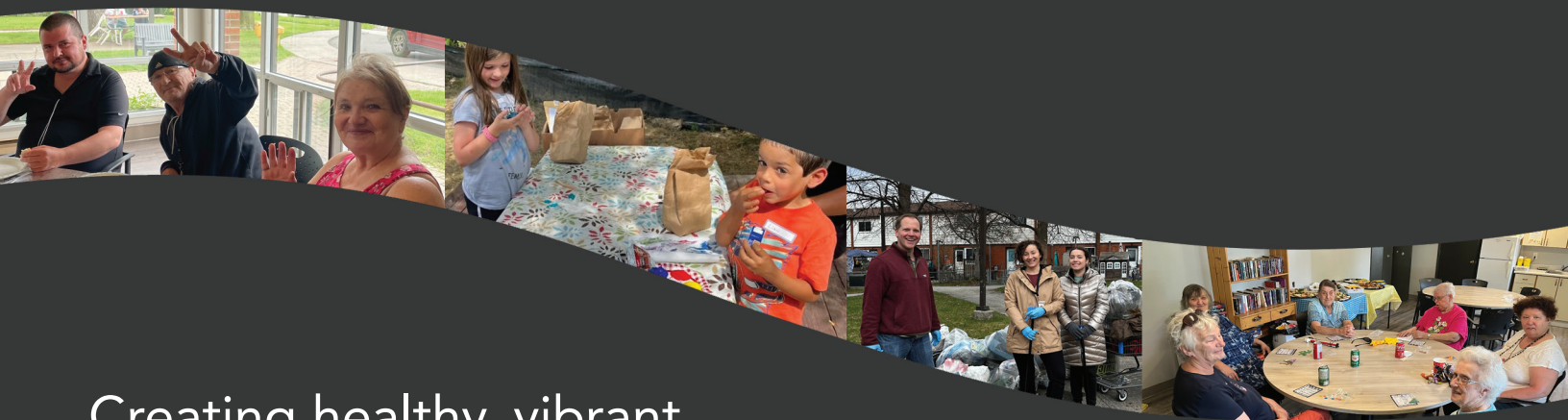




Creating healthy, vibrant communities where residents can **live, grow, and thrive.**

2024/25 Annual Report



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Board of Directors and Officers

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

Director • Lesley Parnell **Director** • Matthew Graham **Director** • Andrew Beamer

Treasurer • Jennifer Eggleton **CEO** • Travis Doak **Board Secretary** • Jenna Cullon

Message from the Chair and CEO

As the largest provider of community housing in the City and County of Peterborough, Peterborough Housing Corporation (PHC) continues to play a central role in supporting a strong, inclusive, and resilient housing system. Our work is grounded in a commitment to quality housing, meaningful partnerships, and the well-being of the residents and communities we serve.

Over the 2024 and 2025 fiscal years, PHC has focused on both strengthening our existing portfolio and positioning the organization for future growth. Building on recent investments and initiatives, we have advanced our long-term revitalization efforts, progressed planning for new development opportunities, and worked in close collaboration with the City of Peterborough, as Service Manager, to align priorities and pursue funding opportunities that will enable sustainable expansion.

At the same time, maintaining and improving our current housing stock has remained a key priority. Through targeted capital investments, enhanced maintenance practices, and partnerships with community agencies, we continue to improve the quality, safety, and livability of our properties while supporting a positive tenant experience.

Our people are fundamental to achieving these outcomes. Over the past two years, we have taken deliberate steps to strengthen organizational capacity, build a supportive and accountable workplace culture, and ensure our team is well-positioned to meet the evolving needs of the organization. This includes continued focus on staff engagement, leadership development, and aligning roles and systems to support effective service delivery.

The demand for affordable housing in our community continues to intensify, requiring thoughtful, innovative responses. PHC has been actively exploring new partnerships and delivery models to support housing development and service integration, while also reinforcing our focus on long-term financial sustainability and sound governance practices.

As we reflect on the progress made over this two-year period, we are grateful for the continued support of our Board of Directors, the City of Peterborough, our community partners, and most importantly, our residents. This collective effort enables PHC to continue evolving and responding to the needs of our community.

Looking ahead, the development of our new five-year strategic plan will guide the next phase of our work. PHC remains committed to its vision of fostering healthy, vibrant, and connected communities where residents have 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



36

Properties
owned



4,000 +

People housed

\$114M

Assets owned



1,410

Units owned



45

Staff



75

Community Housing units managed for others

6

External properties managed



Hunt Terraces, 555 Bonaccord Street,
Peterborough

Our Structure

Peterborough Housing Corporation (PHC) is a municipally owned housing provider operating under the legislative framework of the Housing Services Act, 2011 (HSA). Incorporated under the Ontario Business Corporations Act, PHC is responsible for the ownership, management, and operation of affordable rental housing within the community.

The City of Peterborough is the sole shareholder of the Corporation. Governance is provided by a Board of Directors, which is responsible for setting the strategic direction of PHC, including establishing the Corporation’s Vision, Mission, Values, and organizational priorities, and providing oversight of its operations and performance.

