial Services Planning Manager

Recommended Motion:

**“That** the NCHC Board of Directors receive the Quarter 3 Financial Update for information.”

- 8. Quarter 3 Capital Update** (attached)  
Brandon Upton, Facilities Manager

Recommended Motion:

**“That** the NCHC Board of Directors receive the Quarter 3 Capital Update for information.”

- 9. \*2022 Carry-over Recommendations** (attached)  
Rebecca Carman, Housing Services Manager

Recommended Motion:

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

- \$25,000 for the completion of the Facilities Management Standard Operating Procedures (SOP) Manual; and
- \$55,000 for the HVAC replacement at 45 Wellington Street; and
- \$10,000 for the HWT design at 43 Wellington Street; and
- \$20,000 for lift modernization design at 111 Front Street and 6 Percy Street.

**Further That** the NCHC Board of Directors authorize staff to amend these amounts based on any final invoices, prior to the Northumberland County Council deadline; and

**Further That** the NCHC Board of Directors refer these carryovers to County Council for approval as sole shareholder.”

- 10. Provincial Program Underspending Reallocation – Contingent Approval** (verbal)  
Rebecca Carman, Housing Services Manager

Recommended Motion:

**“That** the NCHC Board of Directors authorize any further allocations from Ontario Priorities Housing Initiative and/or Canada-Ontario Community Housing Initiatives

year 3 or 4 funding as identified by the Service Manager be approved and directed toward an appropriate capital project; and

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

**11. NCHC 2023 Budget** (to be circulated prior to meeting)

Angie Turpin, Financial Services Planning Manager

- NCHC 2023 Business Plan (attached)  
Rebecca Carman, Housing Services Manager
- Capital Plan Review (attached)  
Brandon Upton, Facilities Manager

Recommended Motion:

“**That** the NCHC Board of Directors receive the NCHC 2023 Business Plan and Capital Plan Review for information; and

**Further That** the Board approve the 2023 NCHC Budget as presented and referred to the Shareholder for consideration in the broader 2023 Northumberland County Budget.”

**12. New Business**

Gil Brocanier

**13. \*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(2.b) in order to address a matter pertaining to personal matters about an identifiable individual, including municipal or local board employees or tenants and that Lisa Horne, Rebecca Carman, Bill Smith, Brandon Upton, and Cheryl Sanders remain present; and

**Further That** the meeting is closed to the public as permitted under the Municipal Act Section 239(2.b) in order to address a matter pertaining to personal matters about an identifiable individual, including municipal or local board employees or tenants and that Lisa Horne, Rebecca Carman, Bill Smith, and Cheryl Sanders remain present;.”



#### **14. \*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 two confidential resolutions moved in Closed Session regarding personal matters about an identifiable individual, is hereby referred to the Board for adoption."

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

Wednesday, November 23, 2022

#### **16. Adjournment**

Recommended Motion:

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



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

**September 28, 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, Daniel Quesada-Rebolledo, Lindsey Reed, Lou Rinaldi, Anneke Russell.

**Board Members Present in Person:** Jennifer Moore, Councillor Gail Latchford

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

### **Staff:**

- Rebecca Carman, Housing Services Manager (Appointed by Board)
- Glenn Dees, Director of Finance / Treasurer
- Maddison Ellis, Deputy Clerk
- Cheryl Sanders, Deputy Clerk
- Bill Smith, Housing Services Operations Supervisor
- Brandon Upton, Facilities Manager
- Angie Turpin, Financial Planning Services Manager

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

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

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

Chair Gil Brocanier

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

**Moved by: Anneke Russell**

**Seconded by: Steve Gilchrist**

**"That** the agenda for the September 28, 2022 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 August 31, 2022

**Moved by: Neil Ellis**

**Seconded by: Jennifer Moore**

“**That** the minutes of the August 31, 2022 meeting of the Northumberland County Housing Corporation be approved.”

Disposition: **Carried**

**6. NCHC Board Meetings 2023 Schedule**

**Moved by: Steve Gilchrist**

**Seconded by: Neil Ellis**

“**That** the NCHC Board of Directors approve the proposed NCHC Board meeting schedule for 2023.”

