



**Peterborough Housing Corporation
Board of Directors**

Wednesday, November 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

1. Land Acknowledgement

Closed Session – 5:30 p.m.

2. Confirmation of Minutes
 - a. Closed Session Board Meeting, October 23, 2024

Open Session – 5:35 p.m.

3. Approval of Agenda
4. Conflict of Interest
5. Confirmation of Minutes
 - a. Open Session Board Meeting, October 23, 2024
6. Presentations
 - a. Operations Presentation
 - i. Report 2024-034 – 2025 Capital Plan
Richard Grotsch, Director of Operations
7. Operational Reports
 - a. Report 2024-035 – CEO Update
 - b. Report 2024-036 – PHC 2023 Annual Report
 - c. Report 2024-037 – Delegated Authority
8. Financial Reports
 - a. Report 2024-038 – 2024 Operating Report (Q3)
 - b. Report 2024-039 – 2024 Capital Report (Q3)

c. Report 2024-040 – 2024 Q3 Reporting Obligations (as at September 30th)

9. Committee Reports

a. Finance, Audit & Administrative Committee

i. No report

b. Governance, Human Resources & Strategy Committee

i. No report

10. Information from Staff

11. Adjournment

Board Meeting Minutes, Peterborough Housing Corporation Open Session

Date: Wednesday, October 23, 2024 – 5:30PM

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

Present:	Keith Riel	Chair
	Andrew Beamer	Member
	Matthew Graham	Member
	Jeff Leal	Member
	Jeeniraj Thevasagayam	Board Advisor
	Travis Doak	CEO, PHC/Board Secretary
	Jenna Cullon	Recording Secretary

Regrets:	Alex Bierk	Vice-Chair
	Sheldon Laidman	Board Advisor

Keith Riel, Chair, PHC Board, called the board meeting to order at 5:40 p.m.

1. 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 September 25th, 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. Presentations

- a) Human Resources Presentation
 - i. Report 2024-029 Human Resources at PHC, Graham Willsie, Human Resources Manager

On a motion by Jeff Leal, seconded by Matthew Graham and carried unanimously, it was **RESOLVED** that Report 2024-029, “Human Resources at PHC Presentation”, be received for information purposes.

Graham Willsie left the meeting at 5:55 p.m.

4. Confirmation of Minutes

- a) Open Session Board Meeting, September 25, 2024

On a motion by Andrew Beamer, seconded by Matthew Graham and carried unanimously, it was **RESOLVED** that the minutes for September 25, 2024, be confirmed and accepted.

5. Operational Reports

- a) Report 2024-030 – 2025 Recurring Board Reports and Frequency

On a motion by Alex Bierk, seconded by Matthew Graham and carried unanimously, it was **RESOLVED** that Report 2024-030, “2025 Recurring Board Reports and Frequency”, be received; and

That the recurring reporting and frequency outlined in this report be approved.

- b) Report 2024-031 – CEO Update

On a motion by Matthew Graham, seconded by Andrew Beamer and carried unanimously, it was **RESOLVED** that Report 2024-031, “CEO Update”, be received for information purposes.

- c) Report 2024-032 – Travel & Expense Reimbursement Directive

The board was walked through the directive, which was provided for information purposes. The board was advised that due to COVID the budget was reduced, the budget will be increased for 2025, with a goal to gradually increase over the next several years until it has reached PHC’s desired limit.

On a motion by Matthew Graham, seconded by Andrew Beamer and carried unanimously, it was **RESOLVED** that Report 2024-027, “Travel Expense & Reimbursement Directive”, be received for information purposes.

- d) Report 2024-033 – Procurement Approval – Refuse Collection Vehicle Purchase

PHC is seeking approval of a maximum expense of \$320,000.00 for the purchase of a Refuse Collection Vehicle in order to assist in additional garbage removal from our properties. This is a one-time purchase that would reduce expenses in the long run. The vehicle has additional functions, some being the ability to pressure wash and sweep. The earliest this vehicle would be in use by PHC is May 2025. Additional discussion took place with the decision that PHC would be reaching out to City of Peterborough and the County of Peterborough regarding their contacts and the potential to assist PHC with the purchase.

On a motion by Matthew Graham, seconded by Andrew Beamer and carried unanimously, it was **RESOLVED** that Report 2024-033, "Procurement Approval – Refuse Collection Vehicle Purchase", be received for the purpose of approving the purchase of an additional vehicle for PHC's fleet, at a maximum expense of \$320,000.00.

6. Committee Reports

- a) Finance, Audit & Administrative Committee
 - i. No report

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

7. Report of Closed

On a motion by Matthew Graham, seconded by Jeff Leal and carried unanimously, it was **RESOLVED** to move into **CLOSED SESSION**.

On a motion by Andrew Beamer, seconded by Jeff Leal and carried unanimously, it was **RESOLVED** that the Architect Services Update (verbal report), be received for information purposes.

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

8. Information from Staff

Reminder given to Board members that PHC would be hosting their Fall Development Day for staff on Tuesday, October 29, 2024 at Holiday Inn. Board members are invited to join staff for our Years of Service Recognition and lunch. We would be recognizing two staff members this year, Scott Ellis & Tim Riehl, both from our Building Services Department, and celebrating 15 years with PHC.

9. Adjournment

With there being no further business, the October 23, 2024 Board Meeting, was adjourned on a motion by Matthew Graham, seconded by Andrew Beamer, carried unanimously at 6:30 p.m.

Keith Riel
Chair
Peterborough Housing Corporation

Travis Doak
CEO/Board Secretary
Peterborough Housing Corporation

Peterborough Housing Corporation

Report 2024-034

Meeting Date: November 27, 2024

Meeting Time: 5:30 p.m.

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

Subject: 2025 Capital Plan

Author Name and Title: Richard Grotsch, Director of Operations

Recommendation(s):

Resolved That Report 2024-034, "2025 Capital Plan", be received for information purposes.


