PETERBOROUGH
HOUSING
CORPORATION

Peterborough Housing Corporation
Board of Directors

Wednesday, August 27, 2025 – 5:30PM
Hunt Terraces, Meeting Room #112,
555 Bonaccord Street, Peterborough, ON

"We respectfully acknowledge that we are on the traditional territory of the Mississauga Anishinaabeg. We offer our gratitude to the First Nations for their care for, and teachings about, our earth and our relations. May we honour those teachings."

Agenda

1. Land Acknowledgement

Open Session – 5:30 p.m.

2. Approval of Agenda
3. Conflict of Interest
4. Confirmation of Minutes
    a. Open Session Board Meeting, June 25, 2025
5. Presentations
    a. No presentations
6. Operational Reports
    a. Report 2025-035 – CEO Report
7. Financial Reports
    a. Report 2025-036 – 2025 Q2 Reporting Obligations (as at June 30th)
    b. Report 2025-037 – 2025 Operating Results (Q2)
    c. Report 2025-038 – 2025 Capital Results (Q2)
8. Committee Reports
    a. Finance, Audit & Administrative Committee
        No report
    b. Governance, Human Resources & Strategy Committee
        i. No report
9. Information from Staff
10. Closed Session

11. Adjournment

PETERBOROUGH HOUSING CORPORATION

Board Meeting Minutes, Peterborough Housing Corporation

Date: Wednesday, June 25, 2025 – 5:30PM
Location: Hunt Terraces, Meeting Room #112,
555 Bonaccord Street, Peterborough, ON

Present:	Keith Riel	Chair
	Alex Bierk	Vice-Chair
	Andrew Beamer	Member
	Matthew Graham	Member
	Lesley Parnell	Member
	Rebecca Morgan-Quinn	Board Advisor
	Travis Doak	CEO, PHC
	Jenna Cullon	Board Secretary
Guest:	Richard Grotsch	PHC, Director of Operations
Regrets:	Sheldon Laidman	Board Advisor

Keith Riel, Chair, PHC Board, called the board meeting to order at 5:30 p.m.

1. Land Acknowledgement

2. Approval of Agenda

On a motion by Andrew Beamer, seconded by Lesley Parnell and carried unanimously, it was **RESOLVED** to approve the agenda for the June 25th, PHC Board Meeting.

3. Conflict of Interest

The Chair requested that Board members declare any conflict of interest at this time. None were declared.

4. Confirmation of Minutes

a) Open Session Board Meeting, June 10, 2025

On a motion by Alex Bierk, seconded by Lesley Parnell and carried unanimously, it was **RESOLVED** that the open minutes for June 10, 2025, be confirmed and accepted.

5. Presentations

a) No presentations

6. Operational Reports

b) Report 2025-029 – RFP-2025-003 Elevators and Lifts

On a motion by Matthew Graham, seconded by Lesley Parnell and carried unanimously, it was **RESOLVED** that PHC Board of Directors approve the award of RFP-2025-003 In the value of $701,390.00 to CEE Elevator Service LTD consistent with its approval authorities set out in PHC Procurement Policy FA1, and

That Report 2025-029, “RFP-2025-003 Elevators and Lifts”, be received information purposes and approval by the Board of Directors.

A background was provided to the board on the RFP for elevators and lifts. Inquires brought forth regarding the length of time elevators would be out of service, it was noted that every effort would be made to minimize downtime, though outages could last up to three weeks in some circumstances. It was added that there are multiple lifts at the affected sites and contingency plans are in place. The board was also informed that the market for this type of work is very specialized, and contractors are selective about the projects they take on, which resulted in only two applications being received. In response to a question regarding budget, it was confirmed that a contingency was built in using the existing capital plan.

c) Report 2025-030 – RFP-2025-004 290 Parkhill Road Roof Replacement

On a motion by Lesley Parnell, seconded by Andrew Beamer and carried unanimously, it was **RESOLVED** that PHC Board of Directors approve the award of RFP 2025-004 I the value of $689,913.0 to Sinclair Roofing consistent with its approval authorities set out in PHC Procurement Policy FA1, and

That Report 2025-030, “RFP-2025-004 290 Parkhill Roof Replacement, be received for information purposes and approval by the Board of Directors.

A background was provided to the board on the RFP for the roof replacement at 290 Parkhill Road. Question raised if this project involved the same company discussed at the last meeting in relation to the Woollen Mill. It was clarified that this is a different project awarded to a different contractor. In response to a question about whether it would be beneficial to use the same company, it was explained that it often depends on the infrastructure beneath the roof, and it is important to engage contractors who are designated and specialize in the specific materials required for the project.

d) Report 2025-031 – Property Insurance Valuations Update

On a motion by Lesley Parnell, seconded by Andrew Beamer and carried unanimously, it was **RESOLVED** that Report 2025-031, “Property Insurance Valuations Update”, be received for information purposes.

The reasoning behind the significant increases noted for two specific properties was questioned. It was explained that meetings have been scheduled to review the matter further, and an update will be provided in the next report. There is reason to believe the numbers may reflect previous valuations that were completed in-house. Question was raised on when the insurance contract would be up for renewal, and whether it was an individual or blanket policy. It was confirmed that the policy is blanket coverage, and staff have been advised to expect a 5–8% increase. It was also noted that alternative insurance providers were explored two years ago, but no other company was willing or able to provide coverage.

e) Report 2025-032 – Board Secretary Role Implementation

On a motion by Lesley Parnell, seconded by Andrew Beamer and carried unanimously, it was **RESOLVED** that Report 2025-032, “Board Secretary Role Implementation”, be received for information purposes.

f) Report 2025-033 – CEO Update

On a motion by Lesley Parnell, seconded by Andrew Beamer and carried unanimously, it was **RESOLVED** that Report 2025-033, “CEO Update”, be received for information purposes.

