



Peterborough Housing Corporation Board of Directors

Wednesday, March 26, 2025 – 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. Land Acknowledgement

Open Session – 5:30 p.m.

2. Approval of Agenda
3. Conflict of Interest
4. Confirmation of Minutes
 - a. Open Session Board Meeting, February 26, 2025
5. Presentations
6. Operational Reports
 - a. Report 2025-009 – CEO Update
 - b. Report 2025-010 – Whistleblower Policy
7. Financial Reports
 - a. Report 2025-011 – 2024 Q4 Reporting Obligations (as at December 31st)
 - b. Report 2025-012 – 2024 Operating Report (Q4)
 - c. Report 2025-013 – 2024 Capital Report (Q4)
8. Committee Reports
 - a. Finance, Audit & Administrative Committee
 - i. No report
 - b. Governance, Human Resources & Strategy Committee
 - i. No report
9. Information from Staff
10. Adjournment

Board Meeting Minutes, Peterborough Housing Corporation

Date: Wednesday, February 26, 2025 – 5:30PM

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

Present:	Keith Riel	Chair
	Alex Bierk	Vice-Chair
	Matthew Graham	Member
	Lesley Parnell	Member
	Rebecca Morgan-Quin	Board Advisor
	Travis Doak	CEO, PHC/Board Secretary
	Jenna Cullon	Recording Secretary

Regrets:	Andrew Beamer	Member
	Sheldon Laidman	Board Advisor
	Jeeniraj Thevasagayam	Board Advisor

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

1. Approval of Agenda

On a motion by Matthew Graham, seconded by Lesley Parnell and carried unanimously, it was **RESOLVED** to approve the agenda for the February 26th, 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. Confirmation of Minutes

a) Open Session Board Meeting, January 22, 2025

On a motion by Lesley Parnell, seconded by Alex Bierk and carried unanimously, it was **RESOLVED** that the open and closed minutes for January 22, 2025, be confirmed and accepted.

4. Presentations

a) Operations Presentation

- i. Report 2025-008 – Tenancy Follow Up and Supports,
Jake Dean, Resident Services Manager and Robin Sarniak,
Housing Support Worker

On a motion by Lesley Parnell, seconded by Alex Bierk and carried unanimously, it was **RESOLVED** that Report 2025-008, “Food Bank Program”, be received for information purposes.

5. Operational Reports

a) Report 2025-005 – CEO Update

On a motion by Lesley Parnell, seconded by Matthew Graham and carried unanimously, it was **RESOLVED** that Report 2025-005, “CEO Update”, be received for information purposes.

Main discussion took place surrounding PHC’s conversation with the Township of Havelock regarding the future for the vacant property at Smith Drive. It was requested that PHC respond to the Township CAO requesting a staff only meeting for discussions surrounding potential opportunities for the vacant property.

PHC had previously been asked by the Board to seek further information on the HART funding, and it was confirmed that funding has been successfully secured, with steps in place to move forward. Once available, the funding will support repairs on vacant units; however, it is designated for operational expenses rather than capital projects and will be used for refresh initiatives rather than major capital work. PHC has also implemented measures to prevent similar issues from occurring in the future regarding knowledge of funding opportunities.

Alex Bierk left at 6:30 pm

b) Report 2025-006 – Director Mandate Letters

On a motion by Lesley Parnell, seconded by Matthew Graham and carried unanimously, it was **RESOLVED** that Report 2025-006, “Director Mandate Letters”, be received for information purposes.

An overview of the Director Mandate Letters was provided to the Board, outlining key priorities and performance expectations to support high-quality service delivery and operational efficiency. The Director of Corporate Services will focus on finance, payroll, and IT directives, while the Director of Operations will prioritize building maintenance, custodial services, capital planning, security, and tenant-related services. The Board had no further questions.

c) Report 2024-007 – CMHC Capital Repair Funding Opportunity

On a motion by Matthew Graham, seconded by Lesley Parnell and carried unanimously, it was **RESOLVED** that Report 2025-007, “CMHC Capital Repair Funding Opportunity”, be received;

That staff is directed to work with City staff on implementation of the investment allocation to support the capital repair funding opportunity.

The Board received a reminder of the current funding PHC is receiving from CMHC and how it is being used. An overview was provided on the new funding opportunity, including how it would work for PHC and the corporation's intended use of the funds.

6. Financial Reports

- a) No report

7. Committee Reports

- a) Finance, Audit & Administrative Committee
 - i. No report
- b) Governance, Human Resources & Strategy Committee
 - i. No report

8. Information from Staff

The Board was informed that over the past six months, four tenants have moved out after successfully purchasing their own homes, an achievement that PHC is pleased to celebrate.

9. Adjournment

With there being no further business, the February 26, 2025 Board Meeting, was adjourned on a motion by Lesley Parnell, seconded by Matthew Graham, carried unanimously at 6:40 p.m.

Keith Riel
Chair
Peterborough Housing Corporation

Travis Doak
CEO/Board Secretary
Peterborough Housing Corporation

Peterborough Housing Corporation

Report 2025-009

Meeting Date: March 26, 2025

Meeting Time: 5:30 p.m.

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

Subject: CEO Update

Author Name and Title: Travis Doak, CEO

Recommendation(s):

Resolved That Report 2025-009, "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:Township of Havelock-Belmont-Methuen Correspondence:

As directed by the Board at the February meeting, correspondence was sent to the Township CAO requesting a staff-only meeting to initiate discussions about potential development opportunities for the vacant lot at 17 Smith Street. The primary objective of this first meeting is to explore collaborative options, identify potential barriers, and outline preliminary next steps. As of March 20, PHC staff are awaiting confirmation from the Township regarding a meeting date. Staff will report back to the Board following this initial discussion.

Strategic Plan Work Update:

Since the last CEO Update Report, the Request for Proposal (RFP) was finalized and issued to the public on February 28. A Question & Answer period occurred in the week of March 10, with the closure of the RFP occurring March 21.

The next steps include the evaluation of proposals, shortlisting, interviews, and the final contract negotiations.

Since the last CEO Update Report, the Request for Proposal (RFP) for consulting services to develop the new strategic plan was finalized and publicly issued on February 28. Following the release, a designated Question & Answer period was facilitated during the week of March 10, providing potential proponents an opportunity to seek clarification on the RFP content, scope, and expectations. The RFP submission deadline closed on March 21.

The next phases in the process involve a detailed evaluation of all submitted proposals against predefined selection criteria, resulting in a shortlist of qualified proponents. Shortlisted proponents will subsequently be invited for interviews to further assess their suitability, approach, and understanding of PHC's objectives. Upon successful completion of the interviews, PHC will proceed to contract negotiations with the selected consultant. The finalized agreement and project timeline will be communicated to the Board in a subsequent update.

Partnership with Habitat for Humanity Peterborough and Kawartha Region:

Staff are currently exploring a potential partnership between PHC and Habitat for Humanity Peterborough and Kawartha Region. The collaboration aims to leverage Habitat's capacity in home renovations and repairs to address maintenance and renovation needs within PHC units requiring reconditioning. Habitat for Humanity Hamilton recently established a successful model by partnering with City Housing Hamilton to rehabilitate vacant units and return them to operational status, resulting in increased housing availability and improved community outcomes.

Given that Habitat Peterborough is presently between larger building projects, their organization has expressed interest in engaging their skilled staff, student participants, and volunteers in impactful, tangible housing initiatives within our local community. This potential partnership represents an opportunity to efficiently address housing needs, potentially reduce the turnaround time on unit repairs, and make meaningful progress toward alleviating local housing pressures. Staff will continue discussions and report further developments to the Board.

Tenant Tax Clinics:

The 2025 PHC Onsite Income Tax Clinics have commenced, aiming to support tenants by providing free, accessible tax preparation assistance directly at various PHC properties. In collaboration with the volunteer group Happy Wonderers, staff have successfully organized and launched four onsite tax clinics at the following locations:

- 611 Rogers Street
- 486 Donegal Street
- 169 Lake Street
- Wolf Street Modular Housing

In addition to these onsite clinics, PHC is proactively facilitating access to tax services for tenants residing in communities without direct clinic access, specifically in the areas of:

- Apsley
- Norwood

These initiatives are designed to remove barriers, encourage tenant participation, and enhance financial literacy and independence. Income tax documents are also required when subsidy calculations occur to ensure appropriate rent amounts are paid by tenants. By ensuring equitable access to essential financial services, PHC continues to support tenants' overall financial well-being and community inclusion.

HSC Dashboard:

Each quarter staff report on Key Performance Measurements (KPMs) with the other 8 Local Housing Corporations (LHCs). These KPMs include statistical data such as financial arrears, occupancy rates, unit turnover days, etc. This information has been extremely useful to staff to identify trends, benchmark performance against comparable housing providers, and implement targeted strategies for improvement. Monitoring these metrics quarterly enables proactive decision-making, enhances operational efficiency, and ensures continuous alignment with organizational objectives and best practices.

Housing Services Corporation (HSC) is an independent, non-profit organization committed to ensuring that Ontario residents have access to safe and affordable housing that improves their quality of life. HSC facilitates the bringing together of the LHCs and provides technical support for the collection of KPM data.

In 2024, HSC began developing a dashboard that LHCs could utilize to access real-time performance data, comparative analytics, visual reporting tools, and implement new KPMs. This dashboard would enable LHCs to analyze trends, compare their performance with peer organizations, and efficiently identify areas needing attention or intervention. PHC staff anticipate that leveraging the HSC dashboard will further enhance operational transparency, facilitate more informed decision-making processes, and streamline reporting to stakeholders, ultimately contributing to improved outcomes for residents and stronger organizational performance. On March 19 PHC were provided access to this new service.

The chart below is an example of new data being captured.

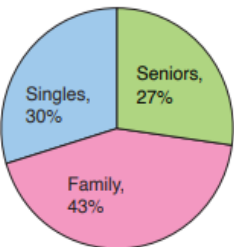
Ontario’s Independent Local Housing Corporations at a Glance (2023)

Our Finances

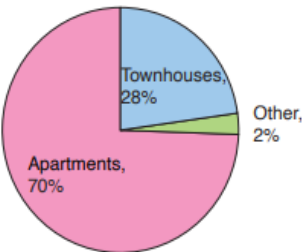
\$1.6B
in Consolidated Budgets

\$19.4B
in Building Assets

Our Buildings



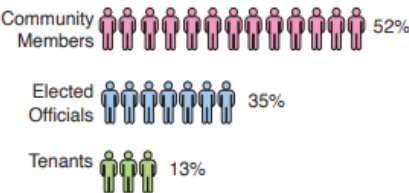
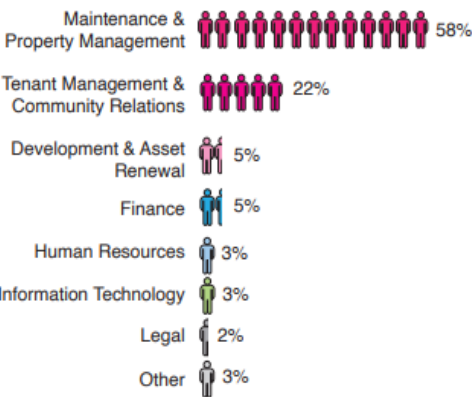
92,062
Units Owned
& Operated



Our People

3,496
Employees

85
Board Members



Reconstruction of 37 George Street Property:

Work commenced in January 2025 on reconstruction located at 37 George Street. While much of the first 60 days of the project was related to remediation and preparation work throughout the entire property, March 20th marked a major milestone in the reconstruction with the walls and now roof trusses being hoisted in place on the side of the building which faced the most significant of damage during the fire. Over the next two weeks a new roof system will be installed over the entire building while work will continue throughout the full interior. With the insurance award intended to return the building to its prior functional state, additional COCHI funding received will allow for targeted building upgrades focused on increased building efficiency and future proofing. The project remains on schedule and occupancy is expected by the end of 2025.