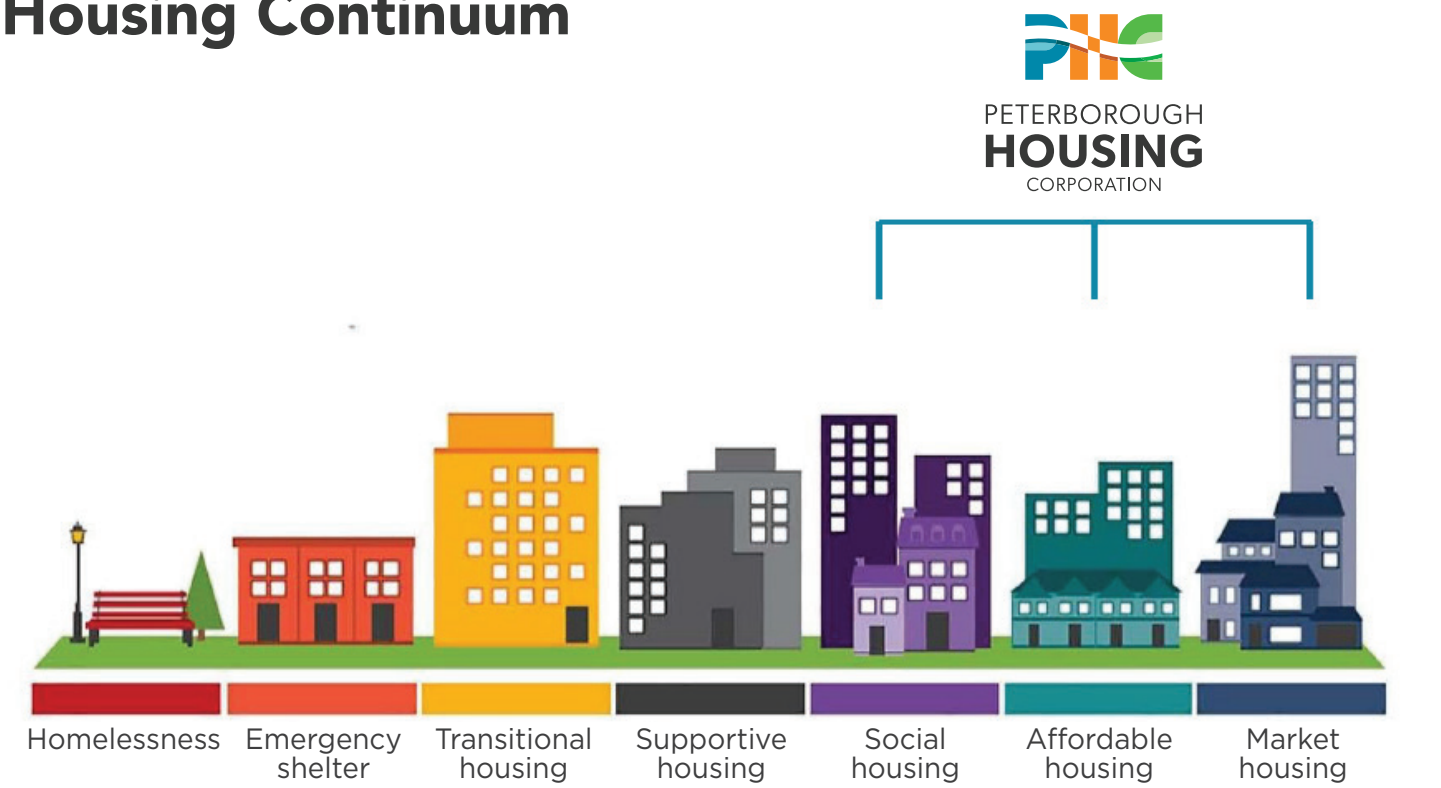
PHC’s Role

Peterborough Housing Corporation (PHC) is the largest provider of social and affordable housing in the City and County of Peterborough.

Serving low to moderate income seniors, single adults and families, PHC provides safe, stable homes where residents can build community and access the supports needed to maintain housing stability.

As a foundation within the broader housing system, PHC supports residents in strengthening independence and pursuing opportunities for a more secure future, including pathways to the next stage of housing when appropriate.

Housing Continuum



Strategic Plan 2026 to 2031

Vision

Healthy, vibrant, connected communities where residents live, grow and thrive within the housing continuum.

Mission

PHC provides quality, inclusive, and affordable housing options that meets the needs of our communities.

Strategic Goals



Values

Our values share what it is important to us as an organization. They guide our actions, decisions, and daily interactions.

Respectful

We lead with dignity, empathy, and fairness to create an environment where everyone feels respected.

Collaborative

We recognize that strong relationships and shared goals lead to better outcomes. We value diverse contributions and work together to build trust, strengthen communities and solve challenges with our partners.

Accountable

We maintain high standards of service and ensure we can be trusted by taking ownership of our actions, decisions, and commitments.

Innovative

We seek forward-thinking solutions that respond to community needs, enhance services, and drive positive change. We are open to new ideas and committed to continuous improvement.

Inclusive

We celebrate diverse experiences and remove barriers to create inclusive spaces where everyone feels welcomed and respected.

PHC 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 feel recognized, engaged, supported, and valued remains a priority at PHC. When employees feel appreciated, it positively impacts their well-being, job satisfaction, and connection to our organizational purpose.

Employee Recognition and Engagement (2024/25)

PHC continues to invest in staff engagement through opportunities for recognition, team building, and meaningful connection. In 2025, PHC formally established the Employee Engagement Committee, which developed a work plan to support employee engagement activities throughout the year.

Initiatives led by the Committee included:

- Two Employee Engagement Days
- Holiday Lunch
- Pancake Tuesday
- Red Dress Day
- National Day for Truth and Reconciliation
- National Hot Dog Day United Way Fundraiser
- Mental Health Week
- Halloween Activities
- Easter
- United Way Holiday Raffle Fundraiser
- St. Patrick's Day Celebration
- International Women's Day
- Earth Day (the Community Clean Up)

These initiatives created opportunities for staff to connect, celebrate, and strengthen workplace culture across the organization.

Employee Recognition (2024)

At our 2024 staff event, employees participated in a team-building bowling competition.

We also recognized the following staff members for their years of service:

Tim Riehl,
Maintenance
Repairer



Scott Ellis,
Custodian

In 2024, PHC also recognized the retirement of Jim Pollard and thanked him for his 8 years of service and contributions to the organization.

Employee Recognition (2025)

At our 2025 staff event, employees took part in a team-building escape maze challenge.

The following employees were recognized for their years of service:

- **Glen Leeson** – 20 years
- **Greg Dixon** – 15 years
- **Shannon Hartford** – 15 years
- **Charlene Hanchar** – 10 years
- **Rebekah Vettor** – 10 years
- **Lorne Dove** – 5 years
- **Jessica Kulla** – 5 years



PHC Managers, Board members, and City of Peterborough Councillors recognized PHC employees for their years of service. Pictured (from left to right) are Jake Dean, John Goss, Jessica Kulla, Lorne Dove, Peter Vos, Keith Riel, Charlene Hanchar, Travis Doak, Rebekah Vettor, Shannon Hartford, Glen Leeson, Rebecca Morgan-Quin, and Alex Bierk.

Retirements

In 2025, PHC also recognized the retirements of Sondra Fitzgerald (17 years) and Tania Fredericks (32 years), and thanked them for their longstanding commitment and dedication to PHC.

Sondra Fitzgerald,
Director of
Corporate Services



Tania Fredericks,
Resident Services
Coordinator

Strengthening Workplace Culture

Employee engagement remains an important part of PHC's commitment to building a positive workplace culture. Through staff recognition, engagement activities, and opportunities for feedback and connection, PHC continues to foster a workplace where employees feel supported, valued, and connected to the organization's mission.

Our People: Shaping the Future Together

Throughout 2024 and 2025, Peterborough Housing Corporation (PHC) remained committed to fostering a strong, engaged, and supported workforce. While a formal employee engagement survey was not conducted during this reporting period, significant staff input was gathered through the development of PHC's 2026–2031 Strategic Plan.

Staff played a meaningful role in shaping the future direction of the organization. Through surveys, focus groups, and direct participation on the Strategic Planning Committee, employees across all levels of the organization contributed insights on PHC's strengths, challenges, and opportunities. This process ensured that staff perspectives were not only heard but embedded into the organization's strategic priorities and future initiatives.

Feedback highlighted a dedicated and resilient workforce, deeply committed to supporting residents and communities. At the same time, staff identified key areas of focus, including workload pressures, the need for enhanced training and support, and opportunities to strengthen communication and change management practices. These insights directly informed Strategic Goal 4: Our People, which prioritizes employee wellbeing, professional development, and building a responsive, empathetic, and high-performing team.

PHC will continue to build on this engagement through the implementation of the Strategic Plan, including the development of a formal staff engagement framework and ongoing opportunities for employee feedback as the organization evolves.



