



**Peterborough Housing Corporation
Board of Directors**

Wednesday, October 22, 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, September 24, 2025
5. Presentations
 - a. Report 2025-046 – PHC Strategic Plan
Presentation, SHS Consulting
6. Operational Reports
 - a. Report 2025-047 – RFP-2025-006 – Summer and Winter Site
Maintenance
 - b. Report 2025-048 – 2026 Recurring Meeting Dates and Reports
 - c. Report 2025-049 – CEO Report
7. Financial Reports
 - a. No report
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

Board Meeting Minutes, Peterborough Housing Corporation

Date: Wednesday, September 24, 2025 – 5:30PM

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

Present:	Keith Riel	Chair
	Andrew Beamer	Member
	Matthew Graham	Member
	Lesley Parnell	Member
	Rebecca Morgan-Quin	Board Advisor
	Travis Doak	CEO, PHC
	Jenna Cullon	Board Secretary
Guest:	Sondra Fitzgerald	PHC, Director of Corporate Services
Regrets:	Alex Bierk	Vice-Chair
	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 Matthew Graham and carried unanimously, it was **RESOLVED** to approve the agenda for the September 24th, 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, August 27, 2025

On a motion by Andrew Beamer, seconded by Lesley Parnell and carried unanimously, it was **RESOLVED** that the open minutes for August 27, 2025, be confirmed and accepted.

5. Presentations

- a) Report 2025-041 – Food Service Operations Review
Mark Murdoch, Murdoch and Associates

On a motion by Lesley Parnell, seconded by Andrew Beamer and carried unanimously, it was **RESOLVED** to that Report 2025-041, “Food Service Operations Review,” be received.

The Board received an update on the review that took place of the current food services operation, which is serving clients effectively but is facing financial sustainability challenges due to low initial pricing and underutilization of available units. Concerns were raised about affordability for current residents, the feasibility of a mandatory meal plan, and the projected shortfall of \$265,000 annually. The need for a sustainable approach was emphasized, including potential price adjustments and re-evaluation of service models.

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.

- b) Report 2025-042 – Landlord and Tenant Board Experience
Lisa Clark, Resident Services Manager & Krista Charette, Resident Services Officer

On a motion by Andrew Beamer, second by Matthew Graham and carried unanimously, it was **RESOLVED** that Report 2025-042, “Landlord and Tenant Board Experience,” be received for information purposes.

The Board received an overview of three recent tenancy cases, two involving rent arrears and one related to safety and behavioural concerns, with varying outcomes. The discussion highlighted the complexities of eviction processes, enforcement timelines, and the limitations faced by both housing providers and emergency services. Clarification was provided on issues such as income eligibility for RGI tenancies, agency responsibilities under headleases, and the treatment of spousal and child support in income assessments. Concerns were raised about tenant safety, particularly around ebike and mobility device battery storage, with suggestions to improve fire safety education for residents. The Board also discussed challenges related to the legal process for eviction, with PHC staff noting frustrations with delays and the high threshold required by adjudicators. Support resources for tenants, such as duty counsel and community legal services, were acknowledged as essential components of the process for the wellbeing of tenants.

6. Operational Reports

a) Report 2025-043 – KPI Report (Q1 & Q2)

On a motion by Matthew Graham, seconded by Lesley Parnell and carried unanimously, it was **RESOLVED** that Report 2025-043, “Quarterly Key Performance Indicator (KPI) Report (Q1 and Q2),” be received for information purposes.

The Board received a brief update regarding PHC’s KPIs, with further discussion on unit turnover timelines, noting that operational changes were implemented in June, with hopes that a reduction in the number of days between move-outs and move-ins would be seen, updated statistics for the most recent quarter are pending. A concern was brought forward regarding the perception of vacant units being paid for within PHC-managed buildings, but are sitting empty. It was clarified that while some units may appear vacant, this can be due to necessary repairs or other operational reasons, and rent is not collected on those units held. The Board acknowledges the importance of continuing to monitor and address unit turnover efficiency and public perception.

b) Report 2025-044 – CEO Update

On a motion by Matthew Graham, seconded by Lesley Parnell and carried unanimously, it was **RESOLVED** that Report 2025-044, “CEO Update,” be received for information purposes.

An update was provided following a recent LHC meeting in Toronto, where Travis Doak participated alongside other CEOs to discuss issues in housing. The conversation emphasized the importance of data collection, information sharing, and how sector-generated insights could support more informed government policy. One major issue raised was the challenge of “overhousing,” where tenants remain in units larger than needed, often paying market rent, thereby limiting the availability of RGI units. It was noted that this issue is widespread across only housing corporations yet not well understood at the government level. The meeting also highlighted frustrations with current policy gaps, a lack of clarity around the Build Canada Homes initiative, and updates on recent collective bargaining outcomes in other regions. There is growing interest from other jurisdictions in accessing Ontario’s LHC data framework, with potential to establish a centre of excellence for housing data and analytics.