March 20th



681 Monaghan:

On March 10th, PHC received occupancy of the newest building in our housing portfolio. This site provides 53 new Residential units that will be critical to the housing stock, which includes 19 “modified” units for those who are experiencing mobility limitations. PHC staff are quickly preparing the site for its new residents, which includes installing FOB systems, operationalizing mail services, system monitoring, pest proofing and staff training. Our Resident Services team continues to coordinate unit offers, with 10 units officially accepted as of March 20. The building will have the first two residents move in on March 27th with daily move in’s scheduled until full occupancy.

Amazon Key Partnership:

PHC is currently evaluating a potential partnership with Amazon through the Amazon Key service to improve delivery efficiency and enhance security within PHC properties. Under the current system, Amazon delivery drivers require residents to grant access for each delivery. However, this method often encounters challenges such as tenants being unavailable due to work commitments or phones being muted, resulting in packages left unsecured outside or in building lobbies, which increases the risk of theft.

Through the proposed Amazon Key partnership, delivery drivers would undergo a secure verification process linked directly to the Amazon order system. Once verified, drivers receive secure, one-time access instructions via their delivery app, enabling direct delivery to tenants' unit doors or a designated secure area within the building. This initiative aims to streamline the delivery process, significantly reduce package theft, and ensure that only authenticated Amazon drivers can access PHC properties, ultimately enhancing both convenience and security for tenants and staff alike.

Other Alternatives Considered:

None

Alignment to Strategic Priority Areas

These operational updates align to all three priority areas:

- Investing in Our People
- Serving Our Clients & Community
- Strengthening Our Relationships

Financial Considerations:

None

Consultations:

Richard Grotsch, Director of Operations
Sondra Fitzgerald, Director of Corporate Services
Jennifer McLauchlan, Senior Manager of People & Culture
Lisa Clark, Resident Services Manager

Attachments:

PHC – RFP 2025 – 001 Strategic Planning Services



PETERBOROUGH
HOUSING
CORPORATION

REQUEST FOR PROPOSAL

Proposal Number 2025-001

Strategic Planning Services

Issue Date: Friday, February 28, 2025, 3:00pm

Closing Date: Friday, March 21, 2025, 3:00pm Eastern

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1.0 Overview:

- 1.1 Peterborough Housing Corporation (PHC) is seeking proposals from qualified Proponents to develop a comprehensive 5-year strategic plan. PHC is a leader in providing affordable and community-based housing solutions, and this plan will guide our organization into its next phase of growth while ensuring alignment with our mission, vision, and values.

PHC's current strategic plan has concluded, and we recognize the need to remain responsive to emerging trends and challenges in the housing sector. With increased focus on affordability, regulatory shifts, sustainable practices, and digital transformation, PHC seeks a partner to help us shape a proactive, inclusive, and future-oriented strategy that prioritizes tenant well-being and operational excellence.

2.0 Background:

- 2.1 PHC was incorporated on January 1, 2001. PHC is the largest community and affordable housing provider in the City of Peterborough and surrounding County. PHC is an independent corporation with a five-member Board of Directors appointed by the City of Peterborough, who are the Corporation's sole shareholder.

Properties are located in the Apsley, Havelock, Norwood, Lakefield, and Peterborough. Over 1300 units of housing are owned and/or managed by PHC and the current housing portfolio provides rent geared to income and affordable housing for seniors, single adults and families, and recently higher-end market units, providing homes to over 5000 citizens. Partnerships with community organizations have led to the development of numerous innovative projects that include the provision of wraparound services for residents at a growing number of properties.

Refer to Addendum 'A', 2023 Annual General Report for specific information on PHC.

Additional information may be found at www.ptbohousingcorp.ca.

3.0 Instructions to Proponents:

3.1 Examination of RFP Proposal Documents:

- 3.1.1 It is each Proponent(s) responsibility to carefully examine the RFP documents and facilities. The Proponent(s) may not claim, after the submission of a Proposal, that there was any misunderstanding with respect to the Service or Work and conditions imposed by PHC.
- 3.1.2 There will be no opportunity to make any additional claim for compensation or invoice for additional charges that were not included in the Proposal fee submitted, unless PHC, at its sole discretion, deems that it would be unreasonable to do so, or there are additional work requirements due to unforeseen circumstances.

3.2 Proposal Closing Date and Delivery Instructions:

- 3.2.1 It is the sole responsibility of the Proponent to submit their Proposal via the online tendering portal, Biddingo & or by email at: jcullon@ptbohousingcorp.ca.

Hardcopy Proposals will not be accepted.

- 3.2.2 The closing date and time to upload your Proposal to Biddingo or email is as follows:
 - 3.2.2.1 Friday, March 21, 2025, at 3:00pm EST.
 - 3.2.2.2 Late Proposals, Hardcopy Proposals, or Proposals submitted by facsimile will not be considered. It is the Proponents' sole responsibility to ensure they allow themselves enough time to submit their Proposal.

3.3 Mandatory Requirements:

- 3.3.1 PHC has requirements that are deemed as "Mandatory" when submitting a Proposal for this RFP. Failure to comply with these Mandatory Requirements will result in the disqualification of your Proposal.

- 3.3.2 The following mandatory requirements must be met for your proposal to be considered:
- 3.3.2.1 Proposals must be submitted in English.
 - 3.3.2.2 Proposals must be submitted by Friday, March 21, 2025, no later than 3:00pm EST.

Questions and Inquiries:

- 3.3.3 All questions and inquiries related to this RFP shall be directed via email to: jcullon@ptbohousingcorp.ca
- 3.3.4 Information received by any other person may be inaccurate and not relied upon.
- 3.3.5 Questions are to be submitted before Wednesday, March 14, 2025, no later than 3:00pm EST. PHC reserves the right not to answer questions after this date and time.
- 3.3.6 If a change or additional information is warranted, PHC's response will be communicated to all Proponent by means of written Addenda issued prior to the closing date and time.
- 3.3.7 PHC will attempt to respond to all reasonable inquiries but reserves the right not to respond to inquiries. Proponents finding discrepancies or omissions in the RFP documentation or having doubts as to the meaning or intent of any provision should immediately email jcullon@ptbohousingcorp.ca. If PHC determines that an amendment is required to this RFP, PHC will issue an Addendum to the RFP.
- 3.3.8 No oral conversation will affect or modify the terms of this RFP or may be relied upon by the Proponent.
- 3.3.9 Proponents are required to check their emails, Biddingo for any updated information and Addenda issued up until the "closing date and time".

3.4 Addenda:

- 3.4.1 Each Addendum will be incorporated into and become part of the RFP document. No amendment of any kind to the RFP is effective unless it is contained in a written Addendum issued by PHC.

3.4.2 Upon submitting a Proposal submission, Proponents will be deemed to have received notice of all addenda that are emailed and on Biddingo.

3.5 Proponent Expenses:

3.5.1 Proponents are solely responsible for their own expenses in preparing and submitting proposals, and for any sample requests, meetings, negotiations, or discussions with or presentations with PHC or its representatives and consultants relating to or arising from this RFP.

3.6 Liability for Errors:

3.6.1 While PHC has made considerable effort to ensure an accurate representation of information in this RFP, the information contained is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by PHC nor is it necessarily comprehensive or exhaustive. Nothing in this RFP is intended to relieve the Proponent from forming their own opinions and conclusions with respect to the work in this RFP.

3.7 Changes to RFP Document:

3.7.1 Proponent(s) must not alter any portion of this RFP document except for adding the information requested in the Appendix Section. To do so will invalidate the submission of the Proposal.

3.8 Changes to the Proposal Wording and Content:

3.8.1 The Proponent will not be allowed the opportunity to change the wording or content of its Proposal after closing and no words will be added to the Proposal, including changing the intent or content of the presentation of the Proposal unless requested by PHC (e.g., minor clarification).

3.9 Acceptance and Rejection of Proposals:

3.9.1 This RFP is not an agreement to purchase goods or services. PHC is not bound to enter a Contract with any Proponent.

3.9.2 PHC reserves the right to:

- 3.9.2.1 Not accept any proposal in response to this RFP.
- 3.9.2.2 To reject any, and all Proposals, including without limitation the lowest priced Proposal, even if it is the lowest priced. The proposal conforms in all aspects with the RFP.
- 3.9.2.3 To reject any Proposal at any time prior to the execution of a contract.
- 3.9.2.4 To reject Proposals which are incomplete, conditional, or obscure or have erasures or alterations of any kind.
- 3.9.2.5 To waive immaterial defects and minor irregularities in any Proposal.
- 3.9.2.6 To assess the ability of the Proponent to perform the contract and reject any Proposal where PHC's sole estimation, the personnel and/or resources of the Proponent are insufficient.

3.10 **Right to Cancel the RFP Process:**

3.10.1 PHC reserves the right in its sole discretion to postpone or cancel the RFP process at any time and may in its discretion; elicit offers from other parties (whether such parties have responded to this RFP) or engage in another procurement process, including re-issuing a substantially similar RFP or negotiating with any party if:

- 3.10.1.1 Only one Proposal is received.
- 3.10.1.2 A suitable Proponent has not been selected.
- 3.10.1.3 Proposal not approved by the PHC's Evaluation Committee.
- 3.10.1.4 Proposal Exceeds PHC's Budget.

3.11 **Withdraw of Proposals:**

3.11.1 The Proponent may withdraw their Proposal at any time prior to Proposal closing date and time by submitting a written withdraw letter via email to: jcullon@ptbohousingcorp.ca

3.12 No Claims:

3.12.1 PHC and its representatives, agents, consultants, and advisors will not be liable to any Proponent for any claims whether for costs, expenses, losses or damages, or loss of anticipated profits, or for any other matter whatsoever, incurred by the Proponent in preparing and submitting a Proposal or participating in the negotiations for a contract, or any other activity related to or arising out of this RFP.

