Peterborough Housing Corporation

Shareholder Report SH2024-002

Meeting Date: December 2, 2024

Peterborough Housing Corporation Annual General Meeting of the Shareholder

Subject: Peterborough Housing Corporation 2023 Annual Report

Author Name and Title: Travis Doak, CEO

Recommendation(s):

Resolved That Shareholder Report SH2023-002, "Peterborough Housing Corporation 2023 Annual Report", be received;

That the Peterborough Housing Corporation 2023 Annual Report, included as Attachment A, be approved.

Background:

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

Rationale:

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

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

Other Alternatives Considered:

None.

Alignment to Strategic Priority Areas

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

Strengthening Our Relationships – Communications:

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

Financial Considerations:

None.

Consultations:

PHC, Director of Operations PHC, Director of Corporate Services

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 LealDirector • Matthew GrahamDirector • Andrew Beamer

Treasurer • Sondra FitzgeraldCEO/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.



Keith & Rul

Keith Riel PHC Chair



Travis Doak PHC CEO







36 properties owned









75 Community Housing units managed for others



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.



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

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

Mission

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:



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.

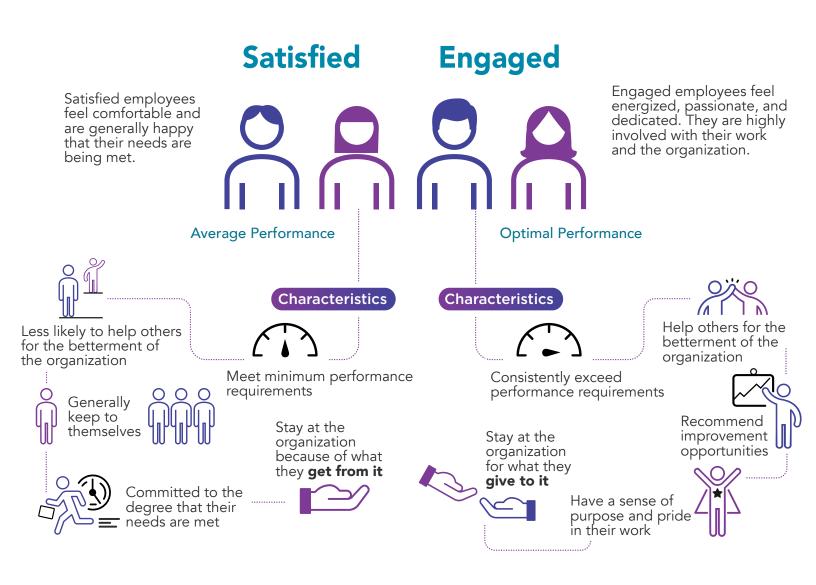
PHC provides a range of opportunities for learning to placement students as well as utilizing their time with PHC to better serve the PHC residents.

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





572 Crystal Drive Peterborough Target Group: Family Program: RGI, Market 1 bedroom: 2

2 bedroom: 57 3 bedroom: 51



665 Crawford Drive Peterborough Target Group: Family Program: RGI 2 bedroom: 19 3 bedroom: 25

4 bedroom: 25



835 Cameron Street Peterborough

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



850 Fairbairn Street Peterborough

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



30 Alexander Court Peterborough

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



169 Lake Street Peterborough Target Group: Senior Program: RGI

Program: RĠI 1 bedroom: 124 2 bedroom: 1



999 Hilliard Street Peterborough

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



486 Donegal Street Peterborough Target Group: Senior Program: RGI 1 bedroom: 99 2 bedroom: 1



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



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



372-386 Parkhill Road West Peterborough Target Group: Family

Program: RGI 3 bedroom: 8



526 McDonnel 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



193 Parkhill Road West Peterborough Target Group: Adult

larget Group: Adult Program: Market 1 bedroom: 2



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



555 Bonaccord Street Peterborough

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

County of Peterborough Properties





85 Concession Street Lakefield

Target Group: Senior Program: RĠI 1 bedroom: 28







12 Simeon Crescent Apsley Target Group: Adult Program: RGI 1 bedroom: 20



37 George Street Havelock Target Group: Adult Program: RGI 1 bedroom: 20



30 Simeon Crescent Apsley

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



Total **Bedrooms:** \circ 18

8 Victoria Street Havelock Target Group: Senior Program: RGI 1 bedroom: 18



40 Rabbit Street Lakefield

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

46,48,50 Rabbit Street Lakefield

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



24 Ermatinger Street Lakefield Target Group: Adult Program: RGI 1 bedroom: 15



17 Smith Drive Havelock Target Group: Senior Program: Affordable, Market

1 bedroom: 24



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**



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**

Upgrade Appliances

(Multiple Properties

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



Replace Domestic Water Heater

(293 London Street)

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



Back Up Generator

(486 Donegal Street)

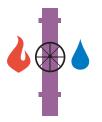
Elevators added to the backup generator power: **\$27,293.75**



Install Backflow Preventers

(611 Rogers Street)

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



Installation of Back Up Generator

(30 Simeon Crescent)

