Thrive
Housing & Support

Annual REPORT

2025/ 2026

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Mission, Vision & Values

VISION

Communities where people can thrive.

MISSION

To deliver exceptional housing and support services that positively impact people in our community.

VALUES

Collaboration

Working together for our community.

Inclusion

We respect the unique qualities of each person.

Security

Everyone is entitled to feel secure in a home that is affordable and accessible to their needs.

Quality

High quality housing and supports are delivered with kindness, understanding, and empathy.

Independence

We provide tools so that people can live on their own in a way that they choose.

A Message from the CEO

SANDY WOODHOUSE

CHIEF EXECUTIVE OFFICER

"The joy of leadership comes from seeing others achieve more than they thought they were capable of"

Simon Sinek

As I look back on the past year, I am incredibly proud of what we accomplished together at Thrive. Throughout this report, you will read about some incredible achievements that involved a lot of people pulling together. We also overcame some challenges together, which has made us even stronger and more resilient.

I also add my voice to those who express gratitude for the last year. A sincere thank you to the City of Peterborough and Ontario Health who came through for a significant amount of funding to fix our failing sewer system at Towerhill Village. The City also funded a much needed Eviction Prevention Worker position for our Housing Team. Both the City and Ontario Health are incredibly supportive and help whenever they can.

Thank you also to Northminster Court (now Sunset Court). We are so proud and grateful to have you added to our portfolio. Most importantly, I want to thank the incredible staff, leadership team, Board of Directors, community partners, tenants, and clients who make Thrive what it is. As CEO, I am often the person who gets to talk about our accomplishments, but those accomplishments also belong to all of you.

To quote Brene Brown "To scale daring leadership and build courage in teams and organizations, we have to cultivate a culture in which brave work, tough conversations, and whole hearts are the expectation." She defines leadership as "anyone who takes responsibility for finding the potential in people and processes, and who has the courage to develop that potential." I am fortunate to work and grow alongside people who are leaders in many different ways. They challenge ideas, support clients, tenants and one another, solve problems, and never lose sight of why we are here. Quite simply, you are the reason Thrive continues to thrive- and you are the reason I get to thrive too. For that, I am deeply grateful.

And so a new year begins! At the top of the list for next year are the goals in our new Strategic Plan. Working on these goals will strengthen our Risk Management Plan and we have officially set dates to achieve accreditation; something that has been a goal for KPP and now Thrive for quite some time. Working together, we will achieve these things and more. Stay tuned!

A Message from the **Chair**

STEPHEN KAY

CHAIR, BOARD OF DIRECTORS

2025/26 has been another year of outstanding progress for Thrive. Our vision, "Communities Where People Can Thrive," shapes our planning, guides our decisions about those we serve, and motivates us every day.

It is with great honour that the Board serves our tenants, residents, and staff. Without our staff, both frontline and administrative, the goals we have set for Thrive could not be accomplished. It is their dedication that makes the real difference.

There have been numerous accomplishments over the 2025/26 Annual year. The final hurdle in the amalgamation with Northumberland Court was accomplished early in the year. The Board also finalized a new Strategic Plan for the 2026-2029 years. This will further guide Thrive forward in our goals to provide excellence in service to all we serve. After thoughtful review the Board selected the Canadian Centre for Accreditation (CCA) as the accreditation organization to measure and benchmark our successes.

In the last year, Thrive learned that the sewer system serving the 77 Towerhill complex was close to collapse. The organization faced a significant challenge, with repair costs estimated at approximately $2 million. It is with great thanks, that the Board acknowledges the financial assistance from Ontario Health and the City of Peterborough that allowed the sewer system to be replaced so that we can continue to thrive for years to come.

I would like to acknowledge the contributions of a few specific Board Members. Anne Parsons is retiring from the Board. Her financial acumen has helped guide the Board in its financial deliberations for over three decades. Anne's dedication and insights will be missed. Also leaving the Board is Christine Crough. During her 3 year term, Christine brought a clear client perspective to Board discussions, one that will continue to be felt after she leaves. Last year, Alan Cavell stepped down from the Board due to ill health. In recognition of his more than 44 years of service in Peterborough's health and community sectors, Thrive and Community Care Peterborough jointly nominated him for a Peterborough Civic Award in the Community Betterment category. Alan was informed of this submission in February 2026. Unfortunately, Alan died shortly before it was announced that Alan won this award.