3.13 Irrevocability of Proposals:

3.13.1 At the appointed closing time, all Proposals become irrevocable. By Submission of a Proposal, the Proponent agrees that should its Proposal be selected, the successful Proponent will enter a Contract with PHC. Proposals shall be irrevocable and shall remain open for acceptance by PHC for at Least sixty (60) calendar days after the RFP closing date and time. PHC may elect to extend the Proposal validity duration beyond (60) calendar days with written notice to all Proponents.

3.14 Ownership of Proposals:

3.14.1 All Proposals submitted, other than any Proposal withdrawn prior to the opening of the Proposals or any late Proposals, become the property of PHC and will not be returned to Proponents.

3.15 Debriefing:

3.15.1 Proponents may request a debriefing which may be made available at PHC's convenience and must be made within fifteen (15) calendar days of notification of award. The intent of the debriefing is to aid the Proponent in presenting a stronger Proposal in subsequent procurement opportunities. Any debriefing provided is not for the purpose of providing an opportunity to challenge the procurement process.

3.16 Proposals WILL NOT be opened in public.

4.0 Qualifications

An outline of qualifications must be prepared, containing the following information:

- 4.1 Experience of the engagement principal in providing strategic planning services to community housing agencies and/or social services agencies that provide direct support to clients.
- 4.2 Experience of principal engagement in providing strategic planning services to business organizations which are not-for-profit.
- 4.3 Details of the resources available to the engagement principal from within their firm to support providing strategic planning services to PHC.
- 4.4 An overview of the organization and the firm's engagement with the community to consult on emerging issues which might affect community housing and/or social services agencies.
- 4.5 "Curriculum vitae" for all individuals of the proponents who would be significantly involved (specifically identifying their previous work in providing strategic planning services).
- 4.6 A proposed timeline for providing strategic planning services with a goal of presenting a final draft to the Strategic Planning Committee by October 10, 2025.
- 4.7 An outline of similar engagements performed by the proponent in the preceding three years, with reference to work completed for community housing agencies and/or social services agencies.
- 4.8 An outline of the approach and methodology being recommended for completion of the strategic planning process.
- 4.9 An outline of the resources required from PHC, which the proponent expects to need if its proposal is accepted.
- 4.10 Any foreseeable limitation or concern identified by the proponent while preparing its proposal.

5.0 Scope of Work:

The consultant will support PHC in the development of the new 5-year strategic plan through the following phases:

5.1 Phase 1: Initiation & Planning

5.1.1 Project Launch & Coordination: Meet with PHC's Strategic Planning Committee to finalize project scope, milestones, and communication protocols.

5.1.2 Work Plan Development: Outline a detailed work plan, specifying roles, responsibilities, timelines, and deliverables.

5.2 Phase 2: Stakeholder Engagement & Environmental Scan

- 5.2.1 **Stakeholder Consultations:** Design and implement a range of engagement methods (e.g., surveys, focus groups, interviews) to capture insights from tenants, staff, Board members, community partners, and relevant government agencies.

Ensure diverse representation, focusing on marginalized and vulnerable groups.

- 5.2.1 **Environmental Scan:** Analyze current and emerging trends in the housing sector, including funding opportunities, regulatory shifts, and technological innovations.

Conduct a SWOT analysis to identify critical organizational strengths, weaknesses, opportunities, and threats.

5.3 Phase 3: Visioning & Strategic Priorities

- 5.3.1 **Vision, Mission, & Values Update:** Facilitate workshops to refine PHC's vision, mission, and core values. Synthesize insights from stakeholder feedback and environmental scans to confirm guiding principles.

- 5.3.2 **Identify Strategic Priorities:** Collaborate with the Strategic Planning Committee to define 3-5 overarching priorities that address pressing challenges and align with the organization's long-term goals.

Develop initial concepts for strategic initiatives and objectives.

5.4 Phase 4: Drafting & Reviewing the Strategic Plan

- 5.4.1 **Strategic Plan Draft:** Outline key elements of the plan, including strategic priorities, specific goals, recommended initiatives, timelines, resource implications, and KPIs for measuring progress.

Incorporate best practices in housing services, sustainability, and community engagement.

- 5.4.2 **Review & Refinement:** Present the draft to PHC's Board, senior management, and key stakeholders for feedback.

Adjust the plan based on collective input, ensuring alignment with organizational capabilities and resources.

5.5 **Phase 5: Approval & Implementation**

5.5.1 **Final Strategic Plan:** Deliver a finalized board-ready document including implementation roadmap, communication strategy, and performance monitoring framework.

5.5.2 **Presentation & Hand-Off:** Present the plan to the Board of Directors and executive leadership for approval.

Provide any necessary support or training to facilitate smooth implementation and monitoring.

6.0 **Evaluation & Selection Process:**

6.1 **Evaluation Team**

6.1.1 The evaluation of proposal submissions will be undertaken on behalf of PHC by an Evaluation Team appointed by PHC which may consist of one or more people. PHC reserves the right and at its sole discretion to choose the Evaluation Team members.

6.2 **Proposal Evaluation Process**

6.2.1 Proposals received by the “closing date and time” will be screened for compliance with the mandatory requirements as stated in Section 3. The Evaluation Team reserves the right to (at its sole discretion) determine whether any Proposal is compliant. Non-compliant Proposals will be rejected.

6.2.2 Compliant Proposals will be reviewed and evaluated against the desirable criteria to determine the Proposal offering “Best Value” to PHC. The Evaluation Team may apply the evaluation criteria on a comparative basis, evaluating the Proposals by comparing one Proponent’s Proposal to another Proponent’s Proposal.

6.2.3 After an initial review of all Proposals, PHC may, at its own discretion, develop a short list of Proponents and conduct interviews. This will provide PHC an opportunity to meet the Proponent and ask questions regarding the contents of their Proposal. Alternatively, if PHC determines there is a clear leading Proponent, PHC retains the right to bypass the interview process and proceeds directly to award.

6.2.4 It is the intent of the PHC to award the Contract to the highest-ranking Proponent. It is PHC’s right to award the Contract to the Proponent other than the one with the most points if, in its sole determination, another Proposal is determined to be “Best Value” to PHC, taking into consideration the evaluation criteria of this RFP.

6.2.5 Any award of a Contract will be subject to satisfactory reference checks in the sole opinion of PHC. PHC will not enter a Contract with a Proponent whose reference check is found to be unsatisfactory.

6.2.6 No award will be made to any Proponent who cannot give satisfactory assurance of their ability to carry out the Contract. No award will be made to any Proponent that is legally constrained or not authorized to conduct the required acquisition.

6.2.7 All Proponents will be notified by PHC of the status of their Proposal within a reasonable period after the award.

6.3 Additional Information

6.3.1 The Evaluation Team may, at its sole discretion, request clarification or additional information from a Proponent with respect to its Proposal, and the Evaluation Team may make such requests to only selected Proponents. The Evaluation Team may consider such clarification or additional information in evaluating Proposals.

7.0 Desirable Criteria:

7.1 Proposals meeting all the mandatory criteria will be further assessed against the desirable criteria. The Evaluation Team will compare, evaluate, and score Proponent's Proposals based on the Proposal's submission. Proponents must respond following the format to ensure their Proposal receives full consideration.

Desirable Criterion	Point Value
Proponent Information and Relevant Experience	25%
Capacity to Provide Services with Timelines	15%
Quality and Clarity of Proposed Approach to Developing the Strategic Plan	20%
Pricing Complete as per Appendix C	40%
TOTAL	100%

8.0 Timeline

Milestone	Date
RFP Issued	February 28, 2025
Deadline for Questions and Inquires	Wednesday, March 12, 2025 (3:00pm eastern)
PHC Response to Questions (Addendum Issued, if required)	Friday, March 14, 2025 (3:00pm eastern)
RFP Closing Date	Friday, March 21, 2025 (3:00pm eastern)
Evaluation of Proposals	March 31 - April 7, 2025
Shortlist Notification and Interview (if required)	Week of April 7, 2025
Preferred Proponent Selected	Friday, April 11, 2025
Contract Negotiation Period	April 14 - 23, 2025
Contract Award	Monday, April 28, 2025
Project Kick-off Meeting	Week of May 5, 2025
Stakeholder Engagement and Environmental Scan Period	Q2, 2025
Visioning and Strategic Priorities Development	Q3, 2025
Drafting and Reviewing the Strategic Plan	Q3, 2025
Board Presentation and Approval of the Strategic Plan	October 22, 2025
Final Plan Issued and Implementation Begins	November 2025

9.0 Negotiation of Contract & Award

- 9.1 It is the intent of PHC to ensure it has the flexibility it needs to arrive at a mutually agreeable final Contract. Negotiations may be held with the first Preferred Proponent including, but not limited to matters such as:
 - 9.1.1 Price Adjustments
 - 9.1.2 Minor Changes to Services
 - 9.1.3 Work Scheduling
 - 9.1.4 Timelines
 - 9.1.5 Contract Details
 - 9.1.6 Contract Payment Details
- 9.2 It is not the intent of PHC to allow for a new significantly altered Proposal. PHC reserves the right to terminate negotiations with the preferred Proponent if a Contract cannot be negotiated within a reasonable time and negotiate a Contract agreement with the next highest ranked Proponent or may choose to terminate the RFP process and not enter a Contract with any of the Proponents.

Appendix A: Acceptance of RFP Terms & Conditions

For consideration, please have this form signed by a person authorized to sign on behalf of the Proponent and to bind the Proponent to statements made in response to this RFP.

I/We have read and accept all the Terms and Conditions of this RFP 2025-001 – Strategic Planning Services document which includes the following sections:

Table of Contents

1.0	Overview
2.0	Background
3.0	Instructions to Proponents
4.0	Qualifications
5.0	Scope of Work
6.0	Evaluation & Selection Process
7.0	Desirable Criteria
8.0	Timeline
9.0	Negotiation of Contract & Award
10.0	Appendix A: Acceptance of RFP Terms & Conditions
11.0	Appendix B: Pricing Sheet
12.0	Appendix C: 2023 PHC Annual General Report

Proponent Name

Name

Title / Position

Telephone Number

Email

Address

By submitting a Proposal, the Proponent agrees that should its Proposal be successful, the Proponent will enter a Contract with PHC in accordance with the Terms of the Contract and Contract Documents of this RFP.

Appendix B: Pricing Sheet

RFP 2025 - 001

Strategic Planning Services

Activity (Provide a detailed breakdown of Services by Cost)	Fees
	\$
	\$
	\$
	\$
	\$
	\$
TOTAL	\$

Received From	We hereby certify that the information given is correct.
Proponent Name	
Authorized Representative	
Title / Position	
Date	
Signature	



PETERBOROUGH HOUSING CORPORATION

2023 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 • Travis Doak

Message from the Chair and CEO

As the largest community housing provider in the City and County of Peterborough, PHC is recognized as a leader in both housing services and community development.

