



Peterborough Housing Corporation Board of Directors

Wednesday, June 28th, 2023 – 5:30PM
Hunt Terraces, Meeting Room #112,
555 Bonaccord Street, Peterborough, ON

*"We respectfully acknowledge that we are on the
traditional territory of the Mississauga Anishinaabeg.
We offer our gratitude to the First Nations for their care for,
and teachings about, our earth and our relations.
May we honour those teachings."*

Agenda

1. Approval of Agenda
2. Conflict of Interest
3. Delegation
4. Confirmation of Minutes
 - a) Open Session Board Meeting, May 24, 2023
5. Operational Reports
 - a) Report 2023-018 – CEO Report
 - b) Report 2023-019 – 2023 Board Tour of Properties – Overview
 - c) Report 2023-020 – 2023 Q1 KPI Report
 - d) Report 2023-021 – 2023 Engagement Survey Results
 - e) Report 2023-022 Strategic Plan, Operational Actions for 2023/24
 - f) Report 2023-023 – 2022 Annual Report
6. Committee Reports
 - a) Finance, Audit & Administrative Committee
 - i. No report
 - b) Governance, Human Resources & Strategy Committee
 - i. No report
7. Closed Session
 - a) Confirmation of Closed Minutes
 - i. Closed Session Board Meeting, May 24, 2023
8. Report of Closed Session
9. Adjournment



Board Meeting Minutes, Peterborough Housing Corporation Open Session

Date: Wednesday, May 24th, 2023 – 5:30PM

Location: Hunt Terraces, 555 Bonaccord Street, Peterborough, ON

Present:	Keith Riel	Chair
	Alex Bierk	Vice -Chair
	Andrew Beamer	Member
	Matthew Graham	Member
	Sheldon Laidman	Board Advisor
	Rebecca Morgan-Quin	Board Advisor
	Hope Lee	CEO, PHC/Board Secretary
	Jenna Cullon	Recording Secretary
Staff:	Travis Doak	Director of Operations
	Sondra Fitzgerald	Director of Corporate Services
Absent:	Jeff Leal	Member

Keith Riel, Chair, PHC Board, called the meeting to order at 5:30 p.m.

1. Approval of Agenda

On a motion by Matthew Graham, seconded by Andrew Beamer and carried unanimously, it was **RESOLVED** to approve the agenda for the May 24th, PHC Board Meeting.

2. Conflict of Interest

The Chair requested that Board members declare any conflict of interest at this time. None were declared.

3. No Delegation

4. Confirmation of Minutes

- a) Open Session Board Meeting, March 22, 2023

On a motion by Alex Bierk, seconded by Matthew Graham and carried unanimously, it was **RESOLVED** that the minutes for the March 22, 2023, Open Session Board Meeting, be confirmed and accepted.

5. Operational Reports

- a) Report 2023-013 – CEO Update Report

On a motion by Andrew Beamer, seconded by Matthew Graham and carried unanimously

RESOLVED that Report 2023-013, “CEO Update”, be received for information purposes.

6. Financial Reports

- a) Report 2023-014 – 2023 Q1 Operating & Capital Results (Jan-Mar)
- b) Report 2023-015 – 2023 Q1 Reporting Obligations (as at Mar 31st)

On a motion by Matthew Graham, seconded by Andrew Beamer and carried unanimously

RESOLVED that Report 2023-014, “2023 Q1 Operating & Capital Results”, be received for information purposes;

RESOLVED that Report 2023-015, “Reporting Obligations”, be received for information.

7. Committee Reports

- a) Finance, Audit & Administrative Committee
 - i. Report 2023-016 – 2022 Financial Statements & Investment Report

On a motion by Alex Bierk, seconded by Andrew Beamer and carried unanimously

RESOLVED that Report 2023-016, “2022 Audited Financial Statements and Investment Report”, be received.

That the 2022 Audited Financial Statements, detailed in Attachment A, be approved; and

That the 2022 Investment Report, detailed in Attachment B, be received for information purposes.

- b) Governance, Human Resources & Strategy Committee
 - i. No report

8. Closed Session

9. Report of Closed Session

On a motion by Alex Bierk, seconded by Matthew Graham and carried unanimously, it was **RESOLVED** to move out of **OPEN SESSION** and into **CLOSED SESSION**.

On a motion by Matthew Graham, seconded by Alex Bierk, carried unanimously, it was **RESOLVED** to move out of **CLOSED SESSION** and into **OPEN SESSION**.

10. Adjournment

With there being no further business, the May 24, 2023 Board Meeting, was adjourned on a motion by Matthew Graham, seconded by Andrew Beamer, carried unanimously at 6:30pm.

Keith Riel
Chair
Peterborough Housing Corporation

Hope Lee
CEO/Board Secretary
Peterborough Housing Corporation

Peterborough Housing Corporation

Report 2023-018

Meeting Date: June 28, 2023

Meeting Time: 5:30 p.m.

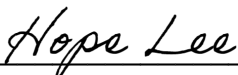
Meeting Place: Hunt Terraces, Meeting Room #112,
555 Bonaccord Street, Peterborough

Subject: CEO Update

Author Name and Title: Hope Lee, CEO

Recommendation(s):

Resolved That Report 2023-018, "CEO Update", be received for information purposes.



Chief Executive Officer

Background:

The CEO Update Report is provided at each Board meeting and provides the Board with updates on key operational matters.

Rationale:Transfer of PHC Properties to the MSC

An exercise to assess the financial position and the ability to repay or transfer existing mortgages has now been completed. The PHMSC working group reviewed this information at their last meeting. Several of the properties are or will be in a deficit position because of rising expenses and rents being below the average. All the properties have existing debt with limited to no means to repay or transfer within their agreements until the next renewal period. The PHMSC working group has decided to leave these properties with PHC and review transfer options at the next mortgage renewal period. In the meantime, PHC will work towards managing expenses and increasing revenues, where that ability exists. Further information on how PHC will achieve this will be detailed in the 2024 budget report presented to the board at the September meeting. Earliest transfer dates based on mortgage term renewals are in the table below. Most properties will still have an outstanding portion of debt at mortgage renewal.

Property Name	Renewal Date
Woollen Mill	August 2027
River Ridge	April 2026
Anson House	June 2031
Saunders Court	June 2031
Trailview Terrace	June 2045
Bradburn House	October 2026
Home Grown Homes	August 2026
Gerow Place	April 2027
Malcolm Court/Hunt Terrace	August 2033

555 Bonaccord, Hunt Terraces

Occupancy continues to be slow. Stoneguide, who set the rents and are doing the initial marketing for the 20 market units, have successfully assisted PHC to fill 8 of the 10 one-bedroom units. Two bedrooms are a challenge and Stoneguide has made some recommendations to PHC to lower rents, however the financial model at this point would not support that. Once the mortgage is in place and PHC has a better idea of the debt servicing costs, a review of market rent can take place. PHC, the City and Fourcast (the agency engaged by the City to provide supports) are working to identify the occupancy for the 10 one bedroom units designated for those experiencing homelessness. These 10 individuals have been identified by agencies and are those that have been transitionally housed for a period of time meaning they have reached a certain level of stability. Thirty of the 50 assisted living for seniors' units (from PRHC and VON with VON supports) are now occupied. Continued discussions are taking place with other agencies as to how best to identify tenants and provide support for the other 20 units.

Legal processes are continuing to finalize the CMHC financing and forgivable loan with an expectation to close that transaction on August 3 with funds being released through CMHC on August 17.

Internal discussions continue to occur with the City related to operating funding and/or housing benefits for tenants.

Housing Provider Meeting

The City hosted a quarterly meeting for its Housing Providers in June. City staff shared information regarding the introduction of an asset limit for applicants and tenants in receipt of RGI. As of July 1st, PHC will need to ask all RGI tenants for asset information. If tenants are over the asset limit (\$75K), they will not be eligible for RGI and will be required to pay market rent (following a 90-day notice period). The meeting also included a presentation by TWC Inc., the consultant working with the City on its Community Housing Strategic Planning Study. PHC will be required to provide operating and capital asset and financial information.

Staffing

PHC continues to recruit for several positions. Some positions have been advertised more than once to find an eligible applicant that accepts the position. Challenges include applicants not showing up for interviews and applicants turning down offers based on wages. While we have some flexibility to hire non-union positions at various steps of the salary grid, we do not have this same flexibility with union positions.

PHC was successful in a funding application for Federal Canada Summer Jobs. The funding will assist us in hiring two summer students to do community development at various housing properties. PHC worked with the union for the ability to also hire up to two additional non funded students. Three Community Development Assistant students will start work at PHC on June 26th.

ONPHA Conference

The Ontario Non-Profit Housing Association (ONPHA) is a sector organization which many non-profits and local housing providers are members of. PHC cancelled its membership several years ago when ONPHA renewed their membership fee structure. However, PHC (both staff and board members) continued to attend the annual conference in the fall until COVID.

This year's conference takes place from October 26 to 28 in Toronto. There is an early bird discount until July 15th. If any Board Members are interested in attending, they should let Jenna know by the end of June.

Denne/Collison

Agreements of purchase and sale have been finalized for the three vacant homes. One is sold to a tenant with a closing date later this month and the other two were sold on the private market with closing dates in August. The net proceeds of these sales will be used to pay back the City for the short-term loan to finish the construction at 555 Bonaccord.

Other Alternatives Considered:

None

Alignment to Strategic Priority Areas

These operational updates align to all three priority areas.

