



Peterborough Housing Corporation Board of Directors

Wednesday, January 28, 2026 – 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, November 26, 2025
5. Presentations
 - a. Report 2026-001 – 1190 Hilliard Street Regeneration
Amelie Besnard and Joe Crooks, City of Peterborough, and Richard
Grotsch, Peterborough Housing Corporation
6. Operational Reports
 - a. Report 2026-002 – PHC Strategic Plan Communication Strategy
 - b. Report 2026-003 – Director Mandate Letters
 - c. Report 2026-004 – CEO Update
7. Financial Reports
 - a. No reports
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, November 26, 2025 – 5:30PM

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

Present:	Keith Riel	Chair
	Alex Bierk	Vice-Chair
	Andrew Beamer	Member
	Matthew Graham	Member
	Lesley Parnell	Member
	Travis Doak	CEO, PHC
	Jenna Cullon	Board Secretary
Guest:	Jennifer McLauchlan	PHC, Director of People & Culture
Regrets:	Sheldon Laidman	Board Advisor
	Rebecca Morgan-Quin	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 Matthew Graham, seconded by Andrew Beamer and carried unanimously, it was **RESOLVED** to approve the agenda for the November 26th, 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 Alex Bierk, seconded by Matthew Graham and carried unanimously, it was **RESOLVED** that the open minutes for October 22, 2025, be confirmed and accepted.

5. Presentations

- a) No presentations

6. Operational Reports

- a) Report 2025-050 – PHC Strategic Plan – 2026-2031

Revisions to PHC's Strategic Plan incorporating the Board's feedback from October 22, 2025, were presented. Updates clarified PHC's legislative mandate, refined the Vision Statement, strengthened alignment with the housing continuum, and enhanced focus on resident engagement, community partnerships, and wraparound supports. KPIs and reporting expectations were refined, and opportunities for philanthropy and alternative funding were identified. Board members discussed clarity of purpose, strategic priorities, communications, and the boundaries of service delivery.

The Board requested that PHC present a communications plan at the January meeting, including press releases, supporting documentation, and next steps to ensure ongoing updates on the Strategic Plan.

On a motion by Matthew Graham, seconded by Alex Bierk and carried unanimously, it was **RESOLVED** that Report 2025-050, "PHC Strategic Plan – 2026-2031", be received for information purposes.

Jennifer McLauchlan left the meeting at 6:10pm

- b) Report 2025-051 – Hunt Terraces Building Model Update

Staff presented an updated building model for Hunt Terraces addressing ongoing operating deficits and long-term sustainability. Discussion focused on rent alignment, food service pricing, vacancy trends, revenue impacts, and subsidy coverage. Board members emphasized the need to explore commercial and partnership opportunities associated with the site. Staff were directed to work with the Service Manager and the previous consultant to advance the model and return to the Board with information on potential commercial opportunities.

On a motion by Lesley Parnell, seconded by Andrew Beamer and carried unanimously, it was **RESOLVED** that Report 2025-051, "Hunt Terraces Building Model Update", be received for information purposes.

- c) Report 2025-052 – CEO Update

Updates were provided on federal housing initiatives, along with staffing updates, partnerships, and operational matters. Board members raised questions regarding waste management, labour considerations and labour considerations.

On a motion by Lesley Parnell, seconded by Andrew Beamer and carried unanimously, it was **RESOLVED** that Report 2025-052, "CEO Update," be received for information purposes.

a) Report 2025-053 – Delegated Authority

On a motion by Alex Bierk, seconded by Lesley Parnell and carried unanimously, it was **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.

7. Financial Reports

a) Report 2025-054 – 2025 Q3 Reporting Obligation

On a motion by Alex Bierk, seconded by Lesley Parnell and carried unanimously, it was **RESOLVED** that Report 2025-054, "2025 Q3 Reporting Obligations," be received for information.

b) Report 2025-055 – 2025 Operating Report (Q3)

On a motion by Alex Bierk, seconded by Lesley Parnell and carried unanimously, it was **RESOLVED** that Report 2025-055, "2025 Operating Report (Q3)," be received for information purposes.

c) Report 2025-056 – 2025 Capital Report (Q3)

On a motion by Alex Bierk, seconded by Lesley Parnell and carried unanimously, it was **RESOLVED** that Report 2025-056, "2025 Capital Report (Q3)," be received for information purposes.

Staff reviewed Q3 reporting obligations, operating results, and capital activity. Discussions included maintenance standards, compliance requirements, storm-related cost recovery, and financial impacts.

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 November 26, 2025 Board Meeting, was adjourned on a motion by Matthew Graham, seconded by Andrew Beamer, carried unanimously at 7:15 p.m.

Keith Riel
Chair
Peterborough Housing Corporation

Travis Doak
CEO
Peterborough Housing Corporation

Peterborough Housing Corporation

Report 2026-001

Meeting Date: January 28, 2026

Meeting Time: 5:30 p.m.

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

Subject: 1190 Hilliard Street Regeneration

Author Name and Title: Richard Grotsch, Director of Operations

Recommendation(s):

Resolved That Report 2026-001, "1190 Hilliard Street Regeneration", be received for information purposes.



Chief Executive Officer

Background:

The Community Regeneration Project for 1190 Hilliard Street has been under development in collaboration with the City of Peterborough since 2021. In May 2025, the Board received a report and presentation from the City of Peterborough providing an update on the status of both 30 Alexander Avenue and 1190 Hilliard Street regenerations. At that time, it was shared that through a combination of the Provincial Building Faster Fund and City Social Services Reserve, the project will achieve 'shovel ready' status. Additionally, work was underway to select a qualified consulting team. At that time, tenant relocations continued to remain on hold.

Rationale:

The City of Peterborough received one million dollars in provincial funding through the Building Faster Fund to support site design and the planning process in 2024. Additional funding was approved by City Council to support bringing the project to a 'shovel ready' status. Through a competitive bid process, Axia Design Associates and L'Oeuf Architects were awarded the contract to support the project design. Currently, the project is in the design development and permitting phase.

Site Design

Through the work with the design team, preliminary drawings have been established for a 9-story building connected to a 3-story wing, which will increase the site's density to 141 residential units. The site would also include commercial space designated for on-site daycare services.

Current Status and Funding Progress

In November 2025, the federal government launched Build Canada Homes, a Crown corporation developed to focus on building and financing affordable housing in Canada. BCH aims to work with all levels of government, indigenous, private and non-profit partners to scale up the supply of affordable housing. Specifically, BCH is planning an enhanced focus on growing the supply of non-market community housing. BCH is currently focusing on supporting the acceleration of projects, which can be permitted and shovel ready within a 12-month period of funding approval. It is believed that the redevelopment of 1190 Hilliard continues to progress and can meet the timelines set out in the BCH program. As such, PHC and City staff have commenced the engagement of BCH on the development plan for the site and will be making a joint submission.