Director of Operations

Background:

PHC operates under a comprehensive 5-year capital plan which was launched in 2024 and will take us through to the end of the 2028 budget cycle. This plan is guided by a strategic framework that emphasizes investment in the maintenance of our infrastructure to ensure that it remains in good repair and fit for occupancy. The guiding principles of the PHC Capital plan are:

- 1) Support long-term operating cost reduction through coordinated building level repair programs
- 2) Renewal and Modernization of PHC buildings that focus on extending the buildings life and;
- 3) Enhancing the living conditions for our Tenants

The program supports Community (RGI) and Affordable Housing properties within the PHC portfolio.

Rationale:

The 2025 budget cycle will add more than 35 new projects which will impact PHC properties. Of the 35 projects planned, more than 17 projects are within sites located in the county with the remainder residing at sites within the Municipality of Peterborough. This will be in addition to 46 projects that are currently in various stages of progress in Q4 2024 with completion dates in 2025.

The following information shows at a macro level the broader areas of focus for capital investments and the estimated costs:

	2028	2027	2026	2025	2024
Mechanical	\$ 0.00	\$ 367,705.00	\$ 327,510.00	\$ 273,059.31	\$ 642,127.31
Electrical	\$ 0.00	\$ 0.00	\$ 0.00	\$ 332,983.00	\$ 1,052,316.12
Exterior – Building	\$ 776,588.00	\$ 26,209.00	\$ 174,176.00	\$ 2,145,080.95	\$ 2,922,579.10
Exterior – Roofing	\$ 0.00	\$ 314,090.00	\$ 17,588.00	\$ 1,148,179.03	\$ 0.00
Interior – Building	\$ 0.00	\$ 5,773.00	\$ 195,017.00	\$ 250,000.00	\$ 80,000.00
Total	\$ 776,588.00	\$ 713,777.00	\$ 714,291.00	\$ 4,149,302.29	\$ 4,697,022.53

The 2025 Capital plan will provide projects on both the interior and exterior of our buildings. The most substantial focus will be within the building exteriors and in the electrical/mechanical Category.

Example Projects by category include:

Interior Electrical/Mechanical	Exterior
Elevator Lift Replacements	Roof replacement and sealing
Electrical distribution equipment	Window sealing and replacement
Furnace and Baseboard heating	Brick and foundation repairs
Lighting upgrades	Siding replacement

To drive project prioritization, PHC staff will utilize several mechanisms that inform project needs and support our triage efforts. This includes data through the Building Condition Assessments (BCA), Demand Maintenance Data, Annual Unit Inspections and Tenant feedback and reporting.

Where possible PHC staff have engaged various partnerships and rebate opportunities that will allow for the consideration of enhancing capital project outcomes through stacking funding sources. Some of these partnerships include:

- Enbridge – Savings by Design
- Enbridge – Affordable Housing Multi-Residential Program
- Enbridge - Home Winterproofing Program
- EnviroCentre- Retrofit Accelerator

Alignment to Strategic Priority Areas

The PHC Capital investment plan provides a strategic focus of the following commitments within the Strategic Plan, Servicing our Clients & Community: Capital Investments. Ensuring that our asset management strategies remain current. We will plan for future enhancements to existing properties to increase marketability, sustainability, and energy efficiency. We will continue to make strategic and prudent investments of capital reserves.

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

None

Consultations

Travis Doak, CEO
Sondra Fitzgerald, Director of Corporate Services
Lloyd Coke Jr, Building Asset Manager
Operations Division Staff

Attachments

None

Peterborough Housing Corporation

Report 2024-035

Meeting Date: November 27, 2024

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 2024-035, "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:PHC Annual Development Day

On October 29, the Executive Leadership Team (ELT) hosted PHC's Annual Staff Development Day at the Holiday Inn on George Street in Peterborough. The event, themed *"Looking Ahead with Resiliency,"* brought together staff to engage in meaningful discussions about PHC's long-term strategic vision, key upcoming projects, and shifting priorities in response to the evolving needs of community housing.

Attendees gained valuable insights into PHC's strategies for navigating challenges, leveraging opportunities, and fostering resilience across the organization. The day also included a formal recognition ceremony honoring long-serving staff members, which was well-received and celebrated their dedication and contributions to PHC. The day was completed with a group bowling activity that fostered team bonding, encouraged camaraderie among staff, and provided a fun conclusion to a productive day.

Labour Relations with CUPE

As noted at the October Board meeting, there were 3 active grievances initiated from incidents occurring in 2023 that were scheduled to proceed to arbitration. We were able to thoroughly discuss these grievances, and management proposed solutions to resolve each one. The union was provided the date of October 25th to respond to the proposed resolutions. I am pleased to report that the union has accepted the proposed resolutions for all three grievances, allowing us to successfully resolve these matters without proceeding to arbitration. This outcome reflects a collaborative effort and a shared commitment to addressing issues in a constructive and mutually beneficial manner.

Attendance at ONPHA Conference

PHC staff attended the annual Ontario Non-Profit Housing Association (ONPHA) in Ottawa earlier this month. ONPHA is a sector organization which many non-profits and local housing providers from across Ontario. It serves as a platform for members to exchange ideas, collaborate on sector challenges, and access professional development opportunities. The conference included workshops, keynote sessions, and networking events focused on best practices, policy advocacy, tenant engagement, and innovative housing solutions.

Property Insurance Review

In the spring of 2024, the Housing Services Corporation (HSC) recommended that PHC conduct a benchmarking analysis to verify and update the replacement values of its properties. This process began with a comprehensive review by PHC staff, following the guidelines provided by the organization's insurer, Marsh. The exercise involved evaluating all properties to compare their current reported replacement values against Marsh's benchmark cost-per-square-foot data. Following this review, eight properties were identified where replacement values deviated by more than 10%—either above or below—compared to the benchmark. Marsh was engaged to complete full evaluations on these 8 properties. A report will be presented to the Board in January on the outcome of those evaluations and next steps.