Finally, I would like to thank the Board for the honour of serving as Chair over the last year. It has been a real pleasure to work with such a dedicated Board and Administrative staff, and particularly Sandy Woodhouse.
Sincerely,
Stephen Kay, Board Chair

Meet Our **Admin Team**

Chief Executive Officer	Sandy Woodhouse
Corporate Services Team	Director- Jennifer Roche HR Manager- Brody Wignall Scheduling Supervisor- Lisa London Administrative Assistant- Samantha Pitcher
Finance Team	Director- Nita Dahal Manager- Christine Sargent Supervisor-Charlotte Duchesne
Housing & Facilities Team	Director- Jennifer Lockhart Managers- Leah Buck & Rachelle Levesque Maintenance-Ceri Tarr & Wayne Dewdney Custodian- Amano Ejike
Client Services Team	Director- Michelle Hamilton Managers- Kirsten Bradbury, Samantha O'Reilly Supervisors- Gabrielle Swartzman, Marylin Moffat, Jessica Mann Social Recreation Supervisor- Ariele Calberry

A huge shoutout to the amazing Admin Team—your energy, talent, and dedication keep Thrive running strong every day!

Thrive's Board of Directors

Chair	Stephen Kay
Vice Chair	Steve Smith
Treasurer	Anne Parsons
Secretary	Alyssa Seltzer
Directors	Christine Crough Edward Smith Hope Lee Erica Arkell

Thrive is incredibly fortunate to have a skilled and dedicated Board of Directors who donate their time and expertise to making us THRIVE !

A Word From the **Governance Committee**

EDWARD SMITH

CHAIR, GOVERNANCE COMMITTEE

The Governance Committee has spent the 2025–2026 fiscal year strengthening board effectiveness, improving recruitment processes, and advancing readiness for accreditation.

A major starting point for the committee's work was the completion of the Board Skills Matrix, which provided a comprehensive view of the current board's strengths and areas for development. This tool has been instrumental in identifying gaps in skills and experience across the board, allowing the committee to take a more strategic and targeted approach to recruitment. As a result, board recruitment efforts became more intentional and aligned with the organization's evolving needs, ensuring that new members complement and enhance the existing governance capacity. Completing all components of the succession plan for the Board was the final outstanding goal of the past strategic plan and was a great way to start the new plan on January 1, 2026.

In parallel with this work, the Governance Committee has been actively preparing for upcoming accreditation requirements. This included the development of a structured accreditation work plan designed to guide the organization in meeting expected standards and aligning governance practices with recognized best practices. The work plan has helped to clarify priorities, establish timelines, and ensure accountability as the organization progresses toward accreditation. As part of this process, a number of governance policies are currently under review to ensure they are consistent with accreditation expectations, reflect current best practices, and align with Thrive's values. Together, these efforts represent a significant step forward in building a stronger, more effective governance framework that will support the organization's long-term sustainability and success.

In closing, I would like to extend my sincere thanks to all members of the Governance Committee for their ongoing commitment over the past year. The progress achieved reflects the collective dedication and thoughtful contributions of each member. I would also like to express appreciation more broadly to the Board for its continued support and engagement. The Governance Committee remains committed to upholding and strengthening Thrive's mission and values, and to ensuring that our governance practices continue to support the organization's long-term success and impact in the community.

Respectfully,
Ed Smith

A Word From the **Audit & Finance Committee**

ALYSSA SELTZER

CHAIR, AUDIT & FINANCE COMMITTEE

I am pleased to share that Thrive has had another exceptional year! The Audit and Finance Committee and staff have remained focused on strengthening internal processes, enhanced financial reporting and building a strong relationship with a new external audit firm. These efforts have improved transparency, supported better informed decision-making, and continued alignment between financial performance and Thrive's strategic priorities.