Follow up was provided on the City of Peterborough discussing Queen Alexandra Activity Centre with PHC. It was noted that PHC had been consulted at a staff level last November, thought the individual involved in no longer with PHC. It was acknowledged that PHC had been approached, but confirmed that this would not have changed the outcome.

During the LHC Forum, Bill 10 was a significant topic for discussion. Concerns were raised regarding the implications for housing providers, both private and public, as landlords may be held accountable for tenant actions, particularly in cases involving trafficking. The legislation also provides tenants with rights related to landlord actions within their properties.

During the conversation regarding the CEO Update, concerns were raised regarding the communication being received about our property on Donegal. PHC confirmed that staff are actively engaged with the residents and are aware of the issues that were discussed, and that staff have met with the tenants to address the concerns. We are continuing to work with local police and have planned FOB upgrades and repositioned cameras to increase security.

An update was provided on Hunt Terrace Food Services. Mark Murdoch, a consultant with expertise in food services, began work last week to review the services at Hunt Terraces. Some key concerns were identified; data and recommendations will be provided to the Board once his review is complete. As a part of this discussion, the idea of having vending machines outside of Hunt Terrace was brought up. This is something that will be investigated further and brought to the consultant.

g) Report 2025-034 – Delegated Authority

On a motion by Lesley Parnell, seconded by Matthew Graham and carried unanimously, it was **RESOLVED** that Report 2025-034, “Delegated Authority”, be received;

That the Chief Executive Officer or Acting Chief Executive Officer and the Chair or Vice Chair, acting together, be authorized to make decisions within approved budgets and under the Purchasing Policy on behalf of the Board commencing June 26, 2025 until August 27, 2025; and

That a report be made to the Board at its next meeting on decisions made in accordance with this resolution.

7. Financial Reports

a) No reports

8. Committee Reports

a) Finance, Audit & Administrative Committee
   i. No report

b) Governance, Human Resources & Strategy Committee
   i. No report

9. Information from Staff

None.

10. Closed Session

On a motion by Lesley Parnell, seconded by Matthew Graham and carried unanimously, it was **RESOVLED** to meet in Closed Session.

On a motion by Andrew Beamer, seconded by Alex Bierk and carried unanimously, it was **RESOLVED** that the closed minutes for June 10, 2025, be confirmed and accepted.

On a motion by Lesley Parnell, seconded by Andrew Beamer, carried unanimously, it was **RESOLVED** to move out of **CLOSED SESSION** and into **OPEN SESSION**.

11. Adjournment

With there being no further business, the June 25, 2025 Board Meeting, was adjourned on a motion by Lesley Parnell, seconded by Alex Bierk, carried unanimously at 6:30 p.m.

12. Strategic Planning Workshop

Keith Riel	Travis Doak
Chair	CEO
Peterborough Housing Corporation	Peterborough Housing Corporation

Peterborough Housing Corporation

Report 2025-035

Meeting Date: August 27, 2025

Meeting Time: 5:30 p.m.

Meeting Place: Hunt Terraces, Meeting Room #112
555 Bonaccord Street, Peterborough

Subject: CEO Update

Author Name and Title: Travis Doak, CEO

Recommendation(s):

Resolved That Report 2025-035, “CEO Update”, be received for information purposes.

Chief Executive Officer

Background:

The CEO Update Report is provided at each Board meeting and provides the Board with updates on key operational matters.

Rationale:

Board Delegated Authority

No delegated authority was required during the summer Board recess.

Policy & Advocacy Update: Property Tax Subclass for Affordable Rental Housing

The Province of Ontario has introduced a new property tax policy tool that could provide significant financial relief for community housing providers starting in 2026. Specifically, municipalities will have the option to create a new property tax subclass offering a reduction of up to 35% on the municipal portion of property taxes for eligible affordable rental units.

To qualify, units must meet the province's affordability criteria, defined as the lesser of:

- The income-based affordable rent threshold, or
- The applicable Average Market Rent (AMR) published by the Ministry of Municipal Affairs and Housing

However, this measure is not automatic, municipalities must pass a by-law by September 30, 2025, for the reduction to apply in the 2026 tax year.

This property tax subclass could represent a meaningful reduction in operating costs for both new and existing affordable rental units that meet the criteria. The potential savings will strengthen PHC's financial sustainability and enhance our ability to reinvest in tenant services, capital repairs, or new development.

PHC is currently reviewing our portfolio to identify units that may be eligible under the new tax subclass and will be consulting with the Service Manager.

Policy & Advocacy Update: Implications of Bill 10 – Protect Ontario Through Safer Streets and Stronger Communities Act, 2025

The Province of Ontario has passed Bill 10, legislation that introduces new obligations for landlords, including non-profit housing providers, municipalities, and DSSABs, in relation to illegal drug activity in residential and commercial buildings. The Act could have significant operational and policy implications for PHC and the broader community housing sector.

Bill 10 aims to strengthen community safety by holding landlords more accountable for illegal activities—particularly drug-related offences—that occur within their properties. The legislation introduces a duty for landlords to take "reasonable measures" to prevent such activity.

While PHC supports initiatives to improve community safety, several concerns have been raised regarding how Bill 10 may affect our operations:

- New Compliance Expectations: The legislation may introduce vague or expansive requirements around monitoring and enforcement that go beyond current responsibilities, particularly for non-profit housing providers
- Resource Constraints: Meeting these new obligations could be challenging without dedicated funding or guidance, especially given existing resource limitations in the sector
- Tension with Harm Reduction Approaches: The Bill may complicate PHC's efforts to support vulnerable tenants experiencing mental health and addiction challenges and may conflict with principles of trauma-informed and harm reduction-based housing support

Organizations such as ONPHA are actively engaged in reviewing the legislation and advocating for:

- Clear, practical guidance tailored to the realities of non-profit housing operations
- Access to funding and support tools to assist with implementation
- Recognition of the balance between ensuring community safety and supporting tenants with complex needs

ONPHA has publicly urged the government to consult with community housing providers as it develops regulations and enforcement mechanisms tied to Bill 10.
PHC will continue monitoring developments related to Bill 10 and participate in sector-wide discussions and engage with ONPHA and other municipal housing partners to support coordinated advocacy. A further update will be provided to the Board as implementation details become available or as specific compliance implications for PHC are confirmed.

