

The background of the top half of the page is a photograph of a two-story brick house with a wooden pergola in front of it. A chain-link fence runs across the foreground, and a white banner is draped over it. The banner features the text 'ONE CITY' in large letters and 'PETERBOROUGH' in smaller letters below it. The text '2022-2023' is centered above the main title.

# 2022-2023 ANNUAL REPORT

## ONE CITY PETERBOROUGH

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Prepared by Christian Harvey, Mackenzie Clark  
and One City's Leadership Team

# A MESSAGE FROM THE EXECUTIVE DIRECTOR

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I often get the opportunity to share with community groups and faith communities about the work that we do. As I have been sharing about the variety of programs we offer, what has become apparent over the past year is how much imagination is a part of our work. **Our programs imagine a different world.** A world where accountability is done through support like in COSA. A world where everyone is given a chance to contribute and share their skills, like in employment. A world where people who are reintegrating into our community after causing harm are treated with dignity and respect, as shown in Haley House. And the most exciting part is that what these programs are showing is that **this world is possible.**

Right now, during a time where so many of our neighbours are forced to struggle just to survive, we desperately need imagination and creativity; but we need to recognize that imagination is risky. Imagination asks us to try something out, not knowing what the results will be. It requires humility to be able to admit when the risk didn't work, and then pick ourselves up and try something else. We are entering into a time of great imagination and risk.

In the next few months we will be opening an winter overnight accommodation for those who are living outside. We have done this before, and will build on that knowledge, but we know we will need to try out new things, and we can't guarantee the outcome. We are opening a year round daytime drop-in in a new space, with new staff. The possibilities are exciting, but it's scary as well. We will be opening a new Community Residential Facility that supports people medically in a way that we have never done. We are exploring new outreach projects with downtown businesses. This is going to be a time of creative experimentation. I go into it with a joint sense of anticipation and apprehension, and I think that is healthy.

What gives me courage as we head into this time is our team. I come to work everyday so grateful for those I get to change our community with. This year has seen a lot of change. We said goodbye to my Co-Executive Director, Katelyn James, someone who I have led with for many years, someone who has taught me so much and someone who I truly loved working with. We wish her well while also feeling the hole she has left behind. We also grieve the loss of our friend and bookkeeper Angala Clarke who passed away this year. She was a beautiful person with an infectious smile.

We have also gained much over this past year. Auden Palmer has joined Tammy Kuehne, Michael Vanderherberg and myself on our Leadership Team. I rely so heavily on this group as we lead the organization together, and have so valued the addition of Auden to us. Erin Burke, Alana Parisien, Bon Scott, Mackenzie Clark and Jay Stephens have all joined our already top-notch Management Team. I have already noticed how they have brought a renewed energy to our organization. On top of this, all our direct service workers have committed themselves to working toward our mission in a manner that embodies our values every day, they truly inspire me.

Finally, I feel so lucky to be led and supported by our Board of Directors. Our Board is unlike any board I have ever worked with, I am grateful for their wisdom and their commitment to our mission.

One City is truly made up of people who are imagining a different world, and working to make it happen. For that I am incredibly grateful.

Sincerely,

Christian Harvey  
Executive Director



# ONE CITY HOUSING

## Reintegration Housing

There has been an enormous increase in people aging in our prisons over the past decade, and our prisons are not built for it. Many are serving their sentences in conditions that are not adequate for their health and aging needs. To respond to this need, One City has two Community Residential Facilities (CRF's) dedicated to allowing men who are aging, palliative or with medical concerns to be able to serve their federal sentence in a space that recognizes their dignity. The first home is Haley House, a 10 bed house that has been operational for the past several years. The second is a home that we have been renovating and are hoping to open in the coming months.

There have been some great successes in the past year. **A total of 9 men, who were released from prison to live at Haley House, successfully reintegrated back into the community.** This included returning to their families, moving into a supportive environment, or out on their own.

