



Strategic Plan 2026-2031

This document provides a high-level summary of the 2026-2031 Strategic Plan.

Message from Board Chair and CEO

On behalf of Peterborough Housing Corporation (PHC), we are pleased to share our new five-year Strategic Plan, which will guide our organization from 2026 to 2031 and set a clear vision for our future as the largest social housing provider in the City and County of Peterborough delivering affordable housing and related services to our residents.

The strategic planning process began in May 2025 and was shaped by extensive engagement and thoughtful feedback from residents, staff, and community stakeholders. Your voices, experiences, and insights were essential in helping us understand what matters most and where we must focus our efforts in the years ahead. We are deeply grateful to everyone who took the time to participate, share ideas, and contribute to this important work.

The resulting plan provides for a refreshed vision and mission and is grounded in five key areas of focus:

- Providing and maintaining high quality properties that meet the needs of residents and expands the number of units available.
- Enhancing the social infrastructure of PHC properties, improving the sense of community through engagement and improving communications and responsiveness.
- Working internally and with community partners to support the health and wellbeing of our residents.
- Supporting our staff so that they can effectively meet the needs of residents, build trust and continuously improve how we serve residents.
- Long-term sustainability through technology, operational efficiency and diversified revenues sources in order to grow and adapt to the rapidly shifting needs of our residents and communities.

Together, these priorities reflect our shared commitment to building a stronger, more responsive, and more resilient organization where everyone has a safe and quality place to call home.

This Strategic Plan provides a clear roadmap for the next five years. It challenges us to work differently, think long-term, and remain accountable to the people and communities we serve. Most importantly, it reflects a collective vision for a better organization—one that continues to learn, improve, and deliver meaningful impact.

Thank you again to everyone who contributed to making this an informed and forward-looking plan. We are proud of the work we do to serve our communities and look forward to working together to bring this vision to life.



Travis Doak, CEO



Keith Riel

Keith Riel, Board Chair

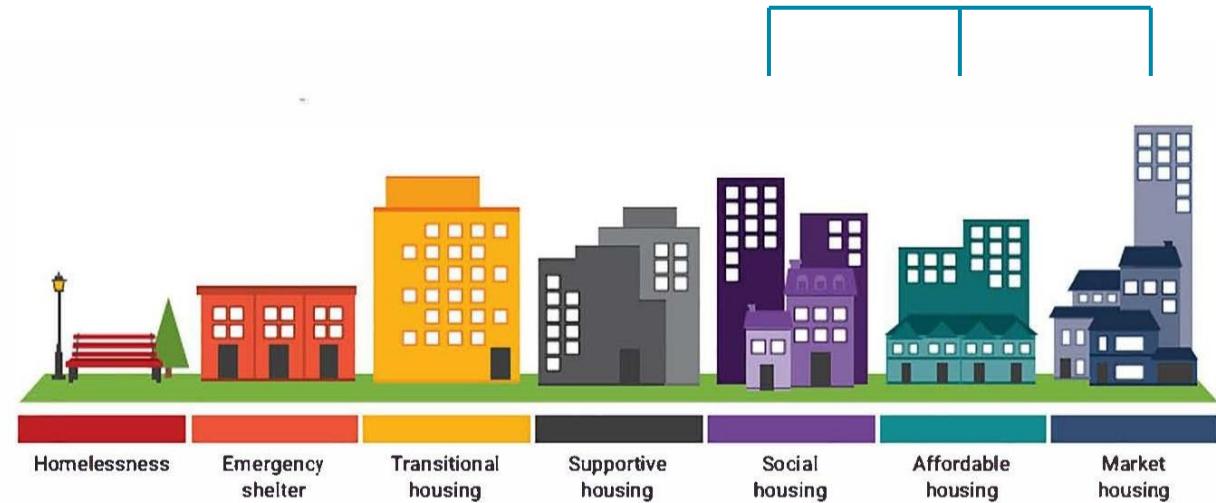
PHC's Role

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.

Our Values

- Respectful
- Collaborative
- Accountable
- Innovative
- Inclusive

Strategic Goals

1. Our Properties
Create and provide excellent, well maintained, functional spaces for residents to live and thrive in.

2. Our Community
Create and foster a sense of community amongst residents and staff.

3. Our Services
Streamline how we work internally and with community partners.

4. Our People
Cultivate responsive, empathetic, adaptive, and professional staff.

5. Our Organization
Pursue long-term financial sustainability through leveraging technology, operational efficiency and diversified revenue sources.

Our 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.

Strategic Goal

1. Our Properties

We will create and provide excellent, well maintained, functional spaces for residents to live and thrive in

To ensure residents feel respected and well taken care of

Overview

This Strategic Goal is about providing and maintaining high quality properties that meet the needs of residents and expands the number of units available.

PHC recognizes the imperative of increasing the diversity and amount of affordable housing available. More people are experiencing homelessness and housing insecurity, as well as seniors looking to age in place. PHC will need to grow and adapt to accommodate these needs as the housing provider of choice in the City and County of Peterborough.

This goal is supported by **Strategic Goal 4: Our People** to ensure the appropriate capacity to address these tactics. And supports **Strategy Goal 5: Our Organization** to create financial resilience.