Financial Considerations:

None

Consultations:

None

Attachments:

None

Peterborough Housing Corporation

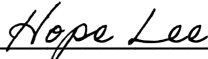
Report 2023-019

Meeting Date: June 28, 2023
Meeting Time: 5:30 p.m.
Meeting Place: Hunt Terraces, Meeting Room #112,
555 Bonaccord Street, Peterborough

Subject: PHC Property Tours
Author Name and Title: Travis Doak, Director of Operations

Recommendation(s):

Resolved That Report 2023-019, "2023 Board Tour of Properties - Overview", be received for information purposes.



Chief Executive Officer

Background:

The purpose of this tour is to provide the Board with firsthand visual experience and a comprehensive understanding of the impact our organization has on the individuals and communities we serve. The tour aims to enhance the Board's knowledge, deepen their commitment to our mission, and foster meaningful engagement with the social and community housing initiatives.

PHC is dedicated to providing safe, affordable, housing solutions to individuals and families in need. We strongly believe that everyone deserves a place to call home, regardless of their socioeconomic background. The community and affordable housing neighborhoods we have developed and manage play a vital role in addressing the housing challenges faced by vulnerable populations, promoting inclusivity, and creating stronger, more vibrant communities.

Rationale:

In order to view the City and County properties, two different tour dates would be coordinated for Board members.

August (date to be confirmed) – Tour of City Properties

Bus Departs at 1:00 pm – Peterborough Housing Corporation

Southend Communities

665 Crawford Drive
835 Cameron Street
817 & 819 Cameron Street
572 Crystal Drive
Collison Avenue & Collison Crescent
250-314 Denne Crescent

Downtown Buildings

169 Lake Street
486 Donegal Street

Westend Communities

30 Alexander Avenue

Northend Communities

372-386 Parkhill Road West
193 Parkhill Road
220 Edinburgh Street
196 Antrim Street

East City Communities

611 Rogers Street
290 Parkhill Road West

Northend Communities

101-121 Anson Street
130 & 136 Anson Street
900 Dutton Road
999 Hilliard Street
117 Herbert Street
1190 Hilliard Street
543-565 Raymond Street
850 Fairbairn Street
293 London Street

553 Malcolm Court

Bus Arrives at 5:00 pm – Peterborough Housing Corporation

September (date to be confirmed) – Tour of County Properties

Bus Departs at 11:00 am – Peterborough Housing Corporation

Havelock

37 George Street
8 Victoria Street
17 Smith Street

Norwood

53 Spring Street

12:30 – Lunch Stop – TBD

Apsley

12 Simeon Crescent
30 Simeon Crescent

Lakefield

24 Ermatinger Street
85 Concession Street
40, 46, 48, 50 Rabbit Street
2032, 2038, 2042 Pratts Marina
2068 & 2072 – 7th Line Smith

Bus Arrives at 3:00 pm – Peterborough Housing Corporation

Other Alternatives Considered:

None.

Alignment to Strategic Priority Areas

This report aligns to the 2019-2024 Strategic Plan as follows:

1. Investing in Our People – Board Governance
2. Serving Our Clients & Community – Finance & Resources

Financial Considerations:

There are no direct financial considerations to this report.

Consultations:

None.

Attachments:

None

Peterborough Housing Corporation

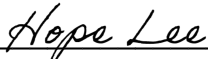
Report 2023-020

Meeting Date: June 28, 2023
Meeting Time: 5:30 p.m.
Meeting Place: Hunt Terraces, Meeting Room #112,
555 Bonaccord Street, Peterborough

Subject: Quarterly Key Performance Indicator (KPI) Report
Author Name and Title: Travis Doak, Director of Operations

Recommendation(s):

Resolved That Report 2023-020, "Quarterly Key Performance Indicator (KPI) Report", be received for information purposes.



Chief Executive Officer

Background:

In 2021 PHC began working with other LHC's (Provincial Local Housing Corporations) to develop a set of Key Performance Indicators (KPI's) reporting on financial arrears that could be quantified with an agreed upon set of definitions. Prior to this the Board received an informational report each month that showed PHC current financial arrears in comparison to a previous 14-month period. Although that report provided important comparative information within PHC's portfolio it did not offer information on how PHC was doing in comparison to other LHC's.

The intent of establishing this comparative data sharing structure was to select a limited set of indicators to collect, analyze, and report routinely for the purposes of learning about different operational strategies and best practices as it relates to financial arrears and other key metrics.

The Executive believes this statistical data is beneficial to share with the Board and replaces previous Arrears Reports. A KPI Report is provided to the Board 3 times a year for information purposes to show how PHC compares with other LHC's on these key metrics.

This resulted in the development of 6 performance measurements that were mutually agreed upon and are tracked on a quarterly basis.

Measurements	KPI	Definition
Measurement 1	Housing Occupancy Rate	Establishes the LHC percentage of homes that are occupied from the inventory of rentable homes in the housing portfolio
Measurement 2	Unit Turn Over Days	Establishes the LHC average for the number of days that rentable units are vacant between tenancies
Measurement 3	Tenant Move Out Rate	Provides the LHC percentage of tenant move outs
Measurement 4	Households in Good Financial Standing (Rent & Parking)	Identifies the LHC percentage of households that are current with rent and parking charges
Measurement 5	Rent Collection Rate	Identifies the LHC percentage of tenants rent and parking charges that has been collected

Measurement 6	Eviction Prevention Rate (Arrears)	Identifies the LHC percentage of households that maintained tenancy after receiving an application to terminate for arrears
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5 of the 6 LHC measurements are presented on a weighted average basis (# of total LHC: units, tenants, rent collected, etc.). The exception is the Turnover Days which is a straight average calculation divided by the number of LHC benchmarking participants. Data is an average of year-to-date results.

The LHC group consists of 9 LHC's. These include LHC's in Ottawa, Kingston-Frontenac, Peterborough, Haldimand Norfolk, London Middlesex, Windsor Essex, Hamilton, Toronto, and Toronto Seniors.

The data in this report represents PHC KPI's for the 1st quarter of 2023 (Q1 - January to March) and is compared with the LHC's in the highlighted column. 9 out of 9 LHC's submitted data for this reporting period.

2023 Q1 Key Performance Indicators

Measurements	PHC Q1	LHC Q1
Housing Occupancy Rate	96.8%	97%
Unit Turn Over Days	108 days	103.9 days
Tenant Move Out Rate	1.42%	1.5%
Households in Good Financial Standing	96%	75.8%
Rent Collection Rate	99.5%	95.9%
Eviction Prevention Rate *	100%	N/A

* The Eviction Prevention Rate is reported at the end of the 4th quarter for the entire year

The data shows that PHC continues to measure well compared to the other 9 LHC's in the province. PHC is above average in 3 of the 5 reported measurements. The Housing Occupancy rate was 0.2% below the average which is negatable and on par with previous quarterly reporting. The unit turnover rate is higher than the average and an area the Operations Staff have been focusing on. A process mapping exercise occurred to help identify areas of efficiencies and the goal is to exceed the LHC average by the 3rd quarter this calendar year.

The Households in Good Financial Standing metric continues to highlight a key area PHC excels in, resulting in a measurement 20.1% above the LHC average. The definition of this measurement is households that are current with rent and parking charges. Several factors can be credited to this measurement, including subsidy programs available to tenants. However, the proactive work staff do on a daily basis supporting tenants to ensure arrears can be avoided is a significant factor and speaks to the individualized centered approach PHC is able to provide.

The Eviction Prevention Rate is only reported at the end of the 4th quarter. However, PHC does track this info quarterly, and there were no evictions for the first 3 months of 2023. PHC is in the business of eviction prevention, which requires working with tenants who are experiencing challenging situations on a case-by-case basis as part of an overall strategy to keep individuals housed.

The LHC Group have recently developed an additional measurement called 'Tenant Debt' that will also be tracked quarterly. This metric will identify the distribution of current tenant rent and parking arrears in ranges of the dollar amounts and by the number of tenant accounts. The data split will be total tenant debt amount for rent and parking and the number of tenant accounts for arrears within the following ranges (\$): 1-2,000, 2,001-4,000, 4,001-6,000, 6,001-8,000, 8,001-10,000, 10,001 and above. The chart below is the first time this data is being measured and compared with other LHCs.

2023 Tenant Debt

Measurements	PHC Q1	LHC Q1
Average Number of Tenant Accounts with Arrears	52	1,945
Percentage of Total Number of Households with Tenant Debt	4%	13%
Average Amount of Tenant Arrears	\$2,076	\$2,041

Rationale:

Information purposes only.

Other Alternatives Considered:

None.

Alignment to Strategic Priority Areas

This report aligns to the 2019-2024 Strategic Plan as follows:

1. Investing in Our People – Board Governance
2. Serving Our Clients & Community – Finance & Resources

Financial Considerations:

There are no direct financial considerations to this report. However, the report does provide an overview of PHC's current statistical arrear's status.

Consultations:

None.

Attachments:

None

Peterborough Housing Corporation

Report 2023-021

Meeting Date: June 28, 2023

Meeting Time: 5:30 p.m.

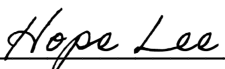
Meeting Place: Hunt Terrace, Meeting Room #112
555 Bonaccord Street, Peterborough

Subject: Engagement Survey Results and Next Steps

Author Name and Title: Hope Lee, CEO

Recommendation(s):

Resolved That Report 2023-021, "Engagement Survey Results and Next Steps", be received for information purposes.