Resident Engagement and Communication

Since 2023, PHC staff have engaged with residents to discuss the impacts of community regeneration and gather resident feedback. After a pause on resident relocations while funding was addressed, PHC staff will be hosting the next resident engagement session on site on Thursday, January 22, 2026, at 6 p.m. This session will provide residents with an update on the project status, anticipated timelines, and next steps.

In the days following the group session, staff will meet individually with each household to reassess needs, preferences, and any accommodation requirements to ensure appropriate and respectful relocation planning.

Surrounding Community Engagement

Broader community engagement is essential to the success of the project and as such a community engagement strategy is being implemented that will include notices through mail, site signage and exploration of other tools where possible.

Relocation Strategy and Tenant Supports

Currently there are 26 households residing in the 1190 Hilliard Street community of which will be required to vacate ahead of construction commencing. Consistent with requirements under the Residential Tenancies Act (RTA), PHC is obligated to provide 120-day notification from the time in which a building permit is acquired. PHC and city staff are currently reviewing household compositions to determine the relocation needs, and vacancies will be held elsewhere in the portfolio to support their resident housing needs. Relocation impacts and costing have been built into the plan to support residents in moving, setting up, and settling into their new homes. It is anticipated that the relocation of all 26 households will take between 8 and 10 months to complete and will require resources from both PHC and city staff to complete.

Next Steps

The Community Regeneration Project of 1190 Hilliard Street remains a priority. The project appears well positioned to meet the primary funding eligibility criteria of “shovel ready status.” Resident engagement and support will continue throughout the development of the project. PHC and City staff will take a collaborative and joint approach throughout project delivery to ensure both project success and tenant support.

Other Alternatives Considered:

None

Alignment to Strategic Priority Areas

This report aligns to the 2026-2031 Strategic Plan as follows:

1. Our Properties - Redevelopment
2. Our Communities – Resident Engagement

Financial Considerations:

None

Consultations:

1. Travis Doak, CEO
2. Rebekah Vettor, Senior Resident Services Manager
3. Amelie Besnard, Housing Services Capital Project Manager, City of Peterborough

Attachments:

None

Peterborough Housing Corporation

Report 2026-002

Meeting Date: January 28, 2026

Meeting Time: 5:30 p.m.

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

Subject: PHC Strategic Plan Communication Strategy

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

Recommendation(s):

Resolved That Report 2026-002, "PHC Strategic Plan Communication Strategy" be received for information purposes only



Chief Executive Officer

Background:

In November 2025, the Board of Directors endorsed the new five (5) year Strategic Plan for PHC effective January 1, 2026.

Following this endorsement, work immediately commenced on developing the communication strategy based on recommendations from SHS Consulting and focused on delivering key messages to the different audiences (residents, staff, community partners and general public).

Current State:

A comprehensive communication plan to guide the rollout and launch of the new Strategic Plan has been developed. The communication plan is built using feedback and recommendations from SHS Consulting Inc who was extensively engaged with the various stakeholders who provided input. Communications have been developed with consideration of the specific audience and using key messages designed to respond to the specific feedback collected from each stakeholder group.

The chart below details the audience, methods to be used as part of the communication strategy and date of completion. The written materials noted in the plan are attached for information:

- Message from Board Chair and CEO
- Media Release
- Letter to Residents
- Letter to Community Stakeholders

All written materials direct the reader to PHC's website, which has been updated with a banner at the top announcing the new Strategic Plan, with a link to the plan.

In addition to the written materials, townhalls will be hosted by the Resident Services Team at properties, allowing for more in-depth engagement with residents in how the Strategic Plan will be implemented to respond to their specific feedback. The CEO has also extended invitations to meet with the Media and community partners to discuss the plan in detail, including how PHC will support affordable housing over the next five (5) years and how mutual community partnerships can support housing stability and enhanced service delivery.

Audience	Method	Completion Date
All	Message from Board Chair & CEO	January 23
Residents	Letter from CEO + Strategic Plan	January 23
	Tenant Engagement Committee Meeting	March 31
	Townhall Meetings	March 31
Community stakeholders	Letter from CEO + Strategic Plan	January 23
	Invitation to meet with CEO	January 23
General Public	Media Release, link to website	January 23
Media	Invitation for meeting with the CEO	January 23
Staff	Townhall Meeting	November 28/25
	Email with mandate letters	January & then quarterly updates

Other Alternatives Considered:

None

Alignment to Strategic Priority Areas

This report aligns to the 2026-2031 Strategic Plan as follows:

1. Our Properties - provides the written commitment to our residents specific to the goal to provide excellent, well maintained, functional spaces.
2. Our Community – the launch of the Strategic Plan allows for the opportunity to respond to feedback provided by all stakeholders and demonstrates the commitment to ongoing communications about the plan and engagement. The communications strategy also creates an opportunity to provide clarity about PHC’s role in the community and welcomes the opportunity to connect with community partners to build mutual and trusting partnerships.
3. Our Services – ensuring there is connection and clarity provided to residents and community partners that we want to co-create and design a service delivery model based on their feedback and grounded in mutual, trusting partnerships.
4. Our People – demonstrates to the employees our commitment to them as a valued resource and reinforces that their feedback was heard and is being responded to in the actions being taken to support them in the workplace.
5. Our Organization – provides clarity in the direction of PHC over the next five (5) years to creating financial sustainability through various mechanics including the use of technology, streamlining of systems and the exploration of alternate revenue sources.

Financial Considerations:

Any financial requirements stemming from the implementation of the Strategic Plan Communication Strategy will be incorporated into the Annual Operating Budget.

Consultations:

Travis Doak, CEO
Richard Grotsch, Director of Operations

Jennifer Eggleton, Director of Financial & Budget Services

Attachments:

1. Message from Board Chair and CEO
2. PHC's Role – Visual
3. Media Release
4. Letter to Residents
5. Letter to Community Partners

Message from the Board Chair and CEO

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

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

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

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

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

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

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



A handwritten signature in black ink, appearing to read 'Travis Doak'.

Travis Doak, CEO



A handwritten signature in black ink, appearing to read 'Keith Riel'.