Recent Tenant Incidents

Over the past two weeks, PHC has faced a handful of challenging tenant-related situations that have affected the well-being and cohesion of our communities. This report highlights three incidents that have placed additional strain on already limited resources, requiring swift and coordinated responses from staff to address the issues effectively. The nature of these situations has also taken a toll on staff and workload, as they have navigated complex and sensitive matters to maintain safety, resolve conflicts, and uphold community standards. PHC is actively working to mitigate these impacts through enhanced support measures, resource allocation, and a focus on long-term strategies to promote stability within our housing communities.

On the evening of November 12, shots were fired at the exterior of two units at our Fairbairn Street townhouse complex, prompting a response from Police and Emergency Services. Unfortunately, PHC's after-hours service was not notified of the incident, and no PHC resources were mobilized to the scene during the night. Once informed the following morning, PHC management promptly visited the property to assess the impact, ensure the safety of tenants, and determine the necessary support measures. Thankfully, no injuries were reported. Police suspect the incident is connected to drug-related activity, which can have far-reaching consequences for community safety, tenant well-being, and the overall stability of the neighborhood. PHC is working closely with law enforcement to address tenant concerns, enhance security measures, and support a safe living environment.

On the morning of November 14, staff were informed of the passing of a tenant at 526 McDonnell Street, the location of the PHC Administration Office. While the exact time of death has not yet been confirmed, it is believed that the tenant had been deceased for approximately two weeks. The situation was discovered when bodily fluids from the tenant's second-floor unit entered a PHC office area below. This incident affected several staff workspaces, necessitating immediate remediation of the impacted areas. Alternative workspaces were promptly arranged for affected staff to ensure their safety and minimize disruption.

On the evening of November 16, 2024, a tragic incident took place outside our property at 555 Bonaccord, Hunt Terraces. An altercation between two tenants escalated, resulting in the unfortunate death of one individual. Peterborough Police and Emergency Services responded immediately to the scene, and PHC staff have remained in regular contact to provide support where needed. Police accessed our CCTV footage to assist with their investigation. Both tenants involved in the incident had been receiving support from Fourcast. PHC staff engaged with both residential and commercial tenants the following day to offer reassurance and ongoing support. This included organizing drop-in sessions facilitated by Victim Services to address tenant concerns and provide resources for coping. PHC remains deeply committed to collaborating with our tenants, service partners, and the City to ensure our buildings continue to be safe, supportive environments that tenants are proud to call home.

Positive Tenant Experience

A tenant at our Crystal Drive townhouse complex has been facing significant health challenges and is currently quite ill. During a conversation with Social Services staff from the City, who provide additional supports, the tenant stated that she sometimes struggles to navigate the stairs in her unit, which has become a barrier to accessing the bathroom. Social Services staff assured the tenant that they would speak with PHC to explore possible solutions. PHC staff were able to meet with the tenant and complete an internal assessment of the tenant's mobility status. As a result, staff are now assisting the tenant to view a new, more suitable unit. The tenant is incredibly grateful, expressing how life-changing this accommodation will be for her. A quote from the Social Services staff sums up the impact of this collaboration: *"I can't say enough how incredible this partnership has been and how amazing the PHC housing workers are, truly making magic happen."*

Request to City for Funding

On October 28, 2024, PHC submitted a formal request to the City of Peterborough for a one-time capital investment of \$100,000. This funding is intended to support the acquisition of a specialized refuse pick-up vehicle, which will play a key role in enhancing PHC's operational efficiency. As presented at the October 2024 Board meeting, PHC is actively procuring this vehicle to implement an in-house waste management program. The program aims to address operational challenges, improve service delivery, and reduce dependency on external contractors. This initiative aligns with PHC's broader goals of sustainability and cost-effectiveness. A response to the funding request from the City is expected by the end of the year, allowing PHC to move forward with the program's implementation.

Holiday Event

On December 19, PHC will host its annual holiday staff luncheon, an opportunity to bring staff together in celebration of the season and their shared achievements over the past year. The event will take place at the McDonnell Activity Centre, located at 577 McDonnell Street, offering a welcoming and festive atmosphere for

attendees. The luncheon will begin with a meal served at 12:30 PM, followed by holiday-themed activities designed to encourage team bonding and spread holiday cheer. Board members are invited to join the festivities, showing appreciation for the work and dedication of the PHC team. To help with planning, please RSVP by contacting Jenna to confirm your attendance.

Other Alternatives Considered:

None

Alignment to Strategic Priority Areas

These operational updates align to all three priority areas.

Financial Considerations:

None

Consultations:

Graham Willsie, Human Resources Manager
Richard Grotsch, Director of Operations
Sondra Fitzgerald, Director of Corporate Services

Attachments:

Capital Investment: PHC Request to Service Manager

Capital Investment: PHC Request to Service Manager

Background:

The collection of refuse throughout PHC's City portfolio has been a growing operational concern that not only impacts our communities but the surrounding neighbourhoods as well.

PHC currently utilizes regular municipal waste management collection with additional contracted pick ups through a contract vendor across our townhouse communities. While at our apartment buildings, we have contracted dumpster pickups, and municipal recycling collection. Since Municipal waste collection services were augmented in October 2023, PHC has experienced an increase in the amount of garbage left at properties after municipal collection as well as items illegally dumped across the portfolio.

Through tenant engagement and staff experience there is a growing need to increase service levels related to the removal of refuse from PHC townhouse sites. Increased waste at our sites contribute to increased pest presence and other hazards that can substantially impact a community both from a health and safety as well as a tenant satisfaction lens.