Chief Executive Officer

Background:

PHC has developed an engagement program strategy to drive organization success. Engaged employees are more committed, innovative and customer focused. Organizations with high employee engagement experience:

- Lower absenteeism
- Higher employee wellbeing
- Higher customer engagement

Employee engagement goes beyond satisfaction as illustrated below.

Illustration #1 – Satisfied versus Engaged



This strategy will form an annual process which starts with a survey, followed by a review of the reports and action planning to help improve engagement.

To understand the level of engagement, we begin with an engagement survey. PHC engaged McLean and Company to deliver the survey, collect the data, and provide non-identifying results in the form of reports.

Methodology

McLean's survey has 76 questions in total, broken down in the following way:

- 1 Employee Experience Score question
- 11 engagement measure questions
- 59 engagement driver questions
- 2 trending questions
- 2 taking action questions
- 1 open ended question

The employee experience score is based on a single question "How likely would you be to recommend the organization to a qualified friend or family member as a great place to work?". Respondents answer on a scale of 0 to 10 with 0 meaning "Not likely at all" and 10 being "Very likely". It is based on Net Promoter Scoring used in marketing.

The balance of the survey questions use a 6-point scale (1=Strongly Disagree to 6=Strongly Agree) to force an opinion on the spectrum.

Engagement is calculated by averaging each respondents answers to the 11 engagement measure questions, and categorizing them accordingly into one of the four levels of engagement:

- Engaged – organization ambassador, has a sense of ownership, passion, purpose and pride
- Almost engaged – feel a sense of satisfaction and commitment to the organization and is often motivated to go the extra mile
- Indifferent – does not feel a sense a purpose or pride in their work, its just a job, puts in time to meet minimum requirements
- Disengaged – may not openly show dissatisfaction, but their attitude is negative and affecting work and peers, appears to be checked out and complains often

The driver questions are separate from engagement measure questions. Drivers are broken down into retention drivers, job drivers and organizational drivers.

- Retention drivers are not directly related to engagement but are needs that need to be met for an employee to stay at the organization
- Job drivers are factors that influence an employee's day to day experience with their teams and their manager

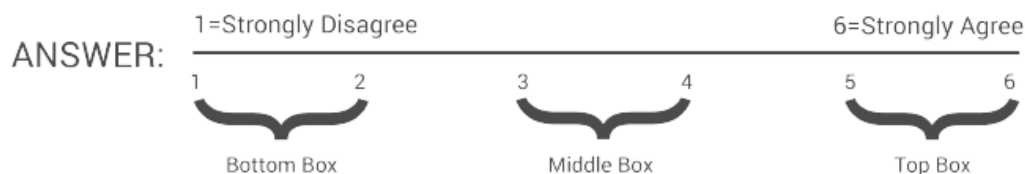
- Organizational drivers are driven by senior leaders across the organization.

Illustration #2 - Drivers



Driver questions are displayed in terms of top box scores. Top box scores are the percentage of respondents who agree or strongly agree with the statement. For example if the question has a score of 40%, then 40% of employees agreed or strongly agreed with the statement.

Illustration #3 – Top Box



As PHC completes the survey year over year, comparisons between years will help to show whether actions to improve engagement are having a positive effect. McLean also provides options to include a benchmark comparison which PHC chose to include, particularly given this is the first year measuring engagement. McLean has both generic benchmarks (responses based on 250 organizations which is updated regularly) and industry specific benchmarks. PHC chose generic benchmarks due to the limited number of responses available in the closest industry specific group (based on 19 organizations which included municipalities, health, etc but no directly similar organizations). Benchmarks can provide some context but should not be used to make decisions. All

decisions related to engagement initiatives must be based on the organizations results and unique needs.

McLean also generates a prioritization grid. It is an informative tool in analysing results to determine future efforts and actions however, it is simply a part of the analysis and additional information must be considered before making final decisions.

An overall report as well as reports for each division and some leaders are generated however no one at PHC will ever see personalized responses. McLean's methods and reporting are generated in an aggregate format for further privacy so for example reports or the ability to pull data needs a minimum of 4 responses. Comments by division or manager will only be shown for groups that have a minimum of 8 responses.

Rationale:

The following information will highlight the results of PHC's first ever engagement survey and the actions that will take place to help improve engagement. It is important to remember that PHC as an organization is still very much in a state of transition leaving staff with a certain amount of uncertainty. Change can have a significant impact on employees and some of the results of this survey reflect that the executive and managers need to put a greater emphasis on ensuring all staff understand changes and have a more significant involvement in mapping out the implementation. While these are some initial perceptions another vital step toward greater understanding of the results is engaging employees. We do not want to risk choosing the wrong actions and wasting time and effort. We want to further engage employees to get the story behind the numbers before deciding which actions to take. We want employees to feel empowered to exchange ideas, raise concerns and become involved in organizational decisions regardless of hierarchical differences. The survey results were shared with all staff on June 15th.

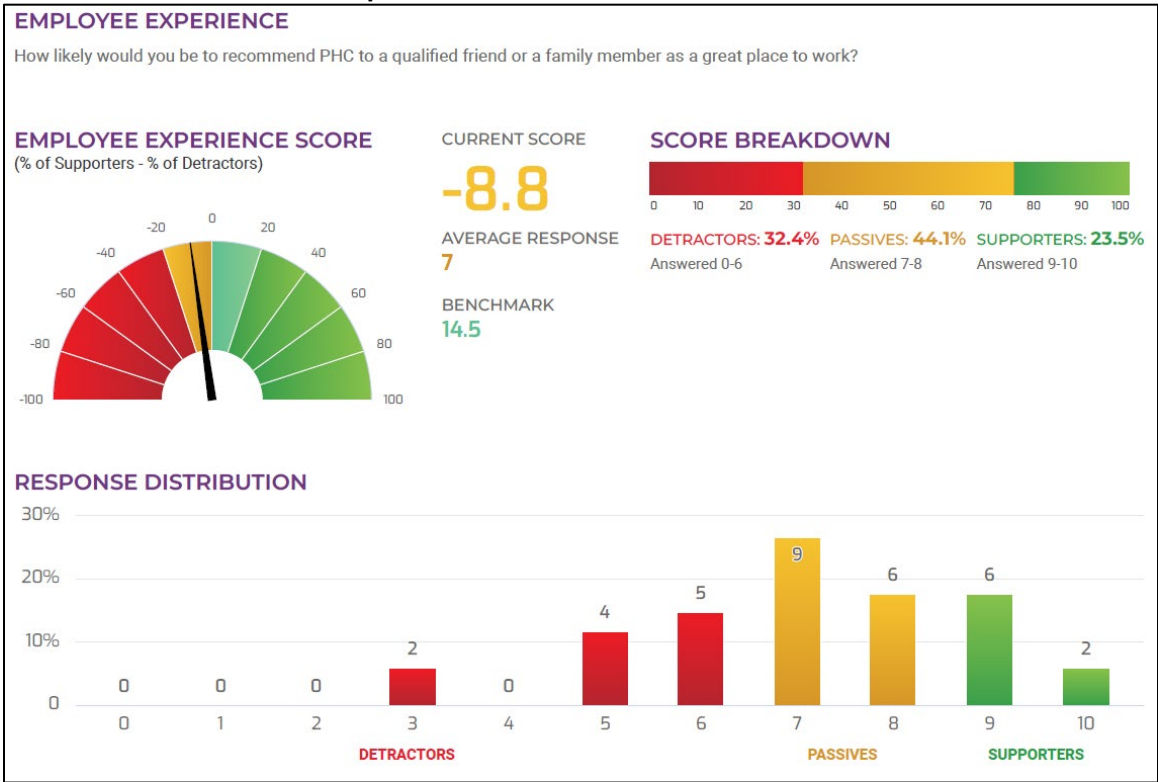
The survey was open from February 23 to March 10, 2023. The overall response rate was 92% and the number of responses was 34/37.

Overall responses and some key takeaways are provided below.

Employee Experience Score

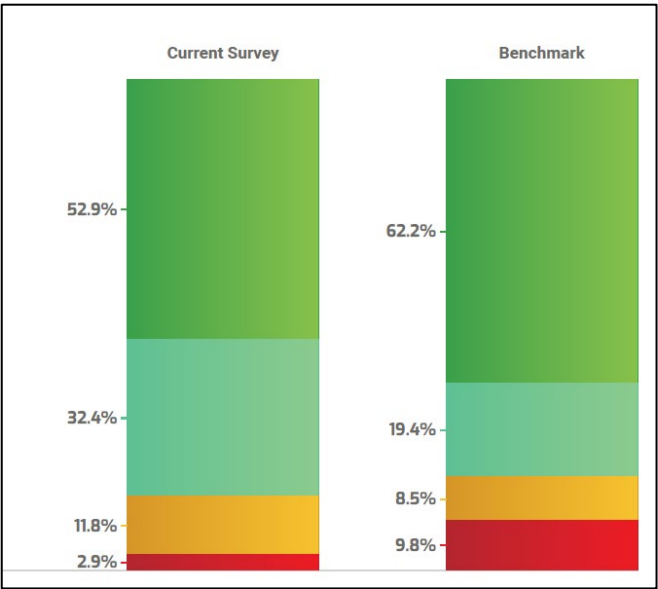
The score is calculated by subtracting the number of detractors from supporters. While the percentage of detractors outweigh the supporters, the average response was a 7 out of 10.