Keith Riel, Board Chair

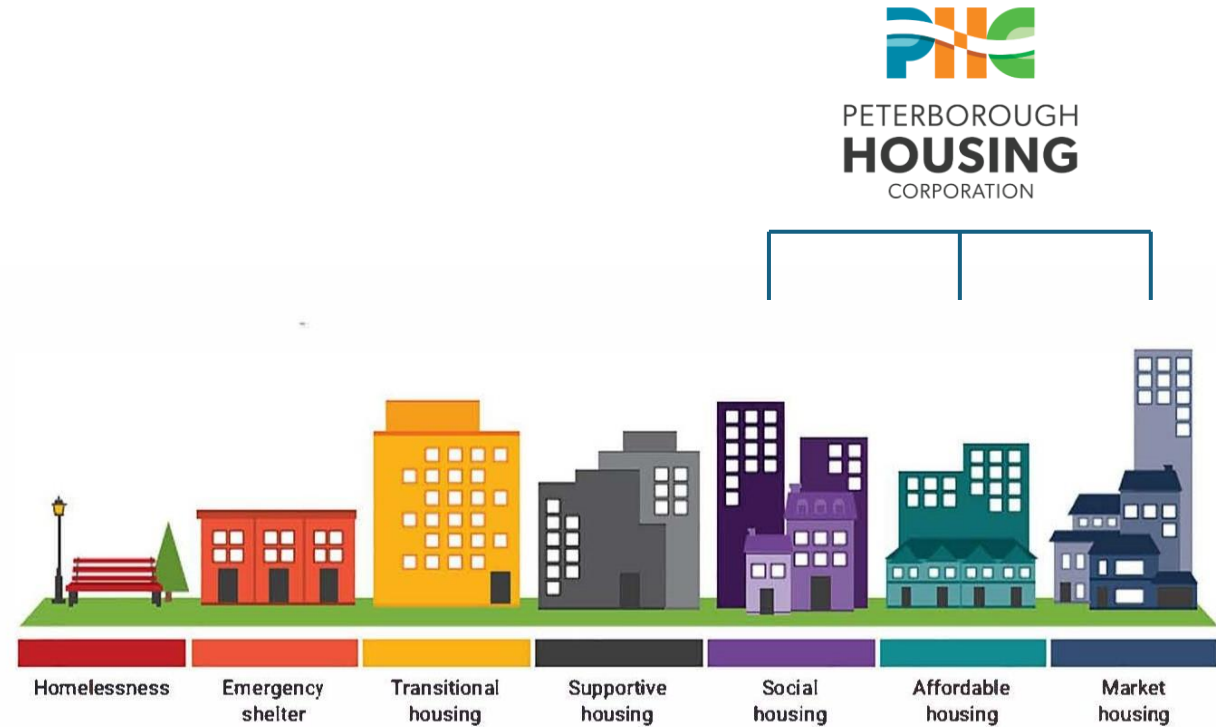
PHC's Role

Peterborough Housing Corporation (PHC) is the largest provider of social and affordable housing in the City and County of Peterborough.

Serving low to moderate income seniors, single adults and families, PHC provides safe, stable homes where residents can build community and access the supports needed to maintain housing stability.

As a foundation within the broader housing system, PHC supports residents in strengthening independence and pursuing opportunities for a more secure future, including pathways to the next stage of housing when appropriate.

Housing Continuum



Media Release – *For Immediate Release*

January 23, 2026

Peterborough Housing Corporation Launches New Strategic Plan: 2026-2031

Peterborough Housing Corporation (PHC) is pleased to launch its new Strategic Plan that provides a forward-looking vision and mission with defined priorities that will continue to support PHC's role as the leading provider in delivering social and affordable housing and related services to residents in the City and County of Peterborough.

Informed by extensive engagement and consultation with residents, staff, and community partners, the Strategic Plan builds on existing strengths that will allow PHC to develop and support healthy, vibrant, connected communities where residents live and grow within the housing continuum. The five (5) strategic goals provide clear direction, to support:

1. Providing and maintaining high quality properties,
2. Strengthening the sense of community for residents through engagement,
3. Increasing services to residents through community partnerships designed to meet resident needs,
4. Investing in our staff to enhance service delivery for stronger outcomes
5. Pursue long-term financial sustainability through leveraging technology, operational efficiency and diversified revenue sources.

"PHC is driven by a dedicated team of professionals who care deeply about the people and communities we serve," said Travis Doak, CEO. "Every day, we contribute to building communities in the City and County where everyone has a safe, quality place to call home. Over the next five years, this Strategic Plan will guide our investments in our properties, people, and systems, strengthening our services and improving outcomes for the residents we serve."

Responsible for ensuring the community focused organization remains committed to the long-term sustainability of affordable housing in the City and County of Peterborough, Board Chair Keith Riel shares that "PHC is more than a landlord, we are a part of the fabric of this community, and by providing quality homes and connecting people to the supports they need, we are helping to create a stronger and more inclusive community for everyone."

Travis Doak adds that "with a clear vision for the future, PHC will continue to grow as a local leader in housing, working every day to support a more inclusive, affordable, and vibrant Peterborough at a time when housing needs are at an all-time high."

PHC welcomes members of the community to learn more about PHC and the Strategic Plan on their website at www.ptbohousingcorp.ca.

Media Availability

Travis Doak, Chief Executive Officer of Peterborough Housing Corporation, is available for interviews and media inquiries to discuss the Strategic Plan, PHC's priorities for the next five years, and the organization's role in addressing local housing needs.

For more information contact:

Jenna Cullon

Executive Assistant

705-742-0439 ext. 217

jcullon@ptbohousingcorp.ca

Peterborough Housing Corporation is the leading provider of social and affordable housing in the City and County of Peterborough. PHC owns and manages 1410 housing units and serves over 4000 seniors, single adults and families.

January 23, 2026

To Our Residents,

We are writing to share an important update and to say thank you.

Last summer, we asked for your help to make a new strategic plan for Peterborough Housing. This plan will guide our work for the next five years. We wanted to know how we can better support you, take care of our buildings, and improve our services.

Almost 400 residents filled out surveys or joined meetings to share their ideas. You told us what is important to you, what we are doing well, and what needs to improve. We are very thankful to everyone who took the time to share their thoughts.

Because of your feedback, we now have a clear plan. The plan focuses on safe homes, strong communities, and better services. You told us that safety, feeling connected to your community, and easier access to help and services matter most, and this plan reflects that.

The plan also focuses on working more closely with you to improve the communities where you live. It includes working with local partners to bring more services closer to home. By supporting our staff and improving how we work, we can better support you now and in the future.

For more information, you can read the full plan on our website at www.ptbohousingcorp.ca, or you can call us to ask for a copy.

Thank you for helping shape our future. Your ideas matter, and we look forward to continuing to work together.