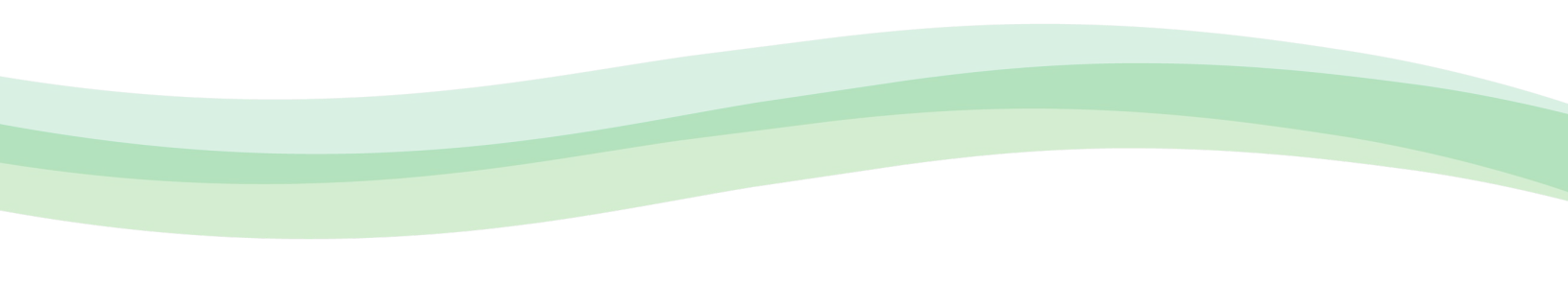
Strategy:

Aligning with strategies implemented by other municipal housing providers, PHC will be building in-house capacity to more substantially respond to its operational needs. This model will not remove the need for municipal pickup but rather supplement the service. The investment into a specialized vehicle is required to facilitate this in-house program implementation which in turn will optimize our service capabilities.

Through substantial engagement of other Housing Providers and City of Peterborough Staff, it is determined that the purchase of a Haul-ALL M1600 will provide PHC Operations with a vehicle that will best suit the business requirements.

PHC will optimize the vehicle by supporting other operational delivery as well. One of these areas will be in the unit turnover process where contents that are left behind by the past tenants adds significant costs and delays. By mobilizing our own staff and vehicle, we will be able to reduce the operational cost implications and reduce any wait times for contractors with the goal of decreasing the turnover timeline.

The program will be operated Monday to Friday (excluding Holidays) and will be facilitated by one full time addition to the staffing compliment. Regular routing will be established to attend multiple properties daily as well as availability to take on additional immediate/urgent requests.



Costing:

The implementation of this project will take place in Q2 2025 with the start up costs of the vehicle spread over a 3-year term ending in Q2 of 2028.

Cost	2025 (Q2-Q4)	2026	2027	2028
Staffing	\$ 55,730.61	\$ 78,714.79	\$ 81,248.96	\$ 82,969.10
Vehicle Financing	\$ 77,437.32	\$ 103,249.76	\$ 103,249.76	\$ 25,812.44
Fuel	\$ 11,250.00	\$ 14,765.63	\$ 15,503.91	\$ 6,279.10
Tipping Fees	\$ 82,687.50	\$ 115,762.50	\$ 121,550.63	\$ 127,628.16
Insurance	\$ 3,000.00	\$ 3,150.00	\$ 3,307.50	\$ 3,472.88
Vehicle Maintenance	\$ -	\$ 5,000.00	\$ 5,250.00	\$ 5,512.50
Contracted Coverage	\$15,000.00	\$15,750.00	\$ 16,537.50	\$ 17,364.38

Request:

PHC is seeking a one-time financial contribution from the Service Manager in the amount of \$100,000 for the purpose of assisting with the capital purchase the vehicle. This contribution would not be required until the spring of 2025. While this vehicle will be financed and spread over a three-year term, a reduction in the amount financed will allow for reduced borrowing cost and in turn reduced financial impact to PHC over the implementation period.

Conclusion:

Consultations taken place with PHC and City staff to affirm this is a viable delivery model that will support PHC in meeting its commitment to increase service levels and improve cleanliness and aesthetics of our communities throughout the Peterborough. Financial support will allow PHC to have greater flexibility in the financing arrangements and lessen the operational budget impact. By investing in this program, we are putting the cleanliness, safety and well-being of our communities at the forefront.

Peterborough Housing Corporation

Report 2024-036

Meeting Date: November 27, 2024

Meeting Time: 5:30pm

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

Subject: Peterborough Housing Corporation 2023 Annual Report

Author Name and Title: Travis Doak, CEO

Recommendation(s):

Resolved That Report 2024-036, "Peterborough Housing Corporation 2023 Annual Report" be received.



Chief Executive Officer

Background:

PHC is required by its shareholder, the City of Peterborough, to produce an annual report. This report serves multiple purposes, including providing a comprehensive summary of PHC's financial performance, operational achievements, challenges, and progress toward strategic goals. It also includes updates on housing programs, tenant engagement initiatives, and partnerships. The annual report is a key accountability document that ensures transparency, informs the public and stakeholders about PHC's activities, and aligns with municipal and provincial regulatory requirements.

Rationale:

Following the AGM and the Shareholders' approval, the 2023 Annual Report will more widely distributed including the following:

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

Other Alternatives Considered:

None

Alignment to Strategic Priority Areas

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

Strengthening Our Relationships – Communications:

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

Financial Considerations:

None

Consultations:

Sondra Fitzgerald, Director of Corporate Services
Richard Grotsch, Director of Operations

Attachments:

Attachment A Peterborough Housing Corporation 2023 Annual Report



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.