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

Properties in the City of Peterborough Bedrooms: 1,935



Bedrooms: **269**

572 Crystal Drive Peterborough

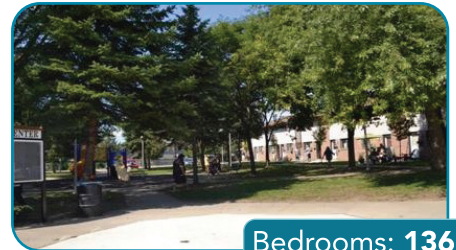
Target Group: Family
Program: RGI, Market
1 bedroom: 2
2 bedroom: 57
3 bedroom: 51



Bedrooms: **137**

665 Crawford Drive Peterborough

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



Bedrooms: **136**

835 Cameron Street Peterborough

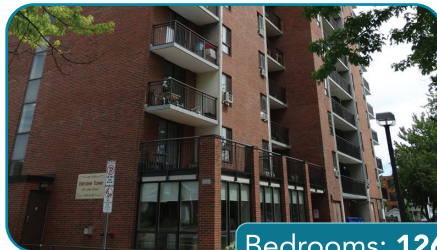
Target Group: Family
Program: RGI
2 bedroom: 14
3 bedroom: 23
4 bedroom: 6
5 bedroom: 3



Bedrooms: **133**

30 Alexander Court Peterborough

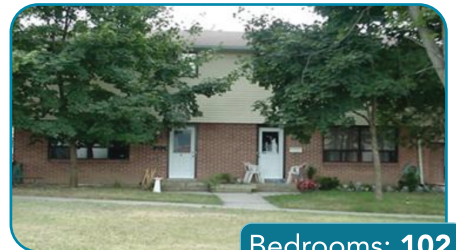
Target Group: Family
Program: RGI
2 bedroom: 18
3 bedroom: 23
4 bedroom: 2
5 bedroom: 4



Bedrooms: **126**

169 Lake Street Peterborough

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



Bedrooms: **102**

850 Fairbairn Street Peterborough

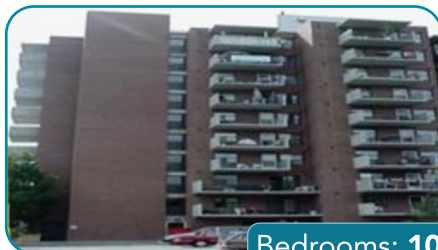
Target Group: Family
Program: RGI
2 bedroom: 14
3 bedroom: 14
4 bedroom: 8



Bedrooms: **102**

999 Hilliard Street Peterborough

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



Bedrooms: **101**

486 Donegal Street Peterborough

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



Bedrooms: **90**

1190 Hilliard Street Peterborough

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



Bedrooms: **90**

**611 Rogers Street
Peterborough**

Target Group: Senior
Program: RGI
1 bedroom: 90



Bedrooms: **80**

**290 Parkhill Road East
Peterborough**

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



Bedrooms: **44**

**117 Herbert Street
Peterborough**

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



Bedrooms: **42**

**543-565 Raymond Street
Peterborough**

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



Bedrooms: **33**

**101-121 Anson Street
Peterborough**

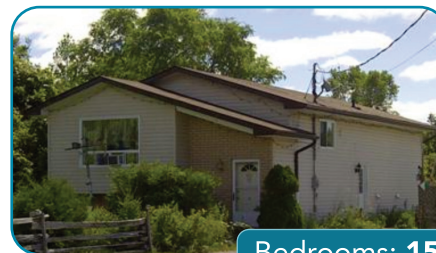
Target Group: Family
Program: RGI
3 bedroom: 11



Bedrooms: **24**

**372-386 Parkhill Road West
Peterborough**

Target Group: Family
Program: RGI
3 bedroom: 8



Bedrooms: **15**

**Pratts Marina and 7th Line
Peterborough**

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



Bedrooms: **80**

**900 Dutton Road
Peterborough**

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



Bedrooms: **76**

**526 McDonnell Street
Peterborough**

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



Bedrooms: **59**

**553 Bonaccord Street
Peterborough**

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



Bedrooms: **33**

**130 Anson Street
Peterborough**

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



Bedrooms: **26**

**136 Anson Street
Peterborough**

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



Bedrooms: **18**

**293 London Street
Peterborough**

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



Bedrooms: **11**

**220 Edinburgh Street
Peterborough**

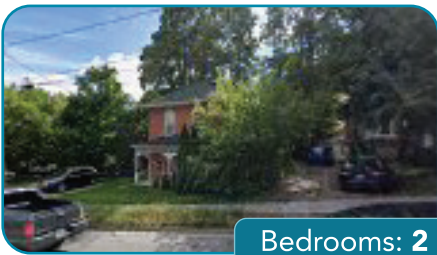
Target Group: Adult, Family
Program: Affordable
2 bedroom: 1
3 bedroom: 3



Bedrooms: **6**

**196 Antrim Street
Peterborough**

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



Bedrooms: **2**

**193 Parkhill Road West
Peterborough**

Target Group: Adult
Program: Market
1 bedroom: 2

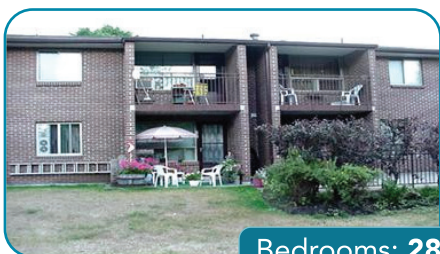


Bedrooms: **100**

**555 Bonaccord Street
Peterborough**

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

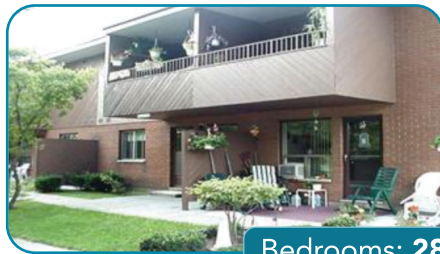
Properties in the County of Peterborough Bedrooms: 241



Bedrooms: 28

85 Concession Street **Lakefield**

Target Group: Senior
Program: RGI
1 bedroom: 28



Bedrooms: 28

23 Spring Street **Norwood**

Target Group: Adult
Program: RGI
1 bedroom: 28



Bedrooms: 20

12 Simeon Crescent **Apsley**

Target Group: Adult
Program: RGI
1 bedroom: 20



Bedrooms: 20

37 George Street **Havelock**

Target Group: Adult
Program: RGI
1 bedroom: 20



Bedrooms: 18

8 Victoria Street **Havelock**

Target Group: Senior
Program: RGI
1 bedroom: 18



Bedrooms: 15

24 Ermatinger Street **Lakefield**

Target Group: Adult
Program: RGI
1 bedroom: 15



Bedrooms: 8

30 Simeon Crescent **Apsley**

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



Bedrooms: 62

40 Rabbit Street **Lakefield**

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



Bedrooms: 24

17 Smith Drive **Havelock**

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



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 (PHC) is committed to maintaining the long-term integrity, safety, and performance of its housing portfolio while enhancing the quality of life for residents. This is achieved through a disciplined and proactive approach to capital asset management, guided by established practices and data-driven decision-making.

PHC utilizes asset management planning tools, supported by comprehensive annual Building Condition Assessments across its portfolio. These assessments provide critical insight into the current state of assets and inform the prioritization of capital investments. By aligning available resources with identified needs, PHC ensures that capital funding is allocated strategically to address high-risk areas, extend the useful life of assets, and support safe, well-maintained living environments.

