Peterborough Housing Corporation
Board of Directors

Wednesday, November 26, 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, October 22, 2025
5. Presentations
   a. No presentations
6. Operational Reports
   a. Report 2025-050 – PHC Strategic Plan – 2026-2031
   b. Report 2025-051 – Hunt Terraces Building Model Update
   c. Report 2025-052 – CEO Update
   d. Report 2025-053 – Delegated Authority
7. Financial Reports
   a. Report 2025-054 – 2025 Q3 Reporting Obligation
   b. Report 2025-055 – 2025 Operating Report (Q3)
   c. Report 2025-056 – 2025 Capital Report (Q3)
8. Committee Reports
   a. Finance, Audit & Administrative Committee
      No report
   b. Governance, Human Resources & Strategy Committee
      i. No report
9. Information from Staff
10. Adjournment

PETERBOROUGH HOUSING CORPORATION

Board Meeting Minutes, Peterborough Housing Corporation

Date: Wednesday, October 22, 2025 – 5:30PM
Location: Hunt Terraces, Meeting Room #112,
555 Bonaccord Street, Peterborough, ON

Present:	Keith Riel	Chair
	Alex Bierk	Member
	Andrew Beamer	Member
	Matthew Graham	Member
	Lesley Parnell	Member
	Rebecca Morgan-Quin	Board Advisor
	Travis Doak	CEO, PHC
	Jenna Cullon	Board Secretary
Guest:	Richard Grotsch	PHC, Director of Operations
	Jennifer McLauchlan	PHC, Director of People & Culture
	Christine Pacini	SHS Consulting
	Helen Harris	SHS Consulting
	Julie Sommerfreund	SHS Consulting
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 Lesley Parnell, seconded by Alex Bierk and carried unanimously, it was **RESOLVED** to approve the agenda for the October 22nd, 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, September 24, 2025

On a motion by Matthew Graham, seconded by Andrew Beamer and carried unanimously, it was **RESOLVED** that the open minutes for September 24, 2025, be confirmed and accepted.

Christine Pacini, Helen Harris and Julie Sommerfreund
joined the board meeting at 5:35 pm

5. **Presentations**

   a) Report 2025-046 – PHC Strategic Plan
      Presentation, SHS Consulting

SHS Consulting presented the PHC Strategic Plan to the Board. Several questions and concerns were raised. It was decided that SHS Consulting and PHC would go back and incorporate changes discussed. A report will be provided at the November 2025 Board Meeting.

On a motion by Lesley Parnell, seconded by Alex Bierk and carried unanimously, it was **RESOVLED** to that Report 2025-046 – PHC Strategic Plan," be received.

Jennifer McLauchlan, Christine Pacini, Helen Harris and Julie Sommerfreund
left the board meeting at 6:00 pm

6. **Operational Reports**

   a) Report 2025-047 – RFP-2025-006 – Summer and Winter Site Maintenance

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-2025-006 for a total combined value of $362,212.07 for the delivery of summer and winter site maintenance services to Nightingale Home Maintenance Inc., Quigley Landscaping Inc., and Kawartha Outdoor Décor consistent with its approval authorities set out in PHC Procurement Policy (FA1); and

That Report 2025-047, "RFP 2025-006 Summer and Winter Site Maintenance", be received for the purpose of information and approval.

   b) Report 2025-048 – 2026 Recurring Board Reports and Frequency

On a motion by Lesley Parnell, seconded by Alex Bierk and carried unanimously, it was **RESOLVED** that Report 2025-048, "2026 Recurring Board Reports and Frequency", be received; and

That the recurring reporting and frequency outlined in this report be approved.

c) Report 2025-049 – CEO Update

On a motion by Lesley Parnell, seconded by Andrew Bierk and carried unanimously, it was **RESOLVED** that Report 2025-049, "CEO Update," be received for information purposes.

A clarification was made regarding the 681 Monaghan Road Grand Opening. The report had indicated that the funding was additional; however, it was confirmed that the funding referenced is funding the building was already receiving.

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

No information from staff

10. Adjournment

With there being no further business, the October 22, 2025 Board Meeting, was adjourned on a motion by Alex Bierk, seconded by Andrew Beamer, carried unanimously at 7:00 p.m.

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

Peterborough Housing Corporation

Report 2025-050

Meeting Date: November 26, 2025

Meeting Time: 5:30 p.m.

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

Subject: PHC Strategic Plan – 2026-2031

Author Name and Title: Jennifer McLauchlan, CHRL
Director of People & Culture

Recommendation(s):

Resolved That Report 2025-050, "PHC Strategic Plan – 2026-2031" be received for information purposes only

Chief Executive Officer

Background:

In early 2025 PHC with the endorsement of the Board of Directors, initiated a Strategic Planning process to develop a five (5) year Strategic Plan to be launched for January 1, 2026.

An internal structure was established to oversee the development of the Strategic Plan comprised of Leader's and Employees from across the Corporation to ensure that all voices would be represented in the Strategic Plan. Representatives from the Strategic Plan Committee (SPC) oversaw the procurement process, in line with PHC's Procurement Directive to select a qualified consultant to work closely with the SPC to develop the Strategic Plan.

The SPC formally kicked off the project with SHS Consultants Inc. (SHS) in early May 2025. Over the course of the next six (6) months, the SPC and SHS developed and implemented an extensive engagement process to solicit feedback from residents, employees, community stakeholders and community partners. This feedback was collated and combined with an environment scan prepared by SHS to inform an all-day planning session with the SPC to review and develop a revised Mission, Mission and Values, along with a draft Strategic Plan. Several revisions of the plan evolved which culminated in a draft version of the Strategic Plan being presented to the Board of Directors on October 23, 2025 for feedback and input.

Current State:

The feedback and discussion points from the October 23, 2025 Board of Directors meeting was reviewed in great detail and incorporated into the final interaction of the Strategic Plan being presented to the Board of Directors on November 26, 2025. A track changes version of the Strategic Plan is appended to the Board Report, with a summary below:

Feedback	How this has been incorporated into the Strategic Plan
The Plan does not clearly articulate what PHC does or is responsible for to help guide decision making. This needs to be clear for both PHC and the community.	Slide 12 has been updated to provide further definition and clarification as to what PHC is and what PHC does. Specific focus is placed on legislative requirements, where PHC operates (City and County) and what types of rental units offered.
Vision statement is not aspirational. It's not the mandate of PHC, but should PHC not want to support residents to move beyond social housing?	On slide 14 the vision has been updated to include "within the housing continuum" in the context of the vision for PHC operations to support residents, where possible to move beyond affordable housing and into the broader housing market.
Who will the community partners be that PHC will need to partner with?	Goal 2 and 3 (slides 17 and 18) are connected through the development of

	a Resident Engagement Plan and Partnership Engagement Plan. It is the intent that who PHC engages as key partners be informed by the Resident Engagement Plan. It is essential that for partnerships to be meaningful, they be developed in collaboration and feedback from Residents as to what services are essential for them to have housing stability and overall wellbeing.
Housing the homeless and seniors need to have wrap around supports with formal agreements with the community.	The development of wrap around supports are directly connected with Goal 3, Tactic 2 (located on slide 18) is focused on developing a framework, including Memorandum of Understandings for how PHC and community supports will work in partnership to support resident needs.
There needs to be more of a focus on Tenant's voice, including at the Board level.	This is a key focus in Goal 2, Tactic 1 which can be found on slide 17. The Resident Engagement Strategy will prioritize how PHC will engage with and solicit the residents voice throughout the entirety of the Strategic Plan. There are additional tactics where there will be focused surveys used to collect resident feedback on specific topics. The Board may also wish, in its review of the governance structure how and when to receive resident feedback to inform Board decision making.
Where does housing stabilization fit in the Strategic Plan. The Board recognizes this as key function of PHC but did not see it specifically identified.	On slide 18, Goal 3 has two amendments to incorporate this feedback and to clearly state that the work of PHC is to support residents to improve their health and wellbeing to keep people housed.
Key Performance Indicators	An additional KPI will be added to the reporting matrix to the Board to include total # of unit vacancies and duration of the vacancies, this can be found on slides 26 & 28.

An additional amendment was also made following the Board meeting to add into Goal 5, Tactic 6 – inclusion of philanthropy and alternate funding sources to support financial resilience.

Recommendation:

That the Board of Directors move forward with the amended plan as presented.

Financial Considerations:

Any financial requirements stemming from the implementation of the Strategic Plan – 2026-2031 will be incorporated into the Annual Operating Budget.

Consultations:

Travis Doak, Director of Operations
Richard Grotsch, Director of Operations
Sondra Fitzgerald, Director Corporate Services

Attachments:

1. PHC Strategic Plan – 2026-2031

PETERBOROUGH HOUSING CORPORATION

Strategic Plan

Prepared by SHS Inc.
November 2025

Table of Contents

The Strategic Planning Process

Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
Initiation and Planning	**Stakeholder Engagement and Environmental Scan**	**Visioning and Strategic Priorities**	**Drafting and Reviewing the Strategic Plan**	**Approval and Implementation**
May 2025	May – June 2025	June - July 2025	August 2025	September 2025 – October 2025
We set up the project, confirming the work plan and engagement approach.	We learned about the current state environment, pressures, and trends that may impact PHC's new strategic plan.	We used the information gathered in Phase 2 as a jumping-off point to refine PHC's desired future role, strategy, and impact in the sector, for the people it seeks to serve.	We articulated our validated mission and vision, and confirmed our strategic directions, actions.	We refined our strategic directions and fine-tuning details around implementation and measurement.

Engagement Activities

Throughout the strategic planning process, we completed seven different engagement activities to ensure that we learned from as much of PHC's community as possible.

Phase 2

Stakeholder Engagement and Environmental Scan

May – June 2025

This phase focused on understanding the trends and challenges facing PHC and gathering feedback on the previous Strategic Plan and mission, vision and values.

Engagement 1

Current State Survey

Weeks of June 2 & 9, 2025

Engagement 2

Key Informant Interviews

Week of June 16, 2025

Phase 3

Visioning and Strategic Priorities

June - July 2025

In this phase we refined PHC's mission, vision, and values, identify strategic priorities, and define PHCs desired future role, and impact in the sector, for the people it seeks to serve.

Engagement 3

Vision, Mission and Values Workshop #1

June 25 & 26 2025

Engagement 4

Board Strategic Priorities Session

June 25, 2025

Engagement 5

Staff Learning Sessions

July 7, 2025

Engagement 6

Vision, Mission and Values Workshop #2

July 17, 2025

Phase 5

Approval and Implementation

September to October 2025

Finally, we focused on how to realize the strategic plan by planning for implementation.

Engagement 7

Implementation Planning Interviews

September 2025

Overview of the Strategic Plan

What we seek to achieve

Strategic Goals

What we will do to achieve our goals

Tactics

How we will measure our impact

Key Performance Indicators (KPIs)

How we will organize ourselves

Implementation Roadmap

Overview of the Strategic Plan

Strategic Plans

Goals, Tactics

Implementation Roadmap

Resources, High-Level Timeline, KPIs

Annual Budget and Operating Plan

Outlines spending and plan

Mandate Letters

Outlines expectations

Initiative & Project Plans

RASCI, Milestones, Key activities, Project Budget

PHC's Context

This section outlines the environmental context within which Peterborough Housing Corporation is developing this Strategic Plan, including the critical trends that might impact its future, and a SWOT summary based on the engagement conducted.

Critical Trends Impacting PHC's Future

Developing an effective strategic plan requires an organization to anticipate the future and develop a plan that can respond effectively.

The trends presented on this page were identified through extensive engagement with PHC residents, staff, board members, and external partners. They were discussed and further refined through a Board workshop, which prioritized the most critical trends that might impact PHC in the future.

This Strategic Plan strives to build a strategy that works towards PHC's goals while managing risk and uncertainty. To this end, the plan has accounted for these trends in the development of the pillars and tactics.

1. **Increasing homelessness and housing insecurity**

   As the cost of living has increased steadily over recent years, community members have experienced growing challenges retaining housing.

2. **Municipal focus on Housing First**

   Many governments are implementing Coordinated Access to rapidly house people experiencing homelessness, who often face increased barriers to access and retain housing housing.

3. **Aging population driving housing and service needs**

   As a significant part of the population become seniors, there is a shift in the demand for housing and services that is tailored to the needs of seniors.

4. **Increased reliance on government funding**

   Many housing providers are structured to rely heavily on government funding to build and operate housing. This means that while there are established pots of funding available, it can limit organizational autonomy.

5. **Growing need for mental health and addictions support**

   Housing providers are seeing a growing population of tenants with complex care needs.

6. **National focus on building more housing**

   As affordability pains have become more acute and widespread, citizens, media, and policymakers have directed their attention to the creation of affordable housing.

7. **Impacts of climate change felt more acutely**

   Increasing frequency of severe weather events are increasing awareness of climate change and the need for sustainable practices.

8. **Growing reliance on technology**

   Community members and organizations are increasingly relying on technology in all aspects of life, including service delivery.

9. **Increased third party partnerships**

   The growth of complexity in meeting housing need has meant housing providers are looking to external partners to provide important and complementary supports to the people they serve.

10. **Economic instability**

    Growing economic instability due to increased tariffs, an unstable job market, and rising poverty across the country.

Strengths and Opportunities

This is a summary of PHC's strengths and opportunities identified through the strategic planning process. These help us identify the elements that can be amplified in the future.

Strengths

- Committed and caring staff that are willing to go the extra mile for tenants
- Strong partnerships to better serve tenants, such as Community Care and the daycare at Malcolm Court
- The depth and capability to make PHC a go-to for the service manager when housing needs emerge
- Good geographic diversity in existing portfolio to serve communities in urban and rural areas
- Staff and organization are adaptable and able to move quickly to respond to crisis and emergency situations

Opportunities

- Existing organizations in Peterborough (e.g. CCRC, police, fire services) have established programs and ways of working that can help meet existing need
- Increasing availability of federal and provincial funding to build more housing
- Availability of grants and loan programs from institutions (e.g. CMHC, Vancity Community Investment Bank) for renovation and retrofit projects to respond
- Growing interest from private developers to partner with non-profit housing providers

Weaknesses and Threats

This is a summary of the weaknesses and threats that PHC will need to be mindful of in its upcoming strategic plan.

Weaknesses

- Lack of adequate funding to meet the growing complexity of resident needs
- Much of the existing portfolio and new additions from the City are older buildings that have not been well-maintained
- Over-reliance on municipal funding and unclear organizational priorities leading to a lack of agency in relationship with service manager to advocate for PHC's needs
- Lack of appropriate partnerships in place to proactively respond to changing resident needs
- Lack of adequate change management is leading to change fatigue and miscommunication
- High staff caseloads leading to staff burnout and tenuous resident experience, including an inability to adequately respond to resident needs.
- Existing housing stock does not meet the changing needs of residents (e.g. accessibility, overhoused, large families)

Threats

- Changing political will and environment impacting stability and sustainability of funding
- Climate change and increasingly frequent weather events impacting physical infrastructure and need for emergency response infrastructure
- Emerging funding for housing operators focused on new development, not necessarily to maintain and upgrade existing properties
- Focus on new development could lead to potential scope creep of PHC's role (i.e. become the developer vs partner in development)

PHC's Role in the Housing System

This section describes PHC's role in the housing system in the city of Peterborough and County of Peterborough.

PHC's Role

PHC is a housing provider regulated by the *Housing Services Act (HSA)* and is responsible for owning and operating affordable rental housing. PHC operates as a stand-alone corporation managed by a Board of Directors and functions in compliance with the *Ontario Business Corporations Act*. The City of Peterborough, in its role as Service Manager for the City and County of Peterborough, became the "sole shareholder" of PHC at the time of its incorporation. This sole shareholder model means PHC is created and bound by provincial housing legislation (*HSA* and *Residential Tenancies Act*) but is further obligated to meet the delivery and performance standards of its shareholders.

PHC is the largest single community housing provider in the City and County of Peterborough. PHC provides quality, inclusive and affordable housing options that empower and support residents to achieve stability, foster connections, and pursue opportunities for a better future.

- We provide rent-geared-to-income, affordable, and market housing to meet the diverse needs of our ever-evolving community.
- PHC is more than bricks and mortars, we are a place to call home, create community and get connected to support to move into the next stage of our residents' journey.
- We are a launching pad for our residents to thrive through connecting them to services and opportunities in the greater City and County region.

Strategic Plan (2026 to 2031)

This section outlines PHC's Strategic Plan for 2026-2031. It includes:

- Updated vision, mission and values
- Strategic Goals and associated tactics

SHS PHC

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	2. Our Community	3. Our Services	4. Our People	5. Our Organization
Create and provide excellent, well maintained, functional spaces for residents to live and thrive in.	Create and foster a sense of community amongst residents and staff.	Streamline how we work internally and with community partners.	Cultivate responsive, empathetic, adaptive, and professional staff.	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

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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. Establish an effective governance structure for PHC to manage its emerging role in the City and County of Peterborough
4. Continuously improve working relationships and decision-making process with the Service Manager, County of Peterborough and other levels of government to meet changing needs
5. Pursue a diversified portfolio that reimagines the mix of affordability levels within buildings so that PHC can withstand shifts in the funding context
6. Prioritize long-term financial resilience through effective use of resources and sustainable growth, including options for philanthropy and alternative revenue sources through partnerships.

SHS PHC

Appendix A: Indicators

This section provides the KPIs for measuring progress of the Strategic plan. It also outlines the future state of reporting to the Board, which will be implemented in Q1 2027.

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

Indicators

KPI #	KPI	Audience	Frequency
1	% of planned capital projects completed on schedule	ELT	Quarterly
2	% of annual capital budget spent vs planned	ELT	Quarterly
3	% of properties meeting established growth mix targets (RGI, affordable, market)	ELT	Annual
4	% of redevelopment projects with urban/rural service delivery considerations	ELT, Leaders	Annual
5	# of formal partnerships established with developers, agencies, municipalities	Board / SM, ELT	Annual
6	% of accessibility projects funded and implemented	Board / SM, ELT	Annual
7	% of urgent work orders resolved within targeted time frames (e.g. 24 - 28 hours)	ELT, Leaders, Employees	Quarterly
8	% of properties with climate resilience assessment completed	ELT	Annual
9	Resident satisfaction score with maintenace/repairs (survey)	Board / SM, ELT, Leaders	Annual
10	% of staff trained in emergency / weather response protocols	ELT, Leaders, Employees	Annual
11	% of tenant move outs	Board / SM, ELT, Leaders	Quarterly
12	% of budget spent on capital, preventative maintenance	Board / SM, ELT, Leaders	Annual

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

Indicators

KPI #	KPI	Audience	Frequency
13	# of Resident Engagement activities by site by portfolio	Board/SM ,ELT	Quarterly
14	# of agency partnerships established	ELT	Quarterly
15	# of vendor service quality resident feedback completed (closing the loop)	Board/SM, ELT	Annual
16	# of resident communications completed	ELT	Quarterly
17	resident satisfaction score	Board/SM, ELT, Leaders, Employees	Annual

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

Indicators

KPI #	KPI	Audience	Frequency
18	# of agency partnerships reviewed / renewed	Board/SM, ELT	Quarterly
19	# of households receiving internal stabalization work	ELT	Quarterly
20	# of referrals to partners	ELT	Quarterly
21	% of residents in good finanical standing with rent collection	Board/SM, ELT	Quarterly
22	% of households that maintined tenancy after receiving an application to terminate for arrears	Board/SM, ELT	Quarterly
23	Resident Debt ($ amount and # of resident accounts)	Board/SM, ELT	Quarterly
24	% of household stabalization work involving Community partners	Board/SM, ELT	Quarterly

SHS

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

Indicators

KPI #	KPI	Audience	Frequency
25	Average length of service	Board/SM, ELT, Leaders, Employees	Annual
26	# of training and educational opportunties per quarter	ELT, Leaders, Employees	Quarterly
27	% of staff participating in formal succession plans	ELT, Leaders, Employees	Quarterly
28	% of positions with formal succession plans	Board/SM, ELT, Leaders, Employees	Annual
29	% of staff participating in training and education opportunities	ELT, Leaders, Employees	Quarterly
30	Utilization of sick time	ELT, Leaders, Employees	Quarterly
31	Overall employee engagement score	Board/SM, ELT, Leaders, Employees	Annual
32	Turnover as a % of permanent staff	Board/SM, ELT, Leaders, Employees	Annual
33	Length of time to fill vacancies	ELT, Leaders, Employees	Quarterly
34	EAP Utilization	ELT, Leaders, Employees	Quarterly
35	Overall satisfaction of new employees after 3 months	ELT, Leaders, Employees	Annual

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

Indicators

KPI #	KPI	Audience	Frequency
36	$ value of external growth funding secured	Board/SM, ELT	Annual
37	% of organzational budget supported by external funding sources	Board/SM, ELT	Annual
38	% of governance policies /procedures updated to align with PHC's evolving role	Board/SM, ELT	Annual
39	# of joint planning initiatives completed with Service Manager or County	Board/SM, ELT	Annual
40	% of buildings with diversitied affordability mix (aligned to PHC targets)	ELT	Annual
41	Operating margin (revenues vs expenses)	Board/SM, ELT	Quarterly
42	% of technology/efficiency initatives completed on time/budget	ELT, Leaders	Quarterly
43	Debt service coverage ratio	Board/SM, ELT	Annual
44	Housing Occupancy Rate	Board/SM, ELT	Quarterly
45	Total number of Unit Turnover Days	Board/SM, ELT	Quarterly
46	Rent Collection Rate (% of rent and parking charges collected)	Board/SM, ELT	Quarterly
47	# of vacancies, length of vacancies	Board/SM, ELT	Quarterly

SHS PHC

Annual KPI Report to the Board

Strategic Goals

1. Our Properties

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

#	KPI
5	# of formal partnerships established with developers, agencies, municipalities
6	% of accessibility projects funded and implemented
9	Resident satisfaction score with maintenace/repairs (survey)
12	% of budget spent on capital, preventative maintenance

2. Our Community

Create and foster a sense of community amongst residents and staff.

#	KPI
15	# of vendor service quality resident feedback completed (closing the loop)
17	resident satisfaction score

3. Our Services

Streamline how we work internally and with community partners.

#	KPI
	All KPIs for Goal 3 will be reported quarterly to the Board (see next slide)

4. Our People

Cultivate responsive, empathetic, adaptive, and professional staff.

#	KPI
25	Average length of service
28	% of positions with formal succession plans
31	Overall employee engagement score
32	Turnover as a % of permanent staff

5. Our Organization

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

#	KPI
36	$ value of external growth funding secured
37	% of organizational budget supported by external funding sources
38	% of governance policies /procedures updated to align with PHC's evolving role
39	# of joint planning initiatives completed with Service Manager or County
43	Debt service coverage ratio

Quarterly KPI Report to the Board

Strategic Goals

1. Our Properties

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

#	KPI
11	% of tenant move outs

2. Our Community

Create and foster a sense of community amongst residents and staff.

#	KPI
13	# of Resident Engagement activities by site by portfolio

3. Our Services

Streamline how we work internally and with community partners.

#	KPI
18	# of agency partnerships reviewed / renewed
21	% of residents in good finanical standing with rent collection
22	% of households that maintined tenancy after receiving an application to terminate for arrears
23	Resident Debt ($ amount and # of resident accounts)
24	% of household stabilization work involving Community partners

4. Our People

Cultivate responsive, empathetic, adaptive, and professional staff.

#	KPI
	All KPIs for Goal 4 will be reported annually to the Board (see previous slide)

5. Our Organization

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

#	KPI
41	Operating margin (revenues vs expenses)
44	Housing Occupancy Rate
45	Total number of Unit Turnover Days
46	Rent Collection Rate (% of rent and parking charges collected)
44	Housing Occupancy Rate
47	# of vacancies, length of vacancies

Appendix B: Stakeholder Engagement

This section shares the common themes, insights, and perspectives learned through engagement activities with tenants, staff, community partners and the PHC board.

Engagement Summary

This plan was developed as a result of extensive engagement with PHC residents, staff, board, and external partners over the course of the project.

Current State

A **survey** was shared to gather initial thoughts and ideas of PHC's strengths, challenges, and opportunities. This engaged:

- 367 Resident respondents
- 23 Staff respondents
- 8 External Partner respondents
- 3 Board member respondents

Key informant interviews were conducted with local decision makers and external partners. There were:

- 7 interview participants, including:
  - Warden, County of Peterborough
  - Commissioner of Community of Services, City of Peterborough
  - Mayor, City of Peterborough
  - Member of Parliament
  - Chief Fire Prevention Officer, Peterborough Fire Services
  - Police Chief, Peterborough Police Services
  - Manager of Housing Research Centre, Community Counselling Resource Centre (CCRC)

Visioning and Defining Priorities

Three **resident visioning workshops** held on-site at PHC properties with:

- 24 resident attendees

One **board visioning** workshop held on-site at a PHC property with:

- 5 Board member attendees

Two **staff focus groups** hosted online with:

- 10 non-management staff
- 5 management staff

Strategy Development

Three workshops with the Strategic Planning Committee

- 8 staff members

Theme 1: Buildings and Infrastructure

Lack of timely maintenance and upkeep is deteriorating already aging properties

"The funding pots are focused on building new units. We've inherited those aging buildings and not all of them were built as housing."
- PHC staff

"Not enough maintenance staff to do the work that needs to be done"
- PHC tenant

"Repeated contact doesn't yield results or response - address the first time"
- PHC tenant

The tenant experience

- Tenants expressing concern over aging buildings, unit condition, and increasing risk to their environments due to a lack of upkeep
- Staff and tenants note that maintenance requests and work orders can take months to be addressed
- Tenants feel turnover of vacant units is slow, considering the number of people on the waitlist
- Tenants and staff identify the need for air conditioning and other systems in existing properties as extreme weather events become more frequent
- Seniors note the need for greater accessibility as their needs change

Behind the scenes

- Staff, board, and partners identify the rising costs and decreasing funding to maintain and/or retrofit aging properties as a major barrier
- Staff express concern about the focus on growing PHC's portfolio, while the existing buildings continue to deteriorate
- PHC staff and board indicate there is limited staff capacity and budget to address maintenance issues in a timely manner (e.g. 2 coordinators answering phones for all residents)
- Staff note that contractors can often take weeks or months to respond to work orders

Theme 2: Services and Supports

PHC is expanding who they serve without adequate operational support, stretching the capacity and capability of staff

“There are experts in providing supports to those experiencing homelessness. Would like to rely on those experts to lead to help stabilize tenancies. We do the landlord stuff. We don't have the capacity to take on a caseload with folks with complex needs - that's a caseload of 8-10, and we support up to 500 people.”

- PHC management

Tenant and staff experience

- Staff report spending much of their time and capacity responding to crises in a reactive way, rather than proactively addressing issues and supporting residents
- Staff express concern over the fact that they are often not trained to manage the crisis situations that are occurring
- Staff see partnerships with service provider agencies as a key opportunity to meet the changing needs of tenants and fill the capacity gap
- Staff say some partnerships can set unrealistic expectations about the level of support PHC provides to tenants

Behind the scenes

- PHC management and board observe a need for PHC to have more agency and decision-making power in partnership discussions with the service manager and potential partners
- Staff recognize the value of having strong partnership agreements that clarify each organization’s role
- Staff note that greater transparency and communication is needed with partners to set realistic expectations about what PHC can and cannot do

Theme 2: Services and Supports Continued

There is a lack of awareness and connection among key community partners

"I know who my BIA reps are, my chamber reps - but shouldn't I know the same about the community housing providers given the number of people they serve In the community?"

- Community partner

Community partner experience

- Potential partners share they have very limited knowledge of PHC apart from general public perception
- Community partners report varying levels of interaction with PHC staff in the past (e.g. housing social worker's connection with community partners), but lacking a consistent partnership or point person
- Leaders of potential partners report they have limited to no visibility or connection to PHC management

Opportunities

- Partners identified the need for PHC to build internal capacity around addressing resident issues before they are escalated to police or fire services
- Community partners identify opportunities to strengthen service partnerships to better serve residents and build a supportive community (e.g., through eviction prevention support, information sharing, and doing community walkthroughs)
- Partners identify a need to build trust and share information so that partners can more proactively provide support when needed

Theme 3: People and Community

Tenants lack a sense of safety, community, and belonging

"I'm afraid to leave my apartment. I don't feel safe."

- PHC tenant

"I don't want to complain so I don't feel heard"

- PHC tenant

"PHC falls short of 'regular landlord' especially on personal relationship"

- PHC tenant

Tenant experience

- Tenants and staff observe growing conflict between neighbours, creating anxiety around using shared spaces and interacting with the community
- Tenants express frustration that PHC does not foster accountability among residents who do not follow rules (e.g. smoking on the property, dumping garbage)
- Tenants express safety concerns over growing crime and violence in their communities
- Tenants express not feeling supported or cared for by PHC in the aftermath of emergency situations or violent incidents, observing a lack of follow up

Behind the scenes

- Tenant population at PHC has shifted as the City has turned to PHC to house those exiting homelessness
- PHC management note that there is a lack of awareness about the limitations of PHC's role as they are required to strictly adhere to the Residential Tenancies Act, which makes holding tenants accountable difficult
- Staff note they are often unable to be present on-site to build trust with tenants and foster a sense of community, due to their large caseloads

Theme 3: People and Community Continued

Staff are not able to adequately meet tenant needs, despite being dedicated and caring

"It can be overwhelming, feels like you're juggling a lot of different things. It's a constant balancing act and there's too many things to prioritize so you go with what can get done fastest."

- PHC staff

"Currently feels like things fall on deaf ears… Don't feel staff appreciate the impact that issues have on tenants/ the building"

- PHC tenant

Tenant experience

- Tenants feel like their concerns are often ignored by PHC as they rarely receive responses to phone calls or emails or updates on actions taken
- Tenants often don't know who to contact to raise concerns or discuss changing needs
- Tenants express frustration about a lack of equal treatment as some concerns are addressed quickly, while others are not
- Board members and staff note that tenant issues are being escalated to the Board level by residents who are frustrated with the current state of PHC

Behind the scenes

- PHC management and board observe a
- Staff recognize a lack of capacity across teams means they can't respond to all tenant concerns, often having to prioritize crisis situations over regular maintenance requests
- Staff and management say they experience high turnover as the workload and capacity required can be quite overwhelming and stressful
- As tenant populations shift, staff, Board members, and tenants identify the need for more specialized training for staff to manage mental health and addictions crises, emergency management, and other merging needs

Theme 4: Organizational Resilience

Availability of funding shifting PHC's focus without addressing existing challenges

"Every new funding program will be designed for a specific group of people. PHC will have to work with other organizations to provide housing in a shared way"

- External Partner

"PHC being asked to carry the needs that it was never designed for"

- PHC Board

Staff experience

- Staff and management say they are increasingly asked to do more, without the proper capacity and resources to succeed
- Staff express concern over an overdependence on municipal funding, causing a loss of agency in PHC's operations and priorities
- Staff express uncertainty and anxiety around PHC's growing portfolio by inheriting older buildings from the City, without the required funding needed to run them

Behind the scenes

- Partners and Board recognize that political and economic changes have caused organizations to shift priorities due to need and funding availability
- Board members observe government funding programs shifting to focus on new development, not to enable further staffing or maintain existing properties
- Partners and board note that the service manager regards PHC as a go-to for broader housing challenges, but are not increasing funding to respond appropriately

Theme 4: Organizational Resilience Continued

Current governance and organizational structure is limited in its ability to meet emerging needs

"PHC didn't used to do homelessness and it's now recurring and takes away from our core function to do things we don't normally do"

- PHC Management

"We can't keep adding more people when we can't sustain those tenancies, especially folks who have experienced homelessness and are at high risk for fire safety etc… We need to stand up for our needs"

- PHC Staff

Staff experience

- Staff and board recognize that their current work to support people exiting homelessness is not formalized and thus, not supported by funding
- Staff and leadership observe that PHC's role and responsibilities are not well defined as they serve populations other than seniors
- Staff express frustration with the lack of transparency and communication as processes, policies, and ways of working change constantly.

Behind the scenes

- PHC leadership and management note their relationship with the City limits their decision-making power as the City is the primary funder
- Partners and Board identify the need for a skill-based board (e.g. board members with legal, accounting, real estate, or social service backgrounds). Currently, Board is comprised of City and County representatives
- Partners recognize financial complexities associated with ongoing process to establish PHC as a Government Based Entity, and the nature of its relationship with the City of Peterborough

Appendix C: Communications Strategy

This section provides the key audience, messages, and suggested tactics for PHC’s initial rollout of the Strategic Plan.

Primary Audience: *Residents*

A primary audience for this Strategic Plan is PHC residents with particular attention to those who participated in the survey and engagement sessions.

Overall Key Messages

Residents are asking: "what does this mean for my life?".

PHC's strategy is about homes, community, and services:

- Your home will be safe and well looked after.
- Your voice will shape how we build safe and welcoming communities.
- You'll have easier access to services and supports when you need them.

We're focused on improving your homes, communities, and services and we are strengthening our staff and organization so we can support you better today and into the future.

Suggested Tactics

- ✓ 1 page newsletter insert or postcard with Community Notice
- ✓ Website update
- ✓ Accompanying social media campaign
- ✓ Focus on the Strategic Plan on a page level

Key Messages by Goals: *Residents*

Goal 1 – Our Properties (Maintenance and Development)

“We are committed to keeping your home safe, well-maintained, and a place you can be proud of.”

“We’re growing and improving housing so more people in the community have affordable homes.”

“We’re working with government and developers to invest in your buildings and create more housing options.”

Goal 2 – Our Community (Engagement and Belonging)

“Your voice matters — we’ll invite you to share your experiences and ideas regularly.”

“We want every resident to feel safe and connected in their community.”

“We’ll work with local organizations to bring programs and opportunities that help build stronger communities.”

Goal 3 – Our Services (Programs and Supports)

“We’re making it easier and faster to get the supports you need — from maintenance to financial or social supports.”

“We’re building partnerships to bring more programs and services directly to you.”

“We’ll measure our success by how well residents can access the services that matter to them.”

Goal 4 – Our People (Staff and Capacity)

“We are investing in our staff so they can respond to you with empathy, professionalism, and respect.”

“We’re working to keep good staff and give them the training they need to support you better.”

Goal 5 – Our Organization (Finance and Governance)

“We’re making sure PHC is financially strong so we can keep your housing affordable into the future.”

“We’re modernizing our systems, so services are faster and easier to access.”

“We’re accountable to our residents, our board, and government partners to keep improving.”

Primary Audience: *Staff*

A primary audience for this Strategic Plan is PHC staff. They are critical to its successful implementation and without them the goals will not be reached.

Overall Key Messages

Staff are asking: "how do I fit into the strategy, why it matters, and how will PHC support me?".

Your work at PHC matters. Every role contributes to safe homes, stronger communities, better services, and a resilient organization.

We are investing in you so you can keep making a difference in the lives of our residents.

Suggested Tactics

- ✓ Staff presentation (November 7)
- ✓ Summary 1 pager
- ✓ Full strategic plan document including metrics

Key Messages by Goals: *Staff*

Goal 1 – Our Homes (Properties and Development)

"Your work ensures our homes are safe, well-maintained, and part of a growing supply of affordable housing."

"Delivering projects on time and on budget is critical — every detail you manage impacts residents' quality of life."

Goal 2 – Our Community (Engagement and Belonging)

"Staff are key to listening to residents and ensuring their voices shape our communities."

"You help create safe, welcoming spaces where residents feel they belong."

"Partnerships you help foster with local agencies strengthen our communities."

Goal 3 – Our Services (Programs and Supports)

"We're streamlining processes so you can respond faster and more effectively to resident needs."

"Your role in connecting residents to programs and supports makes a real difference."

"We'll measure success by how accessible and effective our services are — and your work is central to that."

Goal 4 – Our People (Staff and Capacity)

"We are investing in you — through training, development, and wellbeing support."

"Retention and growth matter: we want you to stay, thrive, and build your career here."

"A strong workplace culture means your ideas, wellbeing, and engagement are valued."

Goal 5 – Our Organization (Finance and Governance)

"We're strengthening our financial and operational systems so you can do your job more effectively."

"We're accountable to government, partners, and residents — and transparency is part of our culture."

"Every staff role contributes to PHC's long-term sustainability and ability to serve residents."

Primary Audience: *Board of Directors*

A primary audience for this Strategic Plan is the PHC Board of Directors

Overall Key Messages

The Board of Directors will want to understand:

- *How PHC is delivering on its mission (impact on residents and community).*
- *How well the organization is being managed (properties, people, finances).*
- *What role they play (governance, stewardship, advocacy).*

PHC is delivering on its mission by providing safe homes, engaging communities, and improving access to services. The organization is strengthening its people, partnerships, and finances to ensure long-term sustainability.

Suggested Tactics

- ✓ Board Presentation
- ✓ Full strategic plan document including metrics
- ✓ Letter from Travis

Key Messages by Goals: *Board of Directors*

Goal 1 – Our Homes (Properties and Development)

"In this plan, we are growing and improving our housing portfolio working in partnerships with governments and developers."

"We are extending the life of PHC's housing portfolio through proactive asset management, ensuring long-term value for the organization and its residents.".

"We are improving accessibility and universal design so our homes can better serve residents of all ages and abilities."

Goal 2 – Our Community (Engagement and Belonging)

"Resident input and partnerships are strengthening social impact."

"Residents are actively engaged, and their voices are shaping stronger, safer, and more inclusive communities."

"Partnerships with community agencies extend PHC's reach and build trust with residents."

Goal 3 – Our Services (Programs and Supports)

"Residents will have improved access to supports and programs that enhance stability and wellbeing".

"We are streamlining referral processes and service delivery, so residents receive the right supports more quickly and without duplication."

"Service partnerships are being monitored for performance and impact."

Goal 4 – Our People (Staff and Capacity)

"By investing in staff development, engagement, and wellbeing, PHC is building a stable, skilled, and motivated workforce. This leads directly to better resident experiences, stronger partnerships, reduced turnover costs, and an enhanced reputation as a sector leader."

Goal 5 – Our Organization (Finance and Governance)

"PHC is building long-term financial resilience with diversified funding and strong reserves."

"Governance structures and reporting mechanisms ensure accountability to residents, partners, and funders."

"The organization is positioned for sustainability and growth over the next five years."

Secondary Audience: *Community Organizations*

A secondary audience for this Strategic Plan are existing and potential future community partners.

Overall Key Messages

Our goal is to use this an opportunity to reorient community organizations to PHC and create common ground for building partnerships.

At PHC, we know housing is only one part of the picture. Residents thrive when housing is connected with strong community services and supports.

We invite you to work alongside us — bringing your expertise, ideas, and programs — so together we can create homes and communities where everyone belongs.

Suggested Tactics

- ✓ Personal email from Travis to Community Partner Organization interview participants
- ✓ Full strategic plan excluding metrics
- ✓ Introductory meeting with walk through of plan and invitations of how to get involved

Key Messages by Goals: *Community Organizations*

Goal 1 – Our Homes (Properties and Development)

"As we expand and improve affordable housing, there are new opportunities for residents to access the supports your organization provides."

"Stable homes give residents the foundation to benefit more fully from community services."

Invitation: **Let's connect housing stability with your expertise in resident supports**.

Goal 2 – Our Community (Engagement and Belonging)

"We want to co-create communities where residents feel safe, connected, and included."

"By working together, we can bring residents' voices forward and design programs that reflect what matters most to them."

Invitation: **Join us in shaping welcoming, inclusive communities.**

Goal 3 – Our Services (Programs and Supports)

"PHC is building stronger referral pathways and wants to partner with agencies to make services more accessible."

"We value the specialized supports your organization provides — together we can make sure residents know about and benefit from them."

Invitation: **Let's make it easier for residents to access the right services at the right time.**

Goal 4 – Our People (Staff and Capacity)

"We are equipping our staff to collaborate effectively with community partners."

"Your knowledge and input help us build staff capacity to serve residents better."

Invitation: **Let's learn from each other and strengthen how our teams work together.**

Goal 5 – Our Organization (Finance and Governance)

"PHC is committed to being a reliable, transparent, and accountable partner."

"We want to create long-term relationships that benefit both residents and partner agencies."

Invitation: **Let's build lasting partnerships grounded in trust and shared goals.**

Secondary Audience: *General Public*

A secondary audience for this Strategic Plan is the general public. This is an efforts to decrease stigma and increase community belonging.

Overall Key Messages

Our goal is to use this an opportunity to educate the public about PHC, what we do for the community and to profile where we are headed.

Peterborough Housing Corporation is more than a landlord. We are part of the fabric of this community. By providing quality homes and connecting people to the supports they need, we are helping to shape a stronger and more inclusive Peterborough for everyone.

Suggested Tactics

- ✓ Press Release
- ✓ PR Strategy to get article in local media and personal invitations from Travis
- ✓ Website update
- ✓ Social media campaign

Key Messages by Goals: *General Public*

Goal 1 – Our Homes (Properties and Development)

"As the leading provider of affordable housing in Peterborough, PHC is helping shape a city where everyone has a safe, quality place to call home."

"Through strategic partnerships, we are brining new housing to life and reinvesting in existing homes to ensure they are safe, accessible and built to last."

Goal 2 – Our Community (Engagement and Belonging)

"PHC plays a vital role in building strong, inclusive neighbourhoods across Peterborough by working alongside residents and community partners."

"PHC is committed to fostering belonging, safety, and pride in every community we serve."

Goal 3 – Our Services (Programs and Supports)

"PHC does more than provide housing. We connect residents with services that improve health, financial stability and quality of life."

"By collaborating with community partners, PHC is strengthening the social safety net and contributing to better outcomes for individuals and families."

Goal 4 – Our People (Staff and Capacity)

"PHC is powered by a dedicated team of professionals who care deeply about the people and communities we serve."

"We invest in our staff because a stable, skilled, and compassionate workforce leads to better service for residents and stronger community outcomes."

Goal 5 – Our Organization (Finance and Governance)

"PHC is a responsible, community-focused organization committed to the long-term sustainability of affordable housing in Peterborough."

"With a clear vision for the future, PHC is growing as a local leader in housing, working every day to support a more inclusive, affordable and vibrant Peterborough."

Peterborough Housing Corporation

Report 2025-051

Meeting Date: November 26, 2025

Meeting Time: 5:30 p.m.

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

Subject: Hunt Terraces Building Model Update

Author Name and Title: Travis Doak, CEO

Recommendation(s):

Resolved That Report 2025-051, "Hunt Terraces Building Model Update", be received for information purposes.

Chief Executive Officer

Background:

At the October 22 Board meeting, an update was presented regarding the current food services model at Hunt Terraces. While the program continues to serve residents effectively, it is experiencing financial sustainability challenges arising from the initial pricing structure and the underutilization of available units.

Through analysis conducted by the Food Services Consultant, several key concerns were identified, including the affordability of the service for current residents, the operational and financial implications associated with implementing a mandatory meal plan, and a projected annual building-wide shortfall of approximately $175,000. These findings highlighted the need for a comprehensive, long-term strategy to establish a sustainable service delivery model for the building not solely the food services operation and reinforced the importance of re-evaluating the current operational approach.

On a motion by Andrew Beamer, seconded by Lesley Parnell and carried unanimously, it was **RESOLVED** that PHC will review the current building and food services models to incorporate potential changes that will allow for sustainable short, medium and long-term solutions, with an updating being provided to the Board at the November 2025 Board Meeting.

Rationale:

Summary of Preliminary Financial and Occupancy Strategies

Staff have undertaken a detailed review of rental structures across all unit types within Hunt Terraces to support long-term financial sustainability while preserving affordability for existing residents. The emerging strategy focuses on gradually aligning rents with 80% Average Market Rent (AMR) where feasible, applying guideline increases where appropriate, and using turnover opportunities to reset rents to sustainable levels. For units that rely on Service Manager rent supplements (e.g., Fourcast and VON units), proposed adjustments assume continued municipal support to offset increased rents and meal plan costs.

For units connected to the meal plan model, staff are exploring a standardized approach whereby, upon vacancy, new tenants would be charged 80% AMR plus the full meal plan amount, with Service Manager subsidies maintaining affordability. Some higher-cost agency supported units would continue to receive annual guideline increases, with rents adjusted upon turnover to reduce the required municipal subsidy and create consistency across the building.

Market units remain challenging to model due to high turnover and rent variability. Staff are recommending holding rents steady for 2026 and applying modest increases (1%) in 2027–2028 to stabilize tenancy and reduce vacancy-related revenue loss.

These adjustments have been incorporated into a three-year financial model that reflects projected revenue, turnover assumptions, and required municipal contributions. Preliminary analysis indicates that achieving a sustainable operating model is dependent on Service Manager participation, particularly in subsidizing meal plan costs. Without this support, rent increases required to stabilize the building would risk breaching affordability commitments for low-income households.

Three-Year Financial Projection Overview

To support the development of a sustainable long-term operating model for Hunt Terraces, staff completed a detailed three-year financial projection (2026–2028). This analysis compares existing budget assumptions to a revised model that incorporates rent restructuring across unit types, anticipated turnover patterns, and the introduction of standardized meal plan charges for VON designated units upon vacancy. The projections also account for expected changes in operating costs, food service delivery, and the level of municipal supplement required to maintain affordability. The result is a comprehensive, forward-looking view of the building's financial trajectory under the proposed adjustments.

Overall, the analysis demonstrates incremental improvements in financial performance as rents are gradually aligned with 80% Average Market Rent (AMR) and as turnover provides opportunities to reset units to sustainable rent levels. These adjustments begin to reduce operating pressures, strengthen annual revenues, and create greater predictability in future-year budgeting. At the same time, the model continues to show an ongoing reliance on municipal support, particularly for meal plan subsidies to ensure low-income residents remain housed without breaching affordability requirements. The proposed strategy narrows projected annual deficits; however, achieving full long-term sustainability remains dependent on continued partnership with the Service Manager.

The projection reflects both the uplift associated with stabilized rental revenues and the ongoing operational costs tied to food services, utilities, staffing, property maintenance, and debt servicing. As shown in the summary tables, the proposed adjustments meaningfully reduce the annual shortfall over the three-year period while improving the debt coverage ratio from 0.58 in 2025 to 1.00 by 2028. This represents a notable step toward financial stabilization relative to 2025 actuals and provides a clearer path for long-term operational planning. Continued collaboration with the City on subsidy structures will remain critical to maintaining affordability while supporting the building's financial viability.

The detailed financial summary for 2026–2028 is presented in the table below.

REVENUE	Actual 2025	Year 1 2026	Year 2 2027	Year 3 2028
Category	**Actual**	**Proposed**	**Proposed**	**Proposed**
Residential Rental Income	$ 1,393,858	$ 1,549,891	$ 1,569,031	$ 1,604,367
Commercial Rental Income	$ 46,570	$ 57,738	$ 59,149	$ 60,561
Gross Rental Income	**$ 1,440,428**	**$ 1,607,629**	**$ 1,628,180**	**$ 1,664,928**
Misc Rental Sources	$ 471,441	$ 510,414	$ 639,715	$ 791,400
Municipal Subsidy	$ 93,306	$ 93,306	$ 50,000	$ -
Gross Project Revenue	**$ 2,005,175**	**$ 2,211,349**	**$ 2,317,895**	**$ 2,456,328**
EXPENSES				
Corporate Costs	$ 1,224	$ 2,050	$ 2,091	$ 2,133
Salaries, Wages & Benefits	$ 257,522	$ 274,339	$ 282,569	$ 291,047
Administrative Services	$ 45,661	$ 47,479	$ 48,429	$ 49,397
Insurance	$ 30,671	$ 33,464	$ 34,468	$ 35,502
Food Services	$ 794,970	$ 725,000	$ 746,750	$ 769,153
Building - Materials and Services	$ 115,000	$ 103,000	$ 104,000	$ 105,759
Capital Replacement Reserve	$ 71,587	$ 80,568	$ 82,179	$ 83,823
Utilities - Electricity and Gas	$ 139,040	$ 145,000	$ 149,350	$ 153,831
Utilities - Storm Water Charge	$ 1,220	$ 1,681	$ 1,731	$ 1,783
Property Tax	$ 53,868	$ 51,610	$ 54,191	$ 56,900
Sub Total Operating Expenses	**$ 1,510,764**	**$ 1,464,191**	**$ 1,505,758**	**$ 1,549,327**
Existing Debt Expense	$ 854,935	$ 854,935	$ 880,583	$ 907,001
Total: Project Expenses	$ 2,365,699	$ 2,319,126	$ 2,386,341	$ 2,456,328
Net Operating Income	$ 494,411	$ 747,158	$ 812,137	$ 907,001
Debt Coverage Ratio	0.58	0.87	0.92	1.00
Annual Surplus (shortfall)	**$ (360,524)**	**$ (107,777)**	**$ (68,446)**	**$ (0)**

Conclusion

Hunt Terraces continues to provide an essential housing and support service for residents with complex needs; however, the current operating model is not financially sustainable without strategic adjustments. The analysis undertaken by staff demonstrates that moderate rent realignment, standardized meal plan implementation, and the strategic use of turnover can significantly improve the building's financial outlook over the next three years. At the same time, the projections clearly show that long-term sustainability remains dependent on continued partnership with the Service Manager, particularly with respect to rent supplements and support for meal plan affordability.

The proposed strategy aims to balance fiscal responsibility with PHC's commitment to affordability and stability for current residents. Staff will continue to refine the financial model, assess operational impacts, and engage with the Service Manager to secure the necessary supports. With Board endorsement, PHC can move forward with a more sustainable framework that positions Hunt Terraces for stable operations, more predictable budgeting, and improved service continuity for the residents who rely on this program.

Other Alternatives Considered:

None

Alignment to Strategic Priority Areas:

This report aligns with two priority areas:

- Serving Our Clients & Community
- Strengthening Our Relationships

Financial Considerations:

Refer to the budget table in the report.

Consultations:

Richard Grotsch, Director of Operations
Sondra Fitzgergerald, Director of Corporate Services
Rebekah Vettor, Senior Residence Services Manager
Daylee Post, Accounting Services Coordinator

Attachments:

None

Peterborough Housing Corporation

Report 2025-052

Meeting Date: September 24, 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 2025-052, “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:

Ontario Non-For-Profit Housing Association (ONPHA) Conference

At the end of October, I attended the annual ONPHA Conference, which continues to be one of the most significant sector events for community housing providers in Ontario. The conference offered a comprehensive update on current policy developments, emerging sector priorities, and ongoing advocacy efforts at both the provincial and federal levels.

ONPHA outlined several major policy files currently underway:

- Federal Budget Advocacy: ONPHA has submitted recommendations to the federal government emphasizing the need for sustained investment in community housing and continues to meet with federal partners to ensure housing remains a national priority.
- Bill 10 – Housing Affordability Task Force Act: ONPHA is seeking further clarity on the implications of Bill 10 for housing providers. They are actively collecting feedback from members to help shape guidance and advocacy positions.
- Build Canada Homes (BCH): ONPHA is gathering sector input to respond to the federal market sounding process related to BCH. The initiative could significantly shape how federal support is structured for new housing supply.
- Indigenous Housing Initiatives: ONPHA will convene its annual Indigenous Housing Provider Gathering later this fall to advance housing solutions designed by and for Indigenous communities. This remains a key advocacy priority, recognizing the chronic underfunding of Indigenous-led housing.

A notable highlight was the surprise appearance of the newly appointed CEO of Building Canada Homes, Anna Bailao, who provided an overview of the federal government's vision for accelerating housing development under the BCH banner. Her remarks emphasized federal interest in partnering more closely with non-profits, reducing administrative barriers, and prioritizing mixed-income and deeply affordable projects. Her presence underscored the significance of the sector's role in shaping federal directions and the importance of continued dialogue between community housing providers and the federal government.

The conference also included sessions focused on broader policy shifts affecting the sector, including funding models, regulatory changes, and federal & provincial alignment. Networking opportunities supported through ONPHA's new "Connecting with Heart" framework created space for meaningful discussions among providers facing similar operational challenges.

Overall, the conference reinforced the importance of coordinated advocacy as the province and federal government continue to refine their housing strategies. The insights gained will help inform PHC's ongoing work with local partners and our engagement with the Service Manager as new policy directions emerge.

Incident at 553 Bonaccord Street, Peterborough

In the early morning of Tuesday, November 18, 2025, PHC staff were notified of a suspected hate-motivated vandalism incident, after it was discovered that hateful and anti-Semitic language had been burned into the wall of a stairwell lobby.

PHC staff attended the site immediately and confirmed the presence of vandalism. The incident was promptly reported to the Peterborough Police Service, who have opened an investigation and are currently reviewing security footage and other evidence to determine the individual(s) responsible.

To protect residents, staff, and the public from exposure to the offensive material, staff took swift interim measures to secure and conceal the affected area. Full remediation of the damage including repair and repainting of the stairwell will commence once the police investigation is complete and the scene is cleared for restoration.

PHC has also taken the following steps:

- Increased monitoring and patrols at the building
- Communication with tenants to acknowledge the incident and encourage reporting of any information that may support the investigation.
- Review of access and safety protocols to identify any further actions to strengthen building security.

This incident is deeply concerning and does not reflect PHC's values or commitment to providing safe, inclusive, and respectful communities. Staff will continue to cooperate fully with law enforcement and will provide further updates as additional information becomes available.

Updated Employee Performance Review Directive

PHC has completed an update to the Performance Review Directive to strengthen clarity, consistency, and accountability in our employee evaluation processes. These changes support our commitment to fostering an engaged, high-performing workforce and ensuring that staff receive timely, constructive feedback aligned with PHC's organizational priorities.

Key enhancements include:

- Clarified Scope: The Directive now explicitly applies to all permanent, temporary, and student employees, ensuring consistent expectations across the organization.
- Enhanced Self-Evaluation and Review Process:
    - Added specific timelines for each step.

- Introduced a requirement for supervisors to review draft performance evaluations with their Director or the CEO before meeting with the employee.
- Clarified the process for submission, retention in HR files, and ensuring the performance review tracking system is updated.

- Stronger Guidance for Probation Extensions:
  - Clarified when and how probation may be extended, including required meetings with the Director or CEO.
  - Outlined timelines and documentation requirements for both union and non-union positions.
- New Supervisor Involvement: When an employee transitions to a new role or reporting relationship, the new supervisor is now required to participate in the performance review to ensure continuity and fairness.

These updates provide clearer expectations for both staff and supervisors, enhance accountability, and improve the consistency and quality of performance reviews across the organization.

Updated Remote Work Directive

PHC has completed a comprehensive update to the Remote Work Directive to strengthen clarity, accountability, and consistency in how Remote Work Arrangements (RWAs) are assessed, approved, and monitored. These updates align with PHC's commitment to modernizing business practices while ensuring that service standards, operational effectiveness, and team cohesion remain uncompromised. This directive does not apply to non-union employees.

The revised directive reflects PHC's continued commitment to supporting employee wellness and flexible work arrangements where they align with operational needs. The updates clarify eligibility, strengthen security and confidentiality expectations, enhance health and safety requirements, and formalize a structured approval and review process for all RWAs.

Key enhancements include:

- Percentage of Time working remotely - The maximum amount of time an employee can work remotely is 40%.
- Clearer Eligibility Requirements - Eligibility criteria were clarified to ensure only qualified, permanent full-time employees may request remote work.
- Strengthened Operational Expectations - New expectations ensure remote work does not compromise service delivery, collaboration, or on-site availability.
- Formalized Approval & Oversight Process - A structured approval process now requires supervisor, Director, and ELT review, with mandatory six-month check-ins.
- Enhanced Confidentiality & Information Security Requirements - Stronger security rules ensure PHC information is protected and handled safely in remote environments.

- Expanded Health & Safety Requirements - Employees must maintain a safe, ergonomic remote workspace that meets all health and safety standards.
- Updated Equipment, Cost, and Liability Provisions -The directive clarifies that PHC provides only essential equipment, while remote work costs remain the employee's responsibility.
- Clearer Expectations for Communication and Responsiveness - Employees must remain fully accessible, responsive, and available for meetings and business needs while working remotely.
- Addition of RWA Trial Assessments & Review Tools - Trial periods and standardized review tools were introduced to regularly assess remote work effectiveness.

The updated Remote Work Directive provides a clearer, more structured framework that supports flexibility while prioritizing service delivery, collaboration, and operational readiness. The changes ensure RWAs are administered equitably, securely, and in alignment with PHC's organizational values and strategic goals.

<u>Partnership with Schulich School of Business – MBA Consulting Project</u>

PHC has agreed to partner with a team of six MBA students from the Schulich School of Business (York University) on a pro-bono consulting project. The project team, led by student Jason Reschke, reached out to explore opportunities to support PHC through applied research and strategic analysis. After reviewing their proposal, PHC has agreed to move forward with the collaboration.

The students' research plan focuses on supporting PHC's long-term strategic priorities through six key areas of analysis:

1. Data management and operational efficiency through AI
2. Strategies to incentivize private developers to collaborate with public housing
3. Approaches to generate new revenue streams to fund PHC services
4. Logistics, risks, and benefits of public–private housing partnerships
5. Expanding affordable housing capacity through capital planning
6. Financial and business model analysis to support sustainable partnerships

Their work will involve research, data collection, case studies, financial modelling, and internal engagement with PHC staff. The final deliverable will provide strategic recommendations that may help inform PHC's future planning, partnership strategies, and operational improvements.

PHC staff will support the students by participating in interviews, providing access to non-confidential documentation, and sharing insights that help inform the analysis. The students will present their findings to PHC leadership upon completion of the project.

Stone School Property – Next Steps and Site Tour Planning

Further to the preliminary update provided to the Board in May regarding the Roman Catholic Diocese's interest in developing the Stone School property (Hunter Street West) for affordable or assisted housing, PHC has now received follow-up communication from Diocese representatives. With demolition of the existing schoolhouse now appearing feasible, the Diocese is seeking to advance its exploration of development options and has requested PHC's support in the next phase of information gathering.

Specifically, the Diocese has asked to arrange a tour of an existing PHC property to better understand operational models, resident supports, space configurations, and the community impact of similar projects. PHC staff will coordinate potential dates for the Diocese's visit. This tour will help inform their early-stage conceptual planning, including target populations (e.g., single-lead families), unit mix, and the potential for community-serving common spaces.

This remains an exploratory discussion, but continued engagement with the Diocese presents a positive opportunity to shape a community-driven affordable housing initiative aligned with local needs.

Recruitment for Director of Financial and Budget Services

As previously reported in October, the former Director of Corporate Services has been redesigned as the Director of Financial & Budget Services to better align with PHC's expanded financial oversight needs, including procurement, multi-year budgeting, and comprehensive financial reporting.

A competitive recruitment process was undertaken over the past month, during which nine applicants were assessed through a multi-stage process that included a pre-interview assignment, a formal presentation, and two rounds of interviews.

At the time of writing, the hiring committee has identified the preferred candidate and is in the process of finalizing employment negotiations. It is anticipated that a formal announcement of the successful candidate will be made by November 24.

Commercial Space at Hunt Terraces

Back in September, the Board was informed that discussions were underway with a third-party provider to lease and operate a health-services space on the first floor of Hunt Terraces. PHC can now confirm that the partner is VON (Victorian Order of Nurses) and that the project has been approved to proceed.

The leased space is approximately 848 square feet and will be fitted out to support a range of primary and community health services for tenants and the broader community. The final space plan includes:

- Two clinical rooms equipped with sinks and suitable for exam tables
- One dedicated office for a Social Worker
- A small patient waiting area accommodating 1–3 individuals

Discussions regarding the placement of a medical secretary have concluded, with PHC and VON finalizing an approach that leverages the existing first-floor reception area where feasible or integrates a dedicated workstation within the new suite if required.

The capital cost to retrofit the space remains estimated at $83,000, which will be funded by the Ministry of Health, with PHC providing project oversight and coordination. Construction is scheduled to begin shortly.

This partnership represents a significant enhancement to the integrated service model at Hunt Terraces, expanding access to health supports and promoting tenant wellness while generating a stable revenue stream for PHC. Further updates will be provided as construction progresses, and operational timelines are finalized.

EnviroCentre Energy Audits and Proposed Insulation Upgrades

During the summer of 2025, PHC partnered with EnviroCentre to complete energy audits across several aging PHC properties. The purpose of this work was to assess building conditions and identify opportunities to enhance tenant comfort while reducing long-term energy consumption and utility costs for the corporation. EnviroCentre conducted assessments through their Home Winter Proofing / Energy Affordability Program, which included a comprehensive review and diagnostic testing of:

- Wall, attic, and basement insulation
- Thermostats and controls
- Appliances
- Lighting
- Additional building envelope and mechanical components

Following the completion of these audits, EnviroCentre identified multiple PHC properties as suitable candidates for insulation upgrades at no cost to PHC. The estimated value of these upgrades is up to $175,000, fully funded through EnviroCentre.

As these are occupied residential units, PHC staff will need to coordinate access, communication, and on-site support to ensure the work proceeds efficiently and with minimal disruption to tenants. While the logistical requirements are significant, the long-term benefits, such as improved unit comfort, reduced energy usage, and lower utility costs outweigh the operational challenges. Additionally, proceeding with this initiative will strengthen PHC’s partnership with EnviroCentre and support future collaboration opportunities.

Staff will begin coordinating next steps and negotiate the project launch timeline. Staff recommend avoiding a December start due to tenant impact and operational constraints, with a proposed commencement in January 2026.

Recent Media Coverage – Waste Management Challenges

Over the past 3 months, PHC has continued to experience heightened challenges with waste removal at a small number of our family housing sites in the City of Peterborough. These issues primarily relate to improper disposal practices, chronic overuse of the volume of waste by tenants, and illegal dumping.

Most recently, these ongoing concerns were highlighted in a free local newspaper article. Prior to publication, PHC provided the reporter with detailed written responses outlining our organizational structure, complaint-tracking processes, and the measures taken to maintain cleanliness and safety across all communities. PHC emphasized the following key points in our response:

- Dedicated Resident Support**:** Every resident has a designated contact within the Resident Services team to ensure consistent and direct communication, supported by a coordinated Building Services team for maintenance and repairs.
- Structured Complaint Management: All concerns received from neighbours are logged, reviewed, and actioned through established internal processes to ensure timely and transparent follow-up.
- Ongoing Tenant Engagement: Resident feedback is encouraged and regularly gathered through communication channels, meetings, and engagement initiatives that support responsive service delivery.
- Integrated Maintenance Approach**:** PHC uses a combination of in-house staff and contracted services to support inspections, repairs, and property upkeep, and regularly evaluates resource needs to ensure appropriate service levels.
-

As noted in the article, the waste-management challenges at some sites often stem from behaviours beyond normal tenant use, including illegal dumping by non-residents, inconsistent adherence to municipal waste rules, and the complexity of managing multi-unit sites under shifting regulatory requirements.

In addition to the ongoing efforts previously outlined, PHC is implementing a series of targeted operational strategies to mitigate waste management challenges at the affected family sites particularly those related to the City's two-bag-per-unit limit and the contracted collection procedures that restrict pickup once a site has reached its assigned bag count.

1. Improved Tracking and Compliance with Bag Limits

- PHC is developing a property-level bag allowance calculation system to clearly identify the total number of bags permitted per site based on number of units.
- Site staff and contractors will receive standardized pickup sheets continue to confirm bag count thresholds and document overages in real time.
- This will allow PHC to determine whether issues are related to illegal dumping, tenant behaviour, or contractor actions and adjust mitigation strategies accordingly.

2. Increased On-Site Oversight on Collection Days

- For the highest challenge properties, PHC will deploy Building Services staff or contractors on garbage days to:
  • Monitor waste areas before pickup
  • Ensure only eligible bags are placed curbside
  • Identify illegal dumping and document evidence
  • Engage the City to assist with preventing contractors from prematurely ending pickup due to overages created by non-tenants

3. Enhanced Resident Communication & Behavioural Interventions

- Targeted communication campaigns will focus on:
  • Clear explanation of the two-bag rule
  • How illegal dumping affects all residents and promote reporting by ten
  • Proper storage of household waste
  • Expectations around furniture, mattresses, and large item disposal
- New tools will include visual posters, simplified guides, and door-to-door reminders for high-impact units

5. Partnership Discussions with the City on Multi-Unit Pickup Rules

- PHC will be initiating discussions with City Waste Management about multi-unit properties where the two-bag-per-unit limit does not reflect real usage patterns or the strain caused by illegal dumping
- PHC will propose:
  • A revised or supplemental bag allowance for properties with chronic illegal dumping
  • Expanded large-item pickup options at PHC-challenged sites
  • Adjusted contractor protocols to avoid cutting off collection prematurely

6. Targeted Enforcement & Violation Follow-Up

- PHC is strengthening its internal enforcement approach through:
  • Increased lease violation notices where there is evidence of chronic misuse
  • Collaboration with the City's by-law team when dumping originates outside PHC enforceable parameters
  • Use of cameras or motion-triggered monitoring at key sites where warranted and legally permitted

While challenges persist at a small subset of properties, PHC remains committed to maintaining safe, clean, and well-managed communities. Staff will continue to prioritize waste-area improvements, tenant education, and proactive engagement, while working closely with the City and local partners to identify longer-term solutions.

37 George Street, Havelock Update (2024 Fire Incident)

Construction work at the site is progressing steadily as contractors move toward substantial completion ahead of the planned occupancy date of December 1, 2025. PHC staff are attending the site daily to monitor progress, identify and address outstanding deficiencies, and begin preparing the building for the return of tenants. This work includes unit inspections, verification of mechanical and life-safety systems, coordination with contractors, and initial site setup such as signage, cleaning, and grounds preparation.

In alignment with PHC's commitment to tenant choice and continuity, all former households were provided with first right of refusal to return to the building. To date, four households have confirmed that they will be returning. A fifth household initially expressed interest but has since declined, noting that they have successfully settled in their new community. Through outreach efforts, staff have consistently heard that many former tenants have now established stability in their alternate housing—developing new social connections, access to services, and routines that better meet their current needs. As a result, several have chosen not to return.

Any units not filled by returning tenants will be allocated through the centralized waitlist, with lease-up planning beginning in January 2026. Staff will work closely with Housing Services to ensure timely placement of applicants and smooth onboarding of new residents.

Preparations are also underway for on-site supports and orientation activities for incoming tenants, including move-in scheduling, building orientation, safety briefings, and coordination with service partners. A more detailed update on final occupancy, tenanting timelines, and site readiness will be brought forward as the project reaches final completion.

37 George Street

37 George Street

37 George Street

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

Attachments:

None

Peterborough Housing Corporation

Report 2025-053

Meeting Date: November 26, 2025

Meeting Time: 5:30 p.m.

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

Subject: Delegated Authority

Author Name and Title: Travis Doak, CEO

Recommendation(s):

Resolved That Report 2025-053, “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 November 27, 2025 until January 28, 2026; and

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

Chief Executive Officer

Background:

Delegated authority is the process of transferring responsibility for one task to another. It is suggested that delegated authority be approved in order to not delay potential tender awards expected while the Board breaks for the summer.

Rationale:

This report recommends delegated authority commencing with this meeting until the next scheduled meeting of the Board. Each time delegated authority is used, a report will be created to record the details of the decision. At the January 2026 Board meeting, the CEO will provide a written report including signed copies of each delegated authority report completed.

Other Alternatives Considered:

None.

Alignment to Strategic Priority Areas

This recommendation does not specifically align to any of the priority areas.

Financial Considerations:

There are no financial considerations to this report. Financial decisions approved through delegated authority will be presented to the Board in January 2026.

Consultations:

None.

Attachments:

None.

Peterborough Housing Corporation

Report 2025-054

Meeting Date: November 26, 2025

Meeting Time: 5:30 p.m.

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

Subject: 2025 Q3 Reporting Obligations

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

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Recommendation(s):

Resolved That Report 2025-054, “2025 Q3 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 September 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: 2025-054 Q3 2025 Reporting Obligations

PETERBOROUGH HOUSING CORPORATION

To the Board of Directors:

We confirm that as of September 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:	September 1, 2025	Paid	✔

Harmonized Sales Taxes:

Remittance Date:	September 30, 2025	Filed	✔

Property Taxes:

Remittance Date:	September 30, 2025 **(Next Remittance Date – October 31, 2025)**	Paid	✔

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

Transmission Date to RBC: Using Easypay Payroll System	September 24, 2025, PP#20, 2025 (Covering up to September 24, 2025)	Transmitted	✔

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

OMERS:

Remittance Date:	September 18, 2025 (Online Payment Release Date) (Covering up to August 13, 2025)	Paid	✔

Union Dues:

Remittance Date:	September 11, 2025 (Covering up to August 13, 2025)	Paid	✔

Sondra Fitzgerald

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

November 12, 2025
Date

Peterborough Housing Corporation

Report 2025-055

Meeting Date: November 26, 2025

Meeting Time: 5:30 p.m.

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

Subject: 2025 Q3 Operating Results

Author Name and Title: Sondra Fitzgerald, Director, Corporate Services
Travis Doak, CEO

Recommendation(s):

Resolved That Report 2025-055, "2025 Q3 Operating Results", be received for information purposes.

Sondra Fitzgerald
Director, Corporate Services

Background:

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

Rationale:

This report reviews the third quarter and year-to-date operating results of the Corporation. For the third quarter of 2025, the year-to-date expenditures should represent 75% of the total annual budgeted amounts. While some items are over/under, on average, the overall expenditures represent 87**%** 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. There are projected budget line savings that will be realized by the end of the calendar year to offset increased in-year expenditures.

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 September 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 – 2025-055 – 2025 Q3 Operating Results

Note Explanations

1. Other Grants represent funding received from the Service Manager 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 Service Manager 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 19% to date. This can be primarily attributed to recruitment costs being higher than anticipated due to the increased number of recruitments to date, 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 53% 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, in order to help reduce current year's costs, some preventative maintenance will be deferred until the new year. The Building Services team is also optimizing the use of custodial and maintenance staff to reduce the number of work orders issued externally.

We are also reviewing all expenses to determine if they should be reallocated to our capital program. This will be reflected in Q4.

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 rekeying for commercial tenants, purchasing additional lock boxes and moveouts requiring lock changes.

- 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. Additionally, in order to reduce costs for the remainder of the year, if a unit has been cleared by the pest control contractor, follow-up inspections will be suspended.

- Unit Turnovers – While there are fewer actual turnovers in the first half of 2025 (83 versus 110 – 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 and restricting the scope of work.

- Elevators – there have been a number of after hours elevator issues resulting in additional costs. In addition, there were expenses incurred for mandatory elevator testing that were not budgeted for. There is a capital program in place for 2025-2026 that will address the issue of aging elevators.

- Electrical – Additional costs have been incurred in 2025 in order to address ESA issues and aging infrastructure at several properties.

- Equipment – With an aging fleet of vehicles, there are increased repair costs in order to keep the vehicles in safe working condition.

- 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. In addition, there have been additional costs associated with tree removal and maintenance throughout the portfolio and playground maintenance.

- Life Safety Systems – When annual inspections were conducted, there was an increase in the volume of deficiencies noted that had to be addressed including replacement of smoke detectors.

- Plumbing – there were several deficiencies that had to be addressed after the annual back flow testing was completed. To mitigate and reduce expenses, PHC staff are addressing minor plumbing issues.

- Waste Removal – There have been a significant number of neighbour complaints throughout the portfolio regarding excess garbage. To date, PHC has incurred costs totaling $95,300 to address this issue. Staff are working on strategies to address this issue.

6. To date, PHC incurred costs of $201,297 related to the March ice storm event. We are currently working with the Service Manager 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. After receiving the report from the Food Consultant, PHC has been working closely with them to develop a strategic plan to address the issues.

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. As previously mentioned, PHC is now required to pay the storm water charge, which was not included in our approved budget. PHC has incurred costs totaling $28,500 representing a four month period. For 2026, this will be significantly higher.

Attachment A - 2025-055 - 2025 Q3 Operating Results
PETERBOROUGH HOUSING CORPORATION
OPERATING RESULTS
FOR THE PERIOD ENDING September 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)	7,745,586	10,311,431	(2,565,845)	75%	
Commercial Rental Revenue	240,995	309,940	(68,945)	78%	
Operational Subsidies	2,936,342	3,996,073	(1,059,730)	73%	
Other Grants	468,895	-	468,895	-	1
Other Revenue	440,010	359,655	80,354	122%	2
Total Revenue	11,831,828	14,977,099	(3,145,271)	79%	
Expenses					
Administration	552,896	585,669	(32,773)	94%	3
Bad Debts	116,754	156,636	(39,881)	75%	
Insurance	330,431	455,446	(125,014)	73%	
Fire Related Costs	164,642	-	164,642		4
Wages and Benefits	3,079,026	4,117,357	(1,038,331)	75%	
Materials and Services	2,272,232	1,779,210	493,021	128%	5
Ice Storm	201,297		201,297		6
Food Services	596,228	396,448	199,780	150%	7
Property Taxes	1,899,963	2,432,289	(532,326)	78%	
Utilities	1,892,488	2,457,617	(565,129)	77%	8
Capital Reserve Allocation	225,113	300,150	(75,037)	75%	
Mortgages & Debentures	1,692,908	2,270,116	(577,207)	75%	
Total Expenses	13,023,978	14,950,938	(1,926,960)	87%	
Surplus (-) / Deficit	(1,192,150)	26,161	(1,218,311)		

Legend

- **On/under budget**
- **Slightly over budget**
- **Over budget - watch closely**
- **Action Required**
- **Over/Under budget with explanation**
- **Under/On budget but YTD budget higher than target %**

Peterborough Housing Corporation

Report 2025-056

Meeting Date: November 26,2025

Meeting Time: 5:30pm

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

Subject: 2025 Q3 Capital Report

Author Name and Title: Richard Grotsch, Director of Operations

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Recommendation(s):

Resolved That Report 2025-056 “2025 Capital Report (Q3)”, be received for information purposes.

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.

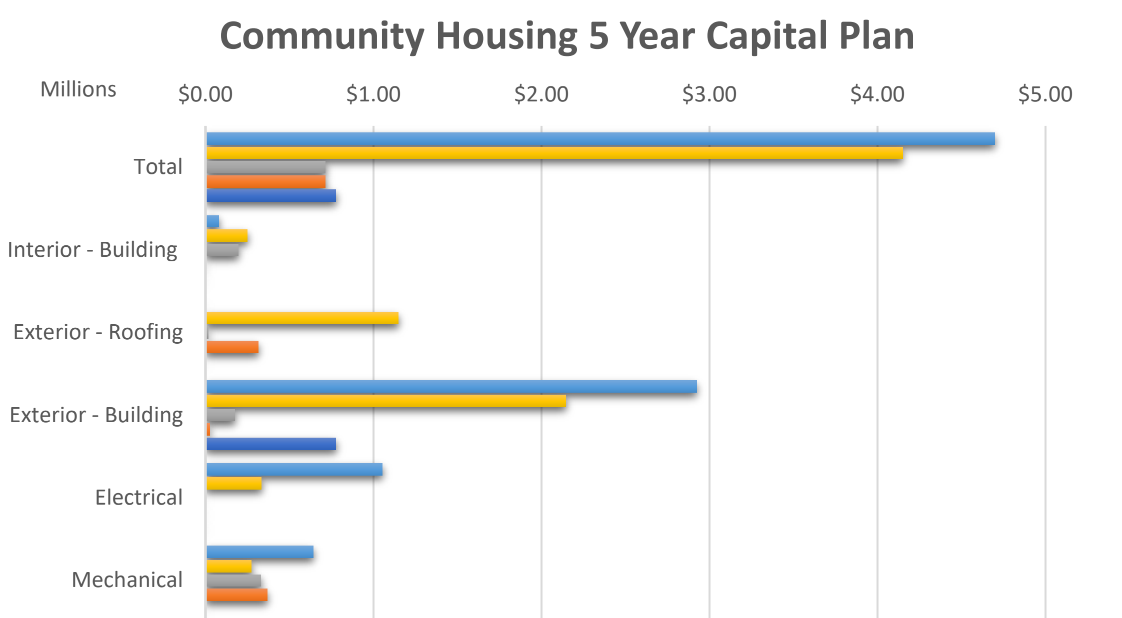
Capital investment for Q3:

Consistent with PHC's commitment to provide regular updates to its board, the following provides Q3 2025 activities related to capital expenditure:

Property	Housing Type	Item	Expense – Q3
287 Denne	RGI	Fire Restoration	$87,111.21
486 Donegal	RGI	Kitchen Cabinet Upgrades	$881.40
40 Rabbit	Affordable	Generator Installation - Engineering Services	$2,881.50
290 Parkhill Rd W	RGI	RFP-2025-004 - Shingle Roof Replacements	$645,905.28
900 Denne	Affordable	Roofing Repair/ Replacements	$30,340.50
53 Spring	RGI	53 Spring – Water System Electrical	$11,050.05
526 McDonnel	Affordable	RFP-2025-002 - Roofing and Mechanical Upgrade	$991,458.62
Various Sites	Affordable	RFP-2025-003 - Various - Elevator Engineering	$6,887.86
53 Spring	RGI	Recirculation Pump	$3,081.32
Pratts Marina	RGI	RFP-2025-005 - Shingle Roof Replacements	$28,211.59
Fairbairn	RGI	RFP-2025-005 - Shingle Roof Replacements	$125,479.73
Crawford	RGI	RFP-2025-005 - Shingle Roof Replacements	$127,546.49
37 George Street	RGI	Fire Restoration/Building Upgrades	$344,867.96
Total			**$2,405,703.51**

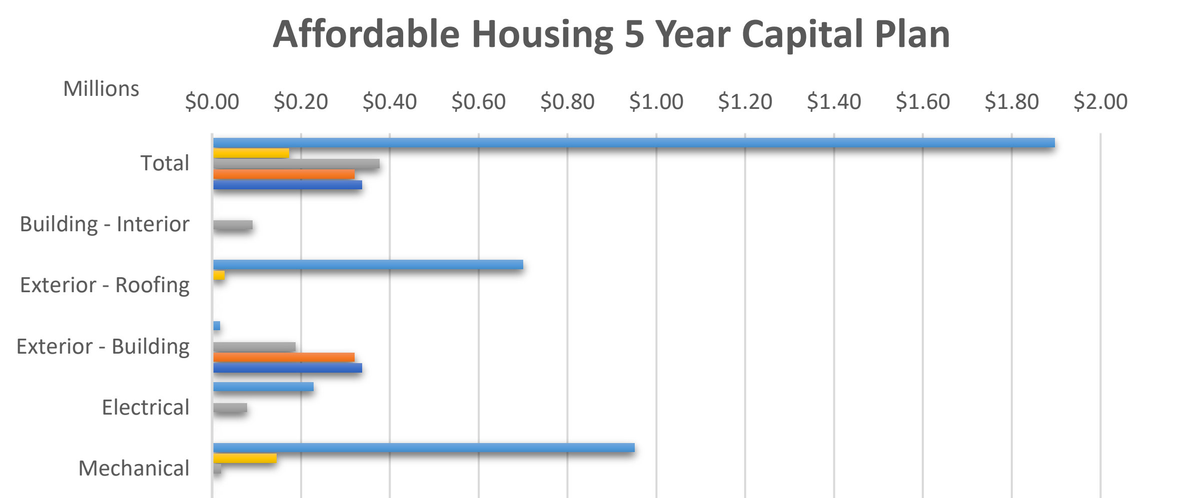
PHC's new portfolio budgeting model minimizes the risk of having unexpected replacement costs by ensuring replacements are made at the right time, thereby providing the best value. It can also guide the investment decision-making process by allowing PHC to maximize any capital fund's return on investment. 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



	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



	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

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
John Goss, Facilities Manager

Attachments:

None