I would like to sincerely thank Nita Dahal and the finance team for their dedication and commitment to continuous improvement throughout the year. As the organization continues to grow in both size and complexity, their leadership, responsiveness, and focus on strong financial stewardship have been critical in supporting Thrive's operations and long-term sustainability.

We are particularly grateful for the support of Ontario Health, the City of Peterborough, and our community partners in advancing significant sewer infrastructure improvements at Towerhill Village this year. This important investment addressed infrastructure challenges and helped to ensure safe, stable, and sustainable housing for the individuals we serve.

As we look ahead, the Committee remains focused on Thrive's long-term financial sustainability, including planning for future capital needs and advocating for funding solutions beyond the mortgage maturity in 2028. Like many organizations, we continue to face challenges related to aging infrastructure, increasing service demands, and rising costs. Addressing these pressures will require thoughtful planning, strong partnerships, and continued advocacy.

With a dedicated staff team, engaged leadership, and the ongoing support of our partners, I am confident in Thrive's ability to navigate these challenges while continuing to grow and create a community where all people can thrive. On behalf of the Committee, I would like to thank our staff, leadership team, Board members, funders, and community partners for their ongoing commitment to Thrive.
Sincerely,
Alyssa Seltzer

Corporate Services Report

Over the past year, the Corporate Services/HR Department continued to navigate a number of challenges while achieving meaningful progress in support of Thrive's strategic and operational goals. Through collaboration, adaptability, and a strong commitment to service excellence, the team remained focused on supporting employees, leaders, and organizational initiatives across the organization.

This year also marked an exciting addition to our department as we welcomed Samantha Pitcher to the team. Samantha's support has been instrumental in helping strengthen departmental operations, provide additional capacity to the team, and assist in addressing operational gaps as the organization continues to grow and evolve.

We are proud of the progress made this year and remain committed to building on this momentum. Below provides an update on the team's initiatives over the last year.

Supporting International Talent

11 Ontario Immigration Nomination Applications filed
3 granted and approved

We continue to work with Fleming College to support international students in securing placements and employment opportunities within the organization. In addition, we provided targeted guidance and resources to help international employees successfully integrate into both the workplace and the broader community. We have filed applications for the Ontario Immigration Nomination Program for 11 employees, 3 of which have been successfully granted and approved.

Labour Relations

This year marked a significant transition for the organization as we now fall under the provisions of the Hospital Labour Disputes Arbitration Act (HLDAA), which means labour disputes are resolved through arbitration preventing strikes or lockouts to occur.

Collective agreement bargaining has remained ongoing throughout the past year, with both parties continuing discussions in an effort to reach a renewed agreement. A date has been scheduled with an arbitrator for June 2027 to conclude bargaining. The organization and union will continue to operate under the terms and conditions of the current collective agreement until such time. Throughout this process, the organization remains committed to maintaining respectful labour relations, supporting operational stability, and ensuring continuity of service for employees and the individuals we serve.

Corporate Services Report

PSW Initiative Program

Thrive participates in the publicly funded Personal Support Worker (PSW) Initiative Program, which supports workforce development, recruitment, and retention within the healthcare sector. The program provides funding support for students completing clinical placements, including wage assistance during their on-site learning experience, while also offering employers administrative funding to support program coordination and oversight.

In addition to supporting student placements, the program includes a retention-focused stream that provides up to $10,000 per participant in exchange for a 12-month employment commitment following graduation.

To date, Thrive has successfully:

- Awarded the full $10,000 retention incentive to 9 PSWs;
- Supported 22 clinical placement students in securing $2948 in stipends;
- Generated over $20,000 in administrative funding, which has been redirected to support organizational priorities such as recruitment initiatives and staff training opportunities.

Participation in this initiative has strengthened Thrive's recruitment, enhanced retention efforts within frontline positions, and created additional financial capacity to reinvest into workforce development initiatives.