7. Financial Reports

a) No reports

8. Committee Reports

a) Finance, Audit & Administrative Committee

i. Report 2025-045 – Proposed 2026 Operating & Capital Budget

On a motion by Matthew Graham, seconded by Andrew Beamer and carried unanimously, it was **RESOLVED** that Report 2025-045, “Proposed 2026 Operating & Capital Budget”, be received;

That the following recommendations of the Finance, Audit and Administration Committee, are adopted by the Board:

That the 2026 operating & capital budget, outlined in Report FAA2025-002 is approved.

That the CEO is directed to request operating subsidy in the amount of **\$4,336,635** in order to support the 2026 portfolio operations and capital subsidy in the amount of **\$987,698** from the Service Manager on behalf of the City of Peterborough and Peterborough County ; and

That the CEO reports back to the Board with any 2026 operating or capital budget amendments based on the Service Manager's approvals.

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

9. Information from Staff

No information from staff

Rebecca Morgan-Quin left the meeting at 7:50 pm

10. In Camera Session

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

On a motion by Alex Bierk, seconded by Matthew Graham and carried unanimously, it was **RESOLVED** that the in camera minutes for August 27, 2025, be confirmed and accepted.

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

11. Adjournment

With there being no further business, the September 24, 2025 Board Meeting, was adjourned on a motion by Lesley Parnell, seconded by Matthew Graham, carried unanimously at 7:55 p.m.

Keith Riel
Chair
Peterborough Housing Corporation

Travis Doak
CEO
Peterborough Housing Corporation

Peterborough Housing Corporation

Report 2025-046

Meeting Date: October 22, 2025

Meeting Time: 5:30 p.m.

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

Subject: PHC Strategic Plan

Author Name and Title: Travis Doak, CEO

Recommendation(s):

Resolved That Report 2025-046, "PHC Strategic Plan", be received for information purposes; and

That the Board of Directors approve the Strategic Plan direction and next steps outlined herein.



Chief Executive Officer

Background:

In January 2025 (Report 2025-002), the Board approved the approach and timeline to develop PHC's new five-year Strategic Plan, including stakeholder engagement, an environmental scan, and the drafting of strategic priorities. SHS Consulting was subsequently retained through a competitive process to support this work, facilitate consultations, and prepare the plan.

Rationale:

At this meeting, PHC will seek Board approval of PHC's strategic direction. The presentation will summarize due diligence to date (engagement findings and environmental scan) and present the Draft Strategic Plan Framework for decision. The following information will be presented:

- Key themes from tenants, staff, community partners, Service Manager, County, and Board input.
- Demand/need indicators, funding and policy context, operating trends, and risks/opportunities.
- Updated vision, mission, values, proposed strategic pillars, and illustrative KPI's and tactics.
- Implementation Roadmap (high level): Phasing, dependencies, and alignment with PHC capital pipeline and organizational capacity.

Approval at this stage confirms alignment on strategy and enables SHS and PHC staff to proceed with the implementation plan.

Next Steps:

The next steps, including timelines, accountabilities, resourcing assumptions, and success measures are set out in the Strategic Plan and the Strategic Plan Roadmap. The roadmap provides a phased implementation with KPI's to support reporting to the Board. Upon approval of the Strategic Plan, PHC staff will execute the roadmap and return through the regular Board cycle with updates, any required budget adjustments, and recommendations for course corrections as outlined in the plan.

Other Alternatives Considered:

None.

Alignment to Strategic Priority Area:

This report aligns to the following priority areas.

1. Investing in Our People – Board Governance
2. Serving Our Clients & Community – Finance & Resources

Financial Considerations:

There are no financial considerations to this report. Any future resourcing implications will be brought forward separately.

Consultations:

None.

Attachments:

Appendix A – Strategic Plan Board



Strategic Plan

Drafted by SHS Inc.
October 2025

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The Strategic Planning Process