<u>2026 Budget Development Update</u>

Work is well underway on the development of PHC's 2026 operating budget. While the formal budget will be presented to the Board in September, staff felt it important to provide an early update, particularly in light of several emerging fiscal pressures that will impact the year ahead. Staff have been working at balancing pressures with operational realities.

In recent years, PHC has benefited from targeted federal and provincial funding streams, particularly CMHC's Capital Repair funding and the Canada-Ontario Community Housing Initiative (COCHI) to offset operational expenses traditionally captured under the Materials & Services budget category. These funding sources have allowed PHC to complete essential repairs and upgrades across the portfolio while easing the pressure on the municipal operating subsidy.

The federal capital repair program administered by CMHC has now concluded, removing a significant supplemental funding stream that PHC previously relied upon to address critical capital deficiencies. This program played a key role in sustaining building conditions without needing to fully absorb those costs into the annual operating budget. Its absence means that future repair and replacement activities will either need to be scaled back or directly funded through PHC's own resources.

At the provincial level, the COCHI program has evolved, with funding now increasingly earmarked for new affordable housing development projects rather than repairs or deferred maintenance within existing stock. While this shift aligns with broader provincial housing supply objectives, it presents a challenge for housing providers like PHC that continue to manage a large, aging portfolio in need of reinvestment.

Over the past several years, PHC has strategically used capital funding sources like CMHC and COCHI to cover eligible costs that would otherwise fall under Materials & Services, including building repairs, maintenance contracts, and equipment replacement. With the withdrawal or redirection of these funding streams, these expenses must now be fully reintegrated into the operating budget, placing additional upward pressure on the municipal subsidy request.

Staff are actively reviewing historical expenditures that were previously offset by capital repair grants, including programs administered through CMHC and COCHI. As part of this process, staff are undertaking a prioritization exercise to determine which critical repairs and preventative maintenance activities can be retained within the available resources. However, despite these efforts, the reality is that PHC will face a contraction in its ability to fund routine and capital repair work across the portfolio.

This means:

- Fewer non-urgent repairs will be completed, particularly in areas such as flooring replacement, non-essential mechanical replacements, and common area refurbishments
- Preventative maintenance cycles may be extended, increasing the likelihood of reactive repairs in future years
- Longer timelines for addressing tenant-reported deficiencies may emerge as operational capacity is re-aligned with budget constraints

While PHC remains committed to delivering safe and habitable housing, the scale of reinvestment will be reduced, and visible impacts to building conditions may become more apparent. This could affect tenant satisfaction, accelerate asset deterioration in some locations, and increase future deferred maintenance liabilities.

In addition to the key budget drivers already highlighted, there are other areas expected to put further pressure on PHC's 2026 financial outlook. These include rising costs in materials and contracted services, continued increases in insurance premiums, and the ongoing operational challenges associated with the Hunt Terraces Food Services Program under its current delivery model. Each of these elements contributes meaningfully to overall budget complexity and will require careful review and consideration. A comprehensive analysis of these and other budgetary impacts will be presented at the September Board meeting, along with recommendations for potential mitigation strategies and next steps.

Leadership Training and Capacity Building Initiative

As part of PHC's commitment to leadership development and organizational effectiveness, we have partnered with Agree Incorporated, a recognized leader in workplace conflict resolution and communication training, to deliver a customized leadership training series for PHC managers and supervisory staff.

The training initiative is designed to strengthen communication skills, improve team dynamics, and enhance leaders' confidence in managing difficult conversations, workplace conflict, and performance issues. The central goal of the initiative is to equip our leaders with practical tools that foster a respectful, inclusive, and high-performing organizational culture.

Agree Inc. is working closely with PHC to tailor the content of two training sessions to our unique operational environment. To ensure relevance and applicability, PHC has provided several real-life examples of workplace communication and respect-related challenges that are being used to develop interactive case exercises. This approach supports experiential learning and helps participants apply the skills directly to their day-to-day context.

The training will be delivered through interactive sessions, utilizing customized scenarios, group dialogue, and a supporting participant workbook. A PowerPoint presentation and electronic learning materials will be provided to attendees in advance of the sessions.

The training will take place in Fall 2025. PHC continues to invest in the professional development of its leaders to ensure alignment with our strategic priorities and to foster a positive and respectful work environment.

Policy & Advocacy Update: Build Canada Homes

In early August, the federal government released new details regarding the upcoming launch of *Build Canada Homes (BCH)*, a national housing entity designed to accelerate the development of affordable housing across the country. A Market Sounding Guide has been published to engage stakeholders and gather input prior to BCH's formal launch in Fall 2025.

Key Highlights Relevant to PHC and the Community Housing Sector:

- Focus on Scaled Affordable Housing Delivery: BCH aims to support projects that deliver large-scale affordable housing by reducing development timelines, streamlining approvals, and facilitating faster access to federally owned land. This aligns with PHC's interest in accelerating new housing developments and expanding our portfolio.
- Flexible Roles in Housing Development: BCH may participate in projects as a developer, co-developer, or financier. This approach could offer PHC

opportunities for partnership and investment support depending on project scope and need.