The current replacement value of PHC’s housing portfolio exceeds \$250 million (excluding land and primary site servicing), underscoring the importance of sustained investment and long-term planning to preserve these vital community assets.

2024: **\$1,705,823.31**

2025: **\$5,834,348.73**

Across 2024 and 2025, Peterborough Housing Corporation invested a total of:

\$7,540,172.04
in capital projects.

2024 Capital Investment Projects (\$1,705,823.31)

(“Multiple properties” listed when more than 3 properties are affected by action)

Backflow Prevention and Domestic Water and Fire Separation

611 Rogers Street

Replaced backflow preventer and fire suppression maintenance as per Fire Department requirements: **\$40,709.00**

Deep Unit Restoration

Multiple Properties

Unit Restoration costs of large-scale repair: **\$414,187.01**

Electrical Engineering for MESD and IESD

486 Donegal Street

Front end engineering for scope development: **\$4,400**

Balcony Repairs

12 Simeon Crescent

Balcony Repairs – maintenance required: **\$19,563.00**



Domestic Hot Water System, Replace at End of Life

24 Ermatinger Street

Replace as per EOL/ active leak: **\$10,556.74**

Engineering for Future Generator

40 Rabbit Street

Upgrade slated for 2025:
\$2,564.96



Engineering for Windows and Doors Sealant

Multiple Properties

Sealant around the windows and doors. Replace at end of life:
\$34,031.80

Lighting Upgrades, Receptacles and Switches

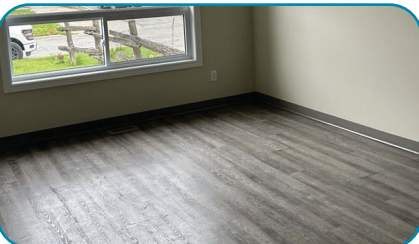
Multiple Properties

Energy efficient fixtures, modernize receptacles and switches: **\$1,006,717.24**

Unit Flooring Replacement

Multiple Properties

Unit flooring replacement from large-scale repair need: **\$80,000.00**



Electrical Engineering

526 McDonnell Street

IR scanning for panel tracing: **\$3,400**



Engineering for Elevator Modernization

136 Anson Street, 53 Spring Street, 486 Donegal Street

Upgrade slated for 2025:
\$12,544.87



FOB Reader Installation

Various Entrances

Fob Access and Cameras added for safety and security: **\$42,768.69**

Shingle Roof Replacement

900 Dutton Road

Emergency roof replacement at end of life- active leak: **\$34,380.00**



2025 Capital Investment Projects (\$5,834,348.73)

("Multiple properties" listed when more than 3 properties are affected by action)

Main and Intermediate Electrical Service Distribution

486 Donegal Street

Replacement of complete electrical service utilities throughout the building. Addressed issue with main electrical distribution panels: **\$262,264.21**

Fire Restoration/Building Upgrades

37 George Street

Restoration and upgrades – insulation, window and doors: **\$639,861.96**

RFP-2025-003 — Elevator Modernization

486 Donegal Street, 136 Anson Street, 53 Spring

Missing details: **\$547,257.19**

Generator Installation — Engineering Services

40 Rabbit Street, 526 McDonnell Street

Commission and Test - generator (40 Rabbit Street). Pre-engineering work for future generator installation and integration – (526 McDonnell Street): **\$90,198.99**



RFP-2025-005 — Shingle Roof Replacements

850 Fairbairn Avenue, Pratts Marina, 665 Crawford Drive

Replace end of life sloped shingle roofs: **\$283,045.81**

Lighting Upgrades

Multiple Properties

Lighting added to assist with security measures. New LED lighting fixtures – utility saving/maintenance: **\$992,140.53**

FOB Reader Installation

Multiple Properties

Enhanced security through upgraded key fob systems. Accessibility betterment: **\$118,612.11**

Electrical switches/receptacles

665 Crawford Drive

Code compliance replacement due to aluminum wiring: **\$59,731.50**

RFP-2025-004 — Shingle Roof Replacements

290 Parkhill Road East

Replacement of flat roof due to end of life: **\$766,578.44**

RFP-2025-002 — Roofing and Mechanical Upgrade

526 McDonnell Street

Replacement of flat roof due to end of life. Upgrade mechanical system supporting common areas: **\$1,439,249.94**



Hot Water Tank — recirc. Pump

53 Spring Street, 24 Ermatinger Street

Replace end of life domestic recirculating water pump (53 Spring Street). Hot Water tank replacement (24 Ermatinger Street): **\$24,505.53**

IC Core Key Replacement

Multiple Properties

Improve security by enabling immediate access to change locks. Allows rekeying without replacing the entire lock — reducing cost and downtime: **\$171,771.87**

Fire Restoration

Multiple Properties

Fire restoration work to 21-665 Crawford and 287 Denne Crescent: **\$158,566.23**

Kitchen Cabinet Upgrades

486 Donegal Street

Repair/replacement of kitchen cabinets: **\$30,422.38**

Windows and Exterior Doors

Multiple Properties

Engineering services for project scoping: **\$34,031.08**

Furnace Replacement

25-835 Cameron

Replace end of life furnace: **\$3,635.21**



Flooring Installation

Multiple Properties

New flooring and repairs to residents/ common area flooring: **\$80,077.45**

Engineering Services

17 Smith Street

Structural Flooring investigation — engineering: **\$2,403.56**

Feasibility Study

169 Lake Street

Energy Audit: **\$920.20**

Infra-Red Scanning

526 McDonnel Street

Infrared testing was conducted on main electrical systems to detect overheating components and loose or failing connections before they cause equipment failure or fire: **\$4,400.00**



Various Single Roof Repair/ Replacement

Multiple Properties

Replace end of life sloped shingle roofs: **\$118,727.16**

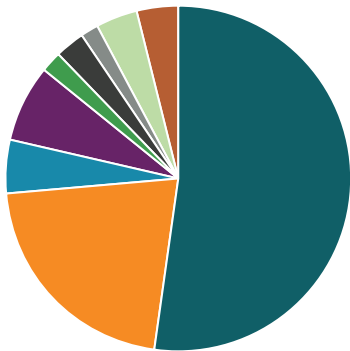
Mixing Valve Replacement

24 Ermatinger Street

Replacement of failed mixing valve on the domestic water system: **\$5,947.38**

Financial Highlights (2024)

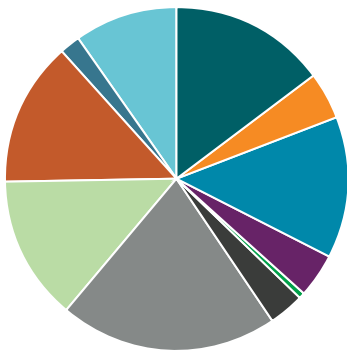
Revenues



- Rent: **\$9,982,330**
- Operational Subsidies: **\$4,092,973**
- Capital Subsidy — Annual: **\$931,000**
- COCHI Funding: **\$1,367,351**
- CMHC Capital Funding: **\$399,318**
- Other Subsidies/Grants: **\$492,456**
- Rent Supplement: **\$342,893**
- Investment and Management Fee Income: **\$739,271**
- Gain on Sale of Tangible Capital Assets: **\$0**
- General and Administrative Income: **\$709,571**