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

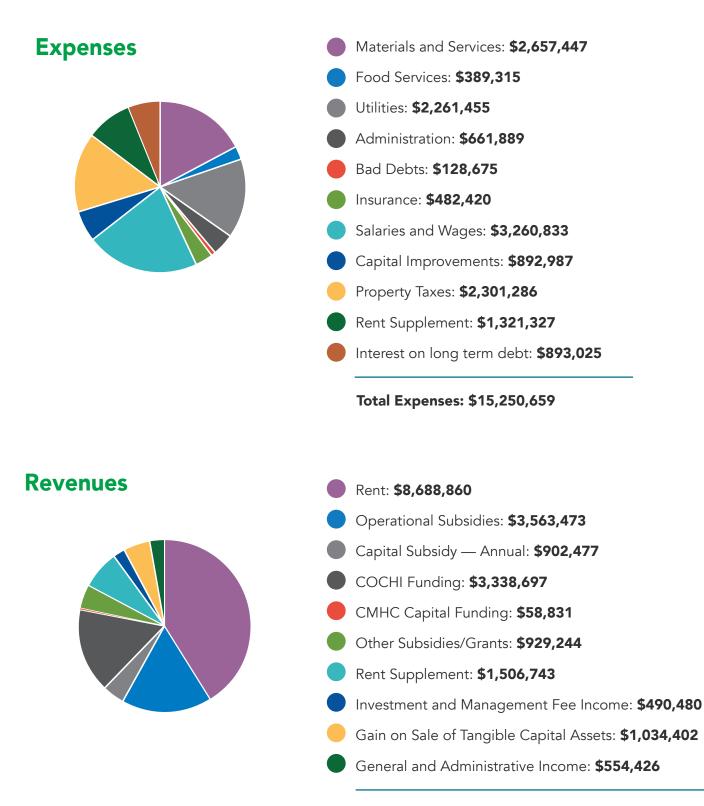
Replacement of Electric Unit Heaters

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



Total Revenues: \$21,067,633

Key Performance Indicators (KPI's)

In 2021 PHC began working with other LHC's (Local Housing Corporations) to develop a set of Key Performance Indicators (KPI's) reporting on financial arrears that could be quantified with an agreed upon set of definitions. The purpose of implementing this comparative data sharing framework was to choose a specific set of indicators for regular collection, analysis, and reporting which would **provide information on how PHC was doing in comparison to other LHC's**.

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

• Ottawa

- Haldimand Norfolk
- Kingston-Frontenac
- Peterborough

- 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.



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.



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.



Eviction Prevention Rate (Arrears)

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

7. Tenar

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.

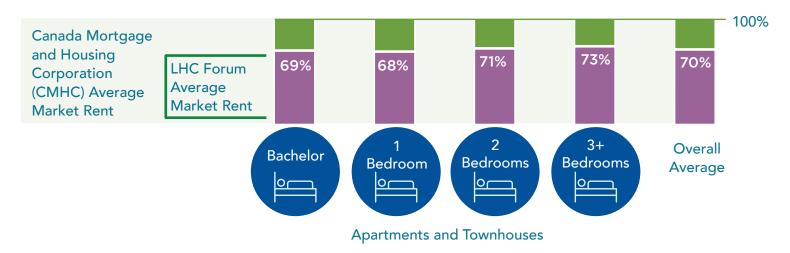
The data indicates that **PHC consistently performs favorably when compared to the other 8 LHCs in the province.**

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.

CSSS24-025 Appendix A- Shareholder Report SH2024-002 and the Peterborough Housing Corporation 2023 Annual Report Average Market Rent Comparison

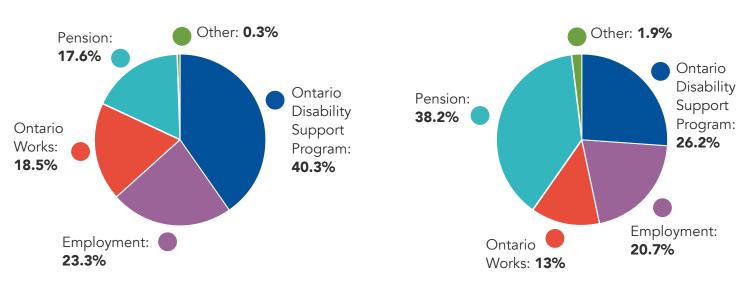


When looking at the available data for LHC average market rents, it shows **the LHC** sector is well under the CMHC average market rent for their portfolios.

Tenant Income Source Type

LHC Forum - Rent Geared to Income





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 lowincome 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.

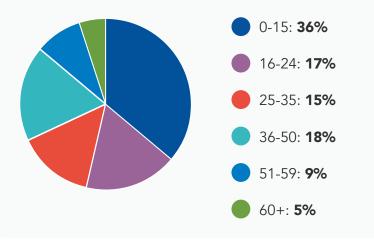
Statistics and Usage

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

Age Range	Monthly Amount	Yearly Amount
0-15	90	1,080
16-24	43	516
25-35	36	432
36-50	45	540
51-59	22	264
60+	12	144

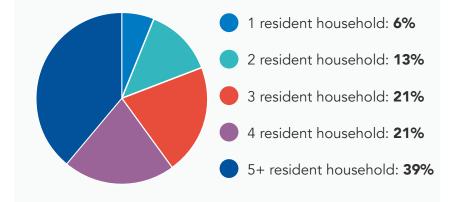


This means that approximately 90 children between age 0 and 15 benefit from our community food banks every month, and over the course of the year, there are approximately 1,080 unique instances of children receiving food bank assistance at 30 Alexander and 835 Cameron.

CSSS24-025 Appendix A- Shareholder Report SH2024-002 and the Peterborough Housing Corporation 2023 Annual Report 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

JOBS

Phase 4 INTERNSHIP

& EMPLOYMENT

14 week Internship, Job Search Assistance, Transition Planning

Phase 3

EMPLOYMENT

SKILLS Advanced Computer Skills, Employability and Job Maintenance Skills

Phase 2 FORMAL EDUCATION

2-year College diploma granting program

Phase 1 KILLS TRAINING

Life Skills, Computer Training, Financial Literacy, Academic Upgrading





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



Office Address: 526 McDonnel 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

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Maintenance Requests: 705-742-3973 (only monitored during business hours) or online at www.ptbohousingcorp.ca After Hours Maintenance Emergency Assistance: 705-742-7911