Illustration #4 – PHC 2023 Experience Score



Overall Engagement Results

Illustration #6 – PHC 2023 Engagement

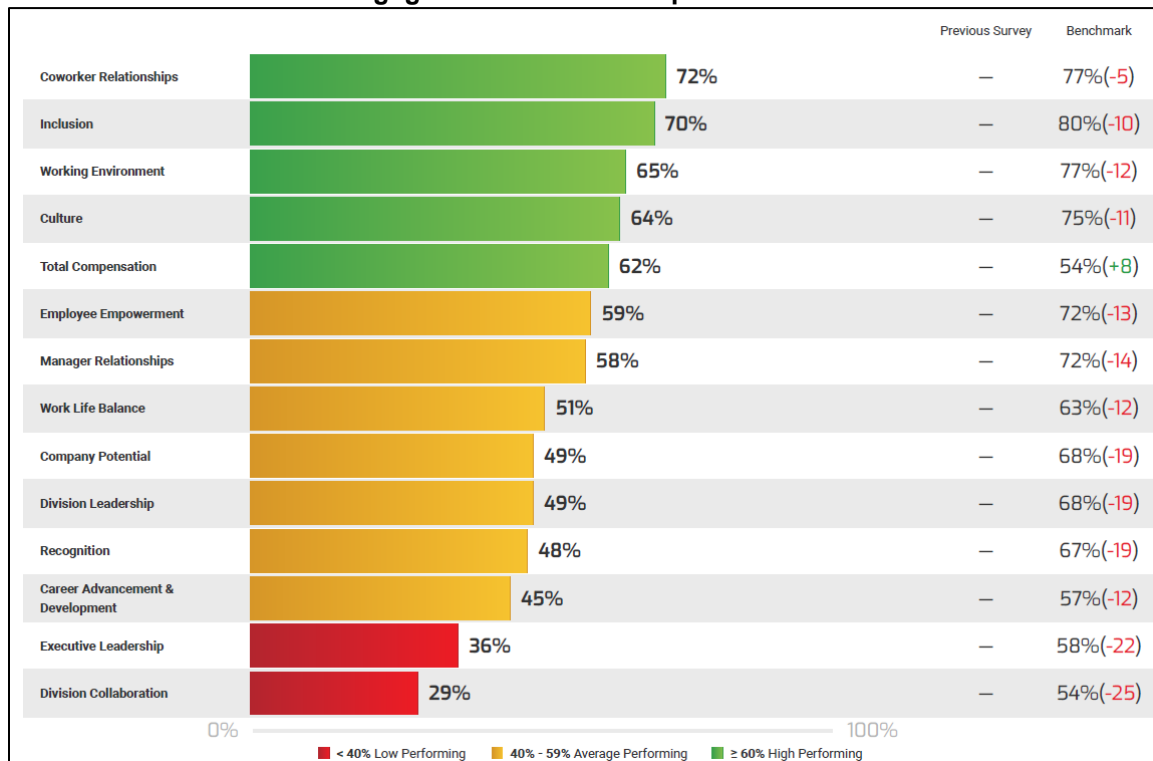


The results show that 52.9% of employees are engaged and another 32.4% are almost engaged. Only 11.8% are indifferent and 2.9% are disengaged. In comparison to the generic benchmark, 85.3% are either engaged or almost engaged at PHC compared to 81.6% of the benchmark and PHC's disengaged is much lower than the benchmark.

Engagement Measure Questions and Priority Matrix

The two lowest performing areas based on the overall results are Division Collaboration and Executive Leadership. The overall average score for division collaboration was only 29% (those who agreed or strongly agreed). Division were defined for employees as Executive, Corporate Services and Operations. The statements within this driver included: PHC has a collaborate work environment, Divisions work well together to get things done and Divisions communicate effectively with each other. The overall average score for Executive Leadership was only 36% (those who agreed or strongly agreed). The Executive Leadership Team was defined for employees as the CEO, Director of Corporate Services and Director of Operations. The statements within this driver included: The executive leadership team models the organizational values, I understand the rationale behind most business decisions made by the executive team, the executive team speaks to the mission, vision and values in a way that is inspiring and the executive team acts on employee feedback.

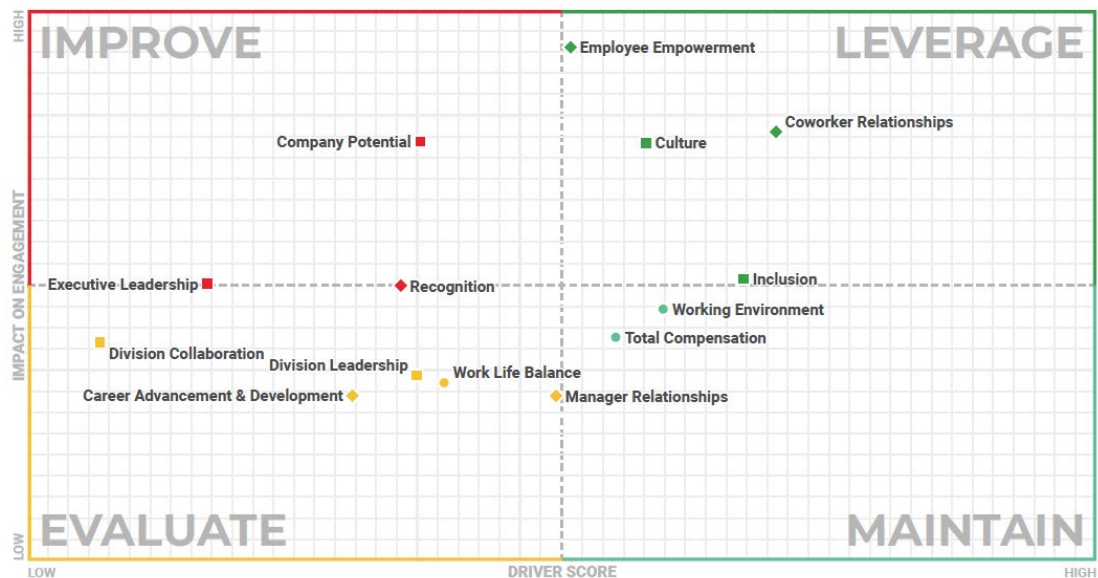
Illustration #7 – PHC 2023 Engagement Measure Responses



As mentioned in the background, McLean does generate a prioritization grid as an information tool in analyzing results and helping to determine actions. However additional information must be considered when make final decisions related to actions. This will include further discussions with staff and a deeper

analysis of division/department results by staff that are part of that division/department. The grid plots each driver highlighting which three have the highest impact on engagement. These three improve quadrant drivers have lower top-box scores and higher impact scores relative to the other drivers.

Illustration #8 – PHC’s 2023 Priority Matrix



Comments Theme

The survey included one open ended question that asked respondents to provide comments to help us better understand their experience at work. 18 of the 34 respondents provided comments. The 18 comments are summarized below.

Recommendations

- Communication can be enhanced and be made more consistent and clearer (Interdepartmental communication and collaboration were highlighted as concerns)
- Work life balance should be encouraged considering the high workloads and employee morale and wellness having diminished
- The employees voice should be included before decisions are made
 - Resolve employee concerns and answer questions
- Employee Benefits could be re-evaluated

Appreciation

- PHC is a good employer, supportive.
- Employees felt gratified with their role and serving the community
- Improvements to culture and the working environment
- Positive comments for the leadership for attempting to make changes

Next Steps and Action Planning

Action planning within divisions/departments will start in the fall. This will allow PHC time to recruit and fill vacant manager positions. The process will begin by engaging employees in further discussions related to the survey results for their particular area, having them define actions and then establishing working groups to develop detailed plans towards the actions including implementation. Actions will be limited between 2-4 for this engagement cycle as working towards too many action plans at the same time can result in poor/rushed planning and implementation.

Corporately the Executive Leadership Team will ensure that all employees are more connected to the strategic plan and will begin work on developing a communication strategy led by a steering committee that includes employees from different divisions/departments of the organization.

Information and updates on actions and implementation plans will be shared with the Board within the CEO update reports.

Other Alternatives Considered:

None.

Alignment to Strategic Priority Areas

This report is directly aligned with Strategic Priority Area One: Investing in Our People.

Financial Considerations:

There are no financial considerations directly associated with this report.

Consultations:

McLean and Company

Attachments:

None.

Peterborough Housing Corporation

Report 2023-022

Meeting Date: June 28, 2023

Meeting Time: 5:30 p.m.

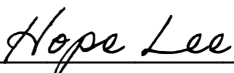
Meeting Place: Hunt Terrace, Meeting Room #112
555 Bonaccord Street, Peterborough

Subject: Strategic Plan 2023-24 Operational Workplans

Author Name and Title: Hope Lee, CEO

Recommendation(s):

Resolved That Report 2023-022, "Strategic Plan 2023-24 Operational Workplans", be received for information and discussion purposes.



Chief Executive Officer

Background:

PHC's strategic plan was developed in 2018/19 and adopted by the Board in early 2019. It has a five year commitment period ending in 2024.

Strategic Directions

1. Investing in Our People
2. Serving Our Clients and Community
3. Strengthening Our Relationships

Commitments

Several commitments within each strategy direction. Broad and oriented to the future allowing PHC to respond and adapt as circumstances change over the years. A framework for the development of annual or multi-year operational plans with measurable goals and objectives.

Focus

1. The people who do the work;
2. The people who help us do the work; and
3. The people whom we do the work

Vision

That everyone has a community and a place they're proud to call home.

Mission

To strengthen and enrich our communities by creating and sustaining quality homes.

Values

Respectful – We commit to treating everyone with dignity and respect, ensuring a trusting, non-judgemental organization for all.