Disposition: **Carried**

**7. Memo: County Council Representative Participation**

- Chair Gil Brocanier provided an overview of the correspondence.

**Moved by: Victor Fiume**

**Seconded by: Lou Rinaldi**

“**That** the NCHC Board of Directors receive the ‘County Council Representative Participation’ memo for information.”

Disposition: **Carried**

**8. Building Replacement Values – 2023 Renewal Direction**

- Rebecca Carman discussed anticipated increases to insurance premiums and the importance of ensuring NCHC is covered for full replacement value of its buildings.

**Moved by: Victor Fiume**  
**Seconded by: Cathy Borowec**

**“That** the NCHC Board of Directors direct staff to complete the 2023 insurance renewal ensuring that the highest building replacement value is utilized, be it the 2021 Building Condition Audit or the proposed value within the 2023 renewal package.”

Disposition: **Carried**

## **9. 2022 Strategic Priorities Status Update**

**Moved by: Anneke Russell**  
**Seconded by: Lou Rinaldi**

**“That** the NCHC Board of Directors receive the ‘2022 Strategic Priorities Status Update’ for information.”

Disposition: **Carried**

## **10. New Business**

- Chair Gil Brocanier gave notice to NCHC Directors that the October 26, 2022 Board meeting will include approval of the 2023 draft budget, and that it may be a long meeting.
- Angie Turpin confirmed that she will continue to be the financial contact during the next budget meeting.
- Council representatives will still be members of the board for the October 26<sup>th</sup> meeting; however, they will be unable to attend the November 23<sup>rd</sup> meeting. New Council representatives will be appointed on December 14<sup>th</sup>.
- Lindsey Reed requested that the Board consider discussing Christmas activities. Rebecca Carman noted that this is on staff’s radar.

## **11. Move to Closed Session**

**Moved by: Gail Latchford**  
**Seconded by: Neil Ellis**

**“That** the NCHC Board of Directors proceed with the next portion of the meeting, being closed to the public at 1:46 p.m.; 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

**Further That** the meeting is closed to the public as permitted under the Municipal Act Section 239 (2b) in order to address two matters pertaining to personal matters about an identifiable individual, including municipal or local board employees or tenants; and

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

Disposition: **Carried**

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

**Moved by: Victor Fiume**

**Seconded by: Gail Latchford**

"**That** the NCHC Board of Directors rise from Closed Session at 2:08 p.m.; and

**Further That** the three confidential resolutions moved in Closed Session regarding one property matter, and two personal matters about an identifiable individual are hereby referred to the Board for adoption.”

Disposition: **Carried**

## **13. Next Meeting**

- Wednesday, October 26, 2022, 1:30 p.m.

## **14. Adjournment**

- Meeting adjourned at 2:09 p.m.





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

**October 26<sup>th</sup>, 2022**

### **Elgin Park Construction Update**

**Prepared by:** Regine Climaco - Developmental Project Manager, Major Capital Projects, Public Works

#### **Issue**

The construction of the Elgin Park Affordable Housing Redevelopment commenced in January, 2022. Below is an update on construction progress to date.

#### **Recommendation**

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

#### **Background**

The NCHC and the County signed a contract with Dalren Limited on December 20, 2021 for the demolition of the existing 18 units located at 265-327 Elgin Street E in Cobourg, and the construction of 40 new units. The construction kick-off meeting was held on January 11, 2022 and the Contractor mobilized to site on January 17, 2022.

#### **Analysis**

To date, the first five (5) buildings have been demolished, with the four (4) remaining buildings still occupied. Site servicing works, including sanitary sewer, storm sewer, and watermain, have been completed. Building #2 foundations and backfilling were completed in September 2022 which marked the beginning of Building #2 above-ground work and framing. Framing for Building #2 is progressing. Building #1 excavation and mud slab were completed in early October, which will be followed by the remainder of foundation work for Phase 1.

Bi-weekly construction meetings are conducted with representatives from the County's Major Capital Projects (MCP) team, the Contract Administrator (Barry Bryan Associates), members of the Consulting Team (as required) and the Contractor (Dalren Limited) where site activities are discussed. Bi-weekly meetings are also held with representatives from the County's MCP team and the Contract Administrator to discuss and resolve any issues.