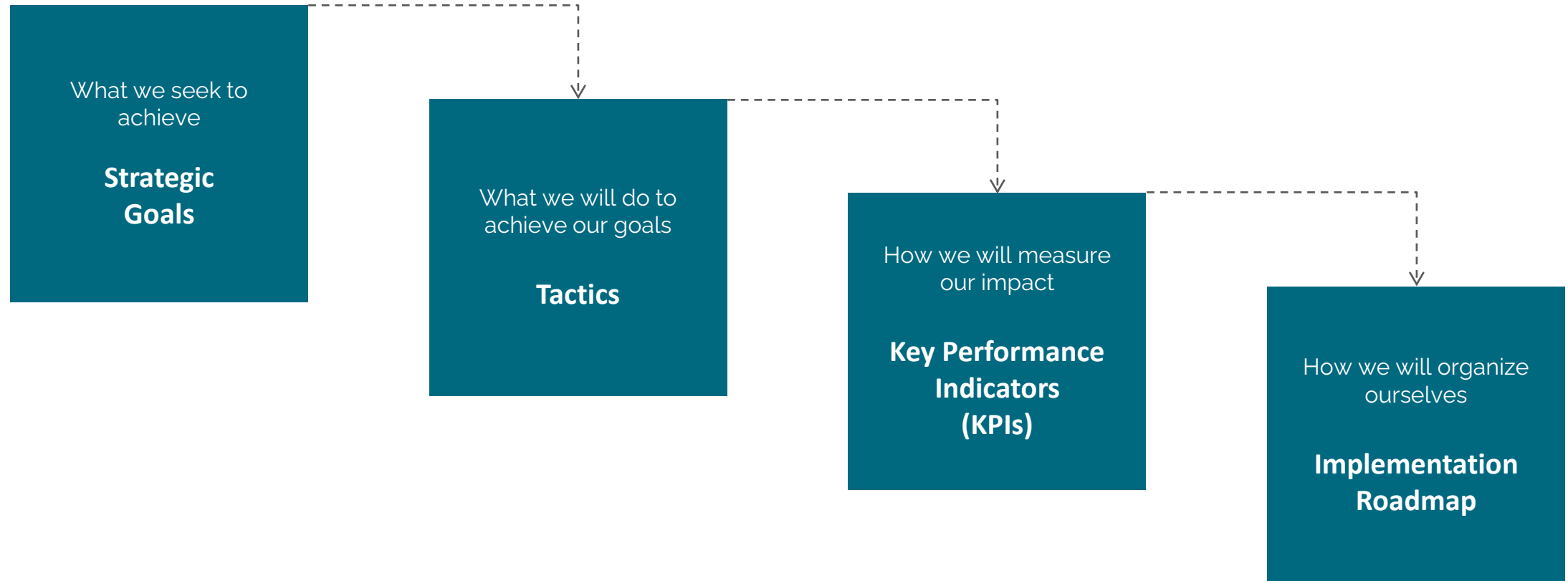


Engagement Activities

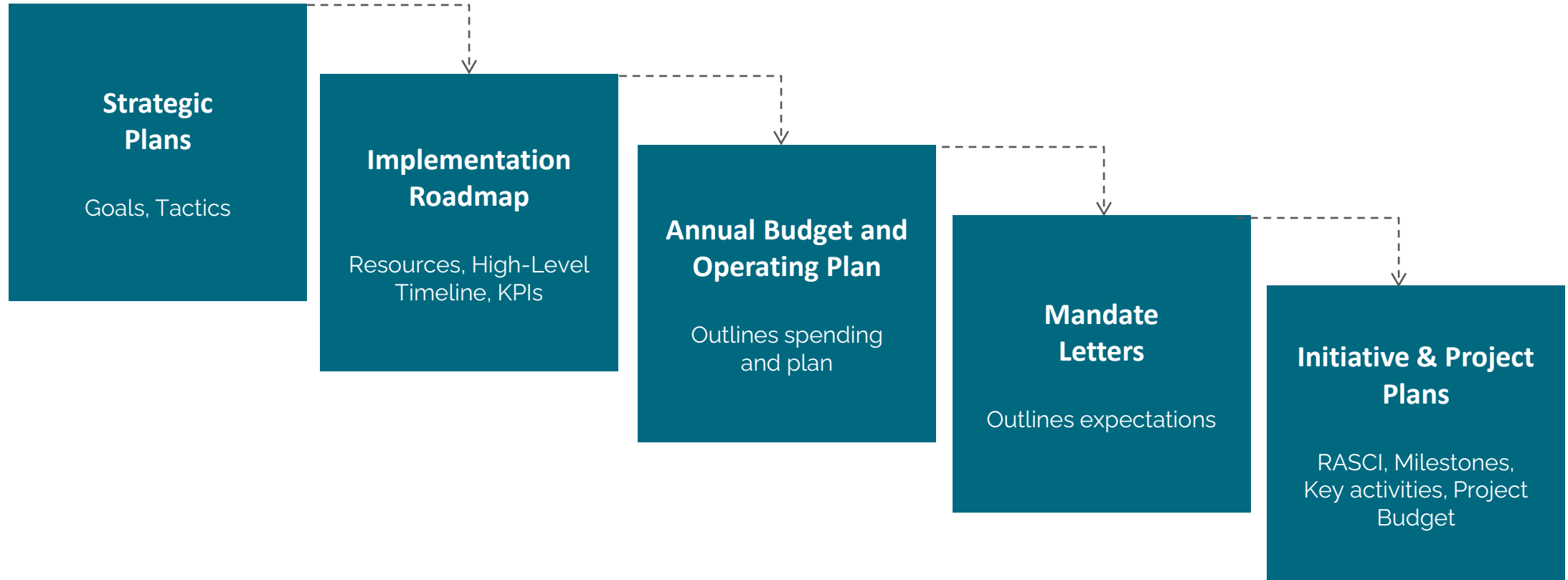
Throughout the strategic planning process, we completed seven different engagement activities to ensure that we learned from as much of PHC's community as possible.