Total Revenues: \$19,057,163

Expenses



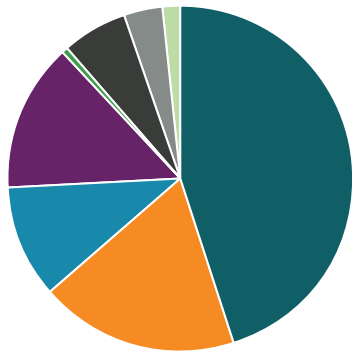
- Materials and Services: **\$2,664,399**
- Food Services: **\$804,228**
- Utilities: **\$2,404,650**
- Administration: **\$708,910**
- Bad Debts: **\$133,845**
- Insurance: **\$582,180**
- Salaries and Wages: **\$3,701,694**
- Capital Improvements: **\$2,424,418**
- Property Taxes: **\$2,436,161**
- Rent Supplement: **\$343,010**
- Interest on Long Term Debt: **\$1,744,036**

Total Expenses: \$17,947,531

The planned deficit of \$3,146,395 was higher than budgeted primarily due to lower-than-budgeted other subsidy revenue, increased food service operating costs, and higher amortization expenses. The reduction in other subsidy revenue was largely related to timing and program funding variances associated with external funding sources and recoveries during the fiscal year.

Financial Highlights (2025)

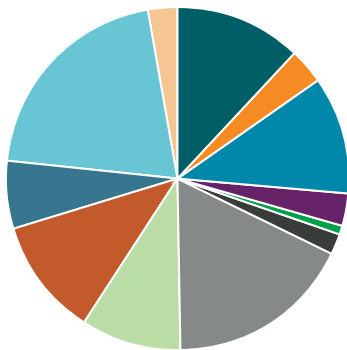
Revenues



- Rent: **\$10,298,867**
- Operational Subsidies: **\$4,196,219**
- Capital Subsidy — Annual: **\$2,445,414**
- COCHI Funding: **\$0**
- CMHC Capital Funding: **\$3,116,041**
- Other Subsidies/Grants: **\$138,371**
- Laundry and Miscellaneous recoveries: **\$1,408,866**
- Rent Supplement: **\$0**
- Investment and Management Fee Income: **\$842,414**
- General and Administrative Income: **\$0**
- Non cash revenue:**
- Gain on disposal of Tangible Capital Assets: **\$326,094**

Total Revenues: \$22,772,286

Expenses



- Materials and Services: **\$2,818,116**
- Food Services: **\$810,906**
- Utilities: **\$2,590,994**
- Administration: **\$744,126**
- Bad Debts: **\$156,543**
- Insurance: **\$445,494**
- Salaries and Wages: **\$4,133,697**
- Capital Improvements/Major Repairs: **\$2,199,832**
- Property Taxes: **\$2,645,228**
- Rent Supplement: **\$0**
- Interest on Long Term Debt: **\$1,480,411**
- Non cash expenses:**
- Amortization: **\$4,821,858**
- Loss on Disposal of Tangible Capital Assets: **\$623,636**

Total Expenses: \$23,470,841

The planned deficit of \$3,367,098 was lower than budgeted primarily due to additional capital funding (Note 11), increased other subsidy revenue (Note 14), additional CMHC funding, and higher-than-anticipated investment income.

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 and 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.



130 Anson Street, Peterborough

Key Performance Indicators (2024/25)

Measurements	PHC Q1	PHC Q2	PHC Q3	PHC Q4	LHC Year to Date
Housing Occupancy Rate	97.2%	96.6%	96.6%	97.2%	97.2%
Unit Turn Over Days	106 days	102 days	102 days	97 days	81 days
Tenant Move Out Rate	1.97%	1.95%	1.90%	1.85%	1.4%
Households in Good Financial Standing	92.4%	92.4%	91.9%	91.1%	77.3%
Rent Collection Rate	98.6%	99%	98.8%	97.8%	94.1%

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

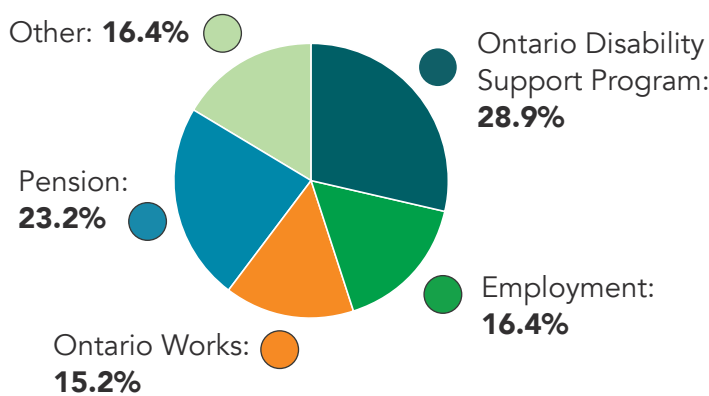
Tenant Debt (2024/25)

Measurements	PHC Q1	PHC Q2	PHC Q3	PHC Q4	LHC Year to Date
Average Number of Tenant Accounts with Arrears	98	98	107	116	Not Reported
Percentage of Total Number of Households with Tenant Debt	7.7%	7.7%	8.7%	8.4%	15.2%
Average Amount of Tenant Arrears	\$1,600	\$1,914	\$1,955	\$2,000	\$1,606

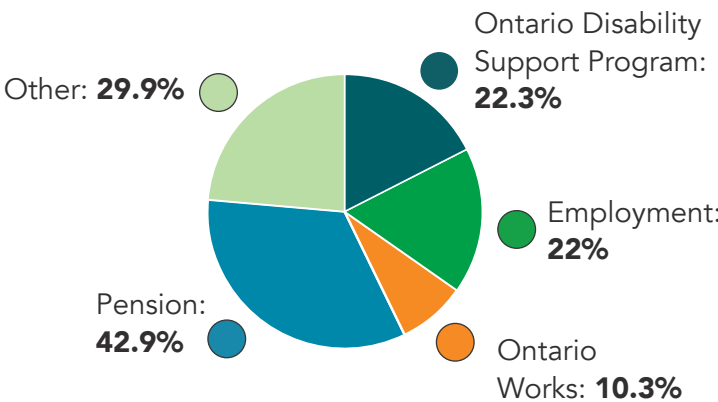
PHC reports that only 8.4% of its tenants were in arrears, significantly below the LHC average of 15.2%. This statistic emphasizes the success of staff efforts in working closely with tenants to develop proactive strategies to prevent arrears.