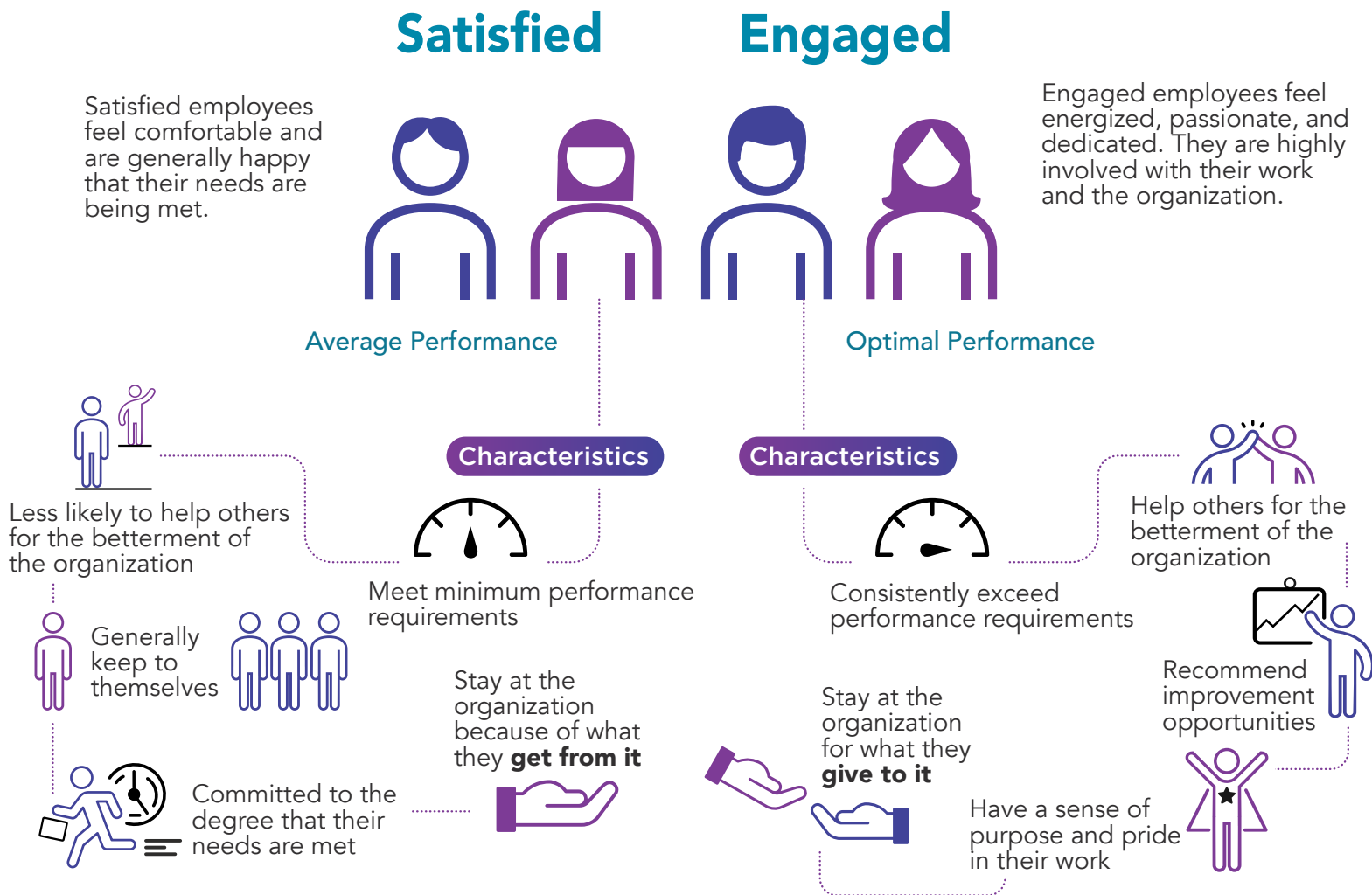
PHC provides a range of opportunities for learning to placement students as well as utilizing their time with PHC to better serve the PHC residents.

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

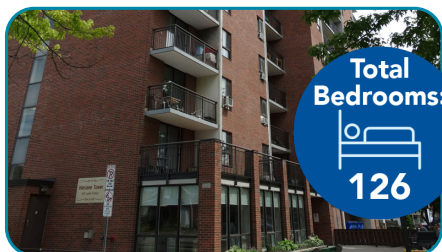


Total
Bedrooms:

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).

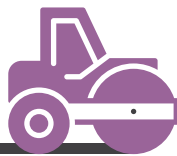
Peterborough Housing Corporation managed **\$704,653.00 towards capital investments in 2023.**

2023 Capital Investment Projects

Parking Lot Paving/Line Painting

(Multiple Properties)

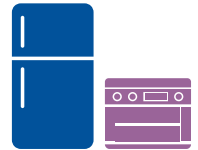
Paving of parking lots and line painting/numbering across the portfolio: **\$151,100.00**



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

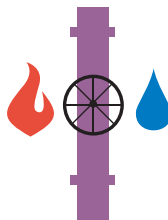
(30 Simeon Crescent)

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**

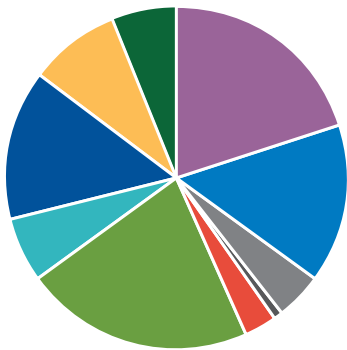


2023 Financial Highlights

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

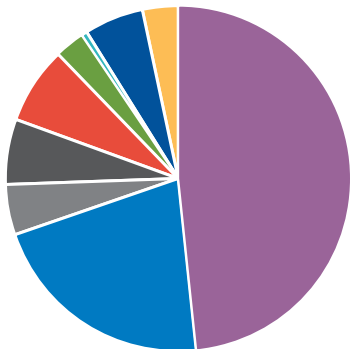
Expenses



- Materials and Services: **\$3,046,878**
- Utilities: **\$2,261,454**
- Administration: **\$665,170**
- Bad Debts: **\$128,675**
- Insurance: **\$472,420**
- Salaries and Wages: **\$3,260,449**
- Capital Improvements: **\$889,805**
- Property Taxes: **\$2,136,599**
- Rent Supplement: **\$1,321,327**
- Interest on Long Term Debt: **\$893,025**

Total Expenses: \$15,075,802

Revenues



- Rent: **\$8,688,860**
- Operational Subsidies: **\$3,826,713**
- Capital Subsidy — Annual: **\$889,140**
- COCHI Funding: **\$1,065,405**
- Rent Supplement: **\$1,311,623**
- Investment and Management Fee Income: **\$490,480**
- Energy Rebates: **\$84,000**
- Gain on Sale of Tangible Capital Assets: **\$1,034,402**
- General and Administrative Income: **\$554,426**

Total Revenues: \$17,945,049

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.