Phase 2 Stakeholder Engagement and Environmental Scan		Phase 3 Visioning and Strategic Priorities				Phase 5 Approval and Implementation
May – June 2025		June - July 2025				September to October 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.		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.				Finally, we focused on how to realize the strategic plan by planning for implementation.
<i>Engagement 1</i> Current State Survey	<i>Engagement 2</i> Key Informant Interviews	<i>Engagement 3</i> Vision, Mission and Values Workshop #1	<i>Engagement 4</i> Board Strategic Priorities Session	<i>Engagement 5</i> Staff Learning Sessions	<i>Engagement 6</i> Vision, Mission and Values Workshop #2	<i>Engagement 7</i> Implementation Planning Interviews
Weeks of June 2 & 9, 2025	Week of June 16, 2025	June 25 & 26 2025	June 25, 2025	July 7, 2025	July 17, 2025	September 2025

Overview of the Strategic Plan



Overview of the Strategic Plan



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.

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 in the Housing System

PHC is the largest single provider of community housing in the City and County of Peterborough. We provide affordable, rent-geared-to-income, and market housing for seniors, single adults, and families.

PHC provides homes to well over 4000 residents. We are a launching pad for our residents to thrive through connecting them to services and opportunities in the greater City and County region.

Our housing is a mix of high-rise apartments, townhomes, walk-up apartments, semi-detached homes, and quad-plexes. Our caring and compassionate team take pride in maintaining our Properties and creating community within them.

As the largest community housing provider in the region, we work with partners, like the City of Peterborough, County of Peterborough, other non-profit housing providers, support service providers, other social and health service community agencies, and private developers, in creating new affordable housing units to meet the diverse needs of our ever-evolving community.

We strive to work with our residents to proactively identify how to improve our buildings. As the population ages, we will increasingly focus on accessibility and supporting our residents as their needs evolve. As more people experience homelessness and housing insecurity, we will work with our partners to support people exiting homelessness and provide pathways to stable housing. As families evolve and grow, we will find new ways to support intergenerational living.

PHC is more than bricks and mortars, we are a place to call home, create community and get support to move into the next stage of our residents' journey.



Strategic Plan (2026 to 2031)

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

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

Strategic Plan 2026 to 2031

Vision

Healthy, vibrant, connected communities where residents live, grow and thrive.

Mission

PHC provides quality, inclusive, and affordable housing options that meets the needs of our communities.

Our Values

- Respectful
- Collaborative
- Accountable
- Innovative
- Inclusive

Strategic Goals

1. Our Properties

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

2. Our Community

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

3. Our Services

Streamline how we work internally and with community partners.

4. Our People

Cultivate responsive, empathetic, adaptive, and professional staff.

5. Our Organization

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

Our Values

Our values share what it is important to us as an organization. They guide our actions, decisions, and daily interactions.

Respectful

We lead with dignity, empathy, and fairness to create an environment where everyone feels respected.

Collaborative

We recognize that strong relationships and shared goals lead to better outcomes. We value diverse contributions and work together to build trust, strengthen communities and solve challenges with our partners.

Accountable

We maintain high standards of service and ensure we can be trusted by taking ownership of our actions, decisions, and commitments.

Innovative

We seek forward-thinking solutions that respond to community needs, enhance services, and drive positive change. We are open to new ideas and committed to continuous improvement.

Inclusive

We celebrate diverse experiences and remove barriers to create inclusive spaces where everyone feels welcomed and respected.

Strategic Goal

1. Our Properties

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

To ensure residents feel respected and well taken care of

Overview

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

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

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

Tactics

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

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

3. Our Services

We will streamline how we work internally and with community partners

To ensure our residents have what they need to thrive from a health and wellbeing standpoint

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 thrive.

Tactics

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

Strategic Goal

4. Our People

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

To increase employee wellbeing and be a workplace of choice

Overview

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

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

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

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

Tactics

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

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



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.

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 maintenance/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

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

3. Our Services

We will streamline how we work internally and with community partners

To ensure our residents have what they need to thrive from a health and wellbeing standpoint

Indicators

KPI #	KPI	Audience	Frequency
18	# of agency partnerships reviewed / renewed	Board/SM, ELT	Quarterly
19	# of households receiving internal stabilization work	ELT	Quarterly
20	# of referrals to partners	ELT	Quarterly
21	% of residents in good financial standing with rent collection	Board/SM, ELT	Quarterly
22	% of households that maintained 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 stabilization work involving Community partners	Board/SM, ELT	Quarterly

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 opportunities 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

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 organizational 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 diversified affordability mix (aligned to PHC targets)	ELT	Annual
41	Operating margin (revenues vs expenses)	Board/SM, ELT	Quarterly
42	% of technology/efficiency initiatives 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

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 maintenance/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 financial standing with rent collection
22	% of households that maintained 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



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

Peterborough Housing Corporation

Report 2025-047

Meeting Date: October 22, 2025

Meeting Time: 5:30pm

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

Subject: RFP-2025-006 Summer and Winter Site Maintenance

Author Name and Title: Richard Grotsch, Director of Operations

Recommendation(s):

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.



Chief Executive Officer

Background:

To improve service coordination and operational efficiency, PHC is integrating landscape and snow removal services into a single contract. These services are essential year-round for maintaining curb appeal, site safety, and accessibility across PHC properties. By aligning these contracts under a single agreement, PHC can better align seasonal transitions, reduce administrative burden, and streamline vendor compliance and communication.