$90,000 in retention incentives to 9 PSW's

Over $60,000 in student stipends

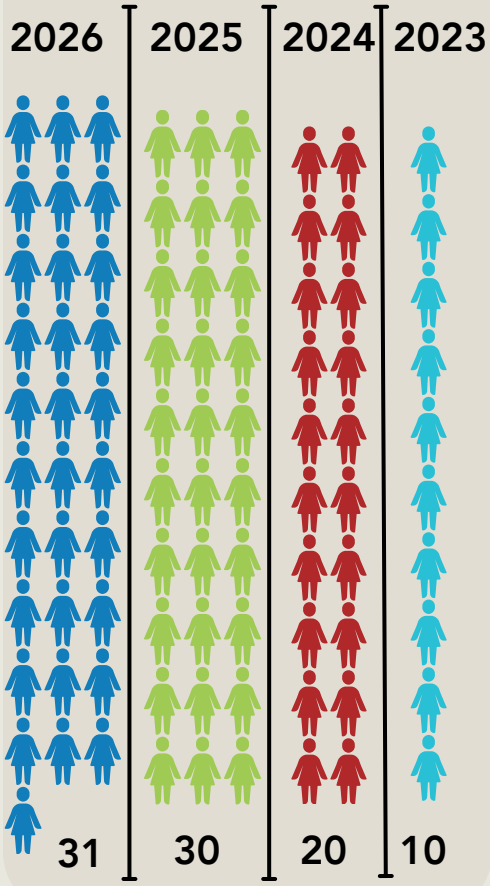
Compensation Strategy

As part of our ongoing commitment to organizational effectiveness and workforce planning, a comprehensive review and update of all organizational job descriptions has been completed. This initiative helped ensure greater clarity, consistency, and alignment between roles, responsibilities, and operational needs across the organization. In conjunction with this work, a foundational working guide has been created to support the organization's future compensation strategy, with a focus on internal equity, market competitiveness, and sustainable growth. The next phase of this work will involve identifying and implementing appropriate job analysis and evaluation matrix to further strengthen our compensation framework and support senior leadership with informed decision-making tools.

Corporate Services Report

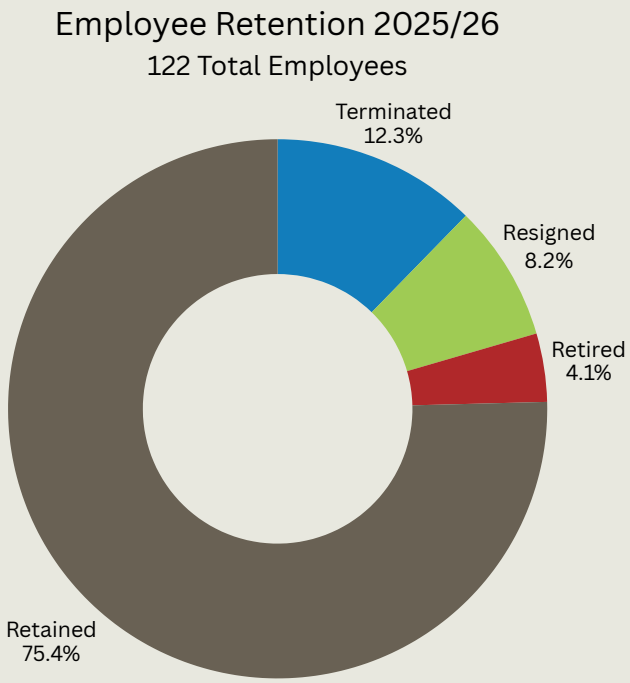
Recruitment

Recruitment remains one of the department's most complex and time-intensive responsibilities. It requires coordination across many areas to ensure a smooth and successful hiring process. The work involved extends well beyond posting vacancies and conducting interviews and includes advertising, candidate pre-screening, interview scheduling, reference checks, onboarding, orientation, training coordination, payroll and system setup, and maintaining accurate employee schedules and records. Each step plays an important role in ensuring new employees are welcomed, prepared, and supported as they begin their employment with Thrive.



Retention

- Retirements and terminations are higher this year compared to last year.
- Resignations decreased overall across the organization.