Sincerely,



Peterborough Housing Corporation

January 23, 2026

To Our Residents,

We are writing to share an important update and to say thank you.

Last summer, we asked for your help to make a new strategic plan for Peterborough Housing. This plan will guide our work for the next five years. We wanted to know how we can better support you, take care of our buildings, and improve our services.

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The plan also focuses on working more closely with you to improve the communities where you live. It includes working with local partners to bring more services closer to home. By supporting our staff and improving how we work, we can better support you now and in the future.

We would like to share more details about the plan with you and explain what it means for your building. In the next few weeks, we will let you know when we will meet at your building. You can also read the full plan on our website at www.ptbohousingcorp.ca, or you can call us to ask for a copy.

Thank you for helping shape our future. Your ideas matter, and we look forward to continuing to work together.

Sincerely,



Peterborough Housing Corporation

LETTER TO COMMUNITY PARTNERS

January 23, 2026

Dear Community Partner,

We are pleased to share that PHC has launched a new five-year strategic plan (2026-2031) focused on strengthening housing stability and better meeting the needs of the residents and communities we serve. Our gratitude is extended to our residents, staff, and to each of you who provided input to the plan by responding to our surveys. The voices of our stakeholders were heard, and we believe that we have a clear vision for the future to be a forward-looking organization committed to the long-term sustainability of social and affordable housing in the City and County of Peterborough.

At the heart of this plan is a clear commitment to:

- Meeting resident needs in more responsive and meaningful ways
- Improving access to safe, affordable housing across our communities
- Enhancing services through strong community partnerships that support long-term housing stability

As we move forward, we want to take this opportunity to tell you more about PHC, who we are, what we do, and how we envision opportunities for partnering with community organizations like yours. We believe housing stability is most effective when it is connected to the expertise of trusted partners who support residents' health, wellbeing, and opportunity.

Our goal is to enhance communities where residents feel safe, connected, and included. We are focused on making it easier for residents to access the right services at the right time. In doing so, we can learn from one another and build lasting partnerships grounded in trust and shared goals. By working together, we can strengthen the systems that support residents and create more coordinated, effective pathways to stability.

As part of this effort, I would like to invite you to meet with me and other PHC staff to learn more about PHC's new strategic plan, share your perspectives, and explore opportunities to collaborate. We see this as a chance to listen, learn from each other, and begin building and/or enhancing partnerships that reflect our shared commitment to residents and community wellbeing.

You can reach out to Jenna Cullon at 705-742-0439 or jcullon@ptbohousingcorp.ca to arrange a time to meet.

More details about our new Strategic Plan can be found at this link: www.ptbohousingcorp.ca.

I look forward to connecting and exploring how we can work together to support housing stability and thriving communities.

A handwritten signature in black ink, appearing to read 'Travis Doak', with a stylized flourish at the end.

Travis Doak
CEO

Peterborough Housing Corporation

Report 2026-003

Meeting Date: January 28, 2026

Meeting Time: 5:30 p.m.

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

Subject: Director Mandate Letters

Author Name and Title: Travis Doak, CEO

Recommendation(s):

Resolved That Report 2026-003, "Director Mandate Letters", be received for information purposes.



Chief Executive Officer

Background:

As part of PHC's commitment to strengthening operational clarity, accountability, and strategic alignment, Mandate Letters have been issued to the Director of Operations, Director of Financial & Budget Services, and Director of People & Culture for the 2026 calendar year.

The 2026 Mandate Letters are aligned with PHC's new Strategic Plan (2026–2031) and are designed to translate the organization's strategic goals, focus areas, and performance indicators into clear leadership accountabilities at the Director level. Together, the Mandate Letters establish shared expectations for operational leadership, cross-divisional collaboration, and performance reporting during the first year of Strategic Plan implementation.

Each Mandate Letter outlines strategic focus areas, key expectations, and performance measurement requirements specific to the Director's portfolio, while reinforcing collective responsibility for delivering safe, high-quality housing, responsive services, and a sustainable organization.

Rationale:

Summary of 2026 Director Mandate Letters

Director of Operations

The Director of Operations' Mandate Letter focuses on operational leadership across PHC's housing portfolio and community environments, with an emphasis on proactive asset stewardship, resident safety, and service enablement. Key focus areas include:

- Asset quality, maintenance, and climate resilience
- Capital planning and project delivery
- Safety, security, and emergency preparedness
- Operational systems and service enablement

The mandate positions Operations as a primary driver of Strategic Goal 1 (Our Properties) and Strategic Goal 2 (Our Community), with an enabling role in Strategic Goal 3 (Our Services).

Director, Financial & Budget Services

The Director, Financial & Budget Services' Mandate Letter focuses on financial sustainability, governance, and systems foundations necessary to support PHC's growth and service transformation. Key focus areas include:

- Financial sustainability and risk management
- Governance, accountability, and reporting
- Capital financing and alignment
- Financial systems, data, and process foundations
- Cross-divisional financial collaboration

The mandate operationalizes Strategic Goal 5 (Our Organization), while directly supporting capital delivery under Strategic Goal 1 (Our Properties) and service transformation under Strategic Goal 3 (Our Services).

Director of People & Culture

The Director of People & Culture's Mandate Letter focuses on ensuring PHC has the workforce capacity, culture, and leadership required to meet increasing complexity and resident needs. Key focus areas include:

- Workforce planning and capacity
- Staff wellbeing, engagement, and retention
- Learning, development, and readiness
- Change management and organizational development
- Culture, equity, and inclusion
- Information technology and digital enablement

The mandate operationalizes Strategic Goal 4 (Our People) and enables success across all other strategic goals.

Rationale:

The issuance of Mandate Letters helps to:

- Clearly define operational priorities and expectations for each Director.
- Enhance accountability and performance tracking across the organization.
- Support PHC's long-term sustainability, financial responsibility, and service excellence.
- Improve internal communication and strategic alignment across departments.
- Provide a structured approach for monitoring progress and reporting outcomes throughout the year.

Regular progress reports will be provided by each Director in accordance with the timelines outlined in their respective Mandate Letters, ensuring continued oversight and adjustments as needed. Updates will be shared with the Board and all employees.

By clearly defining departmental responsibilities, strategic initiatives, and performance benchmarks, these Mandate Letters help to:

- Ensure alignment between departmental activities and PHC's long-term strategic vision.
- Establish measurable goals that support PHC's mission of providing high-quality housing and tenant services.
- Enhance transparency and accountability in leadership roles by providing a structured framework for decision-making.
- Improve operational efficiencies by streamlining key functions such as building maintenance, financial oversight, tenant services, and IT governance.