In 2023, one of PHC's major achievements was the completion and occupancy of Hunt Terraces, located at 555 Bonaccord Street. This new development provides housing for 85 households, including frail seniors, individuals with physical disabilities, and those transitioning out of homelessness. The building fosters a multi-generational and mixed-income community, with tenants benefiting from on-site support services and shared dining opportunities in the main dining area. Additionally, Hunt Terraces features commercial spaces, including administrative offices for VON, meal preparation facilities for Community Care's Meals on Wheels, and meeting rooms available for organizations and the public. The project was made possible through significant financial contributions from all three levels of government.

PHC is proud to have a talented team dedicated to both our tenants and the organization. Ensuring that staff feel engaged, supported, and valued remains a top priority for the Board and the Executive Leadership Team. In 2023, PHC conducted its first-ever staff engagement survey, which will now serve as the foundation for ongoing engagement program strategies and initiatives. Following the survey, staff participated in focus groups to help shape a Workplace Culture Action Plan for 2024.

As we reflect on the past year, we take pride in our achievements and the progress we've made. Throughout this report, we are excited to share many of these highlights with you. PHC remains committed to its vision, where everyone has a community and a place they are 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 "Travis Doak".

Travis Doak
PHC CEO



PETERBOROUGH HOUSING CORPORATION



36
properties
owned



1,262
units owned

\$133M
assets owned



4,000 +
people housed



75
Community Housing units
managed for others



42
staff



208
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

PHC Team Highlights

Behind the scenes, contributing to PHC being a recognized leader in housing and in the community is a talented staff team who are committed to our tenants and our organization. Ensuring staff are recognized and feel engaged, supported, and valued is a priority at PHC. When employees feel valued, supported, and appreciated, it positively impacts their mental health, job satisfaction and overall well-being.

Staff Recognition 2023

In 2022, PHC implemented an annual staff event which includes information, recognition, and team building. The day is organized by our Staff Development Planning Committee.

At our 2023 event we recognized the following individuals:

Sondra Fitzgerald,
Director of
Corporate Services

15
Years



Tania Fredericks,
Resident Services
Coordinator

30
Years

Our **team building event**, was a competitive Cornhole competition!



Trent University – 4th Year Placement Student

In 2023 PHC was able to provide a placement to a 4th year Trent University Bachelor of Social Work student. This placement began in the Fall of 2022 and was completed in Spring 2023.

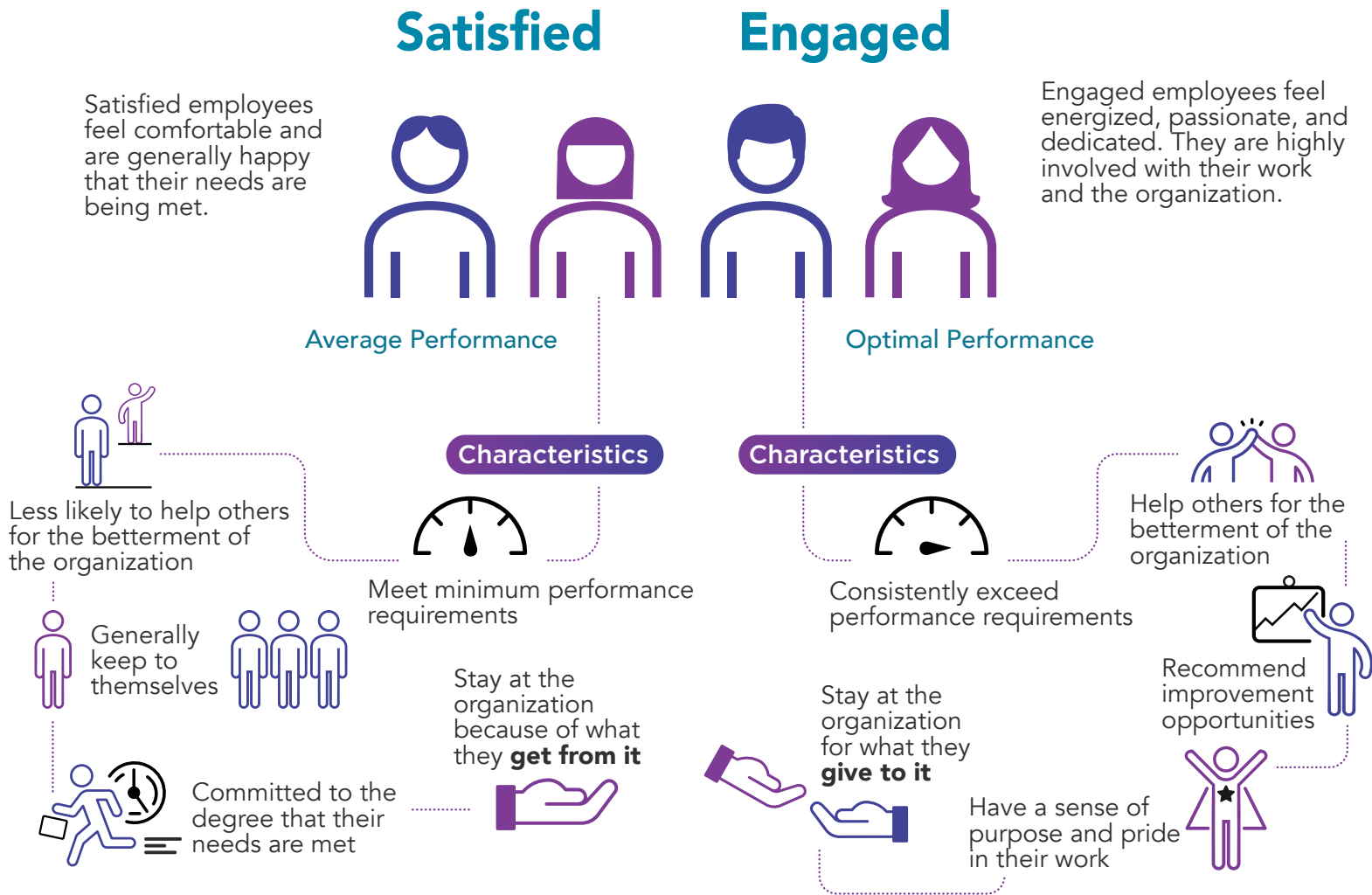
PHC provides a range of opportunities for learning to placement students as well as utilizing their time with PHC to better serve the PHC residents.

Programs and initiatives that were led by our student in 2022/23 were community information sessions that took place in 3 community housing senior buildings. Community Care, Services Canada and Alzheimer's Society all attended the communities providing valuable information to senior residents and building on PHC's continued goal of building community.

Finally, Income Tax Clinics were organized by the student and supported by the Resident Services team members. PHC was able to provide access to free income tax clinics to 104 city and county residents of PHC.

Staff Engagement 2023

In 2023 we adopted an Engagement Program Strategy that includes surveying staff, analysing results, developing action plans, and implementing actions. Engaged employees feel energized and are passionate about their work. Addressing workplace culture isn't merely an exercise in creating a positive workplace, it's vital to the fulfillment of the organizations purpose.



The survey results and focus groups resulted in our first Workplace Culture Action Plan. The plan includes strategic priorities identified by staff which will be implemented by leadership in collaboration with continued staff feedback and engagement. The strategic priorities focus on:

- Strengthening internal communication and knowledge sharing
- Building management capacity
- Implementing consistent approaches

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

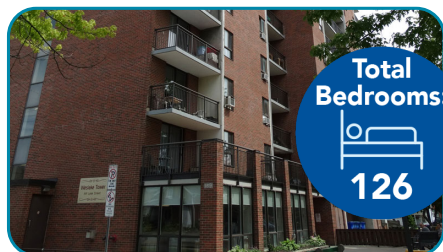


Total
Bedrooms:

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

Asset Management Highlights

Peterborough Housing Corporation is committed to maintaining the integrity of our buildings and enhancing the quality of life for our residents through planned adherence to capital asset management practices. To achieve this, we utilize Asset Planner Software and data collected from comprehensive Building Condition Assessments for each community on an annual basis. These assessments allow us to plan and prioritize investments, ensuring that resources are allocated optimally to address the most pressing needs and deliver the highest possible value to our residents.

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

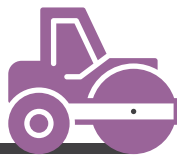
Peterborough Housing Corporation managed **\$704,653.00 towards capital investments in 2023.**

2023 Capital Investment Projects

Parking Lot Paving/Line Painting

(Multiple Properties)

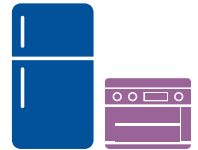
Paving of parking lots and line painting/numbering across the portfolio: **\$151,100.00**



Upgrade Appliances

(Multiple Properties)

Fridges and stoves upgraded for safety and energy efficiency: **\$151,794.36**



Roof — Shingle Replacement

(Multiple Properties)

- 835 Cameron Street: **\$30,000.00**
- 665 Crawford Street: **\$60,000.00**
- 900 Dutton Road: **\$50,000.00**
- 572 Crystal Drive (including solar panel efficiencies): **\$185,000.00**



Replace Domestic Water Heater

(293 London Street)

Replace at end of service life: **\$20,727.11**



Back Up Generator

(486 Donegal Street)

Elevators added to the backup generator power: **\$27,293.75**



Installation of Back Up Generator

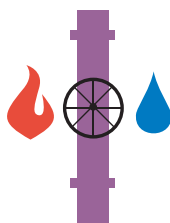
(30 Simeon Crescent)

Emergency Power & Generation Systems. Replace at end of service life: **\$14,500.00**

Install Backflow Preventers

(611 Rogers Street)

Backflow Prevention on Domestic Water & Fire Suppression Systems: **\$8,950.00**



Replacement of Electric Unit Heaters

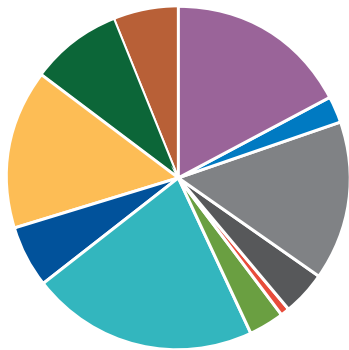
Stairwell unit heaters at Senior's properties: **\$5,288.40**



2023 Financial Highlights

Peterborough Housing Corporation ended 2023 with an operating surplus.
*To be read in conjunction with the audited financial statements available upon request or on the website

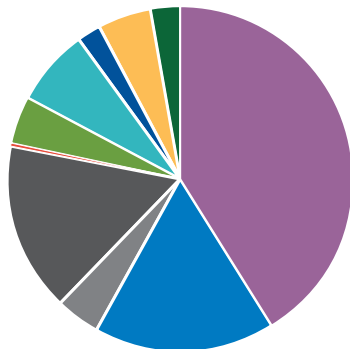
Expenses



- Materials and Services: **\$2,657,447**
- Food Services: **\$389,315**
- Utilities: **\$2,261,455**
- Administration: **\$661,889**
- Bad Debts: **\$128,675**
- Insurance: **\$482,420**
- Salaries and Wages: **\$3,260,833**
- Capital Improvements: **\$892,987**
- Property Taxes: **\$2,301,286**
- Rent Supplement: **\$1,321,327**
- Interest on long term debt: **\$893,025**

Total Expenses: \$15,250,659

Revenues



- Rent: **\$8,688,860**
- Operational Subsidies: **\$3,563,473**
- Capital Subsidy — Annual: **\$902,477**
- COCHI Funding: **\$3,338,697**
- CMHC Capital Funding: **\$58,831**
- Other Subsidies/Grants: **\$929,244**
- Rent Supplement: **\$1,506,743**
- Investment and Management Fee Income: **\$490,480**
- Gain on Sale of Tangible Capital Assets: **\$1,034,402**
- General and Administrative Income: **\$554,426**

Total Revenues: \$21,067,633

Key Performance Indicators (KPI's)

In 2021 PHC began working with other LHC's (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. The purpose of implementing this comparative data sharing framework was to choose a specific set of indicators for regular collection, analysis, and reporting which would **provide information on how PHC was doing in comparison to other LHC's.**

The group consists of 9 Local Housing Corporations (LHC's) from:

- Ottawa
- Kingston-Frontenac
- Peterborough
- Haldimand Norfolk
- London Middlesex
- Windsor Essex
- Hamilton
- Toronto
- Toronto Seniors

KPI Measurements

The following 7 performance measurements have been mutually agreed upon and are tracked on a quarterly basis.