MCP communicates regularly with the County’s Housing Manager on construction progress and any information relevant for tenant relations.

The MCP team are working collaboratively with the Town of Cobourg Staff on all required permits and documentation as required as per the Development Agreement. In addition, the MCP team will be working closely with Town of Cobourg Staff to ensure any concerns that arise during construction are diligently resolved.

**Financial Impact**

Below is a summary showing all approved change orders (CO) to date:

Cumulative COs up to August 2022	\$ 200,319.68
CO#4 Electrical Sub-trade price increase	\$ 43,250.00
CO#5 SH Valve and Trim	\$ 5,401.97
CO#6 Molok to Earthbin modification	\$ 2,760.85
CO#7 Heat Pump Controls	\$ 11,350.50
CO#8 HRV and TH Heat pumps	\$ 27,929.70
CO#9 HP branch boxes	\$ 2,935.20
CO#11 NW Tree Removal	\$ 743.31
CO#12 remaining Daikin to MITS HPs	\$ 4,409.09
Total Approved Change Orders this period	\$ 98,780.62
Total Approved Change Orders to Date	\$ 299,100.30

Below is a summary showing the total construction budget (inclusive of contingency) and payments made to date (excluding HST):

Total Project Budget	\$16,768,623.00
Amount Paid to Date	\$ 2,239,803.00
Total Remaining in Construction Budget	\$14,528,819.00



Below is a summary showing the total soft cost budget (inclusive of contingency) and the payments made to date (excluding HST):

Total Soft Cost Budget	\$ 1,329,473.00
Amount Paid to date	\$ 538,684.00
Total Remaining Soft Cost Budget to date	\$ 790,790.00

### **Conclusion**

It is recommended that this report is received for information. Staff will bring a report to the NCHC Board every two months (or as required) to provide an update on the construction of the Elgin Park Affordable Housing Redevelopment.



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

**October 26, 2022**

### **2022 Projects update – 3<sup>rd</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.

#### **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 was expected to be around 18+ weeks. 2023 installation and construction are now expected. Delays have been realized with staffing issues at Engineered Air, TSSA Strike and longer manufacturing timelines.

**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 removal of the existing lift is starting in October with installation of the new lift to be completed by early November. TSSA has ended their strike, and inspectors are working again as of October 18, 2022. Savings are expected.

**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. Approximately 30 units have been renovated in 2022, an increase from 12-15 units in past years.

**7 Scriven and 41 Wellington Street Gas Furnace replacement** is nearly completed. By using in-house staff to complete the project high efficiency gas furnaces are costing approximately \$3,000 each after installation. Originally \$5,000 was budgeted for each furnace, meaning savings for the 23 furnaces are expected at \$40,000 - \$50,000.

**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. The original specification of the project has now been completed, and the contractor is working on some extra items at the two locations. 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. All doors have now been installed.

**43 Wellington Street and 2 Francis Street LED Lighting Replacement** is being completed on an on-going basis by qualified staff. 2 Francis is complete, and lights and materials have been purchased for 43 Wellington and are currently being installed.

**43 Wellington Hot Water Tank replacement design** is starting now. The mechanical consultant will be investigating two options: replacing the existing one gas fired HWT with two gas fired HWT, and the possibility of transitioning to two electric HWT. This is being considered due to escalating costs of gas hot water tanks, and a consideration for reducing GHG emissions. Electric hot water tanks are less expensive, do not require venting. Having two hot water tanks installed will create redundancy in the event one tank breaks down in the future.

**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 a parking lot expansion. The parking lot expansion would increase the number of parking spaces, add accessible parking and improve the fire route. Cobourg fire was consulted and are supportive, Cobourg building and planning department has been contacted to better understand the requirements. Facilities will be working closely with all parties to continue the design and approval process over the winter months, with construction planned for 2023.



## **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.

## **Financial Impact**

2022 capital projects are on budget and proceeding as planned. COVID-19 is now less of a factor, but supply chain issues are a big issue moving forward. Financial impacts are expected to be offset with project savings, based on pricing being seen to date. Some projects will be cancelled or differed based on available capital budget money.

