



City of  
**Peterborough**

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**TO:** Members of the Budget Committee

**FROM:** Brian W. Horton, Chief Administrative Officer

**MEETING DATE:** November 25, 2013

**SUBJECT:** Report CAO13-016  
The Mount Community Centre's \$1.M Request for City Funding

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## **PURPOSE**

A report to inform Council that representatives from The Mount Community Centre will attend the November 26 Budget Committee meeting to ask Council to provide a \$1.0 million capital contribution, in five \$200,000 annual instalments beginning in 2014, to assist in the redevelopment of the former Mount St. Joseph property at 1545 Monaghan Road.

## **RECOMMENDATION**

That Council approve the recommendation outlined in Report CAO13-016, dated November 25, 2013, of the Chief Administrative Officer, as follows:

That The Mount Community Centre's presentation made to the November 26, 2013 Budget Committee seeking \$1.0 Million capital funding from the City in five \$200,000 annual instalments to assist in the redevelopment of the former Mount St. Joseph property at 1545 Monaghan Road be referred to City staff for review and a report back to Council in early 2014 on whether funding should be provided and from where the funds would come.

## **BUDGET AND FINANCIAL IMPLICATIONS**

No funds have been identified in the 2014 draft City Capital Budget for this project. If, after the recommended detailed staff review, staff recommend the project be funded as requested, a funding source for 2014 and subsequent years will be identified.

## **BACKGROUND**

Representatives from The Mount Community Centre (TMCC) will attend the November 26 Budget Committee meeting to ask Council to provide a \$1.0 million capital contribution, in five \$200,000 annual instalments beginning in 2014, to assist in the redevelopment of the former Mount St. Joseph property at 1545 Monaghan Road.

Some history and details of the plan redevelopment have been provided by TMCC in the attachment appended to this report.

It is recommended the request be referred to City staff for further review and a report early in 2014 as to whether funding should be provided and from where the funds should come.

Submitted by,

Brian W. Horton  
Chief Administrative Officer

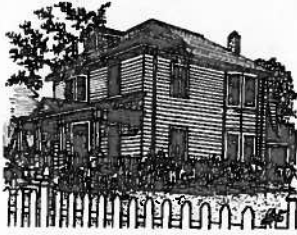
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Attachment:

The Mount Community Centre Request for Funding Document

# STEPHEN P. KYLIE

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November 2, 2013

## **Privileged and Confidential**

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Chief Administrative Officer  
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Dear Mr. Horton:

**Re: Report CAO13-016**  
**The Mount Community Centre's \$1.M Request for City Funding**

Further to previous conversations, please find enclosed a fully executed copy of the Request for City Funding and Schedules with respect to the above captioned matter.

Thank you for your assistance,

Yours very truly .

Stephen P. Kylie  
SPK/dk



P.O. Box 1900, Peterborough, ON K9J 3K4  
themountpeterborough@gmail.com

**To:** Members of Peterborough City Council Budget Committee

**From:** The Mount Community Centre Board of Directors – Stephen Kylie, John Martyn, Jim Russell, Lois Tuffin, Catherine Dickinson, Su Musclow, Bill Pyle, Bob Fisher, Sister Joan Driscoll, Michael van der Herberg

**And From:** The Peterborough Poverty Reduction Network Board of Directors - Stephen Kylie, John Martyn, Jim Russell, Su Musclow, Margaret Wright, Joanne Bazak-Brokking, Kara Koteles

**Date:** November 26, 2013

## **NATURE OF REQUEST**

The Mount Community Centre ("TMCC") is requesting a \$1,000,000.00 capital contribution from the City of Peterborough ("The City") to assist in the redevelopment of the former Mount St. Joseph property at 1545 Monaghan Road in the City of Peterborough ("The Mount Property") to meet a number of community needs by providing affordable housing and a food centre while at the same time offering compatible and diverse uses including a cultural centre and places of assembly. TMCC is requesting that the \$1 million capital contribution be paid over a 5 year time frame in equal annual installments of \$200,000.00 with the first such installment to be paid during the 2014 calendar year.

