



## **Sault Ste. Marie Housing Corporation**

### ***REGULAR MEETING AGENDA***

*Sault Ste. Marie Housing Corporation*  
May 15, 2025

#### **1. CALL TO ORDER**

#### **2. LAND ACKNOWLEDGEMENT**

I acknowledge, with respect, that we are in Robinson-Huron Treaty territory, that the land on which we are gathered is the traditional territory of the Anishinaabe and known as Bawating. Bawating is the home of Garden River First Nation, Batchewana First Nation, and the Historic Sault Ste. Marie Metis Council.

#### **3. APPROVAL OF AGENDA**

##### **Resolution #25-029**

Moved By: M. Mageran

Seconded By: S. Spina

- 3.1 “**BE IT RESOLVED THAT** the **Agenda for the May 15, 2025** Sault Ste. Marie Housing Corporation Board meeting be approved as presented.”

#### **4. DECLARATIONS OF PECUNIARY INTEREST**

#### **5. APPROVAL OF PREVIOUS MINUTES**

##### **Resolution #25-030**

Moved By: R. Zagordo

Seconded By: M. Bruni

- 5.1 “**BE IT RESOLVED THAT** the **Minutes** from the Sault Ste. Marie Housing Corporation Board meeting dated **April 17, 2025**, be adopted as recorded.”

## **6. MANAGER'S REPORTS**

### **CORPORATE SERVICES**

#### **Resolution #25-031**

Moved By: L. Vezeau-Allen

Seconded By: A. Caputo

- 6.1 **"BE IT RESOLVED THAT** that the Sault Ste. Marie Housing Corporation (SSMHC) accepts the 2025 Q1 Financial Update as information."

### **ADMINISTRATION**

#### **Resolution #25-032**

Moved By: S. Spina

Seconded By: M. Mageran

- 6.2 **"BE IT RESOLVED THAT** the Sault Ste. Marie Housing Corporation (SSMHC) award the SSMHC Operational Efficiency Review Request For Proposal (RFP) to StrategyCorp Inc. for \$100,000 plus applicable HST using SSMHC reserves."

#### **Resolution #25-033**

Moved By: S. Spina

Seconded By: L. Vezeau-Allen

- 6.3 **"BE IT RESOLVED THAT** the Sault Ste. Marie Housing Corporation (SSMHC) now move into a closed session for a legal update."

#### **Resolution #25-034**

Moved By: S. Spina

Seconded By: M. Mageran

- 6.4 **"BE IT RESOLVED THAT** the Sault Ste. Marie Housing Corporation (SSMHC) now return to an open session."

## **7. OTHER BUSINESS**

## **8. CORRESPONDENCE**

## **9. ADJOURNMENT**

#### **Resolution #25-035**

Moved By: R. Zagordo

Seconded By: M. Bruni

- 9.1 **"BE IT RESOLVED THAT** we do now adjourn."



## **Sault Ste. Marie Housing Corporation**

### ***REGULAR MEETING Minutes***

*Sault Ste. Marie Housing Corporation*

April 17, 2025 4:30pm

**Present:**

Stephanie Hopkin  
Sonny Spina  
Lisa Vezeau-Allen  
Marchy Bruni  
Ron Zagordo (Virtual)

Mike Nadeau  
Dave Petersson  
Louie Bruni  
Kim Mitchell  
Katie Kirkham  
Catherine Taddo

Joanne Pearson  
Pam Patteri  
Tanya Ritter  
Riley Barsanti  
Antonio Borrelli  
Crystal Wells

**Absent:** Angela Caputo  
Melanie Mageran

#### **1. CALL TO ORDER**

#### **2. LAND ACKNOWLEDGEMENT**

I acknowledge, with respect, that we are in Robinson-Huron Treaty territory, that the land on which we are gathered is the traditional territory of the Anishinaabe and known as Bawating. Bawating is the home of Garden River First Nation, Batchewana First Nation, and the Historic Sault Ste. Marie Metis Council.

#### **3. APPROVAL OF AGENDA**

##### **Resolution #25-024**

Moved By: L. Vezeau-Allen

Seconded By: S. Spina

**CARRIED**

- 3.1 **"BE IT RESOLVED THAT the Agenda for the April 17, 2025 Sault Ste. Marie Housing Corporation Board meeting be approved as presented."**

#### **4. DECLARATIONS OF PECUNIARY INTEREST**

#### **5. APPROVAL OF PREVIOUS MINUTES**

**Resolution #25-025**

Moved By: S. Spina

Seconded By: M. Bruni

**CARRIED**

- 5.1 “**BE IT RESOLVED THAT** the **Minutes** from the Sault Ste. Marie Housing Corporation Board meeting dated **March 20, 2025**, be adopted as recorded.”

**6. MANAGER’S REPORTS**

**CORPORATE SERVICES**

**Resolution #25-026**

Moved By: L. Vezeau-Allen

Seconded By: R. Zagordo

**CARRIED**

- 6.1 “**BE IT RESOLVED THAT** the Sault Ste. Marie Housing Corporation (SSMHC) adopt and adhere to the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) procurement policy and any updates as they are approved in the future.”