Tactics

1. Incorporate a data-informed implementation plan of PHC's planned capital investments to meet emerging needs
2. Establish growth targets that define PHC's desired mix of housing in its properties
3. Build in considerations for both urban and rural service delivery in housing redevelopment/growth plan
4. Establish innovative partnerships with private developers, community agencies, and the service manager to diversify acquisition and development strategies in response to senior government initiatives.
5. Implement and monitor day-to-day standards of cleanliness and well-maintained properties that residents are proud to call home
6. Create a process to monitor progress in addressing preventative maintenance, upgrades, and capital repairs.
7. Prioritize accessibility projects and address them in the context of the capital investments
8. Strengthen emergency response procedures for residents and staff during severe and extreme weather events (e.g. storms, extended power outages and heat emergencies)
9. Assess properties for adaptation for extreme weather events

Strategic Goal

2. Our Communities

We will create and foster a sense of community amongst residents and staff

To ensure all PHC residents feel a sense of safety, inclusion and belonging beyond bricks and mortar

Overview

This Strategic Goal is about enhancing the social infrastructure of the PHC properties. It strives to foster positive relationships and decrease conflicts amongst residents and with staff.

PHC recognizes that to improve the sense of community, it starts with engaging the residents directly to understand their needs, their lived experience and what improvements would create a sense of community and pride in PHC properties.

PHC strives to improve the interactions through community events, improving communications and responsiveness, and co-creating new resident experiences that reflect the diversity of people living in PHC properties.

PHC recognizes that demographics of PHC residents and their needs are shifting and will continue to shift over the next decade.

This goal directly informs **Strategic Goal 3: our Services**.

Tactics

1. Formalize PHC's resident engagement system to reflect diversity and equity to ask for feedback and listen intently, providing residents meaningful opportunities to shape their community through a resident-informed experience strategy
2. Leverage data from resident engagement to inform the development of internal and partnership-based programs to reduce barriers for our community
3. Prioritize the launch of programs that foster a sense of community amongst residents in PHC properties
4. Increase clear and meaningful communication pathways (in-person opportunities, resident newsletter, social media, text based, etc.) for residents to engage with staff and have their needs met
5. Explore opportunities to bring neighbours and local community organizations into PHC properties to foster connections and relationships

Strategic Goal

3. Our Services

We will streamline how we work internally and with community partners

To ensure our residents have what they need to improve their health and wellbeing to keep people housed

Overview

This Strategic Goal is about reviewing how we organize ourselves and work with community partners to achieve success for our residents.

Currently, PHC staff is spread thin resulting from ad-hoc responses to the shifting needs of residents. To efficiently and effectively manage the shifting needs over the long term, PHC needs to develop a clear partnership strategy to bring the outside community and partner services into PHC properties on areas outside of PHC's expertise. Additionally, internal systems need to be reconfigured to support the shift in the population and growing portfolio of PHC.

Through this goal, PHC strives to connect residents to services and opportunities in a timely manner so that they can improve their health and wellbeing to keep people housed.

Tactics

1. Formalize a partnership engagement plan to proactively engage and build relationships with community partners to address resident needs identified through Strategic Goal 2
2. Develop a partnership model to guide ways of working with partners, including standardized processes and tools (e.g. agreements, MOUs)
3. Undertake a review of rent collection process and upgrade monitoring tools to support timely assessment of arrears, tracking vacancies and analyze data to refine and continuously improve operations
4. Leverage the success of our integrated service model for diverse programming that address the changing needs of residents and assess potential to scale to other properties
5. Establish business data needs to support operational efficiency to support the development of the the business intelligence system
6. Transform internal tools and operational infrastructure to drive efficiency to maximize impact

Strategic Goal

4. Our People

We will cultivate a responsive, empathetic, adaptive, and professional staff

To increase employee wellbeing and be a workplace of choice

Overview

This Strategic Goal is about building and supporting a staff team that can effectively meet the needs of residents.

PHC recognizes the importance of building a positive and supportive workplace culture that sets staff up for success and enables professional growth.

This goal also works to ensure staff are engaged meaningfully as PHC works to build trust and continuously improve how it serves residents.

This goal directly supports our efforts foster a sense of community in **Strategic Goal 2: Our Community** and improve our operations in **Strategic Goal 3: Our Services**.

Tactics

1. Develop a strategic workforce plan that includes diversity and inclusion, with a focus on hiring and retaining staff, a professional development program and enabling succession planning
2. Develop a staff wellbeing strategy to reduce burnout and increase workplace satisfaction
3. Assess and prioritize training needs for frontline and management staff, including emergency and risk management, mental health first aid, and building effective partnerships.
4. Establish a process for staff engagement and feedback when instituting large change initiatives across the organization
5. Strengthen onboarding process for new staff to better prepare for PHC's approach to service delivery

Strategic Goal

5. Our Organization

We will pursue long-term financial sustainability through leveraging technology, operational efficiency and diversified revenue sources

To enable PHC to grow and adapt to rapidly shifting needs

Overview

This Strategic Goal is about growing and adapting our organizational structures to navigate rapidly shifting needs from residents, the City of Peterborough and Peterborough County.

To support rapid adaptation, PHC will modernize its data and information system (supporting **Strategic Goal 3: Our Services**) and revise its governance structure to better reflect the capabilities required to support strategic decision making.

Given the uncertainty of funding opportunities, PHC will diversify its revenue sources (addressed in **Goal 1: Our Properties**) and establish a more effective working model with all levels of government.

Tactics

1. Establish an information and technology plan to support evidence-informed decision making, strategy, operations and ongoing resilience
2. Identify and capitalize on growth funding opportunities to drive organizational wide improvements (e.g. people, technology and tools)
3. Strengthen PHC's governance model by reviewing the Board of Director's structure, composition, and decision-making processes to ensure alignment with PHC's expanded role and long-term strategic direction.
4. Establish an effective governance structure for PHC to manage its emerging role in the City and County of Peterborough
5. Continuously improve working relationships and decision-making process with the Service Manager, County of Peterborough and other levels of government to meet changing needs
6. Pursue a diversified portfolio that reimagines the mix of affordability levels within buildings so that PHC can withstand shifts in the funding context
7. Prioritize long-term financial resilience through effective use of resources and sustainable growth, including options for philanthropy and alternative revenue sources through partnerships.