Combining these service areas also supports PHC's objective of ensuring value for money and aligns PHC with sector best practices. A consolidated contract encourages competitive pricing, enhanced vendor controls and streamlined administrative oversight. This approach enables PHC to better evaluate service providers not only on cost, but also on their ability to deliver consistent, high-quality performance across multiple seasons.

Ensuring that service levels meet the operational needs of each site—particularly in areas related to resident safety, emergency access, and site cleanliness—remains a top priority. Through this integrated procurement process, PHC can ensure that contracted vendors meet or exceed the standards necessary to support the safe and efficient operation of our facilities.

As per PHC Policy FA1, any open competition procurement value above \$250,000 requires approval by the Board of Directors.

Rationale:

This award will support both Community and Affordable Housing communities across Peterborough County and the City of Peterborough. In the development of this RFP, PHC staff have undertaken a comprehensive review of the scope of work as well as embedded enhanced vendor compliance and communication framework to support enhanced service quality to Residents. While this RFP award is specific to snowplowing and landscaping services, PHC staff have also worked with each of the proponents to standardize costs associated to as needed/ad hoc services such as snow removal and power sweeping services with the goal of further ensuring consistency of service and value for dollar.

Oversight of this program falls within the Building Services portfolio and is a regular and recurring operational expense considered in the PHC operating budgets.

The following geographical areas along with the corresponding scope of work are identified in RFP-2025-006:

Area A - Apsley/Lakefield	Snowplowing Only
Area B – Havelock/Norwood	Snowplowing Only
Area C – Peterborough	Snowplowing Only

Area D – Peterborough

Snowplowing and Landscaping

Contract Term:

This contract award is a one (1) year term for a total combined value of \$362,212.07. However, PHC has further negotiated two additional 1-year term options of which can be executed at PHC's sole discretion.

Procurement Timeline:

The tender process timeline was outlined as follows:

1. **Issue Date:** Thursday August 14, 2025
2. **Mandatory Information Meeting:** Wednesday August 27, 2025
3. **Deadline for Questions:** Friday August 29, 2025
4. **Closing Date:** Tuesday September 2, 2025
5. **Submission Opening:** Thursday September 4, 2025
6. **References:** September 5-9, 2025
7. **Evaluation Period:** September 11-15, 2025
8. **Pricing Envelope:** September 15, 2025
9. **Board Submission:** October 22, 2025
10. **Award/Kick off:** November 10, 2025

Of the eleven (11) vendors who viewed the RFP, six (6) submitted compliant bids. Following a detailed evaluation, PHC has determined that Nightingale Home Maintenance Inc., Quigley Landscaping Inc., and Kawartha Outdoor Décor are the successful proponents to complete the work and will act as General Service Contractors for the entirety of the contract term.

Service Schedule:

1. **Contract Award:** October 2025
2. **Winter Schedule:** November 15/25 – April 15/26
3. **Power sweeping/clean up:** April 15-30, 2026 (as required)
4. **Summer Schedule:** May 1 – October 31, 2026
5. **Fall Cleaning:** October 31-Nov 15, 2026
6. **Contract Review/Renewal:** October 2026

Other Alternatives Considered:

None

Alignment to Strategic Priority Areas:

This report aligns with the 2019-2024 Strategic Plan as follows:

1. Serving Our Clients & Community – Finance & Resources

Financial Considerations:

Services outlined within this RFP are reoccurring annual operating costs of which align within the Operations Divisions annual budget. The Director of Corporate Services confirms available funding in the 2025 and 2026 budget.

The total combined financial impact of this RFP is \$362,212.07 and will be awarded to each of the three successful proponents as follows:

Nightingale		
Apsley / Lakefield / Selwyn	Area: A	
Location	Winter Maintenance Monthly Total Excluding HST	Annual Total (Monthly X 5) Excluding HST
30 Simeon Cres.	\$ 653.44	\$ 3,267.20
12 Simeon Cres	\$ 794.21	\$ 3,971.05
24 Ermatinger St	\$ 684.83	\$ 3,424.15
85 Concession St	\$ 996.85	\$ 4,984.25
40, 46, 48, 50 Rabbit St	\$ 1,365.97	\$ 6,829.85
Annual Total	\$ 22,476.50	

Quigley		
Havelock / Norwood	Area: B	
Location	Winter Maintenance Monthly Total Excluding HST	Annual Total (Monthly X 5) Excluding HST
17 Smith Dr	\$4,390.34	\$21,954.21
8 Victoria St	\$1,782.47	\$8,912.33
53 Spring St	\$1,899.71	\$9,498.55
37 George St	\$1,695.10	\$8,475.48
Annual Total	\$48,840.57	

KOD		
Peterborough	Area: C	
Location	Winter Maintenance Monthly Total Excluding HST	Annual Total (Monthly X 5) Excluding HST
1545 Monaghan Rd	\$ 2,024.00	\$ 10,120.00
526 McDonnel St	\$ 2,024.00	\$ 10,120.00
553 Bonaccord St	\$ 2,024.00	\$ 10,120.00
555 Bonaccord St	\$ 2,024.00	\$ 10,120.00
130 Anson St	\$ 1,440.00	\$ 7,200.00
136 Anson St	\$ 1,440.00	\$ 7,200.00
293 London St	\$ 1,455.00	\$ 7,275.00
Annual Total	\$62,155.00	