- Support continuous improvement through regular progress tracking, reporting, and performance evaluations.

Through this structured approach, PHC remains focused on delivering high-quality services to our residents, optimizing resources, and maintaining operational excellence while fostering a culture of accountability and continuous improvement within the organization.

Other Alternatives Considered:

None.

Mandate Letters are a best practice in governance and executive management, ensuring role clarity and performance expectations are established at the start of the year.

Alignment to Strategic Priority Areas

The 2026 Director Mandate Letters are directly aligned with PHC's Strategic Plan and collectively advance all five Strategic Goals:

- Strategic Goal 1 – Our Properties:
Through leadership in maintenance standards, capital planning, climate resilience, and capital financing, the Mandate Letters support safe, well-maintained, and sustainable housing assets.
- Strategic Goal 2 – Our Community:
Focus on safety, security, emergency preparedness, and community stability reinforces resident dignity, belonging, and confidence in PHC properties and services.
- Strategic Goal 3 – Our Services:
Operational enablement, service integration, and data-informed decision-making strengthen PHC's ability to deliver timely, coordinated, and responsive services to residents.
- Strategic Goal 4 – Our People:
Workforce planning, wellbeing, learning, leadership development, and change management ensure PHC has the capacity and culture required to execute its strategy.
- Strategic Goal 5 – Our Organization:
Financial sustainability, governance, reporting, systems, and cross-divisional collaboration establish a resilient organizational foundation to support long-term success.

Financial Considerations:

None.

These Mandate Letters do not introduce additional costs to PHC's budget. The priorities outlined will be implemented within the existing approved budget and financial framework.

Consultations:

Richard Grotsch, Director of Operations
Jennifer Eggleton, Director of Financial & Budget Services
Jennifer McLauchlan, Director of People & Culture

Attachments:

Attachment A: Director of Operations Mandate Letter
Attachment B: Director of Financial & Budget Services Mandate Letter
Attachment C: Director of People & Culture Mandate Letter



Mandate Letter

Richard Grotsch
Director of Operations
Calendar Year 2026

Purpose and Strategic Context

This mandate letter sets out the expectations and priorities for the Director of Operations for the 2026 calendar year. The mandate is aligned with PHC's Strategic Plan (2026–2031) and is intended to translate PHC's strategic goals, tactics, and performance indicators into clear operational leadership accountabilities.

The Director of Operations is a primary driver of Strategic Goal 1 (Our Properties) and Strategic Goal 2 (Our Community) and plays a critical enabling role in Strategic Goal 3 (Our Services). Through this mandate, the Director is expected to move the organization from reactive operational management toward proactive, data-informed asset stewardship and resident-centered service delivery.

Strategic Focus Area 1: Our Properties – Asset Quality, Maintenance, and Resilience

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

The Director of Operations is accountable for ensuring that PHC's housing portfolio is safe, well maintained, and resilient to emerging pressures, including aging infrastructure and climate-related risks.

Key expectations include:

- Implementing a data-informed approach to preventive maintenance, upgrades, and capital repairs, ensuring alignment between day-to-day maintenance activities and PHC's planned capital investments.
- Establishing and monitoring clear, organization-wide standards of cleanliness and property condition that residents are proud to call home.
- Creating and maintaining processes to track progress on preventative maintenance, urgent repairs, and capital projects, with regular reporting to the Executive Leadership Team.

- Integrating accessibility considerations into maintenance and capital planning to support seniors, people with disabilities, and evolving resident needs.
- Leading the operational assessment of properties for climate resilience and adaptation, including preparedness for severe and extreme weather events.

Strategic Focus Area 2: Our Properties – Capital Planning and Project Delivery

The Director of Operations will lead the operational execution of PHC's capital strategy in support of long-term asset sustainability and growth.

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

Key expectations include:

- Translating PHC's multi-year capital investment plans into executable project roadmaps with clear scopes, timelines, and quality standards.
- Ensuring capital projects incorporate considerations for urban and rural service delivery, as reflected in PHC's growth and redevelopment strategy.
- Overseeing contractors and consultants to ensure projects are delivered on time, on budget, and in compliance with regulatory and safety requirements.
- Working closely with the Director, Financial & Budget Services, monitor capital expenditures, funding constraints, and financial risks.

Strategic Focus Area 3: Our Community – Safety, Security, and Belonging

Strategic Goal: Create and foster a sense of community amongst residents and staff.

The Director of Operations will ensure that PHC properties support resident safety, dignity, and belonging beyond bricks and mortar.

Key expectations include:

- Strengthening access control, building security, and surveillance systems where required to support resident safety.
- Ensuring consistent incident reporting, investigation, and follow-up protocols are in place and understood by staff.
- Supporting emergency response procedures for residents and staff, including training and readiness for power outages, heat emergencies, and other critical events.
- Collaborating with Resident Services to ensure operational responses support community stability and resident confidence in PHC.

Strategic Focus Area 4: Our Services – Operational Enablement

Strategic Goal: Streamline how we work internally and with community partners.

The Director of Operations will contribute to improved service delivery by ensuring operational systems and practices enable timely, coordinated responses to resident needs.

Key expectations include:

- Supporting improvements to internal tools, workflows, and operational infrastructure that reduce delays and inefficiencies.
- Ensuring maintenance, custodial, and operational services align with PHC's integrated service model and partnership-based approach.
- Using operational data to identify service gaps, pressure points, and opportunities for improvement.

Performance Measurement and Reporting

The Director of Operations is accountable for performance against Strategic Plan indicators related to property condition, maintenance responsiveness, capital delivery, and resident satisfaction. Bi-monthly reporting to the CEO will also include:

- Progress on planned capital and maintenance activities.
- Trends in urgent and preventative work orders.
- Operational risks and mitigation strategies.
- Contributions to quarterly and annual Strategic Plan KPI reporting.



Mandate Letter

Jennifer Eggleton
Director, Financial & Budget Services
Calendar Year 2026

Purpose and Strategic Context

This mandate letter outlines the expectations and priorities for the Director, Financial & Budget Services for the 2026 calendar year. The mandate is directly aligned with PHC's Strategic Plan (2026–2031) and is intended to operationalize Strategic Goal 5 (Our Organization) while supporting capital delivery under Strategic Goal 1 (Our Properties) and service transformation under Strategic Goal 3 (Our Services).

The Director is responsible for ensuring PHC's financial sustainability, strengthening governance and accountability, and enabling evidence-informed decision-making across the organization. This will include accurate documentation of business processes.