Professional – We understand the authority we can hold by virtue of the resources and decisions we make, and so we commit to maintaining professional standards and courtesies and to ensure consistency in how our clients are treated.

Caring – We commit to building caring, inclusive communities. Acting with compassion and empathy, we invest in the wellness of our staff and clients. We strive to ensure that all those we work with feel supported, encouraged, and heard.

Cooperative – We recognize that we accomplish more by working together. We build strong and reciprocal relationships based on mutual respect. We value partnerships and collaboration and are committed to listening and learning from one another.

Accountable – We will live up to our promises, obligations, and commitments, to our clients, staff, colleagues, partners, and the greater community. We build trust by being honest, transparent, and consistent.

This report provides the Board with the commitments in each priority area, actions completed in 2022 and actions planned over the next 18 months (2023-24). Regular updates on the 2023-24 actions will be included in the CEO update report.

Staff will bring forward a project plan in order to review/refresh the plan in 2024 later this year or early in 2024. The intention is complete this work in coordination with the City who will also be updating their Housing and Homelessness Plan. This will help to ensure that goals and actions are aligned between PHC and the City.

Rationale:

Investing in Our People

Respectful, caring, and compassionate. This is what matters most deeply to all of us who work at PHC in the service of its mission. We commit to the following strategies that will support and invest in our people. Those who work with our clients must have what they need to be successful – tools, training, support, and resources. We will continue to build an environment in which everyone feels supported, encouraged, and heard, investing in capacity for our front-line staff, management, senior staff, and Board members.

Our commitments:

Succession Planning: Developing and implementing a leadership succession plan that connects with our talent management plan.

Workplace Culture: Ensuring the continuous strengthening of workplace culture so that PHC remains a great place to work.

Talent Management: Developing and executing a talent management plan to meet the anticipated staffing needs of the Corporation.

Training: Investing in our people through professional development opportunities

Board Rejuvenation: Actively recruiting and orienting new Board members to ensure broad and diverse perspectives, skills, and expertise, ensuring we retain institutional memory.

Board Governance: Ensuring the best practices in governance policies and procedures are in place for Board members to be able to act as stewards of the Corporation.

Actions in 2022	Proposed Actions for 2023-24
Updated union job descriptions	Conduct, analyze and action an engagement survey strategy
Negotiated new collective agreement which included work life balance pilots	Update non-union job descriptions
Enacted several policies and directives to ensure consistent treatment of staff	Begin a succession planning process
Held recognition event	Develop a talent management plan to meet future anticipated staff needs
Implemented LinkedIn Learning	Create a learning and development plan
Increased staff capacity	Enroll managers in a leadership program
Renewed our recruitment process	Complete Board orientation
Enacted several Board policies to ensure best practices in governance	Continue to review Board composition, aiming toward a community skills-based membership

Serving Our Clients and Community

Our core business practices will ensure PHC is strong and sustainable for years to come. In order to meet the pressing housing needs of the community, including our most vulnerable clients, we will continue to grow in a managed, smart way. We will ensure all our assets are well maintained. We will remain bold and innovative, exercising due diligence and pursuing opportunities as they arise. We will continue to provide consistent, high-quality customer service that is

client-focused—recognizing that we exist for our clients—and by working to ensure accountability at all levels of the organization.

Our commitments

Customer Service: Continuing to provide quality customer service by treating everyone with dignity and respect, creating clear customer service processes and systems that are client-centred, measuring the quality of our service delivery, and ensuring the services are delivered by qualified, well-trained staff

Finance and Resources: Maintaining the highest financial and resource management practices, to ensure that our community can rely on us for its future needs, including compliance with all legislative and code requirements

Capital Assets: Ensuring that our asset management strategies remain current. We will plan for future enhancements to existing properties in order to increase marketability, sustainability, and energy efficiency. We will continue to make strategic and prudent investments of capital reserves.

Risk Management: Developing and regularly updating an enterprise-wide risk management framework that includes emergency planning; business, IT, and security continuity planning; partnership planning; and crisis communication planning.

Leadership: Continuing to be a leader in the sector, remaining bold and innovative, exercising due diligence, and pursuing opportunities as they arise. We will explore opportunities for different governance models that will best support the corporation as it continues to grow.

Managed Growth: Pursuing growth in a thoughtful and prudent manner, ensuring that the necessary land, new builds, acquisitions, and any repurposing opportunities are well-managed and meet our evolving housing needs. As we grow, we will match growth with the corresponding staffing and leadership.

Community Building: Developing inclusive, mixed communities in which residents have access to social opportunities, connection, and on-site resources. We will seek to understand and communicate the true housing need of the community in an ongoing way to stakeholders.

Actions in 2022	Proposed Actions for 2023-24
Created Resident Services Teams to better serve clients and communities	Designing, implementing and actioning a tenant well-being survey

Actions in 2022	Proposed Actions for 2023-24
Enhanced the Building Services Department to provide more on-site presence	Establish a Tenants Right and Responsibilities Directive through an advisory working group
Negotiated a collective agreement with weekend positions in order to better serve our clients and communities	Enhance customer service for applicants by adding affordable units to Rent Cafe
Secured capital funding in order to increase the sustainability and energy efficient in a significant number of our existing properties	Advance the Capital and Revitalization Plans
Created a plan to address some of the most vulnerable populations (frail seniors, patients living in hospital, homeless) in our new building on Bonaccord	Expand and document formal partnerships that can assist with revenue but also provide our tenants with more support services
Developed and implemented emergency planning risk management policies and processes	Develop policies and directives to ensure best practice and consistency for our finance area
	Continue to implement our Yardi Business Plan in order to increase efficiencies and better serve our clients

Strengthening Our Relationships

We believe that relationships and collaboration are essential to the provision of comprehensive supports and services for our clients. We recognize that we can't do our work alone. We exist as an important part of a broader system of human services that must work together to meet the needs of those within our community. We will continue to build and nourish strong, trusting, and transparent relationships with our many community partners. We are committed to engaging and collaborating with our housing sector colleagues.

Our commitments:

Communications: Improving the clarity and consistency of our communications with external stakeholders, and the general public, through the development and

execution of an annual communications strategy. By improving the telling of our corporate story, we will increase clarity around expectations, roles, and resources, and enhance PHC's reputation.

Branding: Exploring a branding and name refresh to reflect and communicate the corporation's current mandate and future goals.

Partnerships: Continuing to build and nurture meaningful and effective strategic partnerships by auditing existing relationships, conducting a gap analysis, and formalizing agreements.

Community Safety Net: Acting with the understanding that individuals in our community have specific needs that require tailored approaches. We will build the relationships necessary for us to both step up and be a leader when required, but also to be strong partners and collaborators when that is the ideal role for us to take.

Innovation: Being open and receptive to innovative opportunities with our partners and ensuring that we use creativity to solve problems together, sharing in the benefits and risks, and jointly celebrate the positive outcomes.

Funders: Maintaining a mutually beneficial relationship with our shareholder in all strategic, operational, and financial areas, and ensuring that we continue to meet our obligations with other project funders.

Regional Opportunities: Exploring regional partnerships and other aligned activities through the exploration and development of a regional approach to housing. We will, together, explore new funding opportunities to meet our clients' needs, strengthen relationships, become more efficient, and diversify our funding base.

Actions in 2022	Proposed Actions in 2023-24
Started to communicate more frequently with staff	Create a communication strategy
Started communicating more effectively with tenants using email	Conduct a project to understand how PHC can better help individuals across the housing continuum
Enhanced our website	Continue to work with the City to establish property management agreements as new communities are acquired, constructed or revitalized

Actions in 2022	Proposed Actions in 2023-24
Expanded and formed new relationships with partners (Elizabeth Fry at Alexander, selling units to One City)	Participating in LHC Community of Practice working groups (Assets, tenants, finance)
Secured funding through new partners, the National Housing Co-investment Fund	Exploring a branding and name refresh

Other Alternatives Considered:

None.

Alignment to Strategic Priority Areas

This report aligns with all three priority areas.

Financial Considerations:

There are no direct financial considerations related to this report.

Consultations:

PHC staff
City Housing Staff

Attachments:

None

Peterborough Housing Corporation

Report 2023-23

Meeting Date: June 28, 2023

Meeting Time: 5:30 p.m.

Meeting Place: Hunt Terrace, Meeting Room #112
555 Bonaccord Street, Peterborough

Subject: 2022 Annual Report

Author Name and Title: Hope Lee, CEO

Recommendation(s):

Resolved That Report 2023-023, "2022 Annual Report", be received; and

That the 2022 Annual Report, included as Attachment A, be approved, and provided to the Shareholder at the Annual General Meeting.

Hope Lee

Chief Executive Officer

Background:

PHC is required by its' Shareholder, the City of Peterborough, to produce an annual report.

Rationale:

Following the AGM and the Shareholders approval, the 2022 Annual Report will more widely distributed including the following:

- County of Peterborough
- Tenants
- Agencies and other partners PHC regularly interacts with
- PHC website

Other Alternatives Considered:

None.

Alignment to Strategic Priority Areas

This report aligns with the strategic focus of the following commitment within the Strategic Plan:

Strengthening Our Relationships – Communications:

Improving the clarity and consistency of our communications with external stakeholders and the general public through the development and execution of an annual communications strategy.

Financial Considerations:

The cost to design the annual report is included in the annual budget which has been approved by the board.

Consultations:

Director of Operations
Director of Corporate Services

Attachments:

Attachment A Peterborough Housing Corporation 2022 Annual Report



2022 Annual Report

“Where everyone has a community and
a place they’re proud to call home.”