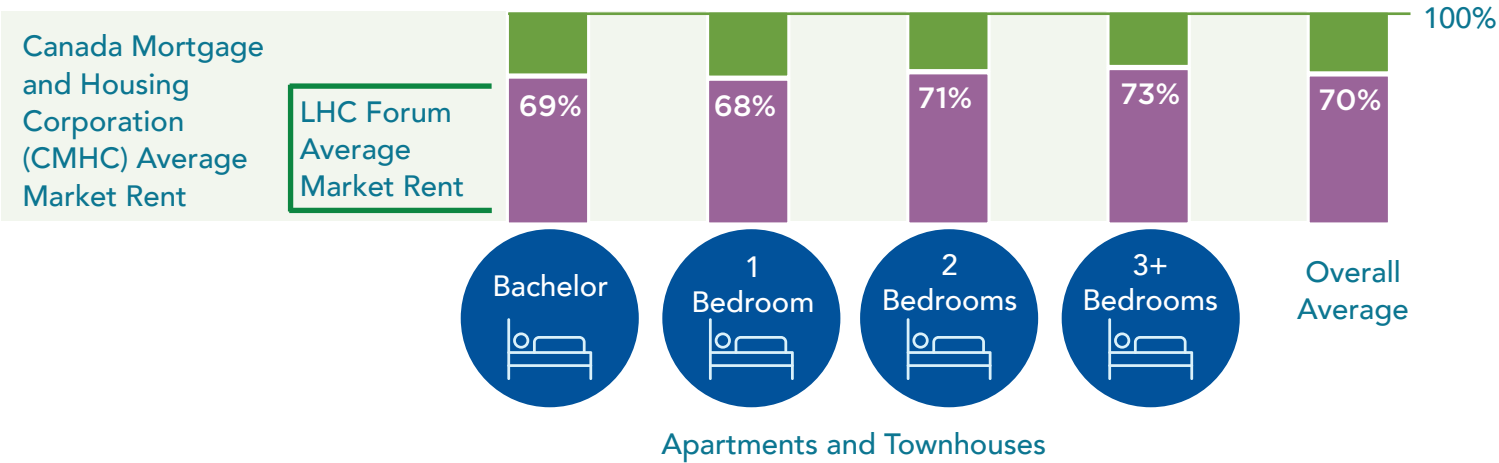
The data indicates that **PHC consistently performs favorably when compared to the other 8 LHCs in the province.**

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.

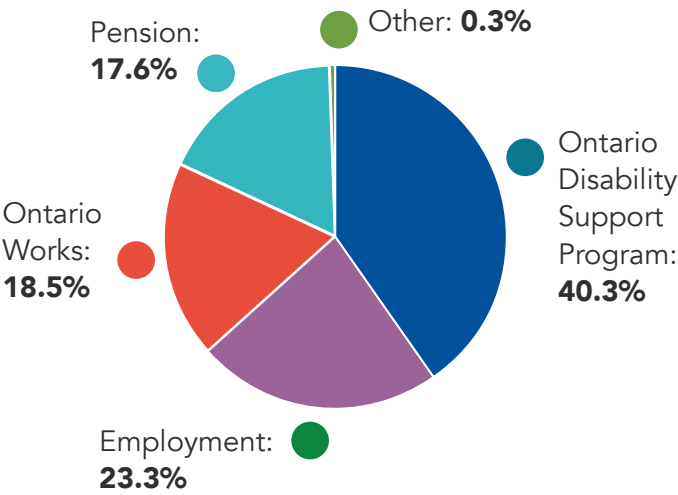
Average Market Rent Comparison



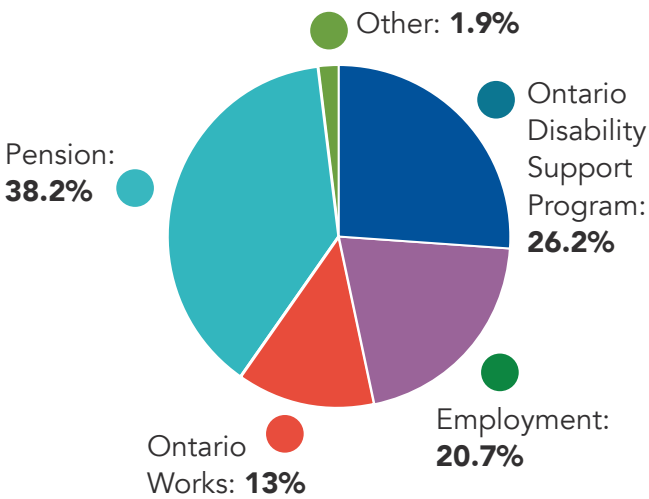
When looking at the available data for LHC average market rents, it shows **the LHC sector is well under the CMHC average market rent for their portfolios.**