Strategic Focus Area 1: Our Organization – Financial Sustainability and Resilience

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

Key expectations include:

- Developing and maintaining multi-year operating and capital forecasts that reflect PHC's strategic priorities, growth plans, and risk environment.
- Monitoring financial risks associated with aging infrastructure, portfolio growth, and changing funding programs, and proactively advising the CEO and ELT on mitigation strategies.

Strategic Focus Area 2: Our Organization – Governance, Accountability, and Reporting

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

The Director will strengthen PHC's governance and accountability framework in support of its evolving role in the housing system.

Key expectations include:

- Ensuring financial policies, directives, and standard operating procedures align with PHC's governance framework and legislative obligations.
- Supporting the evolution of Board and Committee reporting, including the transition to Strategic Plan-aligned KPI reporting.
- Providing clear, timely, and decision-ready financial analysis to the CEO, ELT, Board, and Service Manager.

Strategic Focus Area 3: Our Properties – Capital Financing and Alignment

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

The Director will provide financial leadership to enable PHC's capital investment and asset management strategy.

Key expectations include:

- Aligning capital financing strategies with approved capital plans, accessibility priorities, and climate resilience investments.
- Managing funding agreements, subsidies, and reporting requirements associated with municipal, provincial, and federal programs.
- Monitoring capital expenditures and variances to ensure early identification of pressures and corrective action.

Strategic Focus Area 4: Our Organization – Financial Systems, Data, and Process Foundations

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

The Director will establish strong, reliable financial systems and core processes that support accurate reporting, internal controls, and evidence-informed decision-making across the organization.

Key expectations include:

- Reviewing and documenting core financial and budgeting processes to ensure clarity, consistency, and continuity.
- Supporting improvements to financial systems, reporting tools, and data quality to strengthen accuracy and reliability.
- Laying the groundwork for future integration with organizational data and business intelligence initiatives, in alignment with the Strategic Plan.
- Ensuring financial processes support, rather than hinder, operational efficiency and timely decision-making.

Strategic Focus Area 5: Organizational Enablement and Collaboration

Strategic Goal: Streamline how we work internally and with community partners.

The Director will work collaboratively across PHC to ensure financial considerations are embedded in operational and people-related decisions.

Key expectations include:

- Partnering with the Operations and People & Culture Divisions to align budgets with workforce planning, capital delivery, and service transformation.
- Providing financial input into partnership agreements and organizational growth initiatives.

Performance Measurement and Reporting

The Director is accountable for performance against Strategic Plan indicators related to operating margin, rent collection, occupancy, debt service coverage, external funding, and financial controls. Bi-monthly reporting to the CEO will also include:

- Progress on financial system and efficiency initiatives.



Mandate Letter

Jennifer McLauchlan
Director of People & Culture
Calendar Year 2026

Purpose and Strategic Context

This mandate letter outlines the expectations and priorities for the Director of People & Culture for the 2026 calendar year. The mandate is directly aligned with PHC's Strategic Plan (2026–2031) and operationalizes Strategic Goal 4 (Our People), while enabling success across all other strategic goals by leading initiatives for implementation.

The Director of People & Culture is responsible for ensuring PHC has the systems in place required to support achieving the required workforce capacity, culture, and leadership required to meet increasing operational complexity and evolving resident needs.

Strategic Focus Area 1: Our People – Workforce Planning and Capacity

Strategic Goal: Cultivate responsive, empathetic, adaptive, and professional staff.

The Director will ensure PHC has systems in place to meet the workforce capacity and skills required to support effective service delivery, organizational growth, and long-term sustainability.

Key expectations include:

- Developing and implementing a strategic workforce plan that aligns staffing levels, skill sets, and roles with PHC's service delivery, capital growth, and partnership strategies.
- Embedding succession planning into workforce and leadership development to reduce organizational risk and support continuity.
- Ensuring workforce planning reflects equity, diversity, and inclusion principles.

Strategic Focus Area 2: Our People – Staff Wellbeing, Engagement, and Retention

Strategic Goal: Cultivate responsive, empathetic, adaptive, and professional staff.

The Director will lead, in coordination with the Executive Leadership Team, strategies to address staff capacity pressures and burnout identified through the strategic planning process.

Key expectations include:

- Implementing a staff wellbeing strategy focused on reducing burnout, supporting psychological safety, and improving workplace satisfaction.
- Strengthening staff engagement and feedback mechanisms, particularly during periods of organizational change.
- Supporting leaders to model PHC's values in daily management practices.

Strategic Focus Area 3: Our People – Learning, Development, and Readiness

Strategic Goal: Cultivate responsive, empathetic, adaptive, and professional staff.

The Director will ensure staff are equipped to respond to the increasing complexity of resident needs.

Key expectations include:

- Assessing and prioritizing training needs for frontline and leadership staff, including emergency response, risk management, mental health first aid, and partnership-based service delivery.
- Strengthening onboarding processes to prepare new staff for PHC's service model, regulatory environment, and community context.
- Aligning performance management and professional development with strategic goals and organizational values.

Strategic Focus Area 4: Change Management and Organizational Development

Strategic Goal: Cultivate responsive, empathetic, adaptive, and professional staff.

The Director will support PHC through growth and transformation.

Key expectations include:

- Establishing structured approaches to change management to reduce fatigue and improve communication.
- Ensuring staff impacts are considered in strategic, operational, and structural decisions.
- Building leadership capacity to manage complexity, partnerships, and community-facing work.

Strategic Focus Area 5: Culture, Equity, and Inclusion

Strategic Goal: Cultivate responsive, empathetic, adaptive, and professional staff.

The Director will champion a respectful, inclusive, and accountable workplace culture.

Key expectations include:

- Embedding equity, diversity, and inclusion principles into policies, practices, and people systems.
- Supporting respectful workplace practices and early resolution of issues.
- Positioning PHC as a workplace of choice through strong culture, leadership, and employee experience.

Strategic Focus Area 6: Information Technology and Digital Enablement

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

The Director will ensure PHC's information technology systems, digital tools, and data infrastructure effectively support staff, service delivery, and organizational adaptability.

Key expectations include:

- Overseeing the development and implementation of an information and technology plan that supports evidence-informed decision-making, operational effectiveness, and service delivery.
- Ensuring staff have access to reliable, user-friendly digital tools that enable collaboration, efficiency, and responsiveness to resident needs.
- Supporting technology adoption and change management by ensuring appropriate training, communication, and staff readiness.
- Strengthening data integrity, system integration, and information management practices to support organizational learning and continuous improvement.
- Working collaboratively with the Operations and Finance Divisions to ensure technology solutions align with service delivery needs and organizational priorities.