Tenant Income Source Type (2025)

LHC Forum - Rent Geared to Income



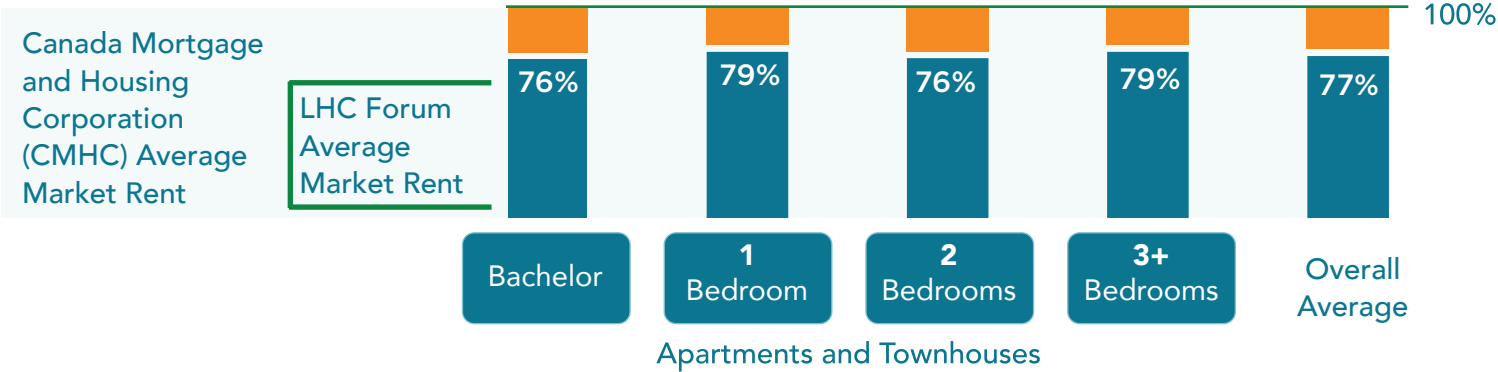
PHC - Rent Geared to Income



When reviewing the available tenant income data, it's evident that PHC has a higher proportion of tenants whose primary income source is pensions compared to the system average. PHC also shows a higher proportion of tenants reporting employment and other income sources relative to the system average. Conversely, there are fewer tenants at PHC receiving social assistance-type income.

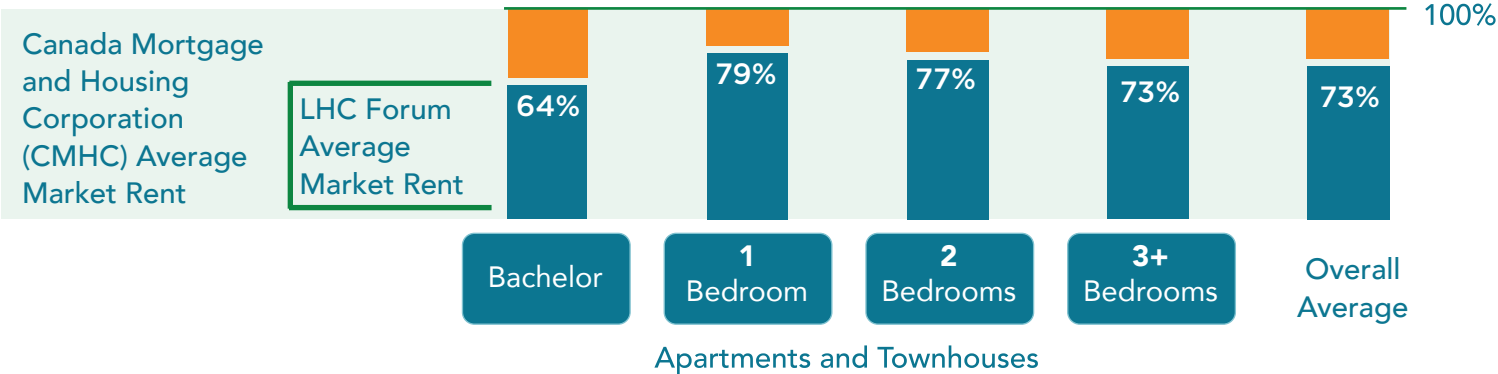
It should also be noted that 2024 income data was not consistently recorded in a manner that supports a reliable year-over-year comparison, therefore, this analysis is based solely on 2025 data.

Average Market Rent Comparison (2024)



When looking at the available data for LHC average market rents, rents across all unit types remained consistently below CMHC average market rent levels, averaging approximately 77% of market rent overall and demonstrating the continued affordability of LHC housing options.

Average Market Rent Comparison (2025)



When looking at the available data for LHC average market rents in 2025, rents across all unit types remained consistently below CMHC average market rent levels, averaging approximately 73% of market rent overall and continuing to reflect the affordability of LHC housing options within the community.



17 Smith Drive,
Havelock



553 Bonaccord Street,
Peterborough



293 London Street,
Peterborough

Community Highlights (2024/25)

Impact on the Community

Throughout 2024 and 2025, Resident Services Officers (RSOs) continued to play a vital and multifaceted role in supporting residents across Peterborough Housing Corporation communities. Working on the frontline, RSOs provided responsive, resident-focused support to address a wide range of needs.

During this period, the team demonstrated strong adaptability and commitment, assisting residents impacted by emergency situations, including displacement events and severe weather such as the 2025 ice storm. RSOs worked collaboratively with internal teams and community partners to coordinate timely supports, ensure resident safety, and connect individuals to essential services.

In addition to emergency response, RSOs supported housing stability by helping residents access medical, social, and community-based resources. Their work is grounded in empathy, professionalism, and a commitment to building trust, contributing to safe, stable, and supportive communities.

Throughout these two years, the Resident Services Team strengthened existing partnerships and built new connections with community organizations, including:

- City of Peterborough Property Standards, Animal Control and Social Services
- Kawartha Food Share
- YES Shelter for Youth and Families
- Elizabeth Fry Society (E-Fry)
- Happy Wanderers
- Ontario Disability Support Program – Peterborough
- Ontario Health atHome and Care Coordinators
- GAINS Clinic
- Community Paramedics

These collaborative relationships ensure residents have access to timely and coordinated support that addresses a wide range of needs.

Beyond responding to urgent situations, the team, lead by the RSOs, organized and supported programs that promote well-being and connection within our communities. These included chair yoga for seniors, art classes, and information sessions on topics such as fire safety and tenant rights. Our Resident Services Officers also mentored summer employees who helped deliver seasonal programming that brought energy and engagement to our communities.

Together, these efforts continue to contribute to safer, healthier, and more connected neighbourhoods.

Community Programming and Events



Children's Pop-Up Events

Children's programming continued to be a highlight across PHC's nine family communities.

In 2024, Community Development Assistants hosted 2-hour pop-up events featuring games, sports, arts, and crafts such as nature jars, sculpture-making, and fairy gardens. A total of 65 children participated.

In 2025, the program evolved into three-day camps, offering expanded programming and activities. A total of 37 participants attended, with many children already looking forward to next summer's events.

These programs provide opportunities for children to build friendships, stay active, and connect with their communities.



Senior Pop-Up Events

Senior pop-up events continued to receive overwhelmingly positive feedback in both years. Hosted at three senior properties, these gatherings included activities such as bingo, cornhole, and card games, along with healthy refreshments including fresh fruit, salads, and sandwiches.

These events created welcoming spaces for residents to socialize, relax, and build connections with neighbours.



Community Gardens

Community gardens remained a valued activity throughout 2024 and 2025, with participation from family, senior, and mixed households across both the city and county.

In addition to providing an enjoyable outdoor activity, the gardens help residents offset rising food costs while strengthening community connections and supporting food security.