1. Housing Occupancy Rate

Establishes the LHC percentage of homes that are occupied from the inventory of rentable homes in the housing portfolio.

2. Unit Turn Over Days

Establishes the LHC average for the number of days that rentable units are vacant between tenancies.

3. Tenant Move Out Rate

Provides the LHC percentage of tenant move outs.

4. Households in Good Financial Standing (Rent & Parking)

Identifies the LHC percentage of households that are current with rent and parking charges.

5. Rent Collection Rate

Identifies the LHC percentage of tenants rent and parking charges that has been collected.

6. Eviction Prevention Rate (Arrears)

Identifies the LHC percentage of households that maintained tenancy after receiving an application to terminate for arrears.

7. Tenant Debt

Identifies the distribution of current tenant rent and parking arrears in ranges of the dollar amounts and by the number of tenant accounts.



2023 Q4 Key Performance Indicators

Measurements	PHC Q1	PHC Q2	PHC Q3	PHC Q4	PHC Year to Date	LHC Year to Date
Housing Occupancy Rate	96.8%	98%	98.9%	96.8%	97.6%	97.3%
Unit Turn Over Days	108 days	76 days	66 days	76 days	81.5 days	95.2 days
Tenant Move Out Rate	1.4%	2%	1.8%	2.4%	1.9%	5.9%
Households in Good Financial Standing	96%	95%	92.4%	93.3%	94.1%	76.3%
Rent Collection Rate	99.5%	99.2%	99.9%	98.4%	99.3%	95.2%
Eviction Prevention Rate *	100%	91.6%	95%	75%	91.3%	N/A

* The Eviction Prevention Rate LHC average is reported at the end of the 4th quarter for the entire year. However other LHC's did not provide this data for this reporting period.

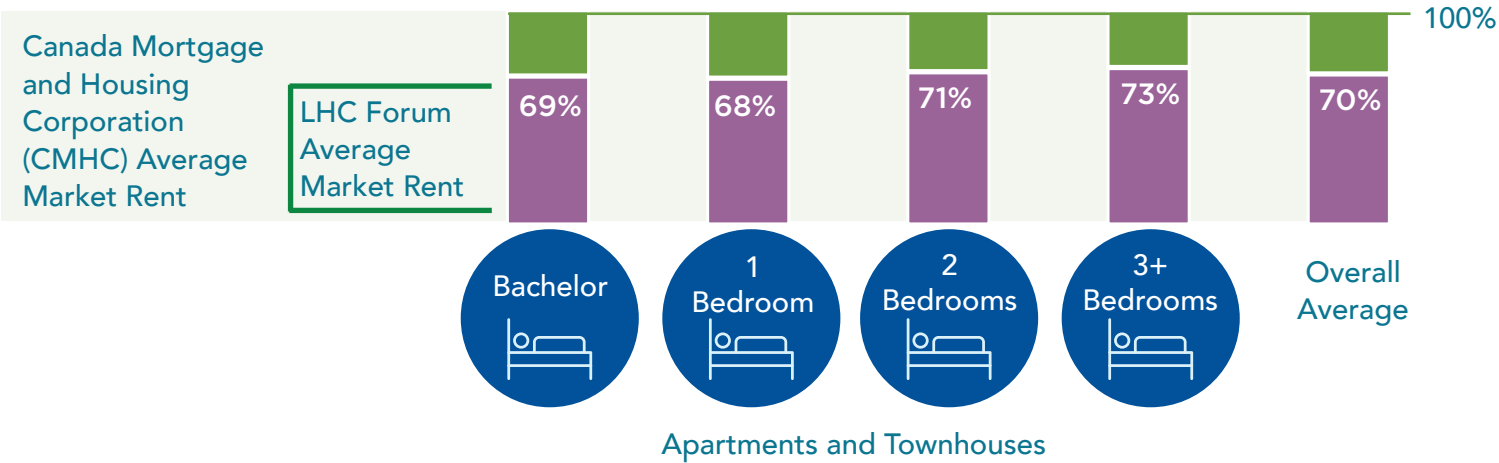
The data indicates that **PHC consistently performs favorably when compared to the other 8 LHCs in the province.**

2023 Tenant Debt

Measurements	PHC Q1	PHC Q2	PHC Q3	PHC Q4	PHC Year to Date	LHC Year to Date
Average Number of Tenant Accounts with Arrears	52	68	70	91	70.25	Not Reported
Percentage of Total Number of Households with Tenant Debt	4%	5.1%	5.2%	6.7	5.2%	13.3%
Average Amount of Tenant Arrears	\$2,076	\$1,849	\$1,705	\$1735	\$1841.25	\$1,463

PHC reports that only 5.2% of its tenants were in arrears, significantly below the LHC average of 13.3%. This statistic emphasizes the success of staff efforts in working closely with tenants to develop proactive strategies to prevent arrears.

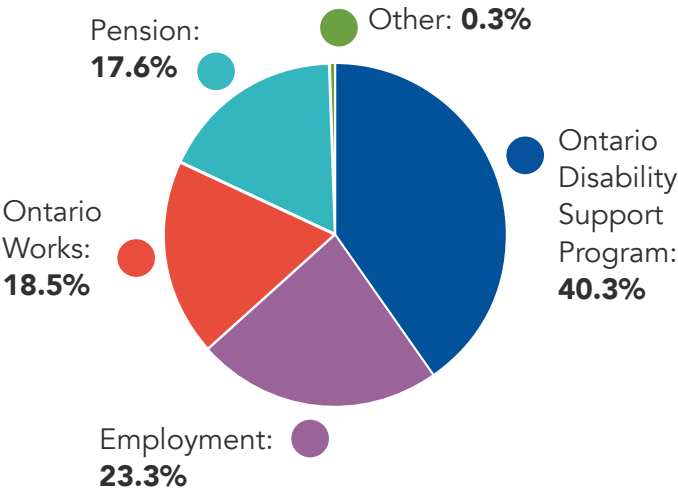
Average Market Rent Comparison



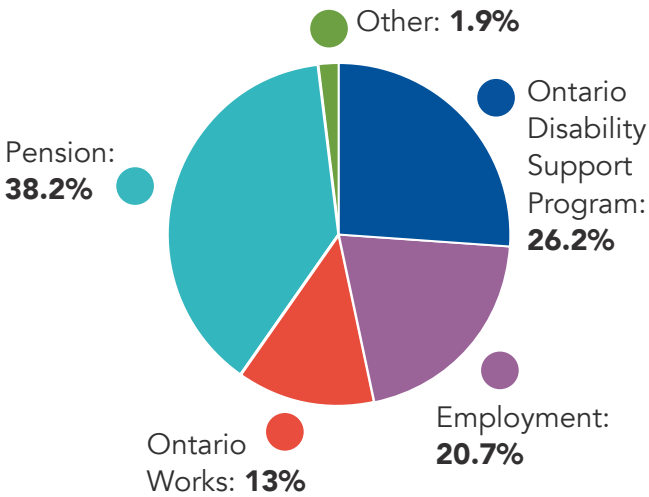
When looking at the available data for LHC average market rents, it shows **the LHC sector is well under the CMHC average market rent for their portfolios.**

Tenant Income Source Type

LHC Forum - Rent Geared to Income



PHC - Rent Geared to Income



When reviewing the available tenant income data, it's evident that **PHC has a higher proportion of tenants receiving pensions compared to the system average. Conversely, there are fewer tenants at PHC receiving social assistance-type income.**

Community Event Highlights

Summer 2023 Programming

In 2023, the Resident Services Team actively engaged the community by organizing a range of summer programs, including children's pop-up events, senior pop-up events, cleanup days, and community gardening initiatives. Housing Support Workers, together with three Community Development Assistants who joined our team as summer employees, led these successful programs.

Children pop-up events were a huge success for the 9 family communities. The Community Development Assistants organized and facilitated 2-hour pop up events across 9 family communities, activities included sports, games, arts and crafts such as nature jars, sculpting and even creating fairy gardens. Childrens pop ups included snacks and beverages for them to enjoy. The children enjoyed connecting with their neighbors and even shared that they "cannot wait for next year!". A total of 79 participants, compared to 61 in 2022.

Senior pop-up events were introduced for the first time and were met with great enthusiasm by residents. Held at three senior properties, these events featured activities such as bingo, Crokinole, and various card games. The gatherings were catered with fresh fruit, salads, and sandwiches, creating a welcoming atmosphere. Residents expressed their enjoyment and appreciated the opportunity to connect and engage with fellow community members.

Community gardens have long been a meaningful and valued activity across our properties, engaging a diverse mix of single, senior, and family residents both in the city and the county. This year, several properties participated in cultivating these shared garden spaces, offering residents a rewarding hobby and the opportunity to grow their own food. In addition to fostering a sense of community, these gardens provide relief from rising food costs, making them a valuable resource for many households.

Clean up days were organized for 11 properties, providing each community with a dumpster to facilitate easy and accessible garbage removal. This service was offered to a total of 420 households, helping residents eliminate unwanted clutter and address items that may have been affecting health and safety standards. By having dumpsters on-site, the barriers of transportation and disposal costs were removed. Residents expressed their appreciation for the convenience and positive impact of this service.