Performance Measurement and Reporting

The Director of People & Culture is accountable for Strategic Plan indicators related to workforce stability, engagement, training participation, succession planning, and retention. Bi-monthly reporting to the CEO will also include:

- Workforce metrics and trends.
- Staff engagement and wellbeing indicators.
- Progress on training, leadership development, and organizational culture initiatives

Peterborough Housing Corporation

Report 2026-004

Meeting Date: January 28, 2026

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 2026-004, "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:Delegated Authority

No matters requiring the exercise of Board-delegated authority arose during the winter Board recess. Management continued to operate within approved policies, budgets, and delegated limits, and no decisions were taken that required ratification by the Board.

Mayor's Breakfast

On November 27, 2025, I attended the City of Peterborough's Mayor's Breakfast. The event brought together business leaders, community organizations, and local leaders to hear about upcoming key priorities for the City, including economic development, community wellbeing, and collaboration across sectors. Attendance at this event provided an opportunity to maintain visibility for PHC, strengthen relationships with community partners, and remain informed of emerging City priorities that intersect with housing and social infrastructure.

Director Financial & Budget Services Onboarding

Jennifer Eggleton joined Peterborough Housing Corporation on December 8, in the role of Director, Financial & Budget Services. Jennifer has more than 15 years of experience in financial and operational management across both the public and private sectors.

Most recently, Jennifer served as Manager of Corporate Services at the Otonabee Region Conservation Authority, where she was responsible for financial operations, accounting, reporting, and payroll. Her previous experience includes senior financial and operational roles within a range of organizations, providing her with a strong practical foundation in financial oversight, process improvement, and organizational support.

Jennifer's early onboarding has focused on familiarization with PHC's financial framework, governance, and reporting requirements, and the priorities outlined in PHC's new Strategic Plan. Her background and skill set align well with PHC's objectives related to financial sustainability, strengthened internal controls, and enhanced decision-support systems.

ONPHA Think Tank

I have been invited to participate in ONPHA's Community Housing Think Tank, an invitation extended to a limited number of housing providers across Ontario. The Think Tank is intended to serve as a structured forum for sector leadership, bringing together experienced housing leaders to provide insight on emerging trends, system pressures, and high-impact policy and advocacy initiatives affecting community housing.

I have attended one meeting of the Think Tank, which will convene regularly through virtual sessions, with periodic in-person meetings anticipated. Much of the discussion was on the new Federal Build Canada Homes program.

Participation provides PHC with an opportunity to contribute frontline perspectives to provincial discussions, inform ONPHA's advocacy and member supports, and remain connected to system-level developments relevant to PHC's strategic priorities. This engagement supports PHC's role as a sector leader and strengthens its connection to provincial partners and policy discussions shaping the future of community housing in Ontario.

The Mount Community Centre (TMCC) – Property Management Transition

PHC received formal notice on November 28 from The Mount Community Centre (TMCC) of its intention to transition property management services in-house. This follows a longstanding relationship between PHC and TMCC that began in 2016 and supported TMCC through a period of organizational growth and capacity building.

PHC staff have been meeting with TMCC representatives through the fall of 2025 to discuss transition considerations and timelines. PHC has agreed to work toward a proposed transition date of March 31, 2026, as identified by TMCC, and will plan accordingly. It has also been confirmed that the existing five-year agreement remains in effect until August 31, 2026, should circumstances arise that delay the transition.

PHC is pleased to see TMCC reach a stage of organizational maturity that enables it to independently manage its property operations, reflecting the growth, capacity building, and stability achieved over the course of our partnership. This transition represents a positive milestone for TMCC and underscores the effectiveness of the collaborative work undertaken by both organizations over the past several years.

PHC remains committed to working collaboratively with TMCC to support an orderly, professional transition within the remaining term of the agreement. This approach ensures continuity, clarity, and appropriate coordination for both organizations, while recognizing TMCC's readiness to assume full responsibility for its property management functions.

Fire Code Changes

Amendments to the Ontario Fire Code related to carbon monoxide (CO) detection come into effect in January 2026. These changes require an expanded installation of carbon monoxide detectors in all residential units and common areas within buildings where combustion appliances or fuel-burning mechanical systems are present.

Since notification of the forthcoming changes last fall, PHC staff have been working proactively to review the updated requirements in consultation with Peterborough

Fire Services. This work has included assessing site-specific conditions across PHC's housing portfolio, identifying buildings and areas impacted by the amendments, and evaluating existing detection systems against the new standards.

An implementation plan is currently being developed to ensure full compliance within the required timelines. This plan will address installation scope, sequencing, and coordination with routine maintenance and capital activities, while minimizing disruption to residents. Further updates will be provided to the Board as implementation progresses and as any operational or financial implications are confirmed.

Drug Unit Training and Engagement

PHC hosted a training and engagement session with the City of Peterborough Police Services Drug Unit detectives, who met with frontline staff including custodians, maintenance staff, managers, and Resident Services Officers. The session focused on recognizing and responding to a range of situations related to illegal drug activity within housing environments, with an emphasis on staff safety, appropriate reporting, and early intervention.

The discussion also supported the development of stronger working relationships between PHC and police services, clarifying roles, expectations, and communication protocols. This engagement contributes to improved coordination, enhanced staff awareness, and a more consistent approach to addressing complex safety-related issues within PHC communities.

ZZY Development Company

Since the last update to the Board, I have continued preliminary discussions with ZZY, a private-sector development company, regarding a potential partnership opportunity associated with the newly created federal Build Canada Homes (BCH) program. These discussions remain exploratory and are focused on assessing potential alignment with PHC's mandate, strategic plan priorities, and risk tolerance.

ZZY has identified two potential partnership models for consideration:

1. Property acquisition pathway, whereby the site would be transferred to PHC; or
2. Management and funding partnership, whereby ZZY would retain ownership and development responsibility, and PHC would provide tenancy management and supports aligned with affordability requirements tied to public funding.

ZZY has advised that it is scheduled to meet with the BCH team and will reconnect with PHC following that discussion to further refine partnership options and assess feasibility. PHC has emphasized the importance of discretion at this stage and has provided guidance regarding appropriate references to PHC pending any formal agreement.

Conceptual development materials and BCH-related submission inputs are expected to be shared for PHC's internal review only. No commitments have been made, and any potential partnership would be subject to further due diligence, internal review, and Board consideration as appropriate. Further updates will be provided as discussions progress and as additional information becomes available.

Hunt Terraces – Building Sustainability Update

Since the report presented to the Board in November 2025, staff have continued work to advance a sustainable long-term operating model for Hunt Terraces that addresses both the food services program and the overall building financial structure.