## **BACKGROUND**

TMCC was incorporated at the direction of The Peterborough Poverty Reduction Network ("PPRN") to explore the acquisition and redevelopment of The Mount Property to respond to a number of community needs which are well-known in the Peterborough area and clearly identified in the strategic planning of the PPRN. The PPRN is a large collaboration of individuals, community agencies and other partners dedicated to the reduction of poverty in the Peterborough area. The PPRN presently consists of a Steering Committee, a Planning Committee and eight workgroups focused on income security, food security, housing, Neighbours in Action, communications, basic needs, employment and training and family and youth. We estimate that the PPRN is made up of over 250 individuals and well in excess of 60 various community agencies and other partners.

Sometime ago, the PPRN endorsed a comprehensive strategic plan for the reduction of poverty in the Peterborough area ("The Poverty Reduction Plan"). Approximately two years ago, the PPRN hosted a strategic planning session to reconsider The Poverty Reduction Plan and

although deciding that the objectives of the Plan were appropriate and no major shifts were required, it was agreed by the more than 60 individuals in attendance, that with the size of the PPRN, it should explore the possibility of acquiring a property that could be used to provide affordable housing and a food centre in the same location.

In looking for a suitable site for affordable housing and a food centre, members of the PPRN Steering Committee viewed a number of surplus buildings in the City but identified The Mount Property as being the one with the greatest potential for meeting these and other community needs.

After determining that The Mount Property could provide significant capacity to respond to community needs in the short-term and in the long-term, the PPRN convened meetings with a number of their community partners, particularly those focused on the provision of affordable housing and the creation of a food centre.

As a result of these meetings and with the encouragement of many community partners, the PPRN submitted a Letter of Intent to purchase The Mount Property. The Letter of Intent was supported and signed by the following partners:

- PPRN;
- United Way of Peterborough and District;
- Peterborough County-City Health Unit;
- Peterborough Housing Corporation 2001;
- Habitat for Humanity Peterborough and District;
- Canadian Mental Health Association – Peterborough;
- Homegrown Homes;
- Young Women's Christian Association of Peterborough, Victoria and Haliburton.

The PPRN and its participating partners collectively felt that it was in the best interests of the Peterborough area for the group to attempt to acquire The Mount Property which could be redeveloped in the short-term to provide affordable housing and the food centre and would have sufficient land available for future affordable housing projects for the years to come. The PPRN took the lead in submitting the Letter of Intent but all of the partners have been supportive and participating ever since.

The Letter of Intent led to many negotiations and eventually in December of 2012 the PPRN entered into an agreement to purchase The Mount Property.

## **DUE DILIGENCE**

The Agreement of Purchase and Sale incorporated a number of conditions including ensuring financial sustainability for the acquisition and redevelopment of The Mount Property and a critical analysis of the building and its mechanical, heating and electrical systems. The PPRN would not be obliged to purchase The Mount Property until it was satisfied that all of the conditions had been addressed.

The PPRN and its partners formed the following work groups to consider all of the due diligence aspects in the Agreement of Purchase and Sale:

- The Mount Finance Work Group;
- The Mount Building Assessment Work Group;
- The Mount Visioning Work Group;
- The Mount Communications Work Group;
- The Mount Organizing Work Group.

A Summary of the various Mount Work Groups is attached hereto as Schedule 1 to this report. The members of these Work Groups dedicated countless hours to investigating the various conditions contained in the Agreement of Purchase and Sale.

The Mount Finance Work Group has been meeting weekly since the beginning of 2013 to determine if the PPRN and its partners could afford to purchase The Mount Property. The Work Group also considered many revenue and costs projections and expected costs of redevelopment. The Mount Finance Work Group invested a great deal of time in identifying the risks of purchasing and redeveloping The Mount Property and designed a number of risk assessment and mitigation tools that have been utilized and are still being relied upon. These tools contain some sensitivities and accordingly copies have not been attached to this report but TMCC would be more than pleased to review its risk analysis with members of City Council at an in-camera meeting. However, some of the obvious high level risk mitigation strategies include the substantial equity of TMCC in The Mount Property, the ability to sever off portions of The Mount Property with the capital to be applied against the costs of acquisition and redevelopment and securing non-profit or profit partners to assist in the redevelopment.