2023 PHC Food Bank Operations

Important Figures for 2023 (numbers are approximate)



77 monthly household visits
(924 annually)



248 individual residents served monthly
(2,976 annually)



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

1,080 unique instances of children and youth benefitting from our food banks in 2023

Limitations of Report

These values are approximate and rounded numbers. While these statistics provide an overview of 2023 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



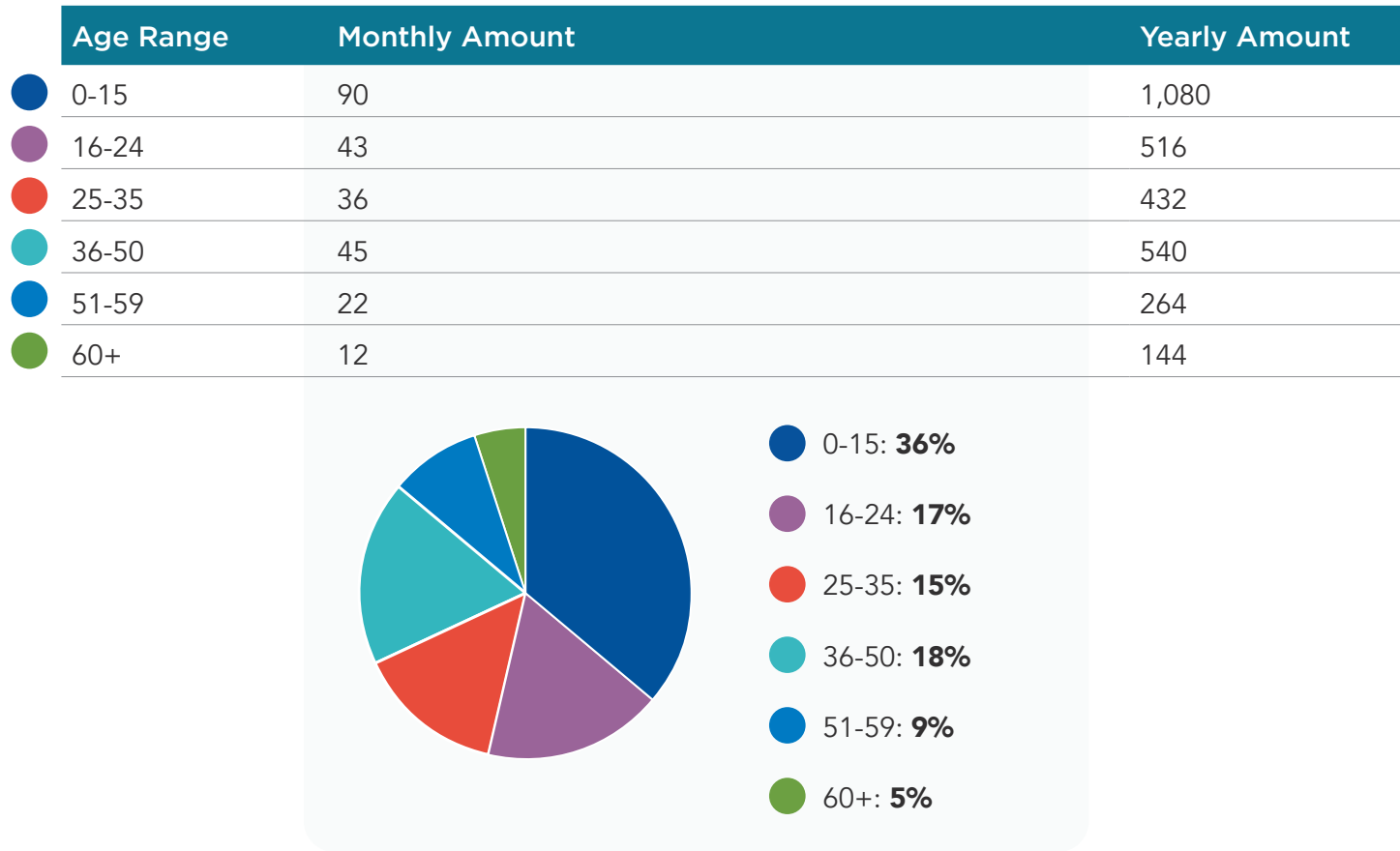
Food banks at 30 Alexander and 835 Cameron continued to provide non-perishable, frozen, and fresh food to residents. Food insecurity remains a significant factor driving food bank reliance, as rising food prices and the increasing cost of living place additional strain on low-income households, forcing more of their monthly budget to cover other essential needs. Our community food bank has been instrumental in offering much-needed financial relief to these families. In 2023, we saw a 6% increase in food bank usage, highlighting the growing need for this vital service.

Statistics and Usage

In 2023, there was approximately a total of 1,387 food bank visits. Approximately 77 Households served. 248 individuals benefited from our food bank monthly (approx. 2976 annually).

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

Age Range by Monthly Usage

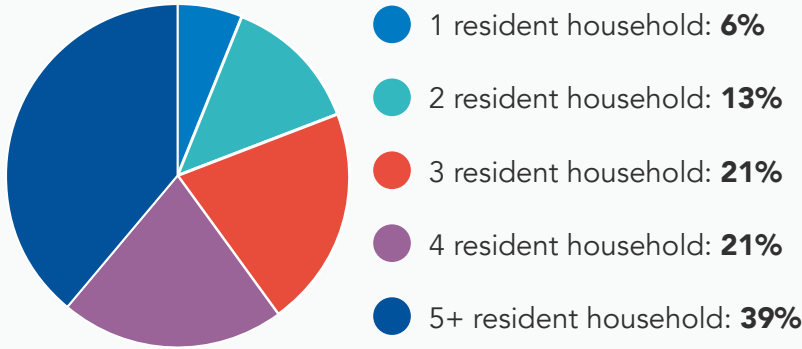


This means that approximately 90 children between age 0 and 15 benefit from our community food banks every month, and over the course of the year, there are approximately 1,080 unique instances of children receiving food bank assistance at 30 Alexander and 835 Cameron.

Household Size by Monthly Usage

We can also look at the data through household size. Taking the 77 monthly visits and the average amount of members in the household, we get the following information:

Household Size	Number of households	Number of Individual Residents within Household
1 resident	4	14
2 residents	10	33
3 residents	16	52
4 residents	16	52
5 residents	16	50
6 residents	10	32
7 residents	2	7
8 residents	2	8



In any given month in 2023, approximately 16 of the units that visited the community food banks had 4 residents in their household.

2023 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 2023. The final participant from the first cohort graduated from the Educational Assistant program at the end of the year and is in the process of securing employment. The remaining six participants from the first cohort have all secured employment in their field of study and moved on to their new lives. Their programs of study were: dual diploma Law Clerk/Paralegal (3), Instrumentation and Control Engineering Technician, Plumbing and Early Childhood Educator. The success of these participants has changed the trajectory of their lives, as well as the lives of their children, moving from poverty to possibility, breaking the cycle of poverty.

Three new participants started in the program in 2023. One is enrolled in the Carpentry and Renovation Technician program while the other two are in the process of upgrading and have applied for the Practical Nursing program at Fleming college. They join one active participant who is scheduled to graduate from the Welding program in spring, 2024. In total, there is currently four active participants in the program, and we are actively working on recruitment four more.

Looking Ahead

PHC will continue to support the development of new market and affordable housing through its updated Capital Financing and Community Revitalization Plan. A key enhancement to this plan is the inclusion of the City of Peterborough as a crucial partner. This partnership will strengthen PHC's ability to advance the plan by providing direct access to City resources.



Phase 1 site at 681 Monaghan Road

Construction is currently underway on the first Phase 1 site at 681 Monaghan Road. This six-story building will feature 53 units and is expected to be ready for occupancy by the beginning of 2025. PHC will manage the building through an agreement with the City's newly established municipal services corporation.

Looking forward, PHC will be launching new branding and a comprehensive communication strategy. As a vital hub of support in the Peterborough community, we are developing a

clear, strategic direction with measurable outcomes. This will ensure that Peterborough Housing Corporation continues to be a trusted leader, with our brand and messaging reaching the right audiences in an effective and timely manner. A steering committee, including representation from the Board, staff from various departments, and tenants, is actively engaged in this project. We look forward to sharing this work publicly in the near future.

Contact



Administration

Office Address: 526 McDonnell Street, Peterborough, ON K9H 0A6

Standard Hours of Operation: Monday to Friday – 8:30 am to 4:30 pm

Office Open to the Public: 9:00 am to 4:00 pm

Website Address: www.ptbohousingcorp.ca

Email Address: phcinfo@ptbohousingcorp.ca

Phone: 705-742-0439 **Toll Free:** 1-833-824-4687



Maintenance

Maintenance Requests: 705-742-3973 (only monitored during business hours) or online at www.ptbohousingcorp.ca

After Hours Maintenance Emergency Assistance: 705-742-7911



PETERBOROUGH
HOUSING
CORPORATION

Peterborough Housing Corporation

Report 2025-010

Meeting Date: March 26, 2025

Meeting Time: 5:30 p.m.

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

Subject: Whistleblower Policy

Author Name and Title: Travis Doak, CEO

Recommendation(s):

Resolved That Report 2025-010, "Whistleblower Policy" be received.

That Policy PH14 – Whistleblower Policy, included as Attachment A, be adopted.



Chief Executive Officer

Background:

As the largest community housing provided in the City and County of Peterborough, PHC is entrusted to the community and its residents to hold its staff to the highest ethical and moral standards. While employees are protected from reprisal when reporting concerns under the *Occupational Health and Safety Act* and the *Ontario Human Rights Code*, there is no formal legislated protection afforded to employees who bring forward concerns of misconduct or wrongdoing to their employer. As a result, and in recognition that the implementation of Whistleblower Policies with protection is a best practice, PHC has initiated the development of a formal Whistleblower Policy to address this gap.

Rationale:

PHC is dedicated to providing quality and sustainable housing to community members, many of whom are vulnerable or marginalized. Part of ensuring the sustainability of a community housing model requires that staff and leaders fulfill their duties with the highest regard to ethical behaviour. It is imperative for PHC to have an internal mechanism for employees who witness misconduct to feel comfortable and safe to bring forward concerns whether it be fraud, theft, corruption, embezzlement, danger to life, conflict of interest or breach of PHC Policies and Directives.

Having a clearly documented Policy with corresponding Directives, is a signal to the community, residents and staff, that PHC will not tolerate substantive or illegal behaviour when it comes to the integrity of the organization and that it will investigate and follow-up on any concern brought forward with transparency and reporting to the Board of Directors where applicable, while ensuring the Whistleblower can be free from reprisal or harm for reporting concerns of misconduct.

Other Alternatives Considered:

All employment related legislation (ie: *Ontario Human Rights Code*, *Occupational Health & Safety Act*, *Employment Standards Act*) were reviewed in the development of the Policy to understand the extent legislation protected an employee from reprisal when bringing forward concerns. It was identified that employment legislation only protects an employee from reprisal under very prescribed parameters ie: work refusal, harassment, violence, and as such a broad-based policy was required to protect employee from reprisal when the concern(s) brought forward are outside of the scope of legislation.