KOD			
Peterborough	Area: D		
Location	Winter Maintenance Monthly Total Excluding HST	Summer Maintenance Monthly Total Excluding HST	Annual Total (Monthly X 5) Excluding HST
665 Crawford Dr	\$2,665.00	\$600.00	\$16,925.00
835 Cameron St	\$3,129.00	\$600.00	\$19,245.00
193 Parkhill Rd	\$795.00	\$150.00	\$4,875.00
572 Crystal Dr	\$3,998.00	\$900.00	\$25,390.00
169 Lake St	\$1,475.00	\$300.00	\$9,175.00

681 Monaghan St	\$1,475.00	\$400.00	\$9,775.00
808 Sherbrooke St	\$795.00	\$150.00	\$4,875.00
101-121 Anson St	\$1,235.00	\$300.00	\$7,975.00
953 Clonsilla Ave	\$832.00	\$200.00	\$5,360.00
220 Edinburgh St	\$832.00	\$200.00	\$5,360.00
117 Herbert St	\$1,635.00	\$233.33	\$9,575.00
290 Parkhill Rd E	\$2,075.00	\$400.00	\$12,775.00
372-386 Parkhill Rd W	\$930.00	\$200.00	\$5,850.00
486 Dongeal St	\$1,475.00	\$233.33	\$8,775.00
850 Fairbairn St	\$2,865.00	\$600.00	\$17,925.00
611 Rogers St	\$1,692.00	\$333.33	\$10,460.00
30 Alexander Ave	\$3,129.00	\$600.00	\$19,245.00
999 Hilliard St	\$1,875.00	\$466.67	\$12,175.00
1190 Hilliard St	\$1,635.00	\$233.33	\$9,575.00
900 Dutton Rd	\$1,766.00	\$766.67	\$13,430.00
Annual Total	\$ 228,740.00		

Consultations:

Sondra Fitzgerald, Director of Corporate Services
Joe Waldherr, Capital and Special Projects Manager
John Goss, Facilities Manager
Peter Voss, Custodial Services Manager

Attachments:

None

Peterborough Housing Corporation

Report 2025-048

Meeting Date: October 22, 2025

Meeting Time: 5:30 p.m.

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

Subject: 2026 Recurring Board Reports and Frequency

Author Name and Title: Travis Doak, CEO

Recommendation(s):

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.



Chief Executive Officer

Background:

This report outlines the recurring reporting and frequency that staff recommend to the Board for approval.

This will ensure that the Board is aware not only when reporting is available, but how and what will be presented. This will assist the Board in making decisions towards improving the corporation. It will also assist the Board's awareness of certain benchmarks and provide a method of measurement to them.

Should there be a unique situation arise that the Board should be aware of more immediately, a special report outside of the recommended frequency would be presented.

Rationale:

Meetings

Meetings are scheduled on a regular basis to ensure proper functioning of the corporation, and plan strategically with the Executive Leadership Team (ELT) to ensure PHC remains an innovative high performing corporation with a bright future.

Meeting Dates (fourth Wednesday)	
January 28, 2026 – regular meeting	5:30 pm
February 25, 2026 – regular meeting & Finally a Home	5:30 pm
March 25, 2026 – regular meeting	5:30 pm
April 29, 2026 – regular meeting	5:30 pm
May 27, 2026 – regular meeting	5:30 pm
June 24, 2026 – regular meeting	5:30 pm
August 26, 2026 – regular meeting	5:30 pm
September 30, 2026 – regular meeting	5:30 pm
October 28, 2026 – regular meeting	5:30 pm
November 25, 2026 – regular meeting	5:30 pm

Financial Reporting

Financial reporting is critical to the Board. Financial reporting includes operating and capital reporting, reporting obligations, presentation of budgets, annual investment reports and audited financial statements.

Although dates for the presentation of budgets and financial statements can only be estimated, the schedule below will at least provide the Board with guidelines to meet deadlines as they arise.

Quarterly reporting will generally be presented two months following the end of each quarter. Note, exact dates may fluctuate due to operational requirements.

Report	Meeting Date
2025 Q4 Operating & Capital Results (Sept-Dec)	March 25, 2026
2025 Q4 Reporting Obligations (as at Dec 31 st)	March 25, 2026
2026/27 Spruce Corners Budget	April 29, 2026
2025 Financial Statements & Investment Report	May 27, 2026
2026 Q1 Operating & Capital Results (Jan-Mar)	May 27, 2026
2026 Q1 Reporting Obligations (as at March 31 st)	May 27, 2026
2026 Q2 Operating & Capital Results (Apr-June)	August 26, 2026
2026 Q2 Reporting Obligations (as at June 30 th)	August 26, 2026
2027 Portfolio Operating Budget	September 30, 2026
Five Year Capital Plan	September 30, 2026
2026 Q3 Operating & Capital Results (July-Sept)	November 25, 2026
2026 Q3 Reporting Obligations (as at September 30 th)	November 25, 2026
2026 Q4 Operating & Capital Results (Oct-Dec)	March 2027
2026 Q4 Reporting Requirements (as at December 31 st)	March 2027

Activity Reporting

Reporting on various activities such as arrears, turnover, etc. can assist the Board in seeing how the operations are flowing. They can also assist with the creation of policy and procedures. These performance measurements are tracked on a quarterly basis.