As well, in preparation of the opening of the new home, a new contract for a Community-Based Residential Facility (CRF) has been negotiated with Correctional Services Canada (CSC). The contract has not begun yet and is waiting on CSC for the next steps we need to complete for security requirements. Alongside that, a higher per diem has been negotiated for Haley House, allowing for increased staffing levels



9

**MEN  
REINTEGRATED  
BACK INTO  
COMMUNITY**

Some much needed upgrades have been able to be done to Haley House over the past year as a result of National Contribution Infrastructure Program funding allowing us to install a metal roof and upgrade the elevator for a higher capacity. The roof has been installed and the elevator is being installed this month.

In order to increase the level of care we are able to offer to those with increased medical needs, we successfully received a Canada Ontario Job Grant (COJG) that allows us to send Haley House staff to Fleming College to receive PSW educations that we can pay for. Where we have previously paid for two staff to obtain their PSW certification, we can now receive an 80% reimbursement on the education costs. We have one student in second semester and four students in first semester receiving their PSW education through this program.

To guide us through the changes in care, we have hired a nurse, Shannon Culkeen, on a contract to help us develop the strategy for this new season. Shannon has been instrumental in helping us develop training, policy, and the onboarding of PointClickCare, the software we will use between Haley House and our new transition home.

This year has not been without its challenges, and the largest of those was the renovations at our new transition home which have gone over budget and over the expected time frame. These increased expenses have had a significant impact on the rest of the agency, which was made worse by some delays in reimbursement from CSC. The timeline, however, is coming together well as the renovations finish up. We are now in a position where we are waiting for CSC to provide next steps to initiate the contract.

We anticipate that in the coming months, the new home and Haley House will be open and functioning as a tiered system to receive men with various levels of health care needs. We will have hired a nurse and multiple PSWs to do the work required to care for men. We will be well supported by a training program and an array of policies relevant to the work. Our houses will be full shortly after opening and be operating in a sustainable manner, **full of life and dignity.**

# Housing Support

For many, the journey from homelessness to housing is stressful. The need for staff to be alongside with individuals to support and encourage is necessary for stability and longevity. Our housing support staff are committed to providing this support. **Our team currently supports 27 people in their housing.** In order to offer this support adequately we have increased our support hours to focus on evening and night support in one of our homes. Both residents and staff have given positive feedback to the increased ability to attend to safety and wellbeing concerns at night when guests to the home are often unwelcome.

Our team has achieved a lot over the past year. **Two individuals were supported in end of life care.** Staff accompanied residents to necessary appointments such as the food bank, connect residents to other One City programs such as COSA, art and employment.

In order to better support residents we have invested in training our team on domestic violence, trauma informed care, and nonviolent approaches.

With all that being said, four people is not a lot to support 27 residents in a variety of houses. As a result, staff can sometimes feel isolated as they need to split up to get the work done. As well, the emotional weight of working closely with residents experiencing psychosis, physical impairments, declining health, conflict with family and housemates, homelessness, as well as being inevitably unable to meet all of our resident's needs is heavy on our staff.

## **Over the next year our hope is to be able to achieve the following:**

- An increased consistency for support workers' schedules and presence in homes
- Food program to support food insecurity prevalent in all our homes
- Utilize volunteers to provide support and socialization for residents
- A new database and software that allows for easier documentation and attentiveness to protocols established this year
- Building our team togetherness; including volunteers, and increasing our work with community agencies and other OCP programs

# Properties and Houses

With so many of those that we support having no access to the current rental housing market due to increased costs and biases, we are committed to building a housing stock that is designated for them. We do this by offering property management for private landlords and other nonprofits and by buying and managing our own homes.

This year we purchased a duplex in November, 2022 and the home is running smoothly, in partnership with Fourcast, who provides the housing support in this transitional housing set up. All eight bedrooms are tenanted. One tenant has already moved on into a more permanent apartment.

The owner of one of the houses we have managed since December, 2019 has decided to sell the home and would like to sell it to us. We approached a donor and they are assisting with **50% of the cost of the house**. We have received other donations allowing us to increase the down payment and pay for closing costs. The closing date for this sale is expected to be November 1, 2023. We will be dedicating this house to Erin Sullivan, a longtime friend and volunteer connected to Warming Room Community Ministries and then One City Peterborough. She passed away on October 23, 2022.