Alignment to Strategic Priority Areas

1. Service to Our Clients and Community – Integrity of systems and processes.
2. Service to Our Clients and Community – Enhances public trust.
3. Service to Our Clients and Community – Holding employees accountable to the highest ethical and moral standards.

4. Investing in Our People – Provide clarity in expectations for staff to act and behave with high standards in the performance of their work at PHC.
5. Investing in Our People – Provide protections to staff for reporting misconduct that they witness in the course of their work.

Financial Considerations:

There is no financial impact to implement the policy. Financial costs could be an outcome of the implementing the policy should third party consultants be required to investigate allegations of misconduct in accordance with the Policy.

Consultations:

Jennifer McLauchlan, Senior Manager of People & Culture
Richard Grotsch, Director of Operations
Sondra Fitzgerald, Director of Corporate Services

Attachments:

Attachment A: PH14 – Whistleblower Policy

POLICY NAME:	Whistleblower Policy		
POLICY ID:	PH14	APPROVED BY:	Board of Directors
EFFECTIVE DATE:		REVIEW DATE:	

Policy Statement

Peterborough Housing Corporation (hereafter the Corporation or PHC) is dedicated to fostering a workplace that upholds the highest standards of integrity, ethics, accountability, and transparency. PHC recognizes that maintaining and enhancing public trust is essential to the Corporation's success.

To support this, PHC encourages the reporting of any wrongdoing within the Corporation to designated individuals and will ensure that the concerns are addressed appropriately and promptly. PHC is committed to ensuring that employees who bring forward concerns of wrongdoing in good faith, are protected from reprisal, discrimination or harassment in line with relevant legislation in Ontario, including but not limited to the Occupational Health and Safety Act (OHSA) and the Collective Agreement, as applicable.

Purpose

The purpose of the policy is to establish the requirement for a clear, safe and transparent process for employees to report concerns of actual or suspected wrongdoing that not only supports culture of accountability and transparency, but also ensures that as a trusted public serving corporation, PHC can assure, staff, the Service Manager, and the broader community that the corporation holds it employees and leadership accountable to the highest possible standards.

Scope

This Policy will apply to:

- All employees of PHC, including full-time, part-time, temporary, and contract employees
- Members of the Board of Directors of PHC.
- Volunteers, consultants, contractors, and vendors

Definitions/Acronyms

Good Faith – A report made in good faith is an honest belief that the concern is true and based on factual evidence. A report done in good faith is not done maliciously, retaliatory, or with the intent of harming others or the corporation.

Reprisal – is any form of adverse action taken against an individual for reporting wrongdoing in good faith. This includes but is not limited to actions such as unfair treatment, harassment, intimidation, demotion, denial of promotions, benefits, or professional opportunities, job termination, discipline or any other form of punitive response that harms the individual.

Whistleblower – refers to the individual or individuals who report concerns of suspect or actual wrongdoing within the corporation.

Wrongdoing – Any misconduct, ethical breach, or illegal act, including but not limited to:

- Fraud, embezzlement, or theft.
- Corruption, bribery, or kickbacks.
- Misuse of PHC funds, resources, or property.
- Financial misstatements, misrepresentation, or deliberate concealment of financial records.
- Violation of laws, regulations, PHC policies, or directives.
- Conflict of interest, nepotism, or favoritism in hiring or procurement.
- Harassment, discrimination, or workplace violence.
- Endangering the health and safety of employees, tenants, or the public.
- Negligence or intentional mismanagement of PHC programs or services.
- Retaliation against individuals who report concerns in good faith.

Compliance and Monitoring Standards

The CEO is responsible to ensure that PHC has Directives and Standard Operating procedures in place to support the reporting and investigation of any concern brought forward under this Policy. Further to this, the CEO will provide an annual report to the Board of Directors advising of the number of concerns brought forward under this Policy including the nature of the concern and outcome of any investigation undertaken to address the concern.

Directives & Procedures

The Senior Manager, People & Culture shall bear primary responsibility for the creation and implementation of Directives and Standard Operating Procedures required to meet the compliance standards including but not limited to:

Directive	HR1-D17	Whistleblower Directive
Standard Operating Procedure	HR1-D17-P1	Whistleblower Standard Operating Procedure

Related Documents

FA Financial Management Policy
 HR1-D5 Code of Conduct Directive
 HR3 Occupational Health & Safety Policy
 HR3-D5 Substance Free Workplace Directive
 HR4 Workplace Discrimination & Harassment Policy
 HR5 Workplace Violence Prevention Policy

Appendices

None.

History of Amendments/Reviews:

Section(s)	Date	Comments

Peterborough Housing Corporation

Report 2025-011

Meeting Date: March 26, 2025

Meeting Time: 5:30 p.m.

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

Subject: Q4 2024 Reporting Obligations

Author Name and Title: Sondra Fitzgerald, Director Corporate Services

Recommendation(s):

Resolved That Report 2025-011, "2024 Q4 Reporting Obligations", be received for information.

Sondra Fitzgerald
Director, Corporate Services

Background:

Peterborough Housing Corporation (PHC) is required to meet certain statutory financial obligations. This report represents the required statutory financial reporting obligations for PHC.

Rationale:

This report confirms to the Board that PHC is meeting all its' statutory financial reporting obligations for the period ending December 31, 2024.

Other Alternatives Considered:

Not Applicable

Alignment to Strategic Priority Areas

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

Serving our Clients & Community

Our core business practices will ensure PHC is strong and sustainable for years to come. This includes maintaining the highest financial and resource management.

Financial Considerations:

This is an information report only and provides confirmation of statutory financial reporting obligations.

Consultations:

None

Attachments:

Attachment A: Q4 2024 Reporting Obligations

To the Board of Directors:

We confirm that as at December 31, 2024, the following reporting obligations have been met.

Director's Liability & Property Insurance: Insurance approved, pending receipt of invoice
(Policy covers the period of November 1, 2024 – November 30, 2025)

Remittance Date: October 17, 2024 Paid

Group Benefits Insurance:

Remittance Date: December 1, 2024 Paid

Harmonized Sales Taxes:

Remittance Date: December 31, 2024 Filed

Property Taxes:

Remittance Date: September 30, 2024 Paid
Due to bank holiday came out of account October 1, 2024
(Next Remittance Date – March 31, 2025)

Payroll (including source deductions of CPP, EI, Income Tax, EHT):

Transmission Date to RBC: December 20, 2024 PP#26, 2024 Transmitted

Using Easy pay Payroll System (Covering up to December 18, 2024)

WSIB: No regular filing required as PHC is a Schedule 2 employer. Invoices paid as received.

OMERS:

Remittance Date: December 23, 2024 (Online Payment Release Date) Paid
(Covering up to November 20, 2024)

Union Dues:

Remittance Date: January 31, 2025 Paid
(Covering up to December 18, 2024)

Sondra Fitzgerald

Per: Sondra Fitzgerald
Director, Corporate Services

March 19, 2025

Date

Peterborough Housing Corporation

Report 2025-012

Meeting Date: March 26, 2025

Meeting Time: 5:30 p.m.

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

Subject: 2024 Q4 Operating Results

Author Name and Title: Sondra Fitzgerald, Director, Corporate Services

Recommendation(s):

Resolved That Report 2025-012, "2024 Q4 Operating Results", be received for information purposes.

Sondra Fitzgerald
Director, Corporate Services

Background:

This report represents the fourth quarter draft results for Peterborough Housing Corporation (PHC) at December 2024 on a portfolio basis. This includes Community Housing, Anishnawbe, Affordable Housing Portfolio, and Sunshine Homes.

Rationale:

This report reviews the fourth quarter and year-to-date operating results of the Corporation. For the fourth quarter of 2024, the year-to-date expenditures should represent 100% of the total annual budgeted amounts. While some items are over/under, on average, the overall expenditures represent 102% of the annual budgeted amounts for the year. The 2% overage will be offset against the accumulated surplus from prior years. It has been a challenging year managing costs related to our aging portfolio and the need for increasing supports that our tenants are requiring.

Other Alternatives Considered:

None.

Alignment to Strategic Priority Areas

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

Serving our Clients & Community

Our core business practices will ensure PHC is strong and sustainable for years to come. This includes maintaining the highest financial and resource management.

Financial Considerations:

This is an information report only and provides explanations on the variances between the actual and budgeted figures for the period ending December 31, 2024.

Consultations:

CEO
Director of Operations
Building Services Manager
Resident Services Managers

Attachments:

Attachment A – 2025-012 – Q4 Operating Results

Note Explanations

1. While Residential Rental and Miscellaneous Revenue is tracking on budget, there is still a shortfall of \$115,000. This can be attributed to lower than anticipated food revenue for Hunt Terraces due to supportive units being transferred to independent living units resulting in fewer mandatory meal plans and vacancy loss associated with units previously being held for regeneration purposes as well as higher than normal turnover in our buildings.
2. Commercial Rental Revenue is under budget due to the lack of rental revenue from the meeting rooms at Hunt Terraces as alternative rental options were considered.
3. Other Grants represent funding received from the City for meal plans for 35 tenants housed at Hunt Terraces in units that were previously dedicated as a supportive unit and are now independent and for residents housed from the BNPL. While the initial funding ended July 31, 2024, the City provided additional funding for the remainder of 2024.
4. Other Revenue received is higher than anticipated due to bank interest received. Interest rates continue to be higher than anticipated at the time the budget was prepared, which is to PHC's benefit.
5. Administration costs are over budget by \$125,000 for the year. This can be attributed to one-time costs associated with the hiring of a consultant for the CEO recruitment process, fees associated with HR consultation, rebranding and the digitization of the tenant files and building blueprints.
6. Insurance costs are \$84,000 under budget for 2024 due to the review of our insurance coverage and the resulting change in our deductible resulting in cost savings. This was done after the 2024 budget had been submitted.
7. PHC has been incurring costs related to the fire at 37 George Street, Havelock and will continue to accumulate throughout the rebuilding process. These costs will be recovered through insurance less our deductible of \$100,000.
8. Materials and Services budget has been over utilized by 2% year to date. In addition to inflationary pressures in both the cost of materials and

contractors, the condition of units on turnover has been increasingly poor requiring extensive remediation in some cases. Operationally, primary areas impacted are:

- Building Costs - Scheduled annual inspections of properties have been reinstated after the pause due to COVID resulting in increased work due to unreported maintenance issues. We are working to minimize the use of contractors and have staff carry out the work wherever possible.
- Maintenance/Janitorial Supplies - Due to Health & Safety requirements, chemical dispensers have been installed in all buildings. This will allow us to bulk purchase as well as utilize the product more efficiently.
- Window Repairs - There has been an increase in the number of broken windows across the portfolio. Staff are reviewing options of doing some of this work in-house to mitigate costs.
- Unit Turnovers – In 2024, there were 136 unit turnovers versus 110 for 2023. Unit turnovers are becoming more of a significant renovation rather than a “refresh” resulting in significant costs. Wherever possible, this work is being brought in house to mitigate the costs. In addition, staff continue to investigate product alternatives that will result in cost savings.
- Life Safety Repairs & Maintenance - During the scheduled annual inspections, additional repairs were required to be in compliance with code.
- Asbestos/Mould Management – Due to our aging buildings and related infrastructure, there is an increasing number of mould issues. In addition, PHC was required to update asbestos records for all buildings this year. This will be an area for review to determine if a capital project is required to mitigate ongoing operating costs.
- Electrical/Plumbing - PHC renegotiated contracts with both electricians and plumbers contractors early in 2024 resulting in higher hourly rates. This information was not available when the 2024 budget was prepared.
- Waste - Due to changes in City by-laws regarding waste pick up and the significant increase in illegal dumping, PHC has had to increase the number of extra waste pick-ups. There is an

operational plan that will be implemented in 2025 to mitigate these costs and improve community image.