**OPERATIONS**

**Resolution #25-027**

Moved By: S. Spina

Seconded By: M. Bruni

**CARRIED**

- 6.2 “**BE IT RESOLVED THAT** the Sault Ste. Marie Housing Corporation (SSMHC) approves a one-time bridge funding allocation of up to \$65,000 for the Affordable Home Ownership Program (AHOP) bridge funding, to be drawn from the Sault Ste. Marie Housing Corporation’s AHOP reserve funds to the District of Sault Ste. Marie Social Services Administration Board.”

**7. NEW BUSINESS**

**8. ADJOURNMENT**

**Resolution #25-028**

Moved By: R. Zagordo

Seconded By: M. Bruni

**CARRIED 4:37pm**

- 8.1 “**BE IT RESOLVED THAT** we do now adjourn.”



## Sault Ste. Marie Housing Corporation

### SSMHC BOARD REPORT

**AUTHOR:** David Petersson, CFO

**DATE:** May 15, 2025

**RE:** 2025 Q1 Financial Update

#### RECOMMENDATION

**BE IT RESOLVED** that the Sault Ste. Marie Housing Corporation (SSMHC) accepts the 2025 Q1 Financial Update as information.

#### BACKGROUND INFORMATION

The Sault Ste. Marie Housing Corporation operating and capital budget was approved at the November 14, 2024, Board meeting.

#### SUMMARY/OVERVIEW

Summarized below is the financial spend for the first quarter ending March 31, 2025 (Q1).

SAULT STE. MARIE HOUSING CORPORATION (SSMHC)					
Year-to-Date (YTD) - March 31, 2025					
Account Title	YTD	Budget	Remaining \$	Remaining %	
Materials and Services (Sch. A)	\$ 1,270,202.97	\$ 3,450,000.00	\$ 2,179,797.03		63.18%
Utilities	\$ 675,301.36	\$ 2,240,000.00	\$ 1,564,698.64		69.85%
Other Property Related	\$ 506,413.11	\$ 1,681,630.40	\$ 1,175,217.29		69.89%
Corporate Costs	\$ 41,757.68	\$ 158,000.00	\$ 116,242.32		73.57%
Mortgage and Insurance	\$ 454,470.34	\$ 1,824,577.00	\$ 1,370,106.66		75.09%
Capital Reserve Contribution	\$ 66,930.00	\$ 267,700.00	\$ 200,770.00		75.00%
Capital Items	\$ 1,067,873.00	\$ 1,447,000.00	\$ 379,127.00		26.20%
	\$ 4,082,948.46	\$ 11,068,907.40	\$ 6,985,958.94		63.11%
YTD Target >					75.00%

Comments on the above include:

- Materials and Services (Sch. A)
  - Snow Plow and Removal - the entire annual budget has been spent in the first three months of the year due to higher-than-normal snow accumulation (we are \$82,000 over budget).
- Utilities

**RE: 2025 Q1 Financial Update**

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- Higher utilities costs during the winter months. Expect cost to level out through the spring and summer months.
- Other Property Related
  - Paid \$52K property tax bill at 540 Albert Street East (not budgeted).
  - Paid the annual parking for 548 Albert Street East.
  - Higher than expected collections expense (we have already expensed 70% of the budget line). Fees paid when collection has been made.
    - Credit Bureau charges 30% commission fees on amounts collected
- Capital items
  - \$1,066,448.98 carried forward from 2024 capital allotment (mostly due to 615 Bay Street window renovations being a multi-year project).
  - \$2,513,448.98 is the new budget we are managing within and is comprised of \$1,447,000 (2025) + \$1,066,448.98 (2024).

SAULT STE. MARIE HOUSING CORPORATION (SSMHC)					
Year-to-Date (YTD) - March 31, 2025					
Schedule A	YTD	Budget	Remaining \$	Remaining %	
Moveout Operating	\$ 188,976.44	\$ 818,000.00	\$ 629,023.56		76.90%
Building Maintenance	\$ 325,517.27	\$ 1,390,000.00	\$ 1,064,482.73		76.58%
Life Safety Systems	\$ 34,463.84	\$ 150,000.00	\$ 115,536.16		77.02%
Waste Removal	\$ 30,877.67	\$ 155,000.00	\$ 124,122.33		80.08%
Building Equipment	\$ 20,752.03	\$ 142,000.00	\$ 121,247.97		85.39%
Grounds Services	\$ -	\$ 92,000.00	\$ 92,000.00		100.00%
Vehicle	\$ 5,356.88	\$ 33,000.00	\$ 27,643.12		83.77%
Snow Plow and Removal	\$ 656,974.07	\$ 575,000.00	\$ (81,974.07)		-14.26%
Building Security	\$ 7,284.77	\$ 95,000.00	\$ 87,715.23		92.33%
	\$ 1,270,202.97	\$ 3,450,000.00	\$ 2,179,797.03		63.18%
YTD Target >					75.00%

**STRATEGIC PLAN IMPACT**

The Corporate Services division provides ongoing support to the entire organization. We strive to line up our requirements, processes, and procedures with those of each divisional program's objectives and ensure alignment with the three pillars of the Strategic Plan, including Organization Excellence, Service Delivery, and Community Partnerships.