- Innovative Financing Tools: Proposed supports include grants, low-interest loans, equity investments, and tools such as loan guarantees. These mechanisms may improve project feasibility and access to capital, particularly for mixed-income or deeply affordable developments.
- Use of Canadian Materials & Modern Methods of Construction: BCH will prioritize Canadian-made materials and encourage the adoption of modern, cost-saving, and environmentally efficient construction practices. This could influence future PHC development strategies.

The Ontario Non-Profit Housing Association (ONPHA) is currently reviewing the federal proposal and preparing formal feedback on behalf of the sector. They are actively soliciting insights from housing providers to ensure that the new entity reflects the realities and operational needs of community housing organizations in Ontario. Staff are monitoring developments closely and evaluating how BCH's role and tools could align with PHC's future growth and capital planning.

<u>37 George Street, Havelock Update</u>

The reconstruction of PHC's property at 37 George Street in Havelock continues to progress steadily and remains on track with the projected timeline. Significant milestones have recently been achieved, including the successful completion of inspections conducted by both the structural engineering consultants and local municipal building officials. These inspections were passed without issue, confirming compliance with building code and safety requirements. Additionally, the main water supply to the property has been fully restored, representing a key infrastructure step toward re-occupancy.

All exterior masonry work on the building has been completed, providing both structural reinforcement and improved building envelope performance. Work on soffits and siding is approximately 70% complete and continues to progress efficiently, weather permitting. These improvements will enhance the long-term durability and energy efficiency of the building.

Interior finishing is well underway, with roughly 70% of the drywall now installed and taped. The hydro service reconnection is anticipated by mid-September, allowing for the continuation of other trades such as HVAC installation, painting, flooring, and fixture work. Interior timelines are being closely monitored by site supervisors and the project management team to ensure sequencing and trade coordination remains efficient.

Staff conducted a mid-project engagement session in early August for all households displaced by the fire. Tenants were provided with updates on construction status, timelines, and next steps. All original tenants maintain first right of refusal to return once reconstruction is complete, and preliminary re-occupancy planning has commenced to ensure a smooth transition back to the property when the time comes. Feedback from the tenant group has been positive, with appreciation expressed for the regular updates and transparency throughout the process.

Staff continue to work closely with contractors, engineers, and funders to mitigate risks and ensure that the project is completed on time and within budget. This project remains a high priority for PHC due to its impact on rural housing supply and the opportunity to restore safe, secure housing to displaced tenants.

37 George Street, Havelock

37 George Street, Havelock

37 George Street, Havelock

Strategic Planning Update

PHC's Strategic Planning process continues to progress on schedule, with ongoing collaboration between staff and the consulting team at SHS Consulting. Since the last update, significant progress has been made in transitioning from the engagement and research phases into the development of the plan's core content.

Following extensive stakeholder engagement, tenant feedback, and internal planning sessions, Draft v.1 of the Strategic Plan has now been submitted to the Strategic Planning Committee for review. This version reflects a consolidation of insights from tenant sessions, staff engagement, community partner interviews, and Board input, and includes the following core elements:

- An updated Vision, Mission, and Values statement aligned with PHC's future direction.
- Five overarching Strategic Goals, each supported by proposed tactics and initiatives designed to drive meaningful impact across PHC's service delivery and organizational practices.

The development of Draft v.2 is now underway and will incorporate key components to support implementation and measurement, including:

- A performance measurement framework with defined indicators for tracking progress
- A detailed implementation roadmap, outlining resource implications, timelines, and responsibilities
- A communications strategy to support internal and external understanding of the plan and its priorities

To support this next phase of refinement, the consulting team will be engaging key staff and leadership through targeted implementation worksheets and/or an additional workshop session. These activities are intended to help validate proposed tactics, generate realistic indicators, and ensure alignment with available resources and operational priorities. These discussions are scheduled to continue into early September and will inform the final version of the Strategic Plan.

The final plan, including a presentation by SHS Consulting, will be brought to the Board in October 2025 for review and approval.

PHC remains committed to delivering a forward-looking, equity-informed Strategic Plan that reflects the voices of tenants, staff, partners, and the broader community, and will guide the organization's work over the next 5 years. Further updates will be provided to the Board as we move toward completion.

Food Services Review – Hunt Terraces Update

The operational and financial review of the Hunt Terraces food services program, led by consultant Mark Murdoch (Murdoch Informant Systems Inc.), remains on track and has entered the final stages of analysis. This review is part of PHC's broader commitment to ensuring program sustainability, transparency in cost recovery, and a high-quality dining experience for residents.

Since the last update, Mr. Murdoch has submitted a draft report outlining his interim findings. The report includes a critical review of current accounting practices, inventory management procedures, and vendor oversight mechanisms. Early recommendations focus on eliminating redundant financial transactions, improving transparency around income and cost allocations, and strengthening monthly financial reporting practices—particularly in light of upcoming transitions in food service providers.

Key observations include opportunities to simplify internal processes related to meal revenue transfers, reduce excess inventory that contributes to unnecessary costs, and improve the tracking of fixed asset depreciation and occupancy costs associated with the kitchen and dining facilities. Operationally, the consultant confirmed that frontline service is well organized and being delivered in a clean and organized environment, with no major concerns noted during site inspections.

The consultant has emphasized the importance of establishing a consistent and auditable accounting structure that supports accurate tracking of cost-of-goods-sold, service quality, and contract performance. He also raised considerations regarding vending services and food equipment lifecycle planning.

Staff continue to engage with the consultant to clarify final recommendations and prepare for implementation planning. The final report and full presentation will be brought to the Board in September, at which time PHC will outline proposed next steps, including any operational, financial, or contractual changes required to enhance the program’s long-term viability and resident satisfaction.