Despite all this, the affordable housing crisis continues to affect many of our homes. One of the major issues continues to be guests of our tenants who are unhoused. This is understandable, but makes the management of these spaces difficult.

We will continue to invest in capital projects and develop our properties as we are able to. We will purchase more homes as donors often resonate with these large bricks-and-mortar projects. The increase in options for our tenants make the work more sustainable.



This has been the **longest, consistent outreach program that One City has ever had!** In the past, limited funding meant we could only hire staff for 4 to 6 months. Over the last year, we have had at least one outreach staff consistently supporting individuals living rough.

Our first outreach staff is funded through a partnership between CMHA and Housing Resource Centre at CCRC. This has been a great success. Our Outreach Coordinator Position has worked with staff from CMHA and CCRC to support individuals involved in Housing Unit Takeovers, as well as supporting people living outside. Through a grant with CFGP and a second one through Trillium, we were able to hire a second staff on a one and a half year contract. We have been a constant present at the Wolfe St. encampment, connected some folks to housing, and provided survival gear on a daily basis from our office and out in the community.

The conditions for those living outside are incredibly dangerous. There were many deaths of community members this year. This took a significant toll on staff. We did have our Outreach Coordinator go out on leave; the position was empty for several months before we were able to fill it.

We currently find ourselves in a more stable place. With two people on the team now, we aim to increase our presence to supporting people beyond the Wolfe St encampment, who are tenting in more secluded areas in and around the city. We also seek to increase housing and service navigation efforts, so that folks living rough are better supported to connect to resources.



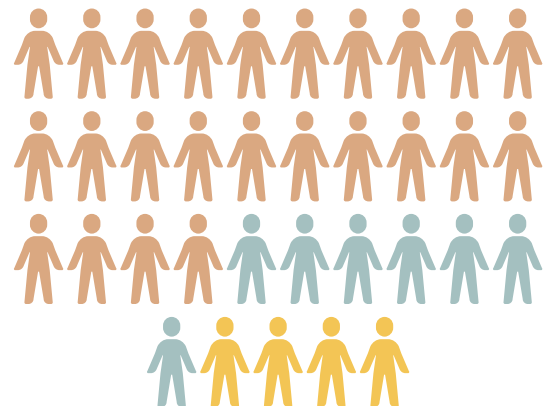
One of our core values is dignity. Dignity is the inherent worth of each person no matter what they have, or have not done. Many of those we have the opportunity to support have been made to question that sense of worth. We don't believe that employment gives anyone more worth, but it does sometimes help someone rediscover the worth inherent to them. It has been so encouraging to see that happen in our employment program over the past year.

**Over 35 people have gained either temporary or ongoing jobs through our employment program over the past 12 months.**

**24 people were hired as part of our Street Cleaning Team**, which has been funded by Clint's Property Maintenance, with the contract being renewed for the next three years. This team cleans the Downtown area over the summer months. It is our lowest barrier employment program.

**Our Green Team, a group that cares for the gardens in the Downtown, hired 4 people.**

There was so much interest in this program this year that we decided to split up the season and give more people an opportunity to experience the Green Team.



**35**

**PEOPLE HIRED  
IN 3 TEAMS**

## **7 individuals were hired with longer term contracts on our Residential**

**Cleaner/General Labour crew.** There have been other staff join the crews on short term contracts when projects have required more help. Staff have come to us through EPC job counselors, EFry Justice Support Workers, and through One City housing and outreach connections. As well as having people who complete the Red/Green team programs move into the year-round crews

General labourers played an enormous role in the new transition home renovatiosn in 22/23. That job has wrapped up and we know that those staff feel a lot of pride in having worked so hard and put so many hours into that project. They are now working on the Trinity site and are receiving nearly full time hours on that project.