Employee retention remained strong this year, with 75% of our 122 employees remaining stable. While 30 employees left the organization this year, compared to 23 last year, the increase was largely the result of updating our relief staffing pool. This refresh ensured the list reflected active relief staff who had accepted shifts within the previous six months.

To support our growing and changing workforce needs, we hired 31 frontline employees, compared to 30 last year. Hiring numbers did not see as drastic of a change from previous years. Over time, Thrive has become increasingly effective at anticipating staffing challenges and responding proactively. Staffing in community support services requires balancing many moving parts, including employee leaves, varying availability, holiday schedules, and unexpected events. By closely monitoring staffing trends and planning ahead, we continue to maintain a stable workforce, support employee well-being, and ensure clients receive consistent, high-quality care.

Corporate Services Report

Health and Safety

We are proud to share that the organization has successfully completed Year 1 of the WSIB Health and Safety Excellence Program. This achievement reflects the continued commitment and collaboration across departments to strengthen our workplace health and safety culture and enhance the support provided to employees across the organization.

As a result of successfully completing Year 1 of the program, combined with the organization's Workplace Safety and Insurance Board (WSIB) rebate funding, we are excited to invest these funds into the creation of a dedicated training room at our St. Peter's location. This new space will support the orientation of frontline staff, as well as provide a centralized location for ongoing in-house education and training initiatives across the organization. The Client Services team has been working hard preparing the space to ensure it is welcoming, functional, and supportive of learning and development. This investment represents another important step forward in strengthening employee training, engagement, and workplace safety throughout the organization.

In addition, the Joint Health and Safety Committee (JHSC) undertook significant work this year to maintain a multi-site committee structure across the organization. This means we are able to continue operating with one committee that includes representation from all locations and departments organization-wide. Under the Occupational Health and Safety Act (OHSA), workplaces with more than 20 employees at a location are generally required to maintain separate committees unless a formal application and approval process is completed.

Achieving this approval required extensive meetings and consultations with the Ministry of Labour, Immigration, Training and Skills Development, as well as a complete overhaul of our Health and Safety Terms of Reference to ensure alignment with legislative requirements and best practices. We are very pleased to share that the application was approved, allowing us to continue with one centralized committee structure that supports consistency, collaboration, and shared accountability across the organization.

HousingTeam Report

Hello and Goodbye!

Over the past year the housing department has experienced a great deal of change, progress and some challenges. Challenges include recruitment and long vacancies in staff positions which leads to difficulties keeping up with workload. We would like to thank those who have moved on from their positions for their dedication to the agency during their time here.

We would also like to welcome:
Rachelle Levesque – Manager of Housing
Ceri Tarr- Maintenance Worker
Amano Ejike- Janitorial Services
Wayne Dewdney- Maintenance Worker

A Special Shout out goes to:
Colton Johnston from A Cut Above Tree Service and
Peter Kubovic from Kawartha Home Repair Services
Both Colton and Peter have been integral in helping us to thrive this year and continue to make our properties look great!

Eviction Prevention Comes to Thrive!

A thank you to the City of Peterborough for recently funding a new Eviction Prevention position for Thrive. The position will provide supports and services to our tenants that we have never been able to offer before. The Eviction Prevention Worker will assist with a range of duties that help our tenants maintain their housing who may be at risk of eviction. We are currently recruiting for this position.

Housing Team Report

Capital Projects

With the support of the City, we have been able to complete more capital projects this year, including the Towerhill Village sewer project that is coming to an end by the summer of 2026. Over the next 3 years, we will continue to restore the landscaping and park equipment for our families to enjoy.

Towerhill Village
$2.3 Million dollar sewer project

At Hilliard Park homes we were able to replace the flat roof on the townhouses, which has resulted in no more leaks after several years of significant water issues and damage. We were also granted funding to install generators in 3 of our properties as a way to enhance our risk management strategies.

This year we have completed energy audits on 5 of our 6 buildings which resulted in heat pumps, upgraded insulation, new light bulbs, power bars, fridges and deep freezes.