<u>New Tenant Support Partnership – Community Paramedicine Clinics</u>

Resident Services staff continue to prioritize the development of strategic partnerships that enhance tenant well-being and support successful tenancies through community-based programming. A recent initiative exemplifies this focus with the launch of a new collaboration between PHC and Peterborough County-City Paramedics (PCCP).

As part of this partnership, onsite community paramedicine clinics were introduced at 169 Lake Street in July 2025. The clinics provide a range of preventative and wellness-focused services, including in-home health assessments, remote patient monitoring, chronic disease support, and direct referrals to appropriate community-based health and social services. The program is designed to assist vulnerable tenants in maintaining their health and independence while reducing reliance on emergency medical services.

Early response to the program at 169 Lake Street has been overwhelmingly positive, with strong participation and favourable feedback from residents. In response to this early success, the initiative has now expanded to two additional

PHC communities: 40 Rabbit Street and 85 Concession Street, both located in the County.

PHC will continue to monitor the program's impact and explore opportunities to further expand this model to additional sites, aligning with our commitment to innovative, tenant-centered service delivery.

Other Alternatives Considered:

None

Alignment to Strategic Priority Areas

These operational updates align to all three priority areas:

- Investing in Our People
- Serving Our Clients & Community
- Strengthening Our Relationships

Financial Considerations:

None

Consultations:

Richard Grotsch, Director of Operations
Mark Murdoch, Food Services Consultant

Attachments:

None

Peterborough Housing Corporation

Report 2025-036

Meeting Date: August 27, 2025

Meeting Time: 5:30 p.m.

Meeting Place: Hunt Terraces, Meeting Room #112
555 Bonaccord Street, Peterborough

Subject: Q2 2025 Reporting Obligations

Author Name and Title: Sondra Fitzgerald, Director Corporate Services

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Recommendation(s):

Resolved That Report 2025-036, "2025 Q2 Reporting Obligations", be received for information.

Sondra Fitzgerald
Director, Corporate Services

Background:

Peterborough Housing Corporation (PHC) is required to meet certain statutory financial obligations. This report represents the required statutory financial reporting obligations for PHC.

Rationale:

This report confirms to the Board that PHC is meeting all its' statutory financial reporting obligations for the period ending June 30, 2025.

Other Alternatives Considered:

Not Applicable

Alignment to Strategic Priority Areas

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

Serving our Clients & Community

Our core business practices will ensure PHC is strong and sustainable for years to come. This includes maintaining the highest financial and resource management.

Financial Considerations:

This is an information report only and provides confirmation of statutory financial reporting obligations.

Consultations:

None

Attachments:

Attachment A: 2025-036 Q2 2025 Reporting Obligations

PETERBOROUGH HOUSING CORPORATION

To the Board of Directors:

We confirm that as of June 30, 2025, the following reporting obligations have been met.

Director's Liability & Property Insurance: Insurance approved, pending receipt of invoice
(Policy covers the period of November 1, 2024 – November 30, 2025)

Remittance Date:	October 17, 2024	Paid	✔

Group Benefits Insurance:

Remittance Date:	June 2, 2025	Paid	✔

Harmonized Sales Taxes:

Remittance Date:	June 30, 2025	Filed	✔

Property Taxes:

Remittance Date:	May 30, 2025 **(Next Remittance Date – July 31, 2025)**	Paid	✔

Payroll (including source deductions of CPP, EI, Income Tax, EHT):

Transmission Date to RBC: Using Easypay Payroll System	June 20, 2025, PP#13, 2025 (Covering up to June 18, 2025)	Transmitted	✔

WSIB: No regular filing required as PHC is a Schedule 2 employer. Invoices paid as received.

OMERS:

Remittance Date:	June 25, 2025 (Online Payment Release Date) (Covering up to May 21, 2025)	Paid	✔

Union Dues:

Remittance Date:	June 26, 2025 (Covering up to June 4, 2025)	Paid	✔

Sondra Fitzgerald

Per: **Sondra Fitzgerald**
Director, Corporate Services

Aug 14, 2025
Date

Peterborough Housing Corporation

Report 2025-037

Meeting Date: August 27, 2025

Meeting Time: 5:30 p.m.

Meeting Place: Hunt Terraces, Meeting Room #112
555 Bonaccord Street, Peterborough

Subject: 2025 Q2 Operating Results

Author Name and Title: Sondra Fitzgerald, Director, Corporate Services

Recommendation(s):

Resolved That Report 2025-037, "2025 Q2 Operating Results", be received for information purposes.

Sondra Fitzgerald

Director, Corporate Services

Background:

This report represents the first quarter results for Peterborough Housing Corporation (PHC) at June 30, 2025, on a portfolio basis. This includes Community Housing, Anishnawbe, Affordable Housing Portfolio, and Sunshine Homes.

Rationale:

This report reviews the first quarter and year-to-date operating results of the Corporation. For the second quarter of 2025, the year-to-date expenditures should represent 50% of the total annual budgeted amounts. While some items are over/under, on average, the overall expenditures represent 58**%** of the annual budgeted amounts for the year. It continues to be challenging to manage costs related to our ageing portfolio and the need for increasing supports that our tenants are requiring.

Other Alternatives Considered:

None.

Alignment to Strategic Priority Areas

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

Serving our Clients & Community

Our core business practices will ensure PHC is strong and sustainable for years to come. This includes maintaining the highest financial and resource management.

Financial Considerations:

This is an information report only and provides explanations on the variances between the actual and budgeted figures for the period ending June 30, 2025.

Consultations:

Travis Doak, CEO
Richard Grotsch, Director of Operations
John Goss, Facilities Services Manager
Rebekah Vettor, Senior Resident Services Manager
Daylee Post, Accounting Services Coordinator

Attachments:

Attachment A – 2025-037 – 2025 Q2 Operating Results

Note Explanations

1. Other Grants represent funding received from the City for additional capital work for the 37 George Street rebuild not covered by insurance and meal plans at Hunt Terraces. The capital funding has allowed us to make the building more energy efficient, which will positively impact the future operations of the building. The meal plans are for 35 tenants housed at Hunt Terraces in units that were previously dedicated as a supportive unit and are now independent and for residents housed from the BNPL. While the initial funding ended December 31, 2024, the City provided additional funding for fiscal 2025.