The Mount Building Assessment Work Group became very familiar with all aspects of the Mount buildings. The Work Group critically reviewed a comprehensive Building Assessment that was requisitioned by the previous owners. The Building Assessment completed by Pichler Engineering was instrumental in identifying those systems and parts of the buildings that would have to be replaced, repaired or upgraded. All of the replacements and improvements proposed by Pichler Engineering and related costs were included in the financial analysis undertaken by the Mount Finance Work Group.

The Mount Visioning Work Group had a large membership and was quite excited about exploring what The Mount Property could be used for if acquired as a community asset. There was a clear understanding that The Mount Property had to provide opportunities for affordable housing and a food centre but the Work Group also looked at and suggested the development of a cultural centre that would include utilizing the former chapel of the Sisters of St. Joseph for many uses including a worship space, a place of public assembly, musical performances, theatre, seminars and lectures. The Visioning Work Group also determined that The Mount Property should accommodate some of the PPRN partner agencies that could provide support, training, education and services to individuals who would be living and working within The Mount Property.

The Mount Communications Work Group worked on ensuring that the entire PPRN and the broader community were aware of the intended plans for The Mount Property. The Mount Organizing Work Group was responsible for ensuring that all aspects of the due diligence were being addressed and that all of the partners of the PPRN were involved in the planning. The Mount Visioning Work Group recommended that TMCC establish four pillars for The Mount Property including affordable housing, a food centre, a cultural centre and an area that would provide places of assembly and accommodation for some of the PPRN partner agencies. The rents paid by the agencies will assist in establishing operating surpluses that could be used for creating building reserves and initiating a program to supplement the rents of low income tenants.

After many meetings and carefully considering the potential and the risks of acquiring The Mount Property, the Mount Finance Work Group and the Mount Building Assessment Work Group recommended to the PPRN that it proceed with the purchase of The Mount Property as a community asset and on behalf of all of its partners. The PPRN purchased the property on August 2, 2013.

The PPRN, with input from its partners, decided to incorporate a new non-profit corporation called The Mount Community Centre which would have the sole objective of acquiring and redeveloping The Mount Property. It was acknowledged that the skill sets of the two Boards would be different and the PPRN Board, and its partners, wanted to ensure that the redevelopment of The Mount Property would not detract from the work that PPRN had already been doing on poverty reduction in the Peterborough area.

Although TMCC was incorporated as a non-profit corporation, it did not have its charitable registration number as of August 2, 2013, and accordingly, on its behalf, the PPRN acquired The Mount Property. The PPRN entered into an agreement with TMCC whereby the latter is completely responsible for all aspects of the redevelopment of The Mount Property. At such time that TMCC receives its charitable number which is expected to be later in the month of November 2013, the PPRN will transfer the ownership to The Mount Property to TMCC.

## **ACQUISITION**

PPRN acquired The Mount Property on August 2, 2013. PPRN was able to complete the acquisition of The Mount Property as a result of having received significant capital donations that had been committed at the time the Agreement of Purchase and Sale was signed in December of 2012. PPRN and TMCC entered into a Confidentiality Agreement with the previous owners and can therefore not publicly disclose the details of the purchase, but would be pleased to review these details with City Council in an in-camera meeting. PPRN has however acquired title to The Mount Property with an equity position as of August 2, 2013, of approximately \$2.6 million.

The PPRN acquired The Mount Property without any contribution from any level of government or any government agency.

