Peterborough Housing Corporation
Board of Directors

Wednesday, March 27, 2024 – 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

Open Session 5:30 p.m.

1. Approval of Agenda
2. Conflict of Interest
3. Presentations
    a) Capital Revitalization Plans Update
    Presentation, Gillian Barnes and Amélie Besnard
4. Confirmation of Minutes
    a) Open Session Board Meeting, February 28, 2024
5. Operational Reports
    a) Report 2024-005 – 2023 Quarterly KPI Report (Q4)
6. Committee Reports
    a) Finance, Audit & Administrative Committee
        i. No report
    b) Governance, Human Resources & Strategy Committee
        i. No report
7. Information from Staff
8. Adjournment

Board Meeting Minutes, Peterborough Housing Corporation
Open Session

Date: Wednesday, February 28, 2024 – 5:30PM
Location: Hunt Terraces, Meeting Room #112,
555 Bonaccord Street, Peterborough, ON

Present:	Keith Riel	Chair
	Alex Bierk	Vice -Chair
	Andrew Beamer	Member
	Matthew Graham	Member
	Jeff Leal	Member
	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
Regrets:	Sheldon Laidman	Board Advisor

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

1. Closed Session

On a motion by Alex Bierk, seconded by Andrew Beamer and carried unanimously, it was **RESOLVED** to move into **CLOSED SESSION**.

a) Confirmation of Closed Minutes

i. Closed Session Board Meeting, December 12, 2023

On a motion by Matthew Graham, seconded by Jeff Leal and carried unanimously, it was **RESOLVED** to approve the minutes for the Closed Session on December 12, 2023, be confirmed and accepted.

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

2. Approval of Agenda

On a motion by Matthew Graham, seconded by Jeff Leal and carried unanimously, it was **RESOLVED** to approve the agenda for the February 28th, PHC Board Meeting.

3. Conflict of Interest

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

4. Confirmation of Minutes

a) Open Session Board Meeting, October 25, 2023

On a motion by Alex Bierk, seconded by Matthew Graham and carried unanimously, it was **RESOLVED** that the minutes for December 12, 2023, be confirmed and accepted.

5. Operational Reports

a) Report 2023-001 – Financial Management Policy

On a motion by Matthew Graham, seconded by Andrew Beamer and carried unanimously, it was **RESOLVED** that Report 2023-001, "Financial Management Policy", be received; and

That Policy FA-03 "Financial Management", included as Attachment A, be adopted.

b) Report 2023-002 – 2023 Quarterly KPI Report (Q3)

On a motion by Matthew Graham, seconded by Andrew Beamer and carried unanimously, it was RESOLVED that Report 2024-002, "Quarterly Key Performance Indicator (KPI) Report", be received for information purposes.

c) Report 2023-003 – 2023 Q4 Operating & Capital Results (Oct-Dec)

On a motion by Matthew Graham, seconded by Andrew Beamer and carried unanimously, it was RESOLVED that Report 2024-003, "2023 Q4 Operating Results", be received for information purposes.

d) Report 2023-004 – 2023 Q4 Reporting Obligations (as at Dec 31st)

On a motion by Matthew Graham, seconded by Andrew Beamer and carried unanimously, it was **RESOLVED t**hat Report 2024-004, "Reporting Obligations", be received for information.

6. Committee Reports

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

7. Report of Closed Session

On a motion by Alex Bierk, seconded by Andrew Beamer and carried unanimously, it was **RESOLVED** to move into **CLOSED SESSION**.

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

8. **Information from Staff**

None.

9. **Adjournment**

With there being no further business, the February 28, 2024 Board Meeting, was adjourned on a motion by Matthew Graham, seconded by Jeff Leal, carried unanimously at 6:00 p.m.

Keith Riel Chair Peterborough Housing Corporation	Hope Lee CEO/Board Secretary Peterborough Housing Corporation

Peterborough Housing Corporation

Report 2024-005

Meeting Date: March 27, 2024

Meeting Time: 5:30pm

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 2024-005, "Quarterly Key Performance Indicator (KPI) Report", be received for information purposes.

Hope Lee

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 purpose of implementing this comparative data sharing framework was to choose a specific set of indicators for regular collection, analysis, and reporting. This initiative aims to facilitate learning about various operational strategies and best practices, particularly concerning financial arrears and other significant metrics.

The Executive considers this statistical data valuable for sharing with the Board, replacing the previous Arrears Reports. A Key Performance Indicator (KPI) Report is submitted to the Board four times annually for informational purposes, illustrating PHC's performance relative to other LHCs on these critical metrics.

The following 7 performance measurements have been 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
Measurement 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

6 of the 7 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 4th quarter of 2023 (Q4 – October to December. The full calendar year data is compared with the LHC's in the highlighted columns. 9 out of 9 LHC's submitted data for this reporting period.