## **Conclusion**

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



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

**October 26, 2022**

### **2022 Carry-overs**

**Prepared by:** Rebecca Carman, Housing Services Manager and Brandon Upton, Facilities Manager

### **Issue**

There are a number of projects that are ongoing and require that the budgets associated with them be carried over into the 2023 fiscal year.

### **Recommendation**

It is recommended that the NCHC Board of Directors approve \$110,000 carryovers as outlined below:

1. \$25,000 for the completion of the Facilities Management Standard Operating Procedures (SOP) Manual
2. \$55,000 for the HVAC replacement at 45 Wellington Street
3. \$10,000 for the HWT design at 43 Wellington Street
4. \$20,000 for lift modernization design at 111 Front Street and 6 Percy Street

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.

### **Background**

Projects are delayed in any given fiscal years for a variety of reasons, as a result County departments and the NCHC are able to request budgetary carry-overs for projects slated in the current fiscal year for continuation/completion in the next fiscal years.

### **Analysis**

Throughout 2022, most projects have been successfully executed. The following projects require a carryover into 2023 to complete the project.

1. SOP Manual



This project has been delayed due to a lack of responses to the posted Request for Proposals. Staff are currently working with external consultants to determine if there are options for the completion of this project over 2023.

2. HVAC replacement at 45 Wellington Street

Project will be completed in 2023 with in-house staff. Delays have been realized with staffing issues at Engineered Air, TSSA inspector strike and increases manufacturing timelines.

3. HWT design at 43 Wellington Street

The design process has started with the mechanical consultant but will not be completed until early 2023.

4. Lift modernization design at 111 Front Street and 6 Percy Street

Design money will be used in 2023 with the lift modernization project at both locations for project management and inspections.

### **Financial Impact**

Proposed projects for a carry-over into 2023 were contemplated and budgeted for within the original 2022 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 \$90,000 carryover requests as outlined above.



# Northumberland County Housing Corporation 2023 Business Plan

The strategic priorities of the Northumberland County Housing Corporation (NCHC) are guided by the 2023-2027 Strategic Plan and align to the corporate vision, mission, and values. The direction of the NCHC continues to evolve and grow to meet the needs in the community and serve Northumberland County's strategic priorities and plans.

The NCHC regularly assesses its progress in implementing the strategic priorities outlined in the 2023-2027 Strategic Plan. The Officer provides quarterly updates to the Board on Strategic Plan progress, on an annual basis the NCHC releases an Annual Report that is shared with County Council as shareholder, and the broader community. The annual business plan is completed as part of the annual budget process and will establish implementation objectives for the coming year. Over 2023, the NCHC will strive to make progress in the following areas:

## **Improve Tenant Experience**

### **Objective 1.1. Tenancies are well management and vulnerable tenants have successful tenancies**

- Formal adoption of the Eviction Prevention Policies.
- Tenant lease updated to include mandatory tenant insurance.
- Continue developing relationships and partnerships with community organizations to support people at risk of homelessness to remain housed.

### **Objective 1.2. Promote equity, diversity and inclusions and raise awareness to inform and enhance services**

- Develop training plan to support the NCHC Board of Directors and key staff to support decision making and delivery of programming grounded in equity, diversity and inclusion.
- Consider required resources to support the implementation of this advisor and identify funding strategy for this work.

### **Objective 1.3. Tenants are engaged and receive timely and proactive communications**

- Finalize standard operating procedure for the display of information on Electronic Messaging Boards.
- Develop a tenant communications protocol establishing clear standards for proactive communications on matters that impact tenants that will apply across the Corporation.

### **Objective 1.4. Promote tenant engagement and participation activities**

- Develop and implement a fulsome tenant relation program schedule across all communities.
- Seek tenant feedback on the type of tenant relations activities that are needed through informal feedback from programming participants.
- Provide more information on community activities using expanded communication channels including electronic messaging boards.

