



Expiry of Operating Agreements (EOA) Peer Exchange Innovation Forum

Location: Champagne Ballroom, Toronto Novotel, 45 the Esplanade, Toronto

At this forum, service managers, housing providers, boards, housing administrators and decision makers from across Ontario have come together to exchange information, learn from housing organizations, share practices and build our collective capacity to address the issues and opportunities in planning for a post-expiry environment.

A very special thank you to the members of the Service Manager Housing Network (SMHN) EOA Working Group, whose guidance, participation and support helped to shape the content for this event.

FORUM PROGRAM

THURSDAY, APRIL 6, 2017

9:00 a.m.- 9:30 a.m.

Registration, Light Breakfast and Networking

9:30 a.m.- 9:40 a.m.

Welcome and Opening Remarks

- **Judy Lightbound**, Chief Operating Officer, Housing Services Corporation
- **Arfona Zwiers**, Director, Social Housing, County of Simcoe, Social and Community Services Division. **Event Moderator**

9:40 a.m.- 11:00 a.m.

Theme 1: Housing Providers- Our Story

Description

In this session you will hear from three types of housing providers in different parts of Ontario about their planning for the expiry of operating agreements and end of debentures. Speakers will explain how they are thinking about their portfolios and their current business challenges and directions. They will also discuss considerations for working with providers, and share their thoughts on how they're managing people and properties now in order to position themselves well for the future.

Presenters:

- **Darlene Cook**, General Manager/CEO, Peterborough Housing Corporation
- **Barbara Fawcett**, Housing Manager, Haliburton Community Housing Corporation
- **Melanie McAulay**, Executive Director, Sacajawea Non-Profit Housing Inc.

11:00 a.m. - 11:10 a.m.

Break

FORUM PROGRAM

THURSDAY, APRIL 6, 2017

11:10 a.m.- 12:30 p.m.

Description

Theme 2: Planning and Preparing for Expiry of Operating Agreements

Find out from housing administrators about approaches to navigate the world of expiry of operating agreements in local communities. Speakers will address the pragmatic EOA considerations, strategy development, building capacity, how to bring stakeholders on board and where they currently are in the process.

Presenters:

- **Kelly Black**, Social Housing Manager, District of Timiskaming Social Services Administration Board
- **Sheldon Laidman**, Director, Housing & Social Services Department, City of Kingston
- **Olga Tasci**, Director of Operations, The Agency for Co-operative Housing

12:30 p.m. – 1:30 p.m.

Lunch and Networking

1:30 p.m.- 2:50 p.m.

Description

Theme 3: Engagement and Consultations

Whether you are far along in your implementation of an EOA plan or just starting off the blocks, engagement and consultations is likely to be one of the methods that you will need to consider. Speakers will present on the processes they have used to engage with a range of stakeholders from housing providers, to council, to Boards and community partners. You will learn how an approach to engagement can build partnerships, develop relationships and shape your thinking and planning process for EOA.

Presenters:

- **Henry Wall**, Chief Administrative Officer, Kenora District Services Board
- **Lisa Goodfellow**, Program Manager, Social Housing, City of Ottawa
- **Maria Varlokostas**, Manager, Shelter, Support & Housing Administration
Margaret McCutcheon, Housing Consultant, Shelter, Support & Housing Administration, City of Toronto

2:50 p.m. – 3:00 p.m.

Break

3:00 p.m.- 4:00 p.m.

Description

Theme 4: Financing and Legal Considerations

The expiry of operating agreements signals a sea change for both providers and housing administrators. While there is no easy fix, there are a variety of options to remain financially viable and to continue to provide housing to low income households. Some of the options may have legal implications. Speakers in our final theme will provide valuable information from two perspectives: 1) financing, and 2) legal considerations.

Presenters:

- **Daniel Bragagnolo**, Director, Commercial Mortgages, First National
- **John Fox**, Lawyer, Robins Appleby LLP

4:00 p.m.

Closing Remarks and Forum Evaluation

Forum Speakers Bios:

Barbara Fawcett: For almost 18 years of managing Haliburton Community Housing Corporation (HCHC), a rural non-profit housing provider with 95 apartments in 2 buildings in Haliburton, Barbara has worked with her Board of Directors to provide quality, affordable housing to seniors and single, younger individuals. With over 400 households waiting for housing, and few options for rental accommodation in the entire County, the uncertainty of the future of social housing is of great concern to Barb and her Board.

Daniel Bragagnolo: Recognized as an affordable housing expert, Daniel is a sought-after speaker about issues and opportunities in the sector. Daniel has set many financing precedents for the sector. The ability to reference those precedents, combined with his deep knowledge of the sector's intricacies, has allowed him to advise many providers who are refinancing properties for the first time in 40 – 50 years. For Daniel, every affordable housing scenario is unique. His approach focuses on a progressive discovery process, where he identifies the best options for clients. As an advisor, Daniel works with providers to figure out their business plans and then connects them to the right team of professionals to get the job done. Working with Daniel, providers benefit from strong connections with all levels of government, a simplified financing process and transparency in terms of financing possibilities.