2023 Q4 Key Performance Indicators

Measurements	**PHC Q1**	**PHC Q2**	**PHC Q3**	**PHC Q4**	**PHC YTD**	**LHC YTD**
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. PHC surpasses the average in 5 of the 6 KPI's measured this quarter. Unfortunately, the eviction prevention rate data was not available from other LHCs, making it impossible to compare.

The measurement of unit turnover days continues to demonstrate a decrease, with the full year compassion of 13.7 days less than the system average. This metric reflects the time required to ready a unit for a new tenant's occupancy. Staff remain dedicated to this metric, employing strategies devised through a process mapping exercise. Our aim was to surpass the LHC average by the third quarter of this calendar year, a goal we successfully attained. Staff will persist in exploring avenues to further reduce turnover days, ensuring optimal resource utilization.

PHC maintains its exceptional performance in rent collection, consistently surpassing the LHC average. Our success in maintaining high rent collection rates is attributed to the proactive and transparent interactions our staff engage in with tenants. The strategies we employ are not only effective but also empathetic. When tenants encounter difficulties, our staff collaborates closely with them, offering flexible solutions tailored to their individual financial situations.

The metric "Households in Good Financial Standing" continues to highlight PHC's exceptional performance, surpassing the LHC average by 17.8% throughout the calendar year. This measurement focuses on households that maintain status with their rent and parking charges. Our success in this area can be attributed to several factors, including the availability of tenant subsidy programs. However, a pivotal factor is the proactive efforts of our staff on a daily basis to support tenants in avoiding arrears. This emphasizes PHC's consistent commitment to personalized, tenant-centered assistance.

The Eviction Prevention Rate is formally documented at the end of the 4th quarter. However, PHC tracks this data quarterly, recording five evictions for the calendar year. We prioritize eviction prevention, requiring a tailored approach to address difficult circumstances with tenants on a case-by-case basis. This method is fundamental to our holistic strategy aimed at securing continued housing for individuals within the communities we support. However, other LHCs have acknowledged challenges in tracking this data consistently and accurately. The working committee has mutually decided to reassess the definition of this metric in 2024 and propose potential adjustments accordingly.

As reported in mid-2023, an additional measurement called ‘Tenant Debt’ is now tracked quarterly. This metric identifies 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 is the total tenant debt amount for rent and parking and the number of tenant accounts for arrears within the following ranges ($): 1-2,000, 2001-4,000, 4,001-6,000, 6,001-8,000, 8,001-10,000, 10,001 and above. The Q4 data shows PHC’s Average Amount of Tenant Arrears higher than the LHC average for the calendar year. However, PHC’s tenant arrears has decreased by $235.75 per tenant from Q1.

An important metric to highlight is the Percentage of Total Households with Tenant Debt. 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.

2023 Tenant Debt

Measurements	**PHC Q1**	**PHC Q2**	**PHC Q3**	**PHC Q4**	**PHC YTD**	**LHC YTD**
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

In the summer of 2023, the LHC CEO Forum proposed forming a task force to explore new performance metrics. This task force was subsequently established and has been meeting regularly. They have identified two new measurements and are presently in the process of testing data collection and analysis methods. The two newly identified measurements are:

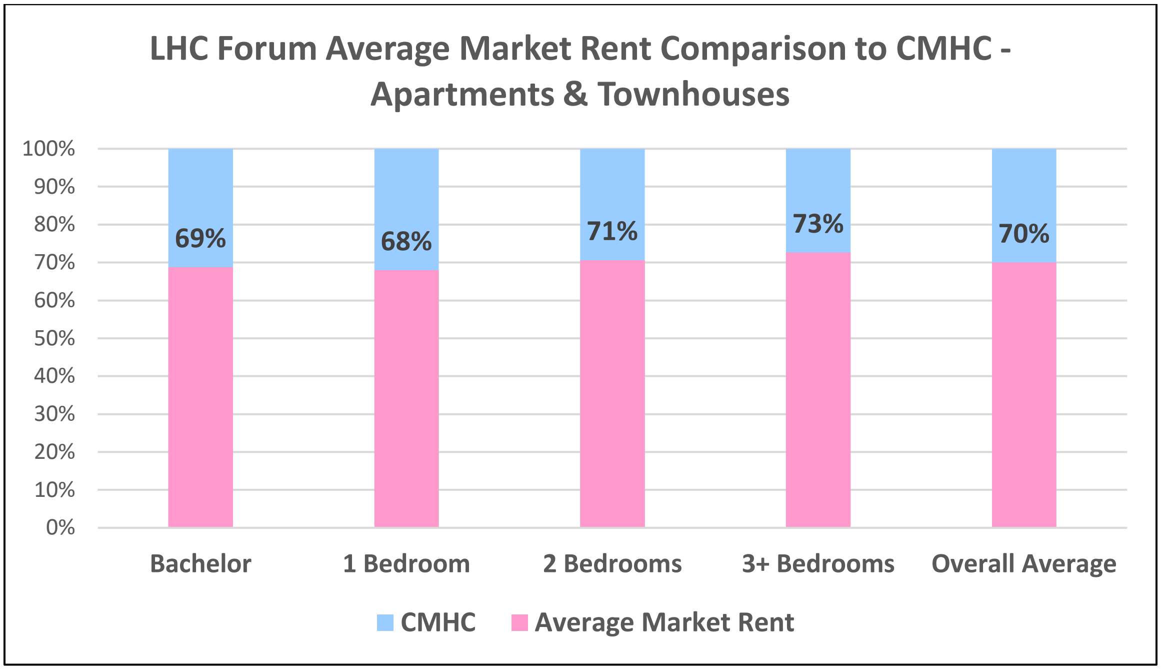
- LHC Average Market Rent (as % of CMHC AMR)
- Income-sources (as reported by tenants/clients)