Report	Meeting Date
2025 Q4 Activity Report (Sept-Dec key performance indicators)	March 25, 2026
2026 Q1 Activity Report (Jan-Mar key performance indicators)	June 24, 2026
2026 Q2 Activity Report (Apr-June key performance indicators)	September 30, 2026
2026 Q3 Activity Report (July-Sept key performance indicators)	November 26, 2026
2026 Q4 Activity Report (Oct-Dec key performance indicators)	March 2027

Annual General Meeting

The annual general meeting of the Shareholder must take place at least every 15 months in accordance with the Business Corporation Act. To keep the report useful for the Board and the Service Manager, and to better align planning windows, PHC will be delivering a single consolidated Annual Report in April / May 2026 that includes 2024 and 2025 results. This aligns with the AGM window, reduces duplication, and provides the Board with a current, two-year view tied to audited financials. PHC will then shift to a regular May / June submission window each year for the prior year's report (e.g., 2026 report by May / June 2027). This

keeps the reporting lag to 4–6 months, and will appoint the auditor, directors for the next term and approve any bylaw changes recommended by the Board.

Other Alternatives Considered:

None.

Alignment to Strategic Priority Areas

This report aligns to the 2019-2024 Strategic Plan as follows:

1. Investing in Our People – Board Governance
2. Serving Our Clients & Community – Finance & Resources

Financial Considerations:

There are no direct financial considerations to these recommendations. However, overall, they will help to direct the Corporation effectively, which could have some positive financial implications.

Consultations:

None

Attachments:

None.

Peterborough Housing Corporation

Report 2025-044

Meeting Date: October 22, 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 2025-049, "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.

Since September 24, I have been concentrating on advancing the Strategic Plan to Board approval. Work has focused on: finalizing vision/mission/values; refining strategic pillars with KPIs. As a result, there are fewer updates this month; operations are stable and on schedule across programs and projects.

Rationale:Recruitment for Director of Financial and Budget Services

As part of PHC's commitment to aligning our structure with future priorities, the current position of Director of Corporate Services has been redesigned as Director of Financial & Budget Services. This updated role better reflects the breadth of financial responsibilities at PHC. The Director will oversee key financial functions, including accounting services, payroll, procurement oversight, and financial reporting. In addition, monitoring of PHC's annual and multi-year budgets, ensuring that forecasting, variance analysis, and funding requests are integrated into a clear financial strategy.

This change positions PHC to more effectively manage increasing fiscal pressures, strengthen financial accountability, and ensure long-term sustainability. The recruitment process began on September 5, and interviews are currently underway.

Sondra Fitzergalds' last day with PHC is November 14. A retirement event is being organized for the afternoon on November 14th and Board members are invited to attend. Specific details will be provided by the end of the month.

681 Monahan Grand Opening

On September 25, the federal and provincial governments announced the grand opening of 681 Monaghan Road and an additional \$830,015 investment to deliver 7 more units for vulnerable residents in Peterborough. The announcement was made by MP Emma Harrison (on behalf of the Honourable Gregor Robertson, Minister of Housing & Infrastructure) and Brian Saunderson (Parliamentary Assistant to Ontario's Minister of Municipal Affairs & Housing), alongside Mayor Jeff Leal and Warden Bonnie Clark. It was also announced at this meeting that an additional \$830,015.00 was being invested to support 7 more units in Peterborough.

Community Advocacy – Housing Continuum Group

On October 14, I participated in the quarterly Housing Continuum meeting, which brings together representatives from across the housing spectrum, from prevention and outreach to supportive housing, social housing, affordable home ownership, co-ops, and private developers to identify gaps and advocate for coordinated solutions in the region.

Brad Appleby, the City of Peterborough's Director of Planning Development and Urban Design was invited to speak about growth & policy alignment with Housing targets and the City's official plan. There was also discussion about process improvements, including the hiring of a development navigator/concierge role to help builders and non-profits move through pre-consultation, site plan, and building permit stages more efficiently. The group highlighted opportunities for concurrent reviews, clearer submission checklists and timelines, and better coordination on servicing for shovel-ready sites. The group also discussed the City's initiative to identify surplus land that could be made available for future affordable housing projects.

Hunt Terraces – New Food Services Partnership Opportunity

In early October I began negotiations with Fourcast about providing food services with their new addiction treatment facility at the Paddock Wood house. This new community service will be providing a bed-based program, which include a 35-day addiction treatment program. The services will align with the current best practices for addiction treatment and withdrawal management. This type of program will require food for clients and the Hunt Terraces food services operation is well suited to meet that need.