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Board of Directors and Officers

Chair • Keith Riel **Vice Chair** • Alex Bierk

Director • Jeff Leal **Director** • Matthew Graham **Director** • Andrew Beamer

Treasurer • Sondra Fitzgerald **CEO/Secretary** • Hope Lee

Message from the Chair and CEO

As the largest community housing provider in the City of Peterborough and the surrounding County of Peterborough, PHC is recognized as a leader in housing and in the community. PHC has accomplished much in the recent years with 2022 becoming another successful year.

A fresh look with a new CEO resulted in many organizational improvements in 2022. PHC expanded its resources to ensure that our tenants were having their needs met and that our buildings were getting sufficient attention to ensure they were sustainable for many years to come. This included creating Housing Support Worker positions to work in communities with tenants directly and creating Technical Services Coordinators to be out in communities attending to maintenance items on a more regular schedule. In addition to new positions, teams were created that work together and concentrate on a certain number of units which are manageable and ensure that tenants' needs are dealt with in a timely and efficient manner.

For the first time, PHC brought together a working group that included multiple staff departments and tenants to discuss and draft policies. This successful model will be used on an ongoing basis.

Our relationship with the City of Peterborough, our Service Manager and Shareholder, renewed. We refined and finalized our strategy together to regenerate a number of properties, which is now approved by Board and by the City of Peterborough. We worked on an emergency shelter agreement in order to provide temporary housing to the homeless and developed a plan to incorporate units for the homeless into our newest development at 555 Bonaccord.

PHC will continue to strive towards its vision that everyone has a community and a place they're proud to call home.



A handwritten signature in black ink that reads "Keith Riel".

Keith Riel
PHC Chair



A handwritten signature in black ink that reads "Hope Lee".

Hope Lee
PHC CEO



36

properties
owned



1,262

units owned



\$184M

assets owned



4,000 +

people housed



75

Community Housing
units managed for others



38

staff



222

rent supplement units
administered for the City



Our Structure

Peterborough Housing Corporation (PHC) is a housing provider regulated by the Housing Services Act, 2011 (HSA). PHC is incorporated under the Ontario Business Corporations Act, and is responsible for owning and operating affordable rental housing. The City of Peterborough is the sole shareholder of the Corporation.

A Board of Directors is responsible for the governance of PHC. The Board establishes the Vision, Mission, Values and the Goals of the Corporation.

Strategic Direction

PHC adopted a five year strategic plan (2019-2024). The directions are broad and oriented to the future. This allows PHC to respond and adapt as circumstances change over the years. The directions offer a framework for the development of annual or multi-year operational plans with measurable goals and objectives.

PHC is focused on ensuring that we remain an innovative high performing corporation.

Vision

That everyone has a community and a place they're proud to call home.

Mission

To strengthen and enrich our communities by creating and sustaining quality homes.

Values

Respectful

We commit to treating everyone with dignity and respect, ensuring a trusting, nonjudgmental organization for all.

Professional

We understand the authority we can hold by virtue of the resources and decisions we make, and so we commit to maintaining professional standards and courtesies, and to ensure consistency in how our clients are treated.

Caring

We commit to building caring, inclusive communities. Acting with compassion and empathy, we invest in the wellness of our staff and clients. We strive to ensure that all those we work with feel supported, encouraged, and heard.

Cooperative

We recognize that we accomplish more by working together. We build strong and reciprocal relationships based on mutual respect. We value partnerships and collaboration and are committed to listening and learning from one another.

Accountable

We will live up to our promises, obligations, and commitments, to our clients, staff colleagues, partners, and the greater community. We build trust by being honest, transparent, and consistent.

Our Properties (Total Units: 1,347 • Total Bedrooms: 2,270)

City of Peterborough Properties

Total
Bedrooms:

1,935



Total
Bedrooms:

269

572 Crystal Drive Peterborough

Target Group: Family
Program: RGI, Market
1 bedroom: 2
2 bedroom: 57
3 bedroom: 51



Total
Bedrooms:

137

665 Crawford Drive Peterborough

Target Group: Family
Program: RGI
2 bedroom: 19
3 bedroom: 25
4 bedroom: 6



Total
Bedrooms:

136

835 Cameron Street Peterborough

Target Group: Family
Program: RGI
2 bedroom: 14
3 bedroom: 23
4 bedroom: 6
5 bedroom: 3

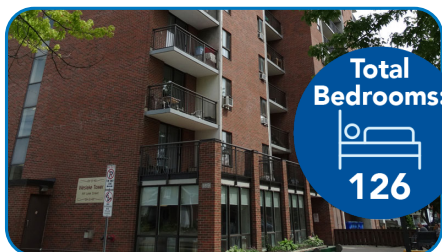


Total
Bedrooms:

133

30 Alexander Court Peterborough

Target Group: Family
Program: RGI
2 bedroom: 18
3 bedroom: 23
4 bedroom: 2
5 bedroom: 4



Total
Bedrooms:

126

169 Lake Street Peterborough

Target Group: Senior
Program: RGI
1 bedroom: 124
2 bedroom: 1



Total
Bedrooms:

102

850 Fairbairn Street Peterborough

Target Group: Family
Program: RGI
2 bedroom: 14
3 bedroom: 14
4 bedroom: 8



Total
Bedrooms:

102

999 Hilliard Street Peterborough

Target Group: Family
Program: RGI
2 bedroom: 10
3 bedroom: 18
4 bedroom: 2
5 bedroom: 4



Total
Bedrooms:

101

486 Donegal Street Peterborough

Target Group: Senior
Program: RGI
1 bedroom: 99
2 bedroom: 1



Total
Bedrooms:

90

1190 Hilliard Street Peterborough

Target Group: Family
Program: RGI
3 bedroom: 22
4 bedroom: 6



**611 Rogers Street
Peterborough**

Target Group: Senior
Program: RGI
1 bedroom: 90



**290 Parkhill Road East
Peterborough**

Target Group: Family
Program: RGI
2 bedroom: 10
3 bedroom: 14
4 bedroom: 2
5 bedroom: 2



**117 Herbert Street
Peterborough**

Target Group: Family
Program: RGI
2 bedroom: 8
3 bedroom: 6
5 bedroom: 2



**543-565 Raymond Street
Peterborough**

Target Group: Family
Program: RGI
3 bedroom: 6
4 bedroom: 6



**101-121 Anson Street
Peterborough**

Target Group: Family
Program: RGI
3 bedroom: 11



**372-386 Parkhill Road West
Peterborough**

Target Group: Family
Program: RGI
3 bedroom: 8



**Pratts Marina & 7th Line
Peterborough**

Target Group: Family, Indigenous
Program: RGI
3 bedroom: 5



**900 Dutton Road
Peterborough**

Target Group: Adult, Family
Program: Affordable
1 bedroom: 13
2 bedroom: 17
3 bedroom: 7
4 bedroom: 3



**526 McDonnell Street
Peterborough**

Target Group: Adult, Family
Program: Affordable
Bachelor: 6
1 bedroom: 23
2 bedroom: 16
3 bedroom: 5



**553 Bonaccord Street
Peterborough**

Target Group: Adult, Family
Program: Affordable, Market
Bachelor: 2
1 bedroom: 14
2 bedroom: 11
3 bedroom: 7



**130 Anson Street
Peterborough**

Target Group: Adult
Program: Affordable
1 bedroom: 27
2 bedroom: 3



**136 Anson Street
Peterborough**

Target Group: Adult
Program: Affordable
Bachelor: 4
1 bedroom: 22



**293 London Street
Peterborough**

Target Group: Adult
Program: Affordable
Bachelor: 6
1 bedroom: 12



**220 Edinburgh Street
Peterborough**

Target Group: Adult, Family
Program: Affordable
2 bedroom: 1
3 bedroom: 3



**196 Antrim Street
Peterborough**

Target Group: Adult
Program: Supportive, Affordable
3 bedroom: 2



**193 Parkhill Road West
Peterborough**

Target Group: Adult
Program: Market
1 bedroom: 2



**555 Bonaccord Street
Peterborough**

Target Group: Adult, Family, Senior
Program: Supportive, Affordable, Market
1 bedroom: 70
2 bedroom: 15

County of Peterborough Properties

Total
Bedrooms:

241



Total
Bedrooms:

28

85 Concession Street
Lakefield

Target Group: Senior
Program: RGI
1 bedroom: 28



Total
Bedrooms:

28

23 Spring Street
Norwood

Target Group: Adult
Program: RGI
1 bedroom: 28



Total
Bedrooms:

20

12 Simeon Crescent
Apsley

Target Group: Adult
Program: RGI
1 bedroom: 20



Total
Bedrooms:

20

37 George Street
Havelock

Target Group: Adult
Program: RGI
1 bedroom: 20



Total
Bedrooms:

18

8 Victoria Street
Havelock

Target Group: Senior
Program: RGI
1 bedroom: 18



Total
Bedrooms:

15

24 Ermatinger Street
Lakefield

Target Group: Adult
Program: RGI
1 bedroom: 15



Total
Bedrooms:

8

30 Simeon Crescent
Apsley

Target Group: Senior, Supportive
Program: RGI
Bachelor: 8



Total
Bedrooms:

62

40 Rabbit Street
Lakefield

Target Group: Senior
Program: Affordable
1 bedroom: 46
2 bedroom: 8



Total
Bedrooms:

24

17 Smith Drive
Havelock

Target Group: Senior
Program: Affordable, Market
1 bedroom: 24



Total
Bedrooms:

18

46,48,50 Rabbit Street
Lakefield

Target Group: Senior
Program: Affordable, Market
1 bedroom: 6
2 bedroom: 6

2022 Asset Management Highlights

Peterborough Housing Corporation believes strongly in following capital asset practices to ensure the preservation of our buildings and to maintain the quality of life for our tenants. Peterborough Housing Corporation utilizes Asset Planner Software and its Building Condition Assessments for each community when planning and prioritizing annually to ensure the best investment of resources.