2. Other Revenue received is higher than anticipated due to higher than anticipated laundry revenues and bank interest received. Interest rates continue to be higher than anticipated at the time the budget was prepared, which is to PHC's benefit.

3. Administration costs have been over utilized by 5% to date. This can be primarily attributed to recruitment costs being higher than anticipated due to the increased number of recruitments to date (18), consisting almost entirely of temporary custodial positions, ONPHA membership fees and strategic planning consulting fees that were not included in the 2025 budget.

4. PHC has been incurring costs related to the fire at 37 George Street, Havelock and 287 Denne Crescent and will continue to accumulate throughout the rebuilding process. The costs relating to both incidents will be recovered through insurance less the deductible of $100,000 relating to 287 Denne Crescent as this fire occurred in 2025.

5. Materials and Services budget has been over utilized by 34% year to date. While some of the additional costs are seasonal, we continue to experience inflationary pressures in both the cost of materials and contractors. Unit turnover costs continue to be a significant area of cost pressures as the condition of units on turnover has been increasingly poor requiring extensive remediation in some cases. Now that the Building Services team is at full complement, they will be commencing annual unit inspections. This allows the team to better address minor maintenance issues before they become significant issues. In addition, we are reviewing all expenses to determine if they should be reallocated to our capital program. This will be reflected in Q3. Operationally, primary areas impacted are:

- Building Costs – There has been an increase in the volume of repairs, primarily in our aging legacy buildings, requiring the use of contractors for repairs and/or remediation. Staff continue to monitor each situation to minimize the use of contractors and have staff carry out the work wherever possible.

- Lock access and control – Increase costs in this period due to moveouts requiring lock changes as well as the purchase of access FOBs as we transition to FOB access for entrances in our multi residential buildings.

- Pest Control - There has been a significant increase in the number of pest control cases, particularly in our multi residential buildings which poses challenges due to the size and layout of the buildings. With the commencement of annual unit inspections, it will allow staff to identify unreported cases as well as allowing them to collaborate with residents to educate on prevention and management of cases.

- Unit Turnovers – While there are fewer actual turnovers in the first half of 2025 (28 versus 36 – 2024), there was a backlog carried forward from the end of 2024 due to increased turnover at the end of the year. The costs related to unit turnover continue to be significant as the units are requiring increased work to bring them to a rentable state and the ever increasing costs of materials. Staff mitigate costs wherever possible by having PHC staff complete the work as well as investigating product alternatives wherever possible.

- Asbestos/Mould Management – Due to our aging buildings and related infrastructure, there is an increasing number of mould issues. This will be an area for review to determine if a capital project is required to mitigate ongoing operating costs.

- Elevators – there have been a number of after hours elevator issues resulting in additional costs. There is a capital program in place for 2025 that will address the issue of aging elevators.

- Electrical – Additional costs were incurred in the first half of 2025 in order to address ESA issues and aging infrastructure at several properties.

- Grounds – Due to the significant winter that we experienced, there were additional costs incurred related to excess snow removal at our properties. This cost is outside of our snow removal contract and varies from year to year depending on the amount of snowfall.

- Life Safety Systems – When annual inspections were carried out, there was an increase in the volume of deficiencies noted that had to be addressed.

- Heating and Ventilation – There were a significant number of heating calls across the portfolio resulting in repair costs as well as some requiring furnace replacements.

- Waste Removal – There have been a significant number of neighbour complaints throughout the portfolio regarding excess garbage. To date, PHC has incurred costs totaling $58,000 to address this issue. The addition of the waste vehicle and Waste Operator staff should mitigate the majority of these costs in the last half of 2025.

6. To date, PHC incurred costs of $216,140 related to the March ice storm event. We are currently working with the City regarding provincial emergency funding for these costs.

7. Food costs at Hunt Terraces continue to be higher than budgeted due to the value and decreased meal plans. PHC will be working with a consultant to review the food services program in depth in the second quarter.

8. Due to the significant winter, which was much colder than in the last two years, heating costs are higher than budgeted. In speaking with my colleagues in the LHC group, this has been the experience for all other housing providers. With the incredibly hot summer that we have experienced, we are expecting costs to be higher than in previous years as residents run portable air conditioners in their units. Another item that will impact the utilities budget in 2025 is the storm water charge. While this was previously included in the property taxes, it is now part of the water billing. As this happened subsequent to PHC submitting our 2025 budget, there is no budget for this.

Attachment A - 2025-037 - 2025 Q2 Operating Results
PETERBOROUGH HOUSING CORPORATION
OPERATING RESULTS
FOR THE PERIOD ENDING June 30, 2025