**FINANCIAL IMPLICATIONS**

Through Q1, other than the Snow Plow and Removal line, there is no financial impact with this report as no changes to the approved budget have been requested. We will

**RE: 2025 Q1 Financial Update**

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continue to monitor throughout the year and advise the Board of any recommended changes.

**CONCLUSION.**

Working closely with the SSMHC team, we will continue to monitor the spend and aim to keep costs in line with the approved budget.

Respectfully submitted,

A handwritten signature in blue ink, appearing to be 'David Petersson', with a long horizontal stroke extending to the right.

David Petersson, CFO

## **Sault Ste. Marie Housing Corporation**

### **SSMHC BOARD REPORT**

**AUTHOR:** Mike Nadeau

**DATE:** May 15, 2025

**RE:** SSMHC Operational Efficiency Review

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#### **RECOMMENDATION**

**BE IT RESOLVED THAT** the Sault Ste. Marie Housing Corporation (SSMHC) award the SSMHC Operational Efficiency Review Request For Proposal (RFP) to StrategyCorp Inc. for \$100,000 plus applicable HST using SSMHC reserves.

#### **BACKGROUND INFORMATION**

The operational costs associated with SSMHC have increased significantly over the past 5 years. Cost increases experienced during the pandemic have significantly impacted the SSMHC budget as it relies heavily on third party contractors, skilled trades, goods and services to maintain its operations. Additionally, community and system pressures related to homelessness, mental health and substance misuse, delays within the Landlord Tenant Board require more staff time, which impact operational efficiency.

The SSMHC operating model has largely remained the same even though the needs of tenants, technology and cost of service have changed significantly. As a result, the Senior Leadership Team determined that an operational review of the SSMHC would be beneficial to identify what is working well, opportunities for improvement and efficiency.

#### **SUMMARY/OVERVIEW**

On March 25, 2025, an RFP was posted on MERX under the following scope:

The following is a list of the Services that have been identified as requirements for the duration of the agreement; however, a Proponent may see instances where Social Services has not addressed a particular need for service and could suggest additional services to include in this RFP.

The review shall include or have the ability to accommodate the following:

- Effective use of third-party contractors (asset/unit repairs and maintenance, janitorial, lawn care, snow removal, other)
- Staffing model,
- Resource allocation and budgeting,



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- Procurement methodologies,
- Approaches and methods to achieve better outcomes and cost controls,
- Energy efficiency and program monitoring,
- Rental collection methods and tenant arrears,
- Inventory controls,
- Asset management,
- Other as jointly determined with the successful consultant.

Nine proposals were received and evaluated by the proposal evaluation consisting of:

1. The CEO
2. The COO
3. The Finance Manager and;
4. The SSMHC Operations Manager

Submissions were evaluated and scored independently, and the top three proponents were short listed and invited to a virtual interview where they could introduce their team and experience, present their approach to the project and answer questions related to their proposal.

Company	Lump Sum Price (excluding hst)	Points of Consideration
Barrington	\$60,000-\$100,000 + hst pending agreed scope of work	<ul style="list-style-type: none"><li>• Public sector experience, however no Ontario experience.</li><li>• Costing was not specific</li><li>• Little direct review of municipal government and/or housing providers operational review experience</li><li>• No Ontario legislative knowledge</li><li>• Well written and easy to read proposal</li><li>• Concise solutions and approach to work</li></ul>
Optimus sbr	\$89,988 + hst	<ul style="list-style-type: none"><li>• Extensive experience in public sector services, demonstrating a deep understanding of the sector's complexities and challenges.</li><li>• Understand the project scope and goals very well</li><li>• Well-established organization with a depth of team.</li><li>• Meet the requirements outline in the RFP.</li><li>• Didn't present or speak to implementation plan or future state roadmap</li></ul>
StrategyCorp	\$100,000 + hst	<ul style="list-style-type: none"><li>• Extensive experience in public sector services, demonstrating a deep understanding of the sector's complexities and challenges.</li></ul>

		<ul style="list-style-type: none"><li>• Understand the project scope and goals very well.</li><li>• Presented peer operational reviews and fiscal outcomes achieved.</li><li>• Well-established organization with a depth of team.</li><li>• Meet all requirements outline in the RFP.</li><li>• Included an implementation plan and spoke of implementation roadmap support if needed</li><li>• Offered unique approaches to the solution that demonstrated a deeper understanding of the housing challenges and presented through a ROI.</li></ul>
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At the conclusion of the interviews, the evaluation committee unanimously agreed that StrategyCorp Inc. presented the most comprehensive plan and approach and recommends proceeding with agreement.

### **FINANCIAL IMPLICATIONS**

The Operational Efficiency Review will cost (\$100,000 plus hst) and it is recommended the board use SSMHC reserves to cover. Ideally this review will identify a new approach to work and an operational structure that will result in a full return on investment overtime.

### **CONCLUSION**

It is the recommendation of the RFP evaluation committee that StrategyCorp Inc. be awarded the contract for \$100,000 plus applicable hst.

Respectfully submitted,

Mike Nadeau