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



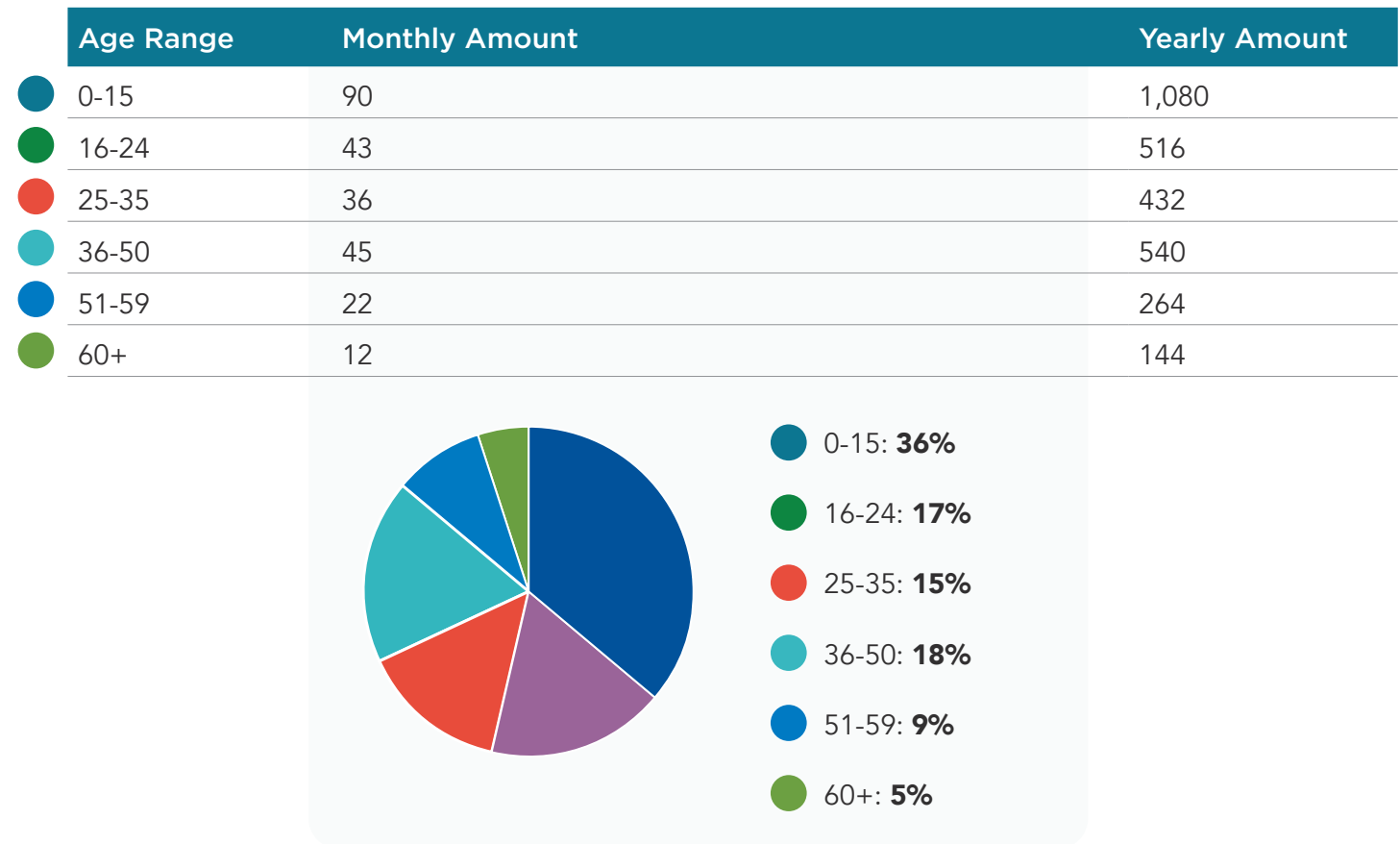
Food banks at 30 Alexander and 835 Cameron continued to provide non-perishable, frozen, and fresh food to residents. Food insecurity remains a significant factor driving food bank reliance, as rising food prices and the increasing cost of living place additional strain on low-income households, forcing 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

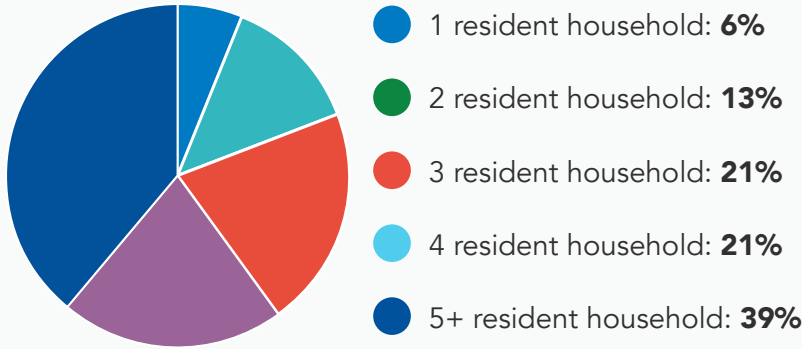


This means that approximately 90 children between age 0 and 15 benefit from our community food banks every month, and over the course of the year, there are approximately 1,080 unique instances of children receiving food bank assistance at 30 Alexander and 835 Cameron.

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 2024-037

Meeting Date: November 27, 2024

Meeting Time: 5:30 p.m.

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

Subject: Delegated Authority

Author Name and Title: Travis Doak, CEO

Recommendation(s):

Resolved That Report 2024-037, "Delegated Authority", be received;

That the Chief Executive Officer or Acting Chief Executive Officer and the Chair or Vice Chair, acting together, be authorized to make decisions within approved budgets and under the Purchasing Policy on behalf of the Board commencing November 28, 2024, until January 21, 2025; and

That a report be made to the Board at its next meeting on decisions made in accordance with this resolution if delegated authority is used.



Chief Executive Officer

Background:

Delegated authority is the process of transferring responsibility for a task to another. It is suggested that delegated authority be approved in order to not delay potential tender awards expected while the Board breaks for the summer.

Rationale:

This report recommends delegated authority commencing with this meeting until the next scheduled meeting of the Board. Each time delegated authority is used, a report will be created to record the details of the decision. At the January 22, 2025, Board meeting, the CEO will provide a written report including signed copies of each delegated authority report completed.

Other Alternatives Considered:

None.

Alignment to Strategic Priority Areas

This recommendation does not specifically align to any of the priority areas.

Financial Considerations:

There are not financial considerations to this report. Financial decisions approved through delegated authority will be presented to the Board in January 2025.

Consultations:

None.

Attachments:

None.

Peterborough Housing Corporation

Report 2024-038

Meeting Date: November 27, 2024

Meeting Time: 5:30 p.m.