The following charts illustrate data that has been collected thus far. It is important to note that not all 9 LHC's have submitted their data, so it is not a full sample size, however the task force believes it is representative of the system. Confirmation of this awaits data submission from all LHCs. PHC has contributed its data.

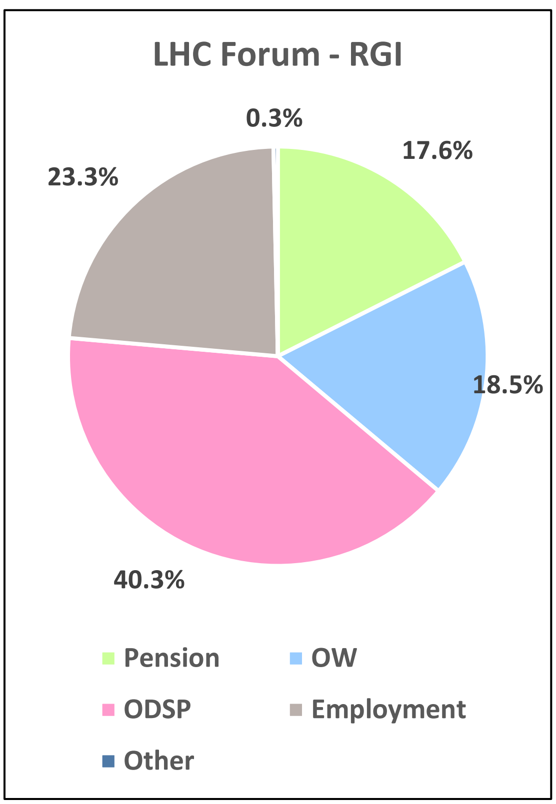
When looking at the available data for LHC average market rents, it shows the LHC sector is well under the CMHC average market rent for their portfolios.

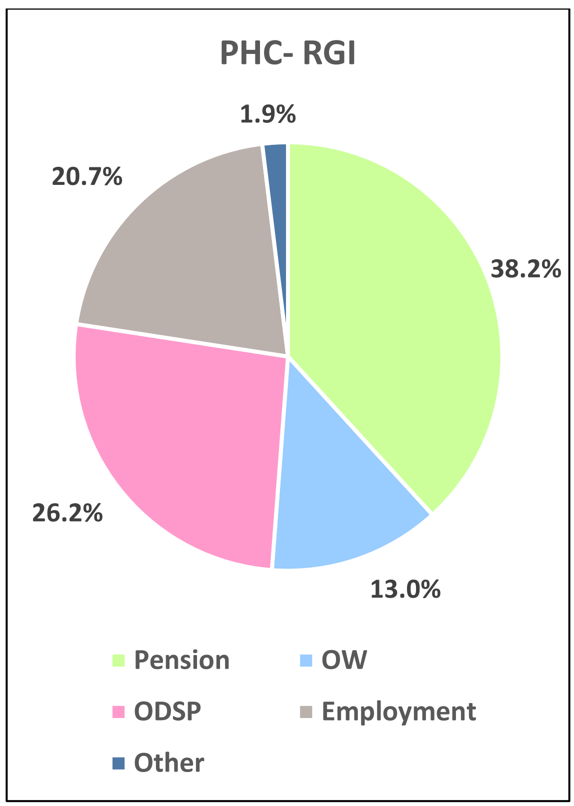
When reviewing the available tenant income data, it's evident that PHC has a higher proportion of tenants receiving pensions compared to the system average. Conversely, there are fewer tenants at PHC receiving social assistance-type income.

Average Market Rent



Tenant Income Source Type





Planning is also underway for a third performance measure regarding Loss of Eligibility, which would determine the number of households, for a given Quarter, that are switched from RGI to Market Rent. The task force is determining how their respective systems track and/or automate the "effective date" for switching to Market Rent. More information will be provided in upcoming board reports.

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