	YEAR TO DATE ACTUALS	ANNUAL BUDGET	YTD VARIANCE TO ANNUAL BUDGET	% YTD BUDGET RECEIVED/SPENT	NOTE #
Revenue					
Residential Rental and Miscellaneous Revenue (including food and miscellaneous charges)	5,182,734	10,311,431	(5,128,696)	50%	
Commercial Rental Revenue	160,105	309,940	(149,836)	52%	
Operational Subsidies	1,957,561	3,996,073	(2,038,511)	49%	
Other Grants	440,069	-	440,069	-	1
Other Revenue	298,485	359,655	(61,170)	83%	2
Total Revenue	8,038,954	14,977,099	(6,938,145)	54%	
Expenses					
Administration	321,146	585,669	(264,523)	55%	3
Bad Debts	76,840	156,636	(79,795)	49%	
Insurance	218,585	455,446	(236,861)	48%	
Fire Related Costs	85,542	-	85,542		4
Wages and Benefits	1,888,559	4,117,357	(2,228,798)	46%	
Materials and Services	1,492,155	1,779,210	(287,055)	84%	5
Ice Storm	216,140		216,140		6
Food Services	387,336	396,448	(9,112)	98%	7
Property Taxes	1,266,160	2,432,289	(1,166,129)	52%	
Utilities	1,398,467	2,457,617	(1,059,150)	57%	8
Capital Reserve Allocation	150,075	300,150	(150,075)	50%	
Mortgages & Debentures	1,126,719	2,270,116	(1,143,396)	50%	
Total Expenses	8,627,725	14,950,938	(6,323,212)	58%	
Surplus (-) / Deficit	(588,771)	26,161	(614,932)		

Legend

(green)	**On/under budget**
(yellow)	**Slightly over budget**
(pink)	**Over budget - watch closely**
(red)	**Action Required**
(purple)	**Over/Under budget with explanation**
(blue)	**Under/On budget but YTD budget higher than target %**

Peterborough Housing Corporation

Report 2025-038

Meeting Date: August 27,2025

Meeting Time: 5:30pm

Meeting Place: Hunt Terraces, Meeting Room # 112
555 Bonaccord Street, Peterborough

Subject: 2025 Capital Report (Q2)

Author Name and Title: Richard Grotsch, Director of Operations

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Recommendation(s):

Resolved That Report 2025-038 “2025 Capital Report (Q2)”, be received for information purposes.

Richard Grotsch
Director of Operations

Background:

PHC operates under a robust capital program guided by a strategic framework that emphasizes investing in the maintenance of infrastructure to ensure it remains in good repair and fit for occupancy, alongside capital investments aimed at growth. This fiscal year, a significant portion of the funding comes from the CMHC Municipal Capital Repair Program, supplemented by capital allocations from the City of Peterborough. The program primarily supports Community (RGI) and Affordable Housing properties within the PHC portfolio.

Annual allocations for replacement and reserves for Community properties are integrated into the annual budgeting process with the City of Peterborough, following the guidelines set forth by the Housing Services Act, 2011 (HSA). According to Section 12(1) of the HSA General Regulation 367/11, the City of Peterborough (as the Service Manager) is obligated to ensure sufficient funding for PHC to maintain Local Housing Corporation (LHC) housing projects in a satisfactory state of repair and suitable for occupancy.

Rationale:

The 2025 fiscal year prioritized investments in critical and high-impact areas such as roof replacements, mechanical and electrical systems updates, and building envelopes. These areas directly impact tenant safety, building integrity, and overall operations. This investment strategy is informed by data from Building Condition Assessment (BCA) Reports conducted by independent third-party vendors, observations from staff, and recommendations from industry professionals. A BCA provides a detailed review of a building's key elements, offering insights into the timelines and costs for replacements, and identifying opportunities for more efficient systems that yield beneficial returns on investment. The scope of this methodology deliberately omits new developments and properties earmarked for disposal. These investments are crucial not only for upholding the dignity of tenants but also for aligning with PHC’s strategic objectives to improve, renew, and maintain the housing it provides.

Capital Investment for Q2:

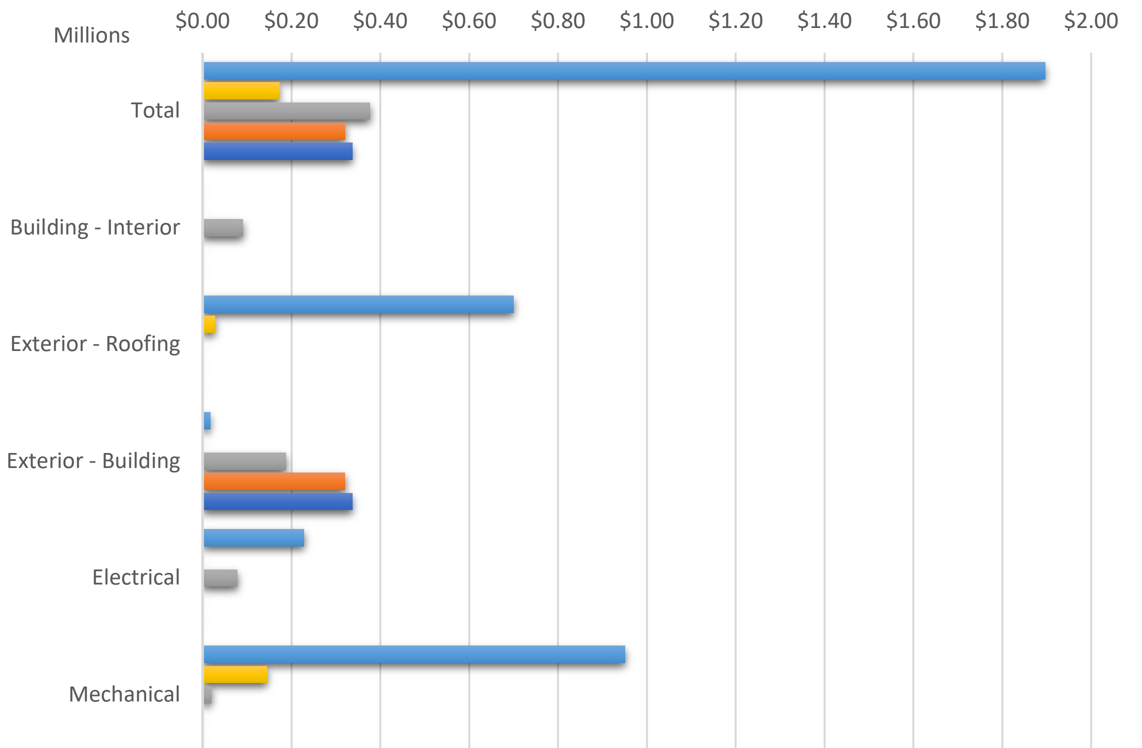
Consistent with PHC's commitment to provide regular updates to its board, the following provides Q2 2025 activities related to capital expenditures:

Property	Housing Type	Item	Expense – Q2
24 Ermatinger	RGI	Mixing Valve Replacement	$5,947.38
665 Crawford	RGI	Electrical switches/receptacles	$24,860.00
136 Anson	Affordable	FOB readers	$7,517.92
Multiple Locations	Various	Lighting upgrades	$199,142.85
486 Donegal	RGI	Kitchen replacements	$29,540.98
37 George St	RGI	Plumbing and electrical upgrades	$13,923.55
290 Parkhill	RGI	Roofing systems	$14,842.55
526 McDonnel	Affordable	Mechanical distribution	$57,276.88
17 Smith Dr	Affordable	Engineering	$2,403.56
Total			**$355,455.67**

PHC's new portfolio budgeting model minimizes the risk of having unexpected replacement costs by ensuring replacements are made at the right time, thereby providing the best value. It can also guide the investment decision-making process by allowing PHC to maximize any capital fund's return on investment. It is important to note that the information being presented is part of a 'living plan,' and changes may be required over the 5-year period to meet unexpected capital needs of the organization.

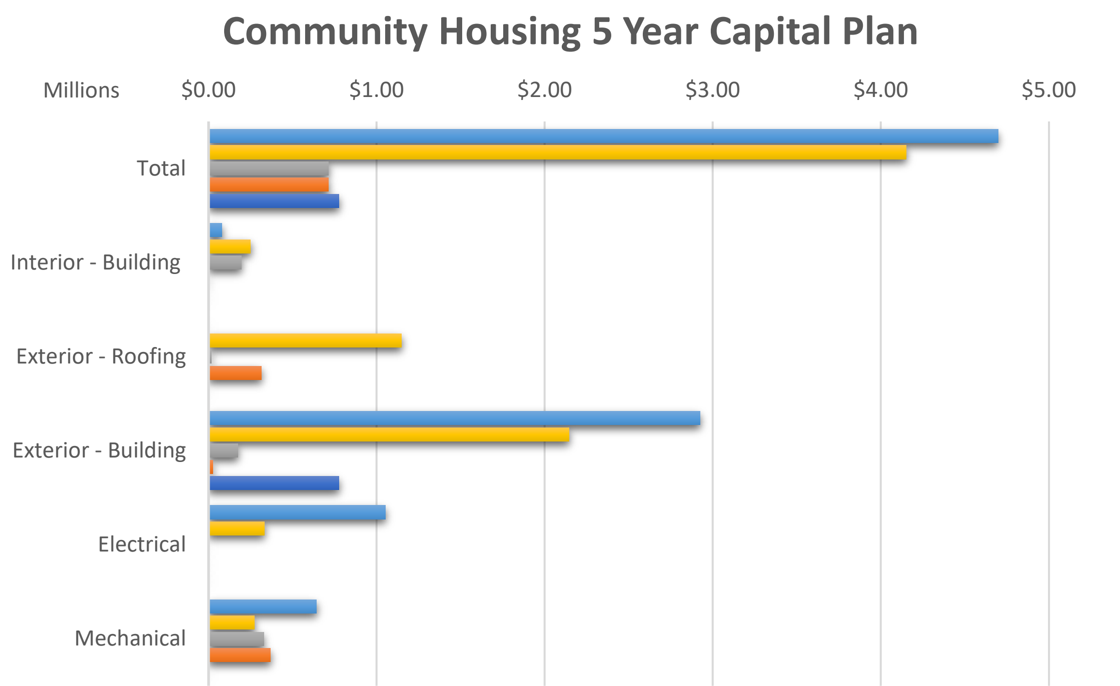
The following information shows at a macro level the areas of focus for capital investment and the estimated costs for Community and Affordable Properties.

Affordable Housing 5 Year Capital Plan



	Mechanical	Electrical	Exterior - Building	Exterior - Roofing	Building - Interior	Total
2024	$951,183.57	$228,034.00	$16,900.15	$700,000.00	$0.00	$1,896,117.72
2025	$144,829.31	$0.00	$0.00	$27,583.11	$0.00	$172,412.42
2026	$20,134.00	$77,789.00	$187,359.00	$0.00	$90,923.00	$376,205.00
2027	$0.00	$0.00	$320,314.00	$0.00	$0.00	$320,314.00
2028	$0.00	$0.00	$336,834.00	$0.00	$0.00	$336,834.00

2024 2025 2026 2027 2028



	Mechanical	Electrical	Exterior - Building	Exterior - Roofing	Interior - Building	Total
2024	$642,127.31	$1,052,316.12	$2,922,579.10	$0.00	$80,000.00	$4,697,022.53
2025	$273,059.31	$332,983.00	$2,145,080.95	$1,148,179.03	$250,000.00	$4,149,302.29
2026	$327,510.00	$0.00	$174,176.00	$17,588.00	$195,017.00	$714,291.00
2027	$367,705.00	$0.00	$26,209.00	$314,090.00	$5,773.00	$713,777.00
2028	$0.00	$0.00	$776,588.00	$0.00	$0.00	$776,588.00

2024 2025 2026 2027 2028

Finance and Resources: Maintaining the highest financial and resource management practices, to ensure that our community can rely on us for its future needs, including compliance with all legislative and code requirements.

Financial Considerations:

None

Consultations:

Sondra Fitzgerald, Director of Corporate Services
Joe Waldherr, Capital and Special Projects Manager
Operations Division Staff

Attachments:

None