9. Property taxes are \$55,000 over budget for the year. When preparing the 2024 budget, an estimated increase of 5% was budgeted for and the actual increase was 7%.
10. Mortgages & Debentures is showing as under budget by \$671,000 as the principal portion of the mortgage payments have been applied to the mortgage balances at year end. For budget purposes, the full payment is budgeted for.

Attachment A - 2025-012 - Q4 Operating Results (Draft)
PETERBOROUGH HOUSING CORPORATION
OPERATING RESULTS
FOR THE PERIOD ENDING DECEMBER 31, 2024

	YEAR TO DATE ACTUALS	ANNUAL BUDGET	YTD VARIANCE TO ANNUAL BUDGET	% YTD BUDGET RECEIVED/SPENT	NOTE #
Revenue					
Residential Rental and Miscellaneous Revenue (including food and miscellaneous charges)	10,058,888	10,174,526	(115,638)	99%	1
Commercial Rental Revenue	318,506	430,741	(112,235)	74%	2
Operational Subsidies	3,857,150	3,857,264	(114)	100%	
Rent Supplement Subsidy	342,893	601,072	(258,179)	57%	3
Other Grants	86,000	60,000	26,000	143%	4
Other Revenue	508,309	261,640	246,669	194%	
Total Revenue	15,171,747	15,385,244	(213,497)	99%	
Expenses					
Administration	734,390	608,567	125,824	121%	5
Bad Debts	132,859	138,670	(5,811)	96%	
Insurance	399,177	483,867	(84,690)	82%	6
Fire Related Costs	473,880	-	473,880		7
Wages and Benefits	3,662,297	3,603,709	58,588	102%	
Materials and Services	2,569,367	2,496,224	73,143	103%	8
Food Services	752,149	375,000	377,149	201%	
Property Taxes	2,414,062	2,358,693	55,370	102%	9
Utilities	2,353,434	2,500,164	(146,730)	94%	
Capital Reserve Allocation	305,637	305,719	(83)	100%	
Mortgages & Debentures	1,699,626	2,371,425	(671,799)	72%	10
Rent Supplement	328,713	335,868	(7,155)	98%	
Total Expenses	15,825,591	15,577,905	247,687	102%	
Surplus (-) / Deficit	(653,845)	(192,661)	(461,183)		

Legend

- On/under budget
- Slightly over budget
- Over budget - watch closely
- Action Required
- Over/Under budget with explanation
- Under/On budget but YTD budget higher than target %

Peterborough Housing Corporation

Report 2025-013

Meeting Date: March 26,2025

Meeting Time: 5:30pm

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

Subject: 2024 Capital Report (Q4)

Author Name and Title: Richard Grotsch, Director of Operations

Recommendation(s):

Resolved That Report 2025-013 "2024 Capital Report (Q4)", be received for information purposes.



Director of Operations

Background:

PHC operates under a robust capital program guided by a strategic framework that emphasizes investing in the maintenance of infrastructure to ensure it remains in good repair and fit for occupancy, alongside capital investments aimed at growth. This fiscal year, a significant portion of the funding comes from the CMHC Municipal Capital Repair Program, supplemented by capital allocations from the City of Peterborough. The program primarily supports Community (RGI) and Affordable Housing properties within the PHC portfolio.

Annual allocations for replacement and reserves for community properties are integrated into the annual budgeting process with the City of Peterborough, following the guidelines set forth by the Housing Services Act, 2011 (HSA). According to Section 12(1) of the HSA General Regulation 367/11, the City of Peterborough (as the Service Manager) is obligated to ensure sufficient funding for PHC to maintain Local Housing Corporation (LHC) housing projects in a satisfactory state of repair and suitable for occupancy.

Rationale:

The 2024 fiscal year prioritized investments in critical and high-impact areas such as roof replacements, mechanical and electrical systems updates, and grounds maintenance. These areas directly impact tenant safety, building integrity, and overall operations. This investment strategy is informed by data from Building Condition Assessment (BCA) Reports conducted by independent third-party vendors, observations from staff, and recommendations from industry professionals. A BCA provides a detailed review of a building's key elements, offering insights into the timelines and costs for replacements, and identifying opportunities for more efficient systems that yield beneficial returns on investment. The scope of this methodology deliberately omits new developments and properties earmarked for disposal. These investments are crucial not only for upholding the dignity of tenants but also for aligning with PHC's strategic objectives to improve, renew, and maintain the housing it provides.

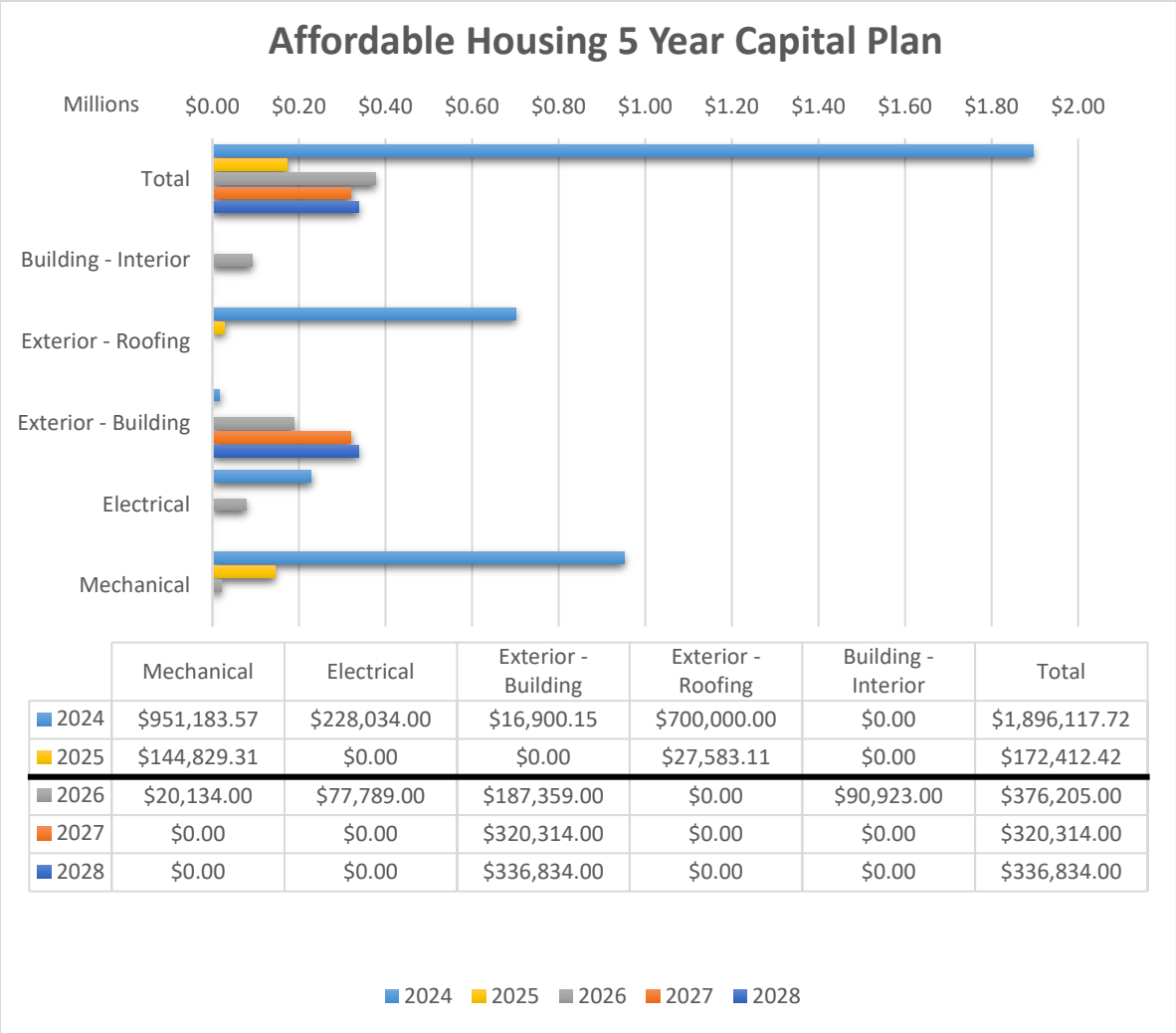
Capital Investment for Q4:

Consistent with PHC’s commitment to provide regular updates to its board, the following provides Q4 2024 activities related to capital expenditures:

Property	Housing Type	Item	Expense – Q
665 Crawford, 835 Cameron, 169 Lake & 290 Parkhill	RGI	Lighting Upgrades, Receptacles & Switches	\$349,613.57
130 & 136 Anson	Affordable	Camera and FOB Install	\$21,210.69
Multiple Locations	Various	Windows, Doors & Sealant	\$34,031.80
40 Rabbit	Affordable	Engineering (Future Generator)	\$2,564.96
53 Spring, 486 Donegal, 136 Anson	RGI & Affordable	Engineering and Electrical – Elevator Modernization Preparation	\$12,544.87
Multiple Locations	Various	Deep Unit Restoration	\$414,187.01
900 Dutton & 526 McDonnell	Affordable	Lighting Upgrades	\$197,065.38
Multiple Locations	RGI	Lighting Upgrades	\$430,180.29
24 Ermatinger	RGI	Domestic Hot Water	\$10,556.74
Total			\$1,471,955.31

PHC’s portfolio budgeting model minimizes the risk of having unexpected replacement costs by ensuring replacements are made at the right time, thereby providing the best value. It can also guide the investment decision-making process by allowing PHC to maximize any capital fund’s return on investment. It is important to note that the information being presented is part of a ‘living plan,’ and changes may be required over the 5-year period to meet unexpected capital needs of the organization.

The following information shows at a macro level the areas focus for capital investment and the estimated costs for Community and Affordable Properties





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.

Financial Considerations:

All expenses are allocated within approved budget.

Consultations:

Sondra Fitzgerald, Director of Corporate Services
 Zack Heurkens, Assistant Manager of Special Projects
 Nathan Calder, Building Services Manager

Attachments:

None