### **Objective 1.5. Provide quality housing and customer service**

- Finalize and implement the application process for market rent units at Elgin Park and accessible units.
- Continue to implement legislative changes to rent-geared-to-income, including RGI simplification and asset limits while supporting tenants.
- Initiate the development of service level standards for customer service, including in areas such as response times, tenant relations, after hours services, case notes/documentation, etc.
- Support tenants through technological changes to services, including banking options and automated laundry systems.

## **Expand and Grow the NCHC Portfolio**

### **Objective 2.1. Revitalization, renewal and implementation of new development**

- Support tenants in relocation from Phase 2, Elgin Park to permanent housing options.

### **Objective 2.2. Leverage funding, financing and partnership opportunities to provide more homes**

- Continue development work of 473 Ontario Street with project partners, including pre-construction work through design activities.
- Continue working with the County and member municipalities to identify future sites for NCHC growth across the County.
- Work toward identifying an additional site to develop a shovel-ready, funding-ready project for NCHC growth.
- Support provincial advocacy efforts to increase understanding of the local housing corporation model and the important role we play in our local communities.

### **Objective 2.3. Explore tools and mechanisms that will position NCHC to grow**

- With Northumberland County Finance Department initiate the creation of a capital reserve strategy, as according to the County's corporate reserve policy to support NCHC new developments.

## **Extend and Improve the Useful Life of NCHC Assets**

### **Objective 3.1. Development of a Strategic Asset Management Plan**

- Adopt the Strategic Asset Management Plan for the NCHC as part of the County's Community Housing Master Plan.
- Review the 10-year capital plan with Building Condition Audit data to confirm maintenance priorities over the next several years.

### **Objective 3.2. Improve housing conditions to support health and wellbeing**

- Begin implementing the use of AssetPlanner technology to update, track and monitor the state of capital repair.
- Continue to implement the annual capital plan as outlined in the 10-year capital plan and BCA data.
- Continue implementing the policy for Unit Turnover to ensure ongoing condition of unit renovations.

### **Objective 3.3. Improve standard and delivery of maintenance services**

- Initiate the development a full Standard Operating Procedure Manual for Facilities Management.
- Establish reporting processes to demonstrate budget savings/cost reductions as a result of the 2021 Facilities Department request for additional staff.
- Provide cross-departmental training to Facilities and Housing teams to support responses on site, including specific training for Facilities staff on issues relating to housing matters and supports required by tenants.

## **Strengthen Governance**

### **Objective 4.1. Demonstrate to the County and public what we are doing to manage the NCHC and its operating**

- Initiate the implementation of the 2023-2025 strategic plan and adhere to reporting requirements within the plan.

- Begin working with the County's Communication department to develop a strategy for reporting and communicating progress and achievements within the strategic plan.

#### **Objective 4.2. Strengthen the role of the Board to support effective governance**

- Complete review of corporate by-laws and implement changes including meeting format and terms of director-held officer positions.
- Approve the full revised NCHC Policy Manual and ensure policies are posted online.

#### **Objective 4.3. Maintain highest corporate management practices to ensure accountability and transparency**

- Review current public reporting practices and determine additions or changes that are needed.
- Provide Board of Directors education and training on the Code of Conduct, including declaring conflicts of interests.
- Consider improvements to the posting of public information from an accessibility lens and support efficiencies for staff uploading information.
- Initiate a compliance review for the NCHC to requirements outlined in the *Housing Services Act, 2011*.

#### **Objective 4.4. Ensure effective board succession planning**

- Initiate the development of a Board succession plan to ensure continuity, diversity and the skills-based board is maintained.
- Establish standard definitions of terms for director-held officer positions.

### **Build and Strengthen the NCHC Profile**

#### **Objective 5.1. Implement a framework for organizational communications**

- Begin working toward an increased presence on the County website and consider if a separate landing page is required.
- Implement a protocol and procedure for communicating with tenants under the new NCHC logo.
- Begin working on a protocol for public relations, identifying communication approaches and a social media protocol for responding to inquiries relating to the NCHC.

## **Objective 5.2. Action our brand mission, vision and values through community engagement**

- Work toward implementing strong tenant communication policies and processes to respond to tenant complaints and concerns.
- Seek out opportunities for Board members and key staff members to model the NCHC brand through community action.
- Ensure progress on Elgin Park Redevelopment is communicated to the public and community.