The current construction value of Peterborough Housing Corporation's housing portfolio exceeds \$200 million (excludes the cost of land and primary site servicing).

Peterborough Housing Corporation invested just over \$805,000 towards capital projects in 2022.

2022 Capital Projects



Hallway Carpet Replacement (611 Rogers and 486 Donegal, Peterborough)

Scope of work includes:

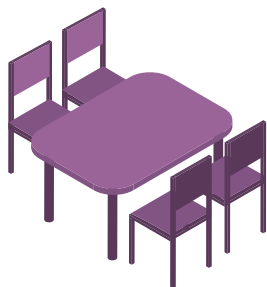
- new carpet tile flooring installed in hallways



Hallway Lighting and Ceiling Tiles (169 Lake Street, Peterborough)

Scope of work includes:

- new ceiling tiles and upgraded LED light in all hallways



Common Room furniture (Multiple Properties)

Scope of work included:

- new tables and chairs purchased for common room spaces



Upgraded Water treatment systems (12 & 30 Simeon Crescent, Apsley)

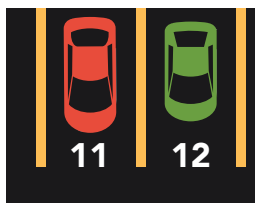
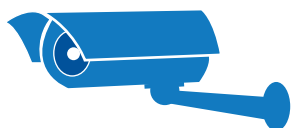
Scope of work includes:

- new water treatment systems to provide best quality water to residents

Security Cameras Installation (Multiple Properties)

Security cameras installed at 5 properties:

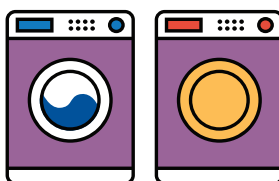
- 526 McDonnell
- 553 Bonaccord
- 486 Donegal
- 169 Lake Street
- 611 Rogers



Parking Lot Paving/Line Painting (Multiple Properties)

Scope of work includes:

- paving of parking lots and line painting/numbering across much of the portfolio



Laundry upgrades with pedestals (All Laundry Rooms)

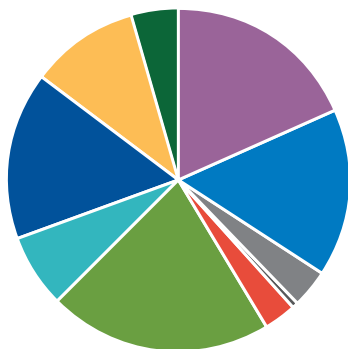
- new contract for laundry services with new machines on pedestals

2022 Financial Highlights

Peterborough Housing Corporation ended 2022 with an operating surplus.

*To be read in conjunction with the audited financial statements available upon request or on the website.

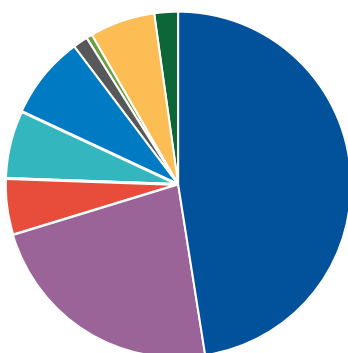
Expenses



- Materials & Services: **\$2,509,496**
- Utilities: **\$2,151,449**
- Administration: **\$463,631**
- Bad Debts: **\$96,723**
- Insurance: **\$419,880**
- Salaries & Wages: **\$2,860,404**
- Capital Improvements: **\$921,033**
- Property Taxes: **\$2,136,599**
- Rent Supplement: **\$1,406,442**
- Interest on long term debt: **\$585,017**

Total Expenses: \$13,550,674

Revenues



- Rent: **\$7,941,691**
- Operational Subsidies: **\$3,826,713**
- Capital Subsidy - Annual: **\$889,140**
- COCHI Funding: **\$1,065,405**
- Rent Supplement: **\$1,311,623**
- Investment and Management Fee Income: **\$228,683**
- Energy Rebates: **\$84,000**
- Gain on Sale of Tangible Capital Assets: **\$1,015,581**
- General and Administrative Income: **\$355,610**

Total Revenues: \$16,718,446

2022 Community Event Highlights

The Resident Services team facilitated a variety of summer programming in 2022, including clean up days, children pop up events, and community gardens. Two Community Development Assistants joined the corporation as summer student employees to lead summer programming.

Clean Up Days

Clean Up Days are ran at the family communities in the portfolio, and involve a dumpster being placed on site for a full day for residents to use free of charge. Clean Up days occurred at 9 properties and **assisted 130 households in alleviating built-up clutter** and meeting property and safety standards. Clean Up Days are well received by our communities and residents have identified that this service removes two significant barriers to disposing of items, lack of transportation and high disposal costs.



Children Pop Up Events

The Community Development Assistants organize and facilitate two-hour events in which children and youth can come and enjoy health physical activity, games, and arts and crafts. These Children's Pop-up events were hosted at 9 family communities, with **60 children in attendance** from 34 different households. These activities were enjoyed by children ranging 4 to 13 years old, indicating that they are well received by families with children of all ages.

Community Gardens for PHC Tenants

Property gardens were once again embraced as a community space in 2022 and enjoyed by community gardeners across a mix of single, senior, and family properties in the city and county. This year **9 properties participated in community garden spaces**. Residents appreciated the opportunity to beautify their communities and grow some of their own food. In particular, the community garden in Apsley provided some seasonal relief for residents who are still without a local grocery store after a devastating fire in 2020.



2022 Food Bank Operations

Important Figures for 2022 (numbers are approximate)



48 monthly household visits
(576 annually)



200 individual residents served monthly
(2400 annually)



78 children and youth aged 0 to 15 benefit from our community food banks every month

934 unique instances of children and youth benefitting from our food banks in 2022

Limitations of Report

These values are approximate and rounded numbers. While these statistics provide an overview of 2022 food bank usage, they use approximations and therefore are not always representative of the exact monthly food bank usership, which fluctuates based on time and circumstances.

Overview

2022 saw the return to a normal food bank process following the end of many COVID-19 restrictions. From January to June, both 30 Alexander and 835 Cameron food banks provided only non-perishable food to residents. Starting in July, we returned to providing fresh and frozen food to residents.



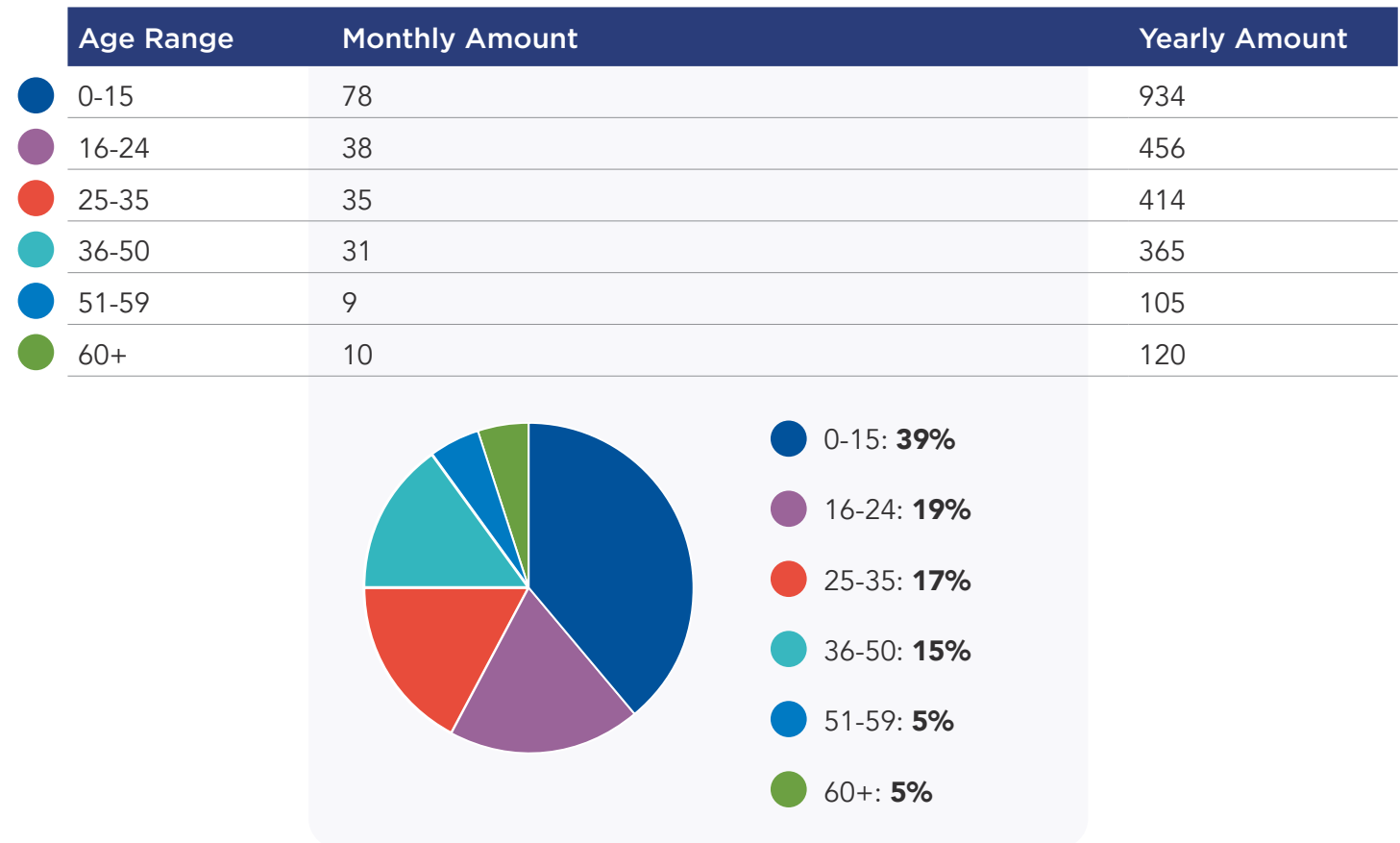
Food insecurity continues to be a major reason for food bank involvement, as food prices in 2022 increased (+9.8%) at the fastest pace observed since 1981. This rising cost of living has negatively affected residents with low income, as more of their monthly budget is now required to purchase necessities. As such, our community food banks continue to offer much needed financial relief to low-income families.