For most of 2022/2023, the employment program had an Employment Support Worker in addition to the Employment Facilitator. This support work position ranged from 10 to 20 hours per week. That allowed us to increase our capacity for referrals of cleaning clients in the Residential Cleaning program. The addition of a second supervision/support staff was really helpful in making the programs more sustainable. In August of 2023, the Employment Support Worker position ended. We are noticing the ways in which the lack of a support worker limits job capacity, makes scheduling difficult as there is only one person to supervise all programs and jobs, makes transportation to and from jobs difficult.

With the General Labour crew working at Trinity, the Red/Green teams working June-Oct, and the Residential Cleaners working on locations around the city, there are multiple sites requiring supervision/check-ins. Ideally, the Employment Facilitator would have the capacity to be on or stop in at all locations where staff are working in a day. Currently that is not possible, and while some of the staff and programs can have elements of independent work, the Employment program is relying on supervision from our General Contractor and Maintenance Manager to help offset the need for supervision/leadership.

In the course of the next year our main objective will be to collaborate closely with coordinators of the new daytime and nighttime drop-in programs to identify areas within their programming where the employment program can provide valuable assistance. The availability of a larger space and enhanced infrastructure will enable the employment program if needed to extend its support through services such as cleaning, maintenance, and laundry to help with the daily operations of the space. With a larger outdoor space as well there is room to explore having a groundskeeping team within the year round staff ensuring proper maintenance of the property.

The partnership with our general contractor has highlighted the need for labor crews in the construction industry and with his leadership there's been great connections made with other industry contractors for staff members.

In order to achieve sustainable support in the long run, we are actively pursuing avenues to secure additional funding for a dedicated support worker. By offering more in-house work opportunities, we aim to provide our staff with a consistent and reliable schedule.

Overall, our future plans for the employment program revolve around expanding our services in-house, building partnerships, and securing the necessary resources to create a more impactful and sustainable program.



As a society, so often our response to sexual violence is either to turn a blind eye, or to isolate the individual fully from community. Both these responses do little to to end sexual violence, and actually make our communities less safe. Circles of Support and Accountability looks to support individuals who have committed acts of sexual violence with safely integrating into the community. We do so by having a circle of volunteers create a space where accountability can be explored.

This year CoSA has had **13 circles running on a weekly or biweekly basis, 5 of those having started since February 2023.** We have also had 3 **core members graduate from the program.** These core members have met goals and seen growth in their time in CoSA that saw them to a place where they, and their circle members, felt that they had the skills and support needed to reintegrate successfully into community.



**13**  
**CIRCLES**

The work happening within CoSA circles has been encouraging. Core members are integrated into a variety of One City services including housing, employment, and community development. The CoSA volunteers are committed and consistent in their approach to support, often working with core members through areas of deep personal growth as well as offering connections to outside resources that help them meet personal goals.



**3**  
**MEMBERS**  
**GRADUATE**  
**FROM**  
**PROGRAM**

Regrettably, we have a limited capacity and as a result CoSA has a waitlist for potential core members, and while we aim to get circles started for as many suitable candidates as possible, this hinges on volunteer capacity. We are always looking for new volunteers. The volunteer selection and intake process can be lengthy, so this will always present a bit of a backlog when it comes to creating new circles.



Peterborough's housing crisis has resulted in so many of our neighbours forced to live outdoors. The number of those sleeping in tents has increased at an alarming rate. As a response, for the last two years we have operated the Stopgap.

The Stopgap was an overnight drop-in center, operating from January 16th to May 1 2023, whose main directive was to provide a warm space for people living outside. The program ran every night of the week from 8pm - 8am, without any closures or reduction of services. The program had at least 2 staff from 7pm - 10am. Stopgap guests also had access to washrooms, survival gear, and food.

It was made possible by the partnership and financial support of Fourcast, CMHA, The Community Foundation, and the United Way.

Over the course of the months we were open, **229 unique individuals, of whom at least 106 are unable to access shelter services due to restriction, capacity, or other barriers were able to access a warm space and some level of night time support.** We were also able to make harm reduction supplies, training, and wound care available at night.

When asked, the guests of the program reported that not having security guards or bag checks lessened the institutionalized feeling of the program. Violence was mitigated within this model and guests named this as a major reason why they accessed the program.