At our newest project, Sunset Court we completed an extensive outdoor renovation, completing some preventative maintenance and the wood decks were replaced with stone patios. The tenants expressed regularly how thrilled they were and how nice they looked.

$370,00 in generators installed

Housing Team Report

Sunset Court

In the fall of 2025, the Amalgamation with Northminister Court was finalized. The tenants participated in a vote to change the name.

The new name is Sunset Court. Although we have provided property management support to this property and the tenants, we are honoured to have this property as part of our permanent portfolio. In collaboration and discussion with our board, we have also been able to come up with strategic direction for this property and financial sustainability.

New stone patios at Sunset Court

Surveying Our Communities

In a response to our tenant surveys that were completed across all owned and managed properties in 2025, we invited tenants to participate in a lunch and learn this year. During these sessions we reviewed topics such as how to be a good neighbor, tenant/landlord rights and responsibilities, privacy, rent calculations, community safety tips, maintenance and policies. Some information gathered in a post survey demonstrated that following:

- 67% said they learned something new
- 67% said they felt more informed about Thrive
- 86% said they felt comfortable asking questions
- 38% said the overall presentation was excellent and 57% said it was good overall

The survey was also circulated to community partners. Some of the information gathered included:

- We received a rating of 4.33/5 to staff being responsive to questions or concerns
- We received a rating of 4.17/5 stating how effective our communication is with partners.

Unit Turnovers

During this year, the number of units turning over increased. In 2025 we turned over 11 units, in 2026 we turned over 19 units, housing 3 clients and 15 new tenants taken from the centralized waitlist.

18 people housed from the centralized waitlist, 3 of them supported

2024/25

2025/26

19 units turned over in 2025/26 compared to 11 the previous year

Finance Team Report

This year, the Finance Team focused on strengthening the systems and processes that help Thrive make informed decisions and remain accountable to our funders, partners, tenants, clients, and donors. One of the most significant improvements was the introduction of more consistent financial forecasting and reporting. Regular quarterly forecasts provided leadership and the Board with a clearer picture of Thrive's financial position throughout the year, supporting timely decision-making and long-term planning.

The team also modernized many of its internal processes by expanding digital record-keeping, improving financial reporting tools, enhancing account reconciliation tracking, and developing dashboards to monitor key projects and audit readiness. These improvements have increased efficiency, strengthened financial oversight, and reduced administrative effort.

A strong focus on compliance and accountability helped ensure continued adherence to Ontario Health reporting requirements, accounting standards, and Canada Revenue Agency regulations. Thrive also successfully completed CRA reviews with no significant issues identified.

In addition to supporting day-to-day operations, the Finance Team played an important role in several strategic initiatives throughout the year, including financial planning related to major capital projects and organizational growth. Their work helped provide the financial information and analysis needed to support important decisions that will benefit Thrive and the people we serve for years to come.

Behind the numbers is a dedicated team committed to accuracy, continuous improvement, and responsible stewardship of every dollar entrusted to Thrive. We are proud to report that the Finance Team experienced no staff turnover this year, providing stability and consistency during a period of significant organizational activity.

Information Technology Report

Technology plays an increasingly important role in supporting the services, communication, and operations that keep Thrive running smoothly. This year, our focus was on strengthening cybersecurity, improving information sharing, and reducing organizational risk.

One of our key accomplishments was providing cybersecurity awareness training to all staff and developing a Cybersecurity Response Plan as part of Thrive's broader risk management framework. These initiatives help ensure that staff know how to recognize potential threats and that the organization is prepared to respond quickly and effectively if an incident occurs.

Thrive conducted a phishing email simulation. The results were encouraging: more than 95% of participants avoided entering information into the test email. Of the 143 people who received the test message, only five clicked the link and three entered information on the mock sign-in page. Three people also reported the email as suspicious. While the results demonstrate strong awareness across the organization, they also serve as an important reminder that it only takes a few clicks for a real phishing attempt to create risk.

We also continued investing in the technology our teams rely on every day. Aging equipment was replaced as part of our ongoing computer replacement program, helping ensure staff have reliable and secure tools to support their work.