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

Subject: 2024 Operating Report (Q3)

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

Recommendation(s):

Resolved That Report 2024-038, "2024 Operating Report (Q3)", be received for information purposes.

Sondra Fitzgerald

Director, Corporate Services

Background:

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

Rationale:

This report reviews the third quarter and year to date operating results of the Corporation. For the third quarter of 2024, the year-to-date expenditures should represent approximately 75% of the total annual budgeted amounts. While some items are over/under, on average, the overall expenditures represent 82% of the annual budgeted amounts for the third quarter.

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 September 30, 2024.

Consultations:

CEO
Director of Operations
Building Services Manager
Resident Services Managers

Attachments:

Attachment A – 2024-038 – Q3 Operating Results

Note Explanations

1. While Residential Rental and Miscellaneous Revenue is tracking on budget, there is still a shortfall of \$147,000. 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. This funding ended July 31, 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 \$90,000 to date. 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 and the digitization of the tenant files and building blueprints.
6. PHC has been incurring costs related to the fire at 37 George Street, Havelock and will continue to accumulate until the actual rebuild begins. These costs will be recovered through insurance less our deductible of \$100,000.
7. Materials and Services budget has been 95% utilized 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 product more efficiently.
 - Window Repairs - There have been a substantial number of broken windows across the portfolio. Staff are reviewing options of doing some of this work in-house to mitigate costs.
 - Unit Turnovers – year to date, there have been 89 unit turnovers versus 70 for the same period in 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.
 - Heating/Ventilation – Due to aging equipment, there have been ongoing repairs. These are being reviewed to determine if a capital project is required to mitigate ongoing operating costs.
 - 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.
8. Food Services for Hunt Terraces is over expended as previously noted. We are working with our food services provider, Nutra, to determine a mutually beneficial reporting model for future years.

Attachment A - 2024-036 - Q3 Operating Results
PETERBOROUGH HOUSING CORPORATION
OPERATING RESULTS
FOR THE PERIOD ENDING SEPTEMBER 30, 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)	7,483,824	10,174,526	(2,690,702)	74%	1
Commercial Rental Revenue	239,375	430,741	(191,366)	56%	2
Operational Subsidies	2,869,185	3,857,264	(988,079)	74%	
Rent Supplement Subsidy 231660	335,776	601,072	(265,296)	56%	
Other Grants	51,000	60,000	(9,000)	85%	3
Other Revenue	402,831	261,640	141,191	154%	4
Total Revenue	11,381,993	15,385,244	(4,003,251)	74%	
Expenses					
Administration	529,022	602,542	(73,520)	88%	5
Bad Debts	98,991	138,670	(39,679)	71%	
Insurance	360,826	483,867	(123,040)	75%	
Fire Related Costs	254,177	-	254,177		6
Wages and Benefits	2,725,168	3,603,709	(878,541)	76%	
Materials and Services	2,160,585	2,267,705	(107,120)	95%	7
Food Services	514,871	375,000	139,871	137%	8
Property Taxes	1,817,747	2,256,768	(439,021)	81%	
Utilities	1,764,784	2,500,164	(735,380)	71%	
Capital Reserve Allocation	229,374	305,719	(76,345)	75%	
Mortgages & Debentures	1,688,883	2,371,425	(682,542)	71%	
Rent Supplement	328,713	335,868	(7,155)	98%	
Total Expenses	12,473,141	15,241,436	(2,768,295)	82%	
Surplus (-) / Deficit	(1,091,148)	143,808	(1,234,956)		

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 2024-039

Meeting Date: November 27, 2024

Meeting Time: 5:30 p.m.

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

Subject: 2024 Capital Report (Q3)

Author Name and Title: Richard Grotsch, Director of Operations

Recommendation(s):

Resolved That Report 2024-039, "2024 Capital Report (Q3)", 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 is prioritizing 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 Q3:

Note: The majority of work for 2024 is scheduled through Q2 to Q4.

Property	Housing Type	Item	Expense – Q3
526 McDonnel	Affordable	Install FOB Readers	\$13,300
835 Cameron St	Community	Exterior Lighting	\$13,238
486 Donegal	Community	Install Fob Readers	\$8,228

130/136 Anson	Affordable	Install Cameras and FOB Readers	\$28,058
900 Dutton	Affordable	Replace Shingles and roof repair	\$34,380
Total			\$97,204

PHC’s new 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:

None

Consultations:

Sondra Fitzgerald, Director of Corporate Services
Lloyd Coke, Capital Asset Manager
Operations Division Staff

Attachments:

None

Peterborough Housing Corporation

Report 2024-040

Meeting Date: November 27, 2024

Meeting Time: 5:30 p.m.

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

Subject: 2024 Q3 Reporting Obligations (as at September 30th)

Author Name and Title: Sondra Fitzgerald, Director Corporate Services

Recommendation(s):

Resolved That Report 2024-040, "2024 Q3 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 September 30, 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: Q3 2024 Reporting Obligations

To the Board of Directors:

We confirm that as at September 30, 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, 2023 – November 30, 2024)

Remittance Date:	<u>October 23, 2023</u>	Paid	✓
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Group Benefits Insurance:

Remittance Date:	<u>September 1, 2024</u>	Paid	✓
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Harmonized Sales Taxes:

Remittance Date:	<u>September 30, 2024</u>	Filed	✓
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Property Taxes:

Remittance Date:	<u>September 30, 2024</u>	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:	<u>September 27, 2024 PP#20, 2024</u>	Transmitted	✓
Using EasyPay Payroll System	(Covering up to September 25, 2024)		

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

OMERS:

Remittance Date:	<u>September 23, 2024 (Online Payment Release Date)</u>	Paid	✓
(Covering up to August 14, 2024)			

Union Dues:

Remittance Date:	<u>September 19, 2024</u>	Paid	✓
(Covering up to August 28, 2024)			

Sondra Fitzgerald

Per: **Sondra Fitzgerald**
Director, Corporate Services

October 9, 2024

Date