The Mount Property is presently generating limited income which will continue until redevelopment has been completed. Subsequent to the acquisition of The Mount Property, the PPRN through TMCC, established a cash reserve of sufficient size to pay for the operating costs of The Mount Property indefinitely while redevelopment plans are underway. During the period of redevelopment, TMCC continues to consider opportunities for generating additional revenue for The Mount Property.

## **THE MOUNT COMMUNITY CENTRE**

Presently, TMCC has a Board of ten Directors and is intending to increase the number of Directors to twelve to fourteen to ensure that the Board has all of the necessary skills to redevelop and manage The Mount Property for the various pillars identified by the Mount Visioning Committee.

The members of the Mount Due Diligence Work Groups were recruited to assist in the due diligence process with the understanding that there would be no expected obligation for any of them to continue on in a volunteer capacity subsequent to the acquisition of The Mount Property. Nevertheless, many of the members of the Mount Due Diligence Work Groups have remained to support TMCC by sitting on any one or more of the Finance Committee, the Building Assessment Committee, the Communications Committee, the Community Hub Committee, Tenant Selection Committee, the Fundraising Committee and the Governance Committee.

TMCC Finance Committee continues to meet regularly with a view to projecting the capital costs of redevelopment, drafting operating budgets and addressing other financial matters. The Finance Committee has ensured that there is sufficient insurance coverage on The Mount Property and has obtained Directors' and Officers' coverage for the members of the Board of TMCC.

TMCC Building Assessment Committee is working with the architect and the architect's engineering consultants with a view to finalizing the design of The Mount Property redevelopment and being in a position to support the architect in applying for a building permit prior to the end of 2013 and proceeding with tendering the redevelopment work.

A number of individuals have contacted TMCC expressing an interest in renting apartment units following redevelopment. TMCC has organized a Tenant Selection Committee which will work with each individual applicant as well as our housing partners with a view to designing policies for tenant selection.

TMCC Fundraising Committee has been active in promoting The Mount Property concept throughout the Peterborough area and has been instrumental in raising funds to date. It has also been active in approaching many foundations and other agencies for financial support to the project.

TMCC Community Hub Committee has been established with a view to creating a Health and Social Service Hub within The Mount Property. The Hub will provide opportunities for PPRN

partners to provide health and social service supports for individuals living and working within The Mount Property.

## **REDEVELOPMENT POTENTIAL OF THE MOUNT PROPERTY**

The Mount Property consists of buildings with an area of approximately 132,000 square feet sitting on approximately 10 acres of land located in the heart of the City. Although redeveloping The Mount Property for community purposes will continue on in the years to come, the immediate goal of TMCC Board is the refurbishing of the existing building which is divided into three wings. A sketch illustrating the A, B and C wings of the building is attached to this report as Schedule 2. The A wing is the newest wing, fronting on Woodland Street. The C wing is the oldest part of the building incorporating the original Inglewood farmhouse and includes some heritage features that have been duly designated by the City pursuant to Bylaw No. 09-158. The B wing includes the former chapel of the Sisters of St. Joseph, an architectural treasure, which will form the central focus of a cultural centre.

TMCC estimates that the cost to renovate all three wings of the existing building for the intended purposes would be approximately \$5.9 million. TMCC Board felt that was too large an undertaking to take on all at once without any assurance that there would be government support and accordingly has focused on a phased approach to the redevelopment of the existing buildings starting with the A wing.

An architect has been retained and is working on a design of the A wing that will provide for 47 apartment units which would include a mix of affordable and market rent units. Although the design is not completed and we have not yet gone out to tender, we are estimating the capital budget to do the retrofits for the A wing to be approximately \$2.84 million.

TMCC Board has been in ongoing discussions with potential lenders to secure construction and takeout financing for the redevelopment of the A wing. The feedback has been quite positive with all lenders being pleased with the equity of TMCC in The Mount Property and projected cash flows of The Mount Property following redevelopment and occupancy. The feedback from the potential lenders has been quite clear that if the City was backing the Mount redevelopment, that construction financing would be much more readily available and no doubt offered at a preferred rate.