Darlene Cook has been the General Manager/CEO, of Peterborough Housing Corporation (PHC) and its development subsidiary, Finally A Home, for the past 17 years. PHC owns and manages 1054 units of social and affordable housing, over 300 rent supplement agreements with private landlords, and manages the centralized waiting list on behalf of the service manager. PHC has undergone a business transformation, beginning with a new vision for its staffing structure. At the same time PHC has developed a new 10-year plan to guide the future of its current physical assets and set goals for what future assets will be needed. Darlene began her career in health sciences, working both in the public health and college sectors for almost 20 years. She is the past board and executive member of ONPHA, and past Executive Director of the Chartered Institute of Housing, Canada.

Henry Wall is the Chief Administrative Officer for the Kenora District Services Board. He is focused on bringing stability to the delivery of housing, human and emergency Services in the Kenora District and instilling confidence and trust in their community partners. Henry started his public sector career in northern Ontario nearly ten years ago. Prior to joining the Kenora District Services Board, Henry worked as the treasurer for the Municipality of Sioux Lookout for nearly seven and half years. Henry's interest in the Public Sector came during his time at Mount Allison University while he was completing his Bachelor of Commerce and Economics degree under the mentorship of Dr. Craig Brett, Dr. Frank Strain and Dr. Niels Anthonisen. Prior to going to university, Henry trained and worked in the forest industry as a licensed lumber inspector. Henry's leadership philosophy is simple: with strong vision, collective-forward thinking and engaged employees, any organization can achieve great success.

John Fox is a lawyer and partner at Robins Appleby LLP, a Toronto law firm. He has extensive experience in housing gained through his work as General Counsel (Development) and Vice President, Development of Toronto Community Housing. He was responsible for TCH's development mandate, including Regent Park and Lawrence Heights. John negotiated joint ventures, construction contracts, and funding agreements among other things, and was responsible for advising the Corporation with respect to its obligations under the SHRA at the time. Since returning to private practice, he works with housing providers and service managers seeking to find creative ways to meet their housing objectives against a backdrop of declining funding. He also represents private clients developing real estate assets directly and through joint ventures and has expertise in real estate, brownfields, housing, construction and procurement. In 2007, John was recognized by Lexpert Magazine as one of Canada's top 40 lawyers under 40.

Forum Speaker Bios:

Kelly Black is the Manager of Housing for the District of Timiskaming Social Services Administration Board. She is also on the Board of Directors of the Ontario Non-Profit Housing Association. Kelly participated on the Service Manager Housing Network (SHMN) working group for EOA and will use the tools developed in collaboration with Ontario Municipal Social Services Association and HSC as she navigates her way through EOA. Kelly will speak about her vision of Expiry of Operating Agreements. Education, communication and collaboration are the focus of Kelly's strategy in planning for EOA. Kelly looks at EOA as an opportunity to influence positive change to better meet the housing needs of people residing in communities in Timiskaming.

Lisa Goodfellow is the Program Manager of Social Housing within the City of Ottawa and former Senior Program Administrator of the Social and Affordable Housing Unit for the last 15 years. She has a 30 year career in the housing sector. Lisa is responsible for the administration and oversight of social and affordable housing programs-post development, including non-profits, cooperatives, and the coordinated access system. This has involved overseeing legislative requirements and operating agreements, along with developing, implementing, monitoring and auditing housing policy and programs. Lisa has been actively engaged with both local and provincial housing stakeholders to review and develop progressive housing policy. Prior to working with the City of Ottawa, Lisa worked within the private housing sector in a variety of positions including: Property Manager, Certified Real Estate Appraiser, and Mortgage Underwriter, all within both the residential and commercial real estate sector. Lisa holds a Bachelor of Commerce, Honours Degree and has obtained a Certified Real Estate Appraiser designation.

Margaret McCutcheon is a Housing Consultant in the City of Toronto's Shelter, Support and Housing Administration. Since joining the Division in 2013, she has worked on projects to respond to changes in the social housing sector, including strategies to address end of operating agreements, new quality standards for social housing, and housing benefit administration and design.

Melanie McAulay is Anishinaabe of the Mississaugas of the New Credit Reserve (mother's band), father's band (Six Nations). She is a wife of 36 years, mother of 2 children and has one granddaughter. She has been employed at Sacajawea for 24 years. Melanie sits on the Hamilton Executive Directors Aboriginal Coalition as treasurer and is a member of the Housing and Homelessness Planning committee in the City of Hamilton.

Olga Tasci is the Director, Operations at the Agency for Co-operative Housing, a non-profit co-op responsible for administering federal co-op housing programs for CMHC. Over the last 10 years, she led the development of the Agency's bespoke information system, the driver of the Agency's innovative data-driven and risk-based approach. HomeRun, a web-based prototype benchmarking and best practice service for housing co-ops, is one of her most recent achievements.

Sheldon Laidman is currently the Director of the Housing and Social Services Department for the City of Kingston, which oversees housing programs, homelessness programs, Ontario Works, and children's services for both the City and the County of Frontenac. Sheldon has over 20 years experience in the Ontario municipal sector, primarily in planning. He has also worked in Vermont and Florida.