In addition, more teams and Board committees adopted SharePoint sites to centralize information, improve communication, and support collaboration. SharePoint provides secure access to documents, policies, meeting materials, and project information while allowing appropriate user permissions and restrictions when needed.

As technology continues to evolve, Thrive remains committed to using digital tools that strengthen communication, protect sensitive information, improve efficiency, and help staff focus on what matters most—serving our clients,

Client Services Team **Report**

Connecting People with the Information & Support They Need

Thrive remains committed to strengthening connections between clients, support teams, and community services to ensure individuals can access the resources and supports they need. Over the past year, Thrive developed and implemented several resources aimed at improving awareness and understanding of available supports and services within the community.

To support more appropriate referrals and streamline the intake process, Thrive created a Community Program Overview document that has been shared with community partners, including local hospital social workers. In addition, Thrive developed a Housing Search Toolkit for Seniors to assist community members in navigating housing options and accessing relevant resources.

During this reporting period, Thrive welcomed seven new clients, including three individuals into Supportive Housing and four individuals into the Outreach Program.

7 new clients welcomed; 3 in Supportive Housing and 4 in Outreach

Social Recreation Comes to Thrive!

Thrive successfully hired Ariele Calberry, our new Social Recreation Supervisor to lead the development and implementation of the Social Recreation Program. Since beginning in the role, she has introduced a monthly activity calendar featuring a wide range of inclusive and engaging programs, including baking, music, mindfulness, movement, and other recreational activities designed to support client wellness and social connection. A strong focus has been placed on client engagement and individualized programming. Ariele has worked closely with clients across locations to better understand their interests and develop tailored recreational opportunities that encourage participation and inclusivity for all individuals served.

Client Services Team **Report**

Thrive also hosted a highly successful holiday celebration featuring entertainment from Peterborough musician Washboard Hank. The event brought together clients from across Thrive's programs to enjoy a festive meal and shared social experience, helping to strengthen relationships, reduce isolation, and foster a greater sense of community connection. Keep an eye out for the monthly calendar, and we look forward to continued expansion in our program with a goal of connecting communities and clients and improving overall well being

The program recorded 327 client participation interactions across recreational activities and events in the first 6 months.

Training

To date, Thrive has successfully completed training programs in Bowel and Bladder Care as well as Safe Client Handling. In addition, in-house training for bladder care has been initiated and has received positive feedback from staff, reflecting strong engagement and effective knowledge transfer.

In collaboration with Human Resources/Corporate Services, and through WSIB and Excellence Programs, Thrive has also secured the development of a dedicated training space at the St. Peters location. This space will support staff onboarding, ongoing education, and annual training requirements. It will be equipped with appropriate resources and equipment to simulate real-life care scenarios, ensuring staff are well prepared to provide safe, competent, and person-centred support to clients.

Hilliard Park Community Room Makeover

Thrive continues to refresh our community spaces. Once again, we were able to secure Jared Tate, a local Indigenous artist who created a beautiful mural for our Hilliard Park Community Room

YEARS OF SERVICE

Behind every milestone is a story of commitment, resilience, and making a difference. We are proud to celebrate the employees who have reached years-of-service milestones this year and grateful for the talent, heart, and dedication they bring to Thrive every day.

TEN YEARS!

Terri Whalen
Laura Ghaney

FIFTEEN YEARS!

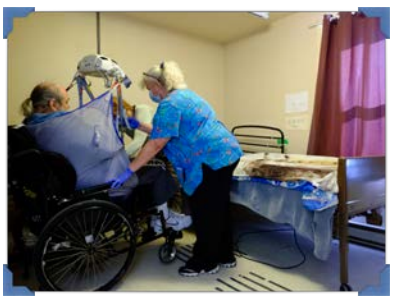
Suzanne Foord

TWENTY YEARS!

Corinne Kack
Amanda Birkenhead

TWENTY FIVE YEARS!

Carol Russell
Pat Wesolowski
Laura Vella



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Thrive
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