Community BBQ Events

In 2025, RSOs introduced community BBQ events at 486 Donegal Street, 169 Lake Street, and 611 Rogers Street. These gatherings were well attended and fostered a strong sense of connection among residents. Based on their success, there are plans to expand the program to additional properties in summer 2026.



Holiday Events

In December 2025, the RSOs organized holiday events to be hosted at 30 Alexander Avenue and 835 Cameron Street. Families were invited to meet Santa and his helpers, and each child received a gift and photo. The event was well received and attended by many at both properties, and residents have already expressed interest in seeing these celebrations return in 2026.

On-Site Income Tax Clinics

On-site income tax clinics continued to provide valuable financial assistance to residents. These clinics were coordinated by the RSOs with support from the MSW student, and in partnership with Happy Wanderers, helping residents file their taxes and access important benefits.

- 2024: 111 residents served
- 2025: 151 residents served (an increase of 36%)

These clinics provide residents with financial support and peace of mind during tax season.

Community Clean-Up Days

Clean-up days were held at 11 properties in both 2024 and 2025, supporting approximately 420 households each year. Each participating community was provided with a dumpster, allowing residents to safely dispose of unwanted items without transportation or disposal cost barriers. This initiative helped reduce potential health and safety risks while supporting residents in maintaining clean and safe living environments.

In 2025, RSOs also introduced additional engagement activities such as the “Clean the Scene” initiative, encouraging residents to submit before-and-after photos of cleaned areas to win a gift card.



PHC Food Bank Operations

2024 Usage Statistics



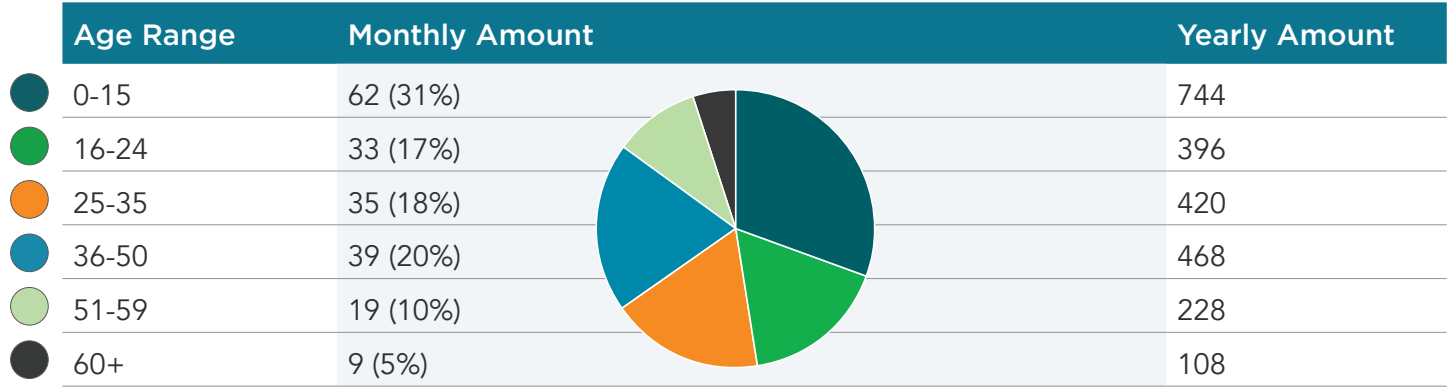
101 monthly household visits
(1,213 annually)

197 individual residents served monthly
(2,364 annually)

**72 unique households served** of children and youth benefitting from our food banks in 2024



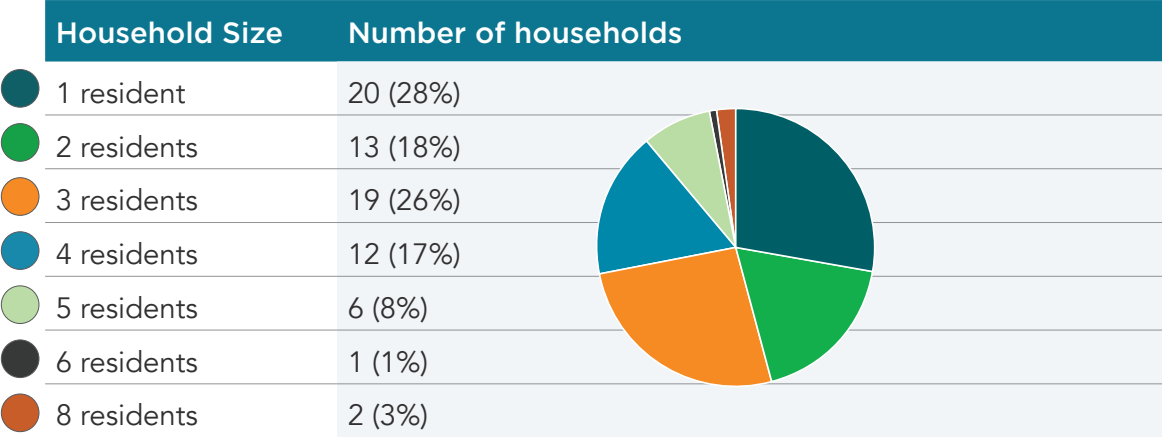
Age groups that accessed PHC Foodbanks in 2024



This means that approximately 62 children between age 0 and 15 benefit from our community food banks every month, and over the course of the year, there are approximately 744 unique instances of children receiving food bank assistance at 30 Alexander and 835 Cameron.

Unique visits to PHC Foodbanks by household size in 2024

We can also look at the data through household size. Taking the 72 monthly visits and the average amount of members in the household, we get the following information:



2025 Usage Statistics

(Numbers are approximate)



105 monthly household visits
(1,260 annually)

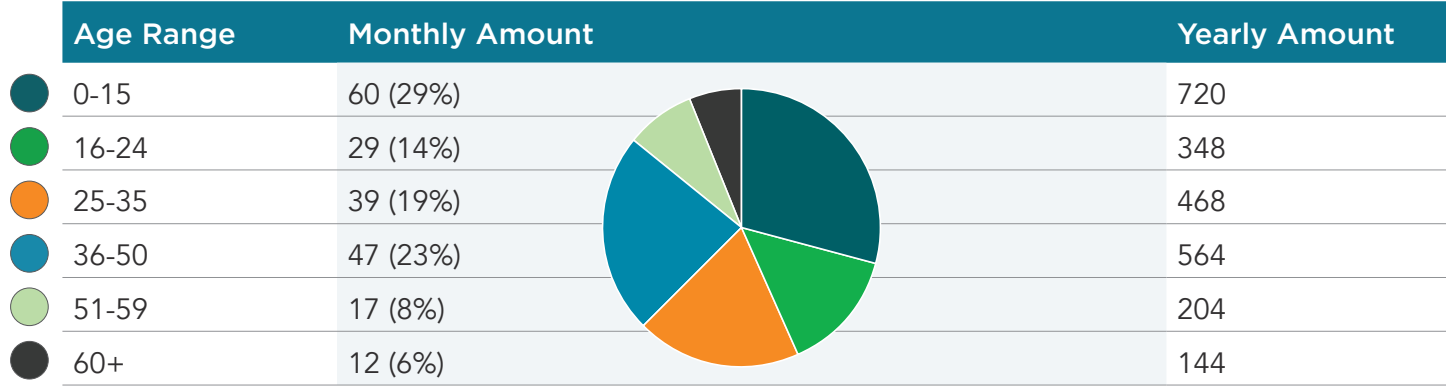
204 individual residents served monthly
(2,448 annually)