Ongoing discussions between TMCC and potential lenders is of a sensitive nature and details have not been included in this report although TMCC would be quite pleased to review specifics of discussions with lenders with City Council at an in-camera meeting.

The Mount Property also includes a single unit residence located in the south west corner of the property which is presently providing limited income to TMCC. It is not part of the immediate planning of TMCC to utilize the existing dwelling for anything other than the current purpose. There is potential that the residence could be severed and conveyed to a third party which is one of the risk mitigation strategies that TMCC has considered.

## **REDEVELOPMENT STRATEGY**

The short-term plan for TMCC is to redevelop the existing building with a diverse mix of apartment units, a cultural centre, a food centre, public assembly space and space for agencies providing services, programs and training within The Mount Property. The apartment units will be a mix of affordable and market rents and will include a number of fully accessible units. The food centre will be established to utilize the large commercial kitchen which serviced the Sisters' needs when they resided there, for purposes of offering courses on food preparation and food sustainability, food selection and growing fresh produce. Community gardens will be located on the site and rooftop gardens are being proposed as well. The chapel will be the focal point of the cultural centre and will continue to be used as a worship space for any interested faith community but could be used as well for seminars, theatre and musical performances. A portion of the C wing will be utilized by partners of PPRN and TMCC who will be delivering programs, training and services within the Mount building. The concept is to create a village atmosphere where individuals who live in the A wing can access the cultural centre or agencies in other parts of the building.

The long-term redevelopment of The Mount Property anticipates constructing more housing units to continue to meet community needs but this development, without securing a partner, will in all likelihood not occur perhaps for five to fifteen years. TMCC is engaged in discussions with both profit and non-profit residential developers. It is possible that one or more of these partners may work with TMCC to assist with the short-term redevelopment as well as expediting the long-term plans. TMCC and its partners do anticipate that some of the vacant land can be developed for affordable home ownership building on Outcome #12 referenced in the Peterborough 10-Year Housing & Homelessness Plan 2014-2024.

At this point, TMCC is phasing the short-term redevelopment by commencing immediately with the retrofit of the A wing for 47 apartment units. As funds and financing become available, TMCC will be able to move into the redevelopment of the B and C wings, either individually or together.

Gregg Gordon, has been retained as the project architect to proceed with the design of the A wing redevelopment and he and his engineering consultants have made great progress in the design of the 47 units. Mr. Gordon expects to be in a position to apply to the City of Peterborough Building Department for a building permit for the A wing redevelopment prior to the end of 2013.

## **HEALTH AND SOCIAL SERVICE HUB**

TMCC Community Hub Committee is working on a plan to create a Health and Social Service Hub at The Mount Property. This Hub would ensure that there will be health and social service programs, supports and training available on site for those who live and work at The Mount Property. Redevelopment of The Mount Property and creating a Health and Social Service Hub builds on the neighbourhood hub modeling that PPRN has been so supportive of in the past. By creating a Health and Social Service Hub at The Mount Property, TMCC may in fact qualify for Municipal Infrastructure financing.

## **DONATED CAPITAL AND SOCIAL FINANCE**

As mentioned above, TMCC though PPRN acquired The Mount Property without any government financial assistance and was able to complete the acquisition as a result of having received significant capital donations.

In addition to pursuing financing for construction, TMCC recognizes the need to raise additional funds by donation. TMCC has been quietly promoting the benefits of the Mount redevelopment and to date has secured actual or pledged donations in the amount of approximately \$125,000.00. TMCC expects the donations to increase particularly after the A wing redevelopment is underway. Anticipating that there will be no funds available from the federal or provincial governments for purposes of affordable housing, heritage restoration and cultural development, TMCC has been engaged in rolling out a plan of social finance. Social finance provides individuals with an opportunity to loan funds into a project with the expectation of some return on their investment but more importantly to be part of ensuring that a significant social project is completed. As consideration for each loan, an individual investor would receive a Mount Bond as evidence of their investment and setting out the details of repayment. These loans would form one pool of funds that would be secured by a mortgage registered against The Mount Property. Such loans are also eligible investments for self-directed registered retirement savings plans. Each investor would receive a 3% rate of interest on each loan. The interest will be paid annually and the expectation would be that the bond would be paid out in five years unless the bondholder makes a request that the bond be paid out earlier. As of the date of this report, TMCC has received subscriptions for such investments in the amount of approximately \$150,000.00.

## **REQUEST FOR FINANCIAL SUPPORT**

TMCC has submitted numerous applications to various foundations and other agencies for financial support including Ontario Trillium Foundation, the Luke Four Foundation, the Peterborough Foundation and CMHC for a Proposal Development Funding Loan. It has received confirmation from CMHC that it is eligible for \$20,000.00 in seed funding as well as \$100,000.00 in a Proposal Development Funding Loan to partially offset the initial development costs. TMCC and its partners will be submitting an application to the Ministry of Agriculture and Food under its Local Food Fund program for financial support to create a food centre and will also be submitting an application to the Ministry of Rural Affairs pursuant to the Rural Economic Development Program for capital funding.

Although TMCC has been actively attempting to acquire and redevelop The Mount Property on its own, using fundraising, social finance and institutional financing, a capital contribution from the City would greatly assist the redevelopment by ensuring that the redevelopment proceeds as expeditiously as possible and could assist TMCC in getting the best available rate of interest on the construction and takeout financing.

TMCC has been meeting with both the Peterborough MP and Peterborough MPP to determine if there may be funding available through either the Federal or the Provincial government for cultural upgrades, accessibility enhancements etc.

## **FINANCING**

TMCC Board has been in ongoing discussions with potential lenders to determine the availability of construction and takeout financing. The preliminary feedback from the potential lenders has been positive and an application will shortly be submitted to at least one of those lenders for construction and takeout financing for the redevelopment of the A wing. The City's backing of the Mount redevelopment would greatly assist in the submission and approval of a mortgage application.

## **CAPITAL BUDGETING**

Throughout the due diligence period and subsequent to the acquisition of The Mount Property, the Mount Finance Work Group and TMCC Finance Committee have been working diligently on projecting the capital costs of The Mount Property development. TMCC Finance Committee has been considering whether to redevelop the existing buildings as one large project or utilizing a phased approach. The eventual recommendation was to proceed with the redevelopment of the A wing as the first phase. The A wing is the newest wing and can be fairly easily converted into 47 apartment units. The estimated capital budget for the A wing redevelopment is \$2.84 million although TMCC Board has been advised that tendering the project in early 2014 could result in a reduction of this forecast. This capital budget includes all of the replacements and improvements contemplated in the Pichler Engineering Report for the A wing as well as other infrastructure enhancements in the B and C wings. TMCC Finance Committee has relied on the Costs Estimates in the Pichler Engineering Report which were defined to be actual costs plus a 3% escalation to allow for inflation and delay in implementation of the report. Further, TMCC Finance Committee has used very conservative estimates in its projected capital costing for the A wing redevelopment. TMCC Finance Committee has completed a comprehensive projected Capital Budget for the A wing redevelopment as well as the entire redevelopment of A, B and C wings. These budgets do contain some sensitivities and items of a confidential nature and therefore have not been attached to this report. However, TMCC would be quite pleased to meet with City Council at an in-camera meeting to discuss these projections in more detail.

The phasing of the Mount redevelopment could change in the event that TMCC secures letters of intent and signed leases from non-residential tenants. At this point in time, TMCC Board is engaged in discussions with four potential tenants and two are very close to signing a letter of intent to become occupants in the building. When those letters of intent have been secured the redevelopment plan could be altered.

## **FIRST YEAR OPERATING BUDGET**

TMCC Finance Committee has looked at many variations of projected income and expense statements following redevelopment of not only the A wing but the entire Mount property. With the decision to proceed initially with the A wing redevelopment, TMCC Finance Committee has prepared a draft first year Operating Budget following completion of the A wing redevelopment. The draft first year Operating Budget illustrates a projected annual income before amortization and reserve provisions of \$208,000.00 and a net income after amortization of capital assets and provision of replacement reserve of \$42,000.00. The draft first year Operating Budget is based

on 47 apartment units that are to be occupied in a phased approach. The first year Operating Budget was completed with input from representatives of CMHC who assisted with suggesting appropriate rent levels and some of the anticipated expenditures. The draft first year Operating Budget contains sensitivities and some elements of confidentiality and therefore has not been attached to this report. TMCC would be quite pleased to make the draft first year Operating Budget available to members of City Council for a detailed review at an in-camera meeting.

The draft first year Operating Budget establishes that when the A wing redevelopment has been completed and the 47 units are occupied, TMCC will be in a financial position to move forward with continuing the redevelopment of the B and C wings.

### **FINANCING STRATEGIES**

TMCC Board has been actively involved in seeking donated capital, investment capital and financed capital for The Mount Property redevelopment.

TMCC has received a number of donations to date and we expect to receive more when TMCC has obtained its charitable registration. Designated donations will be used for the intended purpose and non-designated donations will generally be used to offset the capital costs of redevelopment, to increase a building reserve and a fund for rent subsidies. A capital contribution from the City would provide a boost to the fundraising program.

TMCC has received a tremendous response to its plan of social finance by receiving signed subscriptions for loans at this point and we fully expect that as redevelopment proceeds, there will be many others.

TMCC Board is quite optimistic that sufficient financing will be arranged though one of the lenders to allow the completion of the A wing redevelopment. The City could support TMCC's application for both construction and takeout financing by providing a capital contribution as requested herein.

With a view to reducing its operating costs at this point in time, TMCC has requested its insurer to inspect the building with a view to determining if it's over-insured and if so, to determine if a reduction in the annual premium might be available. Further, TMCC Board has submitted a request to the City to expand the area for the Heritage Rebate Program and to authorize a reduction in realty taxes for the 2013 and subsequent calendar years on the basis that large portions of the building have been designated heritage.

TMCC continues to explore additional revenue opportunities for The Mount Property during the redevelopment phase.

TMCC will also be submitting a request to the City for enhancements under the Community Improvement Plan including an appropriate reduction in realty taxes, waiver of building and other fees on the premise that it will be providing a significant number of affordable apartment units.

## **TENANT RECRUITMENT**

Although the plans for the A wing redevelopment have not been fully concluded, TMCC Board is already receiving requests from individuals who wish to rent an apartment within the A wing complex. As of the date of this report we have received expressions of interest from twelve individuals and families. Some of our housing partners are presently interested in entering into head lease arrangements with TMCC whereby they will be responsible for renting anywhere from four to ten apartments that could be used for their respective clients.

As mentioned above, TMCC Board is in discussions with several non-residential tenants and we fully expect that two will be in a position to sign Letters of Intent within the next few weeks.

## **COMMUNITY NEEDS**

The City has identified the need for additional affordable housing and has referenced that need in its planning documents. The Mount Property redevelopment aligns strategically with the Peterborough 10-Year Housing & Homelessness Plan recently adopted by City Council and in particular, Outcome #7, that envisions the creation of 500 new affordable rental homes. The City could greatly enhance the success of The Mount Property redevelopment by providing rent subsidies to low income individuals and families who might be residing at The Mount Property in keeping with the strategies of the Peterborough 10-Year Housing & Homelessness Plan.

## **SCHEDULES**

- Schedule 1 - Summary of the Members of the Various Work Committees
- Schedule 2 - Sketch Illustrating A, B and C Wings
- Schedule 3 – Aerial shot of The Mount Property

Dated at the City of Peterborough this 20<sup>th</sup> day of November, 2013

**The Mount Community Centre**

Per: [Signature]  
Stephen Kylie

Per: [Signature]  
Jim Russell

Per: [Signature]  
Catherine Dickinson

Per: [Signature]  
Bill Pyle

Per: [Signature]  
Sister Joan Driscoll

Per: [Signature]  
John Martyn

Per: [Signature]  
Lois Tuffin

Per: [Signature]  
Su Musclow

Per: [Signature]  
Bob Fisher

Per: [Signature]  
Michael VanDerHerberg

**Peterborough Poverty Reduction Network**

Per: [Signature]  
Stephen Kylie

Per: [Signature]  
Jim Russell

Per: [Signature]  
Margaret Wright

Per: [Signature]  
Kara Koteles

Per: [Signature]  
John Martyn

Per: [Signature]  
Su Musclow

Per: [Signature]  
Joanne Bazak-Brokking

**Peterborough Poverty Reduction Network**  
**1545 Monaghan Road**  
**Work Committees**

**Finance Work Group**

**Objectives**

- Feasibility Study
- Financing
- Construction Budget
- Operating Budget
- Property Acquisition Budget
- Lending Instruments
- Fundraising
- Property Tax Exemption
- HST and Land Transfer Tax Considerations
- Charitable Tax Receipt Consideration

**Members**

**Lead -**

Carol Gordon, *KPP*  
Peter Robinson, *Peterborough Housing Corp.*  
Sarah Tate, *Habitat for Humanity*  
Stephen Kylie, *PPRN*  
Ian Attridge  
Linda Saunders, *CMHA*  
Dave Paterson  
Susan Bacque, *City of Ptbo*

**Structural, Plans, Drawings, Designs**

**Objectives**

- Engineering Analysis
- Rezoning (if necessary)
- Requirements for Building Code Compliance
- Design and Drawing Approval
- Conducting Physical and Environmental Inspections
- Testing Boilers, Heating System, Air Conditioning
- Ability to use Historically Designated Portions of Buildings
- Ensure Appropriate Access from Monaghan and Woodland
- Site Plan Agreement Approval
- Conservation Agreement Approval

**Members**

**Lead –** Peter Robinson, *Peterborough Housing Corp.*  
Kevin Duguay  
Stephen Kylie, *PPRN*  
Craig Adams, *City of Ptbo*  
Gregg Gordon  
Louise Yates, *Habitat for Humanity*

**For tours of the property contact John Martyn, 705 745 0096**

## Vision/Governance

### Objectives

- General Vision for Project
  - Housing (non-smoking)
  - Retail
  - Cultural Centre
  - Office Space
- Occupancy Model
- Partnerships
  - City of Peterborough
  - County of Peterborough
  - Fleming College
  - Marycrest at Inglewood
- Governance Model for New Collaborative
- Transition Plan

### Members

Lead - Laura VanDerHerberg, *PPRN*  
Darlene Cook, *Peterborough Housing Corp.*  
Stephen Kylie, *PPRN*  
Sarah Tate, *Habitat for Humanity*  
Jim Russell, *PPRN/United Way*  
Margaret Wright, *PPRN*  
Mark Graham, *CMHA*  
Sister Joan Driscoll, *SSJ*  
John Miller  
John Martyn, *PPRN*  
Ian Attridge

## Communications

### Objectives

- Media Relations Plan for Announcing Project
- Continuing Media Relations
- re Community Engagement
- Messaging for Each of the Various Work Groups

### Members

Lead – Lois Tuffin, *Peterborough This Week*  
Stephen Kylie, *PPRN*  
Margaret Wright, *PPRN*  
John Martyn, *PPRN*

## Organizational

### Objectives

- Support the Work Committees
- Ensure all aspects of due diligence are being addressed
- Prepare for transition from prospective purchaser to owner

### Members

Lead – Stephen Kylie, *PPRN*  
John Martyn, *PPRN*  
Jim Russell, *PPRN/United Way*  
Sarah Tate, *Habitat for Humanity*  
Lois Tuffin, *Peterborough This Week*  
Margaret Wright, *PPRN*

**For tours of the property contact John Martyn, 705 745 0096**

SCHEDULE 2