Guests specified that being able to access food and drink through the night, and choosing who to stay with and where they stayed in the space supported their autonomy in the program. Generally, guests felt welcomed and supported by staff at the Stopgap.

Staff were committed to connecting those who utilized the drop-in to other services. **322 referrals were made to connect guests to shelter, healthcare, social services, housing, legal, and food programs, and outreach support.**

Despite this, the need for the program far outweighed the program's capacity. The number of guests exceeded capacity every night of operation. The program operated both as a drop in space and as an overnight outreach center, which was important, but this increased demands on staff. It was incredibly difficult to support those who use illegal substances and keep them safe at night.

We have entered into a service agreement with the City of Peterborough to offer a winter accommodation similar to Stopgap for the next three years. **We are committed to taking the learnings from the previous two years into the operation of this program.**



**332**  
REFERRALS  
MADE



**229**  
PEOPLE  
ACCESSED  
PROGRAM



**106**  
UNABLE TO  
ACCESS OTHER  
SHELTER SERVICES



# COMMUNITY DEVELOPMENT

It has been an exciting year for community development! Led by Tammy and Jenny, we have focused on the expansion of the art studio. Our move to Artspace has been great, and we are seeing about **15 to 25 people each time**.

We are on our second year of Community Education. Because of this, we have been able to provide consistent training for our staff in self-regulation, nonviolent communication, and de-escalation techniques. It has also been a great way of engaging with a wider community. We have been brought in by many other organizations such as The 360 Clinic, Peterborough Health Unit, The Elizabeth Fry Society and others to offer our trainings.

The most impactful success is that we have budgeted for a part-time Community Development coordinator, which our former Employment Coordinator, Jenny Kennedy-Bloom, has moved into. This means we can be intentional about expanding our programming.

Doing the work off the side of our desks proved a lot! Community Education required quite a bit of organization and planning. It was hard to keep certain programs up, such as drum circle and music studio, when they depend on having really great and available volunteers, or when the staff running them are also juggling other responsibilities.

In the coming year, we hope to work closely with other One City programs to extend who we reach. For example, we hope to work with Outreach to implement art that is accessible to people living in encampments.



This summer, we hired Mackenzie Clark as our new Fundraising and Communications Coordinator. Having a dedicated Fundraiser and Communications person at One City has been invaluable to increasing our visibility to the community as well as our ability to seek out and apply to other funding and granting sources.

We saw an increase in donations this year, **up 34% from the previous year.** Also, through the generosity of Capital Donations we were able to continue the work at our new Community Residential Facility, and purchase two other houses committed to individuals exiting homelessness.

We also received a number of grants this year, including a grant from the Ontario Trillium Foundation, FaithWorks, The Morton Foundation, The United Way, The Community Foundation of Greater Peterborough and others. We are so grateful to partner with such dedicated organizations.



This year, a major challenge in fundraising has been the ever changing and challenging economic landscape that we are all experiencing the effects of. As we continue to experience the effects of inflation and the rise in the cost of living, many people have less disposable income to give to charities such as ourselves.

We are so grateful for the generous support we receive from our donors, especially during these difficult economic times.

Our vision for the coming year is to continue growing the number of people, organizations and groups that support One City's work. We are committed to engaging with our community to bring awareness of One City's programming and reach people who may be unaware of what we do or how their values align with ours.

## **Thank you to our donors and supporters!**

We have received so much generosity from many individuals, business owners, organizations, faith community groups, schools and groups over the past year. Thank you to all of those who have contributed to our campaigns, donated much needed items, shared our posts on social media, hosted fundraisers and who showed up for our community in times of need. This work wouldn't be possible without your support

A special thanks to our funding partners: the United Way, FaithWorks, the Morton Foundation, Ontario Trillium Foundation and the Community Foundation of Greater Peterborough, Luke Four Foundation and many others who have all supported us financially in operating our programs.

Ontario  
Trillium Foundation



**Community  
Foundation**  
of Greater Peterborough