70 unique households served of children and youth benefitting from our food banks in 2025



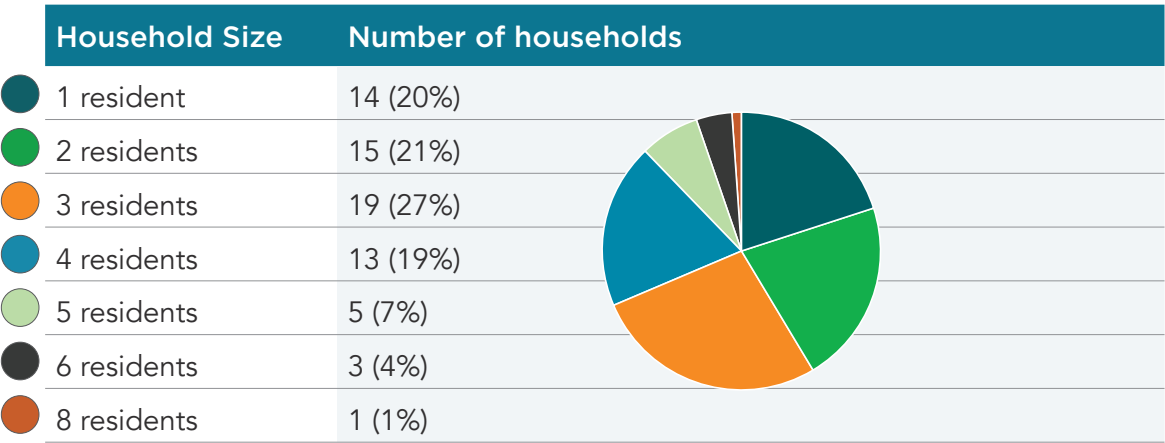
Age groups that accessed PHC Foodbanks in 2025



This means that approximately 60 children between age 0 and 15 benefit from our community food banks every month, and over the course of the year, there are approximately 720 unique instances of children receiving food bank assistance at 30 Alexander and 835 Cameron.

Unique visits to PHC Foodbanks by household size in 2025

We can also look at the data through household size. Taking the 70 monthly visits and the average amount of members in the household, we get the following information:



The above figures reflect the ongoing demand for accessible, community-based food supports and underscore the importance of the program in promoting food security and overall resident wellbeing. The consistent utilization of the food bank highlights its role as a critical resource for residents facing financial pressures and barriers to accessing adequate nutrition.

In both years, an average of 19 households accessing the food bank each month were families of three, highlighting the importance of this service for larger households.



Limitations of Report

These values are approximate and rounded numbers. While these statistics provide an overview of 2024 and 2025 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

PHC's community food banks at 30 Alexander Avenue and 835 Cameron Street continued to play an important role in supporting residents facing food insecurity. With the rising cost of living, these programs remain a vital resource for many households.

Recognition and Community Partnerships



(left to right): Mayor Jeff Leal, Kim, Brandi, Dorothy, Isaac, Keith Riel, and Daniel.

City of Peterborough Civic Award

In 2025, Peterborough Housing Food Bank volunteers were honoured with the 2024 City of Peterborough Civic Award for Community Betterment.

The volunteer team includes Brandi Pacesa, Kimberly Varrett, Travis Bowen, Rebecca Mason, Dorothy Coady-Laking, Daniel Laking, and Isaac Laking, who operate the food bank programs at 835 Cameron Street and 30 Alexander Avenue. Through their dedication, they ensure that families have access to nutritious food and essential items provided through Kawartha Food Share.

Their tireless efforts have made a meaningful impact on many households across the community.

Homeward Bound Highlights (2024/25)



Homeward Bound is an award-winning, four-year wrap-around program that supports homeless or inadequately housed single mothers in earning college diplomas, starting careers, and achieving long-term financial stability for their families. Unique in Canada, the program provides intensive, holistic supports designed to remove barriers and help participants break the cycle of poverty.

Participants benefit from a comprehensive range of supports, including:

- Fully funded two-year college education in a marketable field
- Academic upgrading for college entrance
- Affordable furnished housing
- Goal-oriented case management
- Childcare and after-school programs, including tutoring and mentorship
- Access to mental health, parenting, and family counselling
- A 14-week unpaid internship to gain work experience
- Job search support and networking opportunities

Over 2024 and 2025, Homeward Bound experienced continued growth and success, reaching and maintaining full program capacity with eight participants across various stages of their journey.

In 2024, the program completed enrollment for its second cohort. Participants progressed through academic upgrading and post-

secondary pathways, with individuals entering programs such as Social Service Worker, Practical Nursing, Biotechnology, Educational Support, and Pharmacy Technician.

In 2025, participants demonstrated strong forward momentum. One participant graduated from the Carpentry and Renovation program and began pursuing employment opportunities. Several participants advanced into subsequent years of their studies, while others began their first year at college in programs including Biochemistry and Educational Support. Additional participants completed their academic upgrading and prepare to enter post-secondary education in 2026.

At the program level, enhancements were made to the application process, alongside continued efforts to strengthen community partnerships and expand the Industry Council Team, further supporting participant success and long-term sustainability.

Looking Ahead

As Peterborough Housing Corporation (PHC) moves forward, the organization is guided by its 2026–2031 Strategic Plan, which establishes a clear and actionable roadmap to strengthen housing, build community, and enhance service delivery across the portfolio. Grounded in the vision of creating healthy, vibrant, and connected communities where residents can live, grow, and thrive, the Strategic Plan will drive decision-making, investment priorities, and organizational focus over the coming years.

A central component of this work is the continued advancement of PHC's redevelopment and portfolio growth initiatives. With increasing demand for affordable housing and evolving resident needs, PHC is prioritizing the renewal and modernization of existing communities while pursuing opportunities to expand the supply and diversity of housing options. This includes advancing key redevelopment projects, strengthening partnerships with the City of Peterborough, Peterborough County, and other stakeholders, and positioning PHC to respond to emerging funding opportunities and government priorities.

Through these efforts, PHC is focused not only on increasing the number of units, but on creating well-designed, sustainable, and inclusive housing environments that better reflect the needs of today's residents. Redevelopment initiatives will be guided by a commitment to long-term asset sustainability, improved accessibility, and enhanced community outcomes.

At the same time, PHC will continue to evolve as an organization by strengthening its internal capacity, modernizing systems, and enhancing how it engages with residents, partners, and the broader community. The implementation of the Strategic Plan will introduce new performance measures, improve data-informed decision-making, and ensure greater alignment between resources, priorities, and outcomes.

Looking ahead, PHC remains committed to its role as a trusted housing provider and community partner, focused on delivering high-quality housing, fostering strong and connected communities, and building a resilient organization positioned to meet the challenges and opportunities of the future.



PETERBOROUGH
HOUSING
CORPORATION

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Richard Grotsch • Director of Operations

Jennifer Eggleton • Director of Financial and Budget Services

Jennifer McLauchlan • Director of People and Culture