Following the Board's direction, staff undertook a detailed review of rental structures, occupancy patterns, and service delivery models across all unit types within the building. This work has informed the development of a three-year financial projection (2026–2028) that incorporates proposed rent realignment strategies, turnover assumptions, operating costs, and anticipated municipal subsidy requirements. Without subsidy support for meal plan costs, the level of rent increases required to fully stabilize the building would risk breaching affordability commitments for low-income residents.

The emerging strategy focuses on gradually aligning rents toward 80% Average Market Rent (AMR) where feasible, applying guideline increases appropriately, and using unit turnover opportunities to reset rents to more sustainable levels. For units supported by Service Manager rent supplements, the model assumes continued municipal participation to maintain affordability while accommodating increased rents and food service costs. As of January, all market units are occupied, contributing to improved revenue stability and reduced vacancy-related pressures.

The next phase of work will require direct engagement with the Service Manager to review the proposed financial model and to confirm an appropriate subsidy framework that balances affordability, service delivery, and financial sustainability. Staff have scheduling meetings with the Service Manager to advance these discussions and will report back to the Board as outcomes are confirmed.

37 George Street, Havelock Update

The building opened on December 8. Former residents of 37 George Street who wanted to return to the building were transferred back in mid-December of 2025, bringing closure to a challenging period of displacement and change.

Starting in January, the Resident Services Team has been prioritizing filling the remaining units through urgent internal transfers, and through the centralized waitlist.

Launching a fully redeveloped building often comes with certain challenges such as building deficiencies, new staffing processes, and changes to tenant obligations (i.e. new non-smoking clause), however, PHC's launch of the 37 George Street redevelopment has largely been a smooth process, with the property now being the most modern and energy efficient building in the Rent Geared to Income portfolio. Feedback from residents has been positive thus far, and staff will continue to manage 37 George Street tenancies to ensure our residents feel safe, supported, and connected to community resources. Our goal is to have full occupancy of the building by April 1, 2026.

Parking Space Allocation Directive

An updated Parking Directive has been finalized to clarify the allocation, administration, and use of limited on-site parking across PHC properties. The directive prioritizes tenant parking, supports revenue generation, and establishes clear, consistent processes for issuing and tracking parking permits for employees, placement students, and volunteers.

Key elements of the update include:

- Formal clarification that employee, student, and volunteer parking is limited and not guaranteed, with permits issued based on availability.
- Clear roles and responsibilities for permit issuance, tracking, and recovery, supported by a centralized master parking tracking document.
- Defined procedures for accessible parking accommodation, ensuring compliance with duty-to-accommodate requirements.
- Alignment with PHC's Parking Revenue Setting Directive to support transparency and consistency in parking-related charges.

As part of this update, designated members of the Executive Leadership Team will continue to have access to parking spaces adjacent to the administrative offices; however, effective January 1, 2026, Executive members who opt to use these spaces will be required to pay an annual parking fee of \$500.00. This change supports fairness, transparency, and consistency in the use of premium parking spaces and reflects PHC's broader approach to responsible resource management.

Office Closure or Cessation of Services Directive

An updated Directive has been finalized to clarify roles, decision-making authority, and employee responsibilities in the event of an office closure, service cessation, severe weather, or other extreme circumstances. The Directive also provides clearer guidance regarding time allocation and pay treatment to ensure consistency, transparency, and compliance with the collective agreement.

Key updates include:

- Confirmation that decisions regarding full or partial office closures or service cessation rest with the CEO (or designate), with consultation from the

Director of Operations, and clear communication protocols established for employees and the public.

- Clarification of employee expectations during severe weather, including procedures for requesting late arrival, early departure, remote work (where feasible), or absence, subject to supervisory approval.
- Clear direction on time allocation for pay purposes, distinguishing between situations where an office closure or cessation of services is formally declared and situations where employees request to be absent due to severe weather.
- Establishment of a consistent hierarchy for the use of leave banks when employees are absent due to severe weather and a closure has not been declared.
- Alignment with PHC's Emergency Management Plan and applicable collective agreement provisions.

The updated directive strengthens operational clarity, supports fair and consistent application across the organization, and ensures PHC can continue to balance employee safety with the delivery of essential services during extreme circumstances.

Schulich School of Business – York University (MBA Consulting Project)

Since the last update provided to the Board, staff have been engaged in meetings and interviews with a pro-bono MBA consulting team from the Schulich School of Business at York University. The partnership involves a team of six MBA students who are supporting PHC through applied research and strategic analysis aligned with PHC's long-term priorities.

The project is focused on exploring opportunities to strengthen PHC's operational effectiveness, financial sustainability, and housing delivery capacity. Key areas of analysis include the use of data and emerging technologies to improve operational efficiency, strategies to incentivize collaboration with private-sector partners, approaches to generating new revenue streams, and financial and business model analysis to support sustainable public-private partnerships. The work also includes examination of capital planning considerations to expand affordable housing capacity.

This partnership provides PHC with access to external expertise and analytical capacity at no cost, while supporting evidence-informed decision-making and advancing discussions relevant to PHC's Strategic Plan implementation.

1190 Hilliard Street Tenant Engagement

An on-site resident engagement session was held at 1190 Hilliard on January 22, as part of PHC's ongoing regeneration planning and resident consultation efforts. A total of 11 households attended the session, representing strong participation from the occupied units at the property (27 units in total, with one currently vacant). Residents have a good understanding of the regeneration process and PHC's approach, informed by previous engagement activities. The session provided an

opportunity to answer questions, confirm expectations, and reinforce PHC's commitment to supporting residents throughout the transition process.

Next steps will include direct follow-up with residents and the completion of individual intake assessments to better understand household needs and to inform relocation planning and support services.

Tenant Relations

At the end of December, the Resident Services staff organized a visit from "Mr. and Mrs. Claus" to 835 Cameron Street and 30 Alexander Avenue for a fun meet and greet with the children, and photo opportunities for the families. Each household received a small gift to celebrate the Holidays.

These events helped bring a barrier-free Holiday experience to our communities, for families who may otherwise not have had the opportunity. This was done in collaboration with the Peterborough East Lions Club, demonstrating the beneficial partnership that the Resident Services Officers, on behalf of PHC, have developed with the local Lions Club. We are looking forward to collaborating on more community engagement events in the PHC portfolio in 2026.

Other Alternatives Considered:

None

Alignment to Strategic Priority Areas:

These operational updates align to all three priority areas:
are directly aligned with PHC's Strategic Plan and collectively advance all five Strategic Goals:

- Strategic Goal 1 – Our Properties:
We will create and provide excellent, well maintained, functional spaces for residents