Statistics and Usage

2022 saw approximately 576 food bank visits by households in our community. 30 Alexander averaged at 25 household visits per month, and 835 Cameron at 23 visits (combined 48 monthly). Based on household size percentages for these two communities, an estimated 200 individual residents benefitted from our food bank program every month (approx. 2400 annually).

Based on average age range percentages, we get the following information:

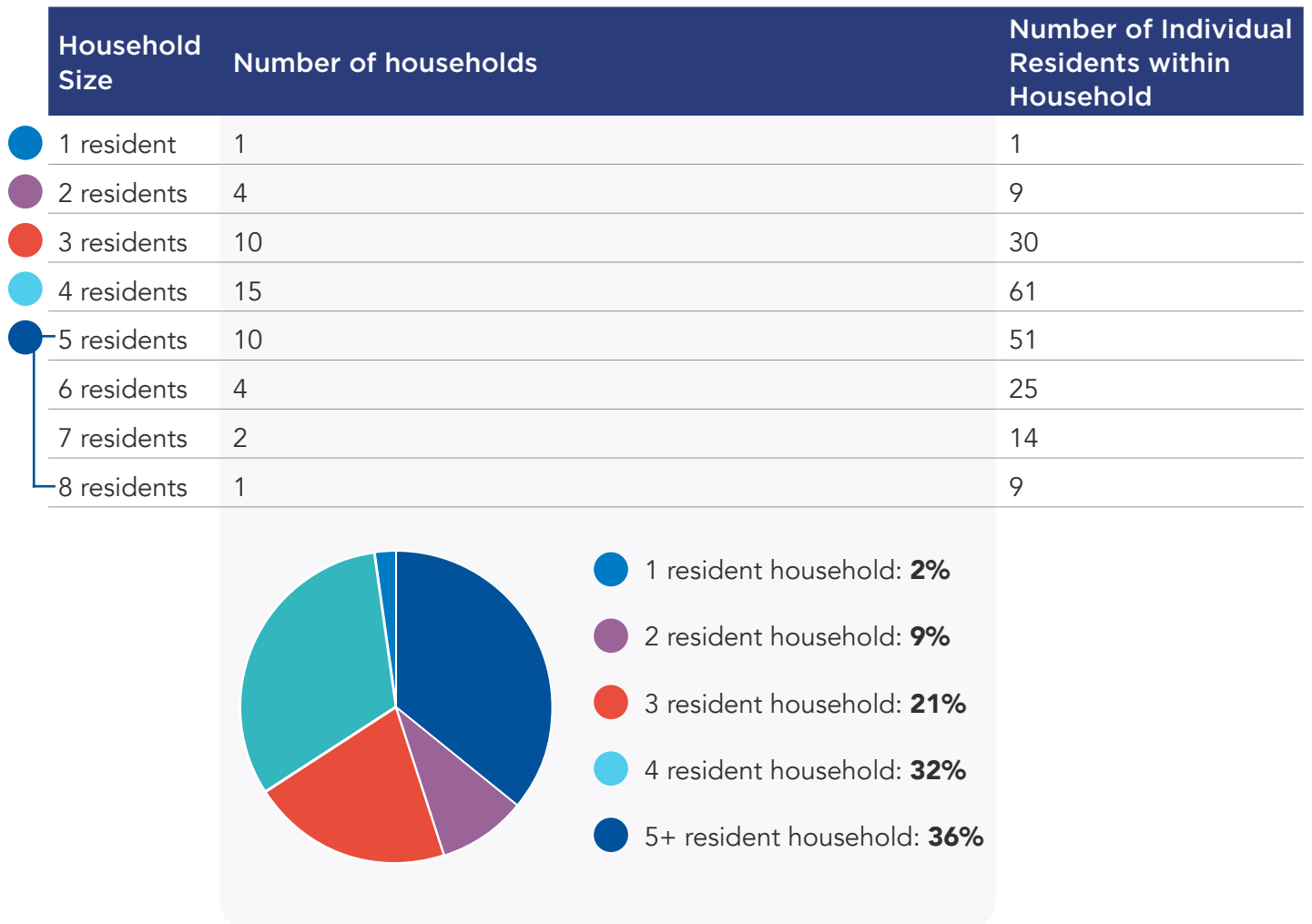
Age Range by Monthly Usage



This means that approximately 78 children between age 0 and 15 benefit from our community food banks every month, and over the course of the year, there are approximately 934 unique instances of children receiving food bank assistance at 30 Alexander and 835 Cameron.

We can also look at the data through household size. Taking the 48 monthly visits and the average amount of members in the household, we get the following information:

Household Size by Monthly Usage



This means that on any given month in 2022, approximately 15 of the units that visited the community food banks had 4 residents in their household.

2022 Homeward Bound Program Highlights



Homeward Bound Peterborough is a four-year wrap around program that moves single, mother-led families to prosperity by providing a package of supports that includes education, housing, childcare, and internships. The goal of the program is to support women to secure a career that will lead to a full-time, sustainable living wage employment. This program has been proven to break the cycle of poverty for the mother and her children. Peterborough Housing Corporation has a cohort of eight women in its Homeward Bound Program.

Homeward Bound had another very successful year in 2022. Three additional participants graduated from Fleming College with a dual Diploma in Paralegal/Law Clerk. Each of them has been hired at different Law firms in Peterborough. We held a wonderful graduation party at The Venue to celebrate their accomplishments, and success. Donors who attended were very touched by these participants stories and their goals for the future. There has now been a total of 6 graduates who have changed the trajectory of their lives and future, and the lives of their children, moving from poverty to possibility, breaking the cycle of poverty.

A new participant with two young children began this past winter, enrolling in the Plumbing Program at Fleming college.

2022 New Development Highlights



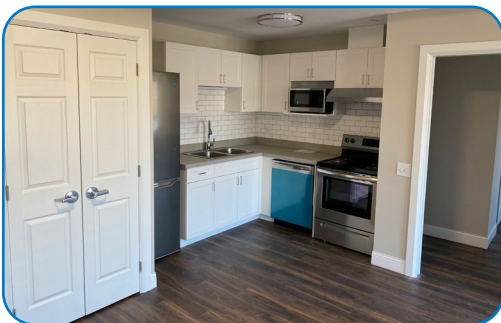
Hunt Terrace (555 Bonaccord Street, Peterborough)

Peterborough Housing Corporation (PHC) is excited to complete construction at Hunt Terrace, introducing in early 2023 its first multi-generation, mixed income building. The building features accessibility and energy efficient designs.



This building features 85 units with five floors that contain market, assisted living and supportive units. Rents will accommodate higher income to the lowest income. Supports will be available that include personal and medication needs, housing supports and mental and addiction supports.

The building also features a ground floor commercial space with food services, dining area, support agencies staff, on-site security and meeting rooms.



Looking Ahead

Peterborough Housing Corporation (PHC) will continue to contribute to new market and affordable housing development through its updated Capital Financing and Community Revitalization Plan. A significant improvement to this plan, first envisioned in 2016, is the addition of the City of Peterborough as a key partner. This will strengthen PHC's ability to move the plan forward through direct access to City resources.

The updated 2022 plan now identifies 7 properties for redevelopment with a potential total unit count of 1,105 across all 7 properties for a potential yield of 824 net new units. This updated plan provides the opportunity to increase the net gain of new units by an additional 371 beyond the 2016 plan. The updates to the City's Official Plan have been instrumental in allowing PHC to reassess the unit yield opportunities per property.

The sites have been prioritized into three categories to form part of the larger overall redevelopment plan:

- Phase 1 – 3 sites with the lowest complexity and most expedient timelines to develop;
- Phase 2 – 2 sites with medium complexity sites; and
- Phase 3 – 2 sites with higher complexity sites

Work is underway on Phase 1 sites which include:

- 681 Monaghan Road – predevelopment studies and reports and applying for CMHC's Rapid Housing Funding with a vision to start construction in 2023.
- 30 Alexander Court - predevelopment studies and reports, exploring funding and financing sources and exploring development partnerships with a vision to start construction in 2025.
- 1190 Hillard Street - predevelopment studies and reports, exploring funding and financing sources and exploring development partnership with a vision to start construction in 2025.



Contact



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