Fourcast is looking for 3 meals a day x 365 days a year, per client. The program is designed for males only, with 12 clients, but will start with 6 for the first 3 months. Meals will be delivered by PHC staff one time per day, which is a similar model to the Wolfe Street program.

I have been working with Nutra Services to confirm a financially sustainable partnership that does not disrupt core operations. Costing is complete and indicates a modest positive margin per meal, per day. A draft service agreement between PHC and Fourcast is now in preparation and targeted for approval before year end.

Wolfe Street – Food Services Program

On October 6, PHC was advised that the City of Peterborough will transfer responsibility for meal procurement at the Wolfe Street modular units to Elizabeth Fry, effective with the expiry of PHC's current agreement on November 30. While PHC is disappointed to see the current program conclude, we remain fully supportive of the initiative and wish the new provider success.

I would like to acknowledge PHC staff and Nutra Services for their commitment to participants throughout the program, and we will continue to collaborate with the City and other partners on broader food-security programs where it makes operational sense.

Hart Hub Program

As previously briefed to the Board, PHC has been exploring participation in the HART Hub initiative, led by Fourcast as the designated lead agency. The

provincially funded program is designed to support individuals transitioning from homelessness into long-term housing with coordinated support services. During the proposal phase, PHC was identified as a potential housing partner, with the possibility of allocating units for individuals exiting intensive case management programs, subject to finalized program parameters, and operational readiness. At that time, Fourcast indicated PHC's requirements were not compatible with their operational model.

PHC staff have recently met again with Fourcast to explore participation in the program and have identified a feasible model using participant occupancy agreements. As a prudent first step, PHC would initiate a small pilot with one 3-bedroom household unit on Denne Crescent. The pilot would allow PHC to validate referral, onboarding, case coordination, and tenancy-support processes before considering any expansion. A draft agreement is currently being developed. Information will be provided at a future Board meeting.

37 George Street, Havelock Update

Reconstruction is progressing well with all major utilities permanently restored (heat, water, sewage, electricity). Interior/exterior finishing is underway: drywall is complete, and kitchens, bathrooms, and flooring are 60% complete. The contractor remains on track for substantial completion in late November, enabling occupancy December 1 and first tenancies December 8, 2025. Returning residents displaced by the fire will be prioritized before the holidays, with remaining vacancies filled from the centralized waitlist in January 2026. Required inspections (ESA, plumbing, HVAC, life safety) and the final occupancy permit are scheduled on the critical path; the project is tracking within budget, with risks (supply, weather, inspection timing) actively managed. Resident and stakeholder communications are ongoing to support a smooth move-in and early post-occupancy period.



37 George Street, Havelock



37 George Street, Havelock

287 Denne Crescent – Update on Fire

In March 2025, this single-family home sustained significant fire damage. The investigation determined the cause to be a faulty e-bike battery. No injuries were reported; however, the unit was rendered uninhabitable. The former occupants have been permanently rehoused within the PHC portfolio. PHC has been working with its insurer and the tenants' insurance to return the property to service. Restoration is now underway, with roofing and exterior repairs nearing completion and interior work in progress. Substantial completion is targeted for the end of January 2026.

Collective Bargaining – CUPE Local 504.2

PHC and CUPE commenced negotiations on October 17 in a constructive, good-faith manner. PHC has engaged with Hicks Morley to support the negotiations process. Jordynne Hislop has been assigned to play a lead role with the internal negotiation

Management's approach has been to show respect for employees, the union's role, and our shared goal of a fair, balanced, and sustainable agreement that supports the workforce while maintaining organizational viability. PHC has outlined

recent investments in staffing (8 permanent union positions additions since 2023), workflow realignment, and the forthcoming Strategic Plan focused on property growth, capital reinvestment, streamlined tenant services, workforce wellbeing and training, and operational efficiency through data and technology.

As presented to the Board in August, there are 3 main priorities that management will be focusing on beyond the traditional housekeeping items:

1. Hours of work
2. Scope clause – what is classified as union work
3. Wages

It is the goal of management to bring to the Board a ratified agreement by the Union before the end of the calendar year.

Annual Report - Timeline

PHC has been in communication with the Service Manager regarding the timeline to present the annual report, which has typically been in late fall each year. The current timing effectively means we are reporting on the 2024 calendar year at the end of the 2025 calendar year. By that point, much of the content is dated and no longer reflects current operational realities or priorities. The lag is particularly pronounced this cycle given the leadership transition in July 2024 (Hope Lee's departure) and the subsequent changes to plans and delivery that occurred through 2025.

Under the Ontario Business Corporations Act (OBCA), the Shareholder's AGM must be held at least every 15 months. To keep reporting timely and aligned to that window, PHC will table a single consolidated Annual Report in April/May 2026 covering 2024 and 2025, providing a current, two-year view tied to audited financials. Thereafter, PHC will move to a regular May/June cadence each year for the prior year's report (e.g., 2026 reported in May/June 2027). The AGM package will also include the appointment of the auditor, Board appointments for the next term, and any by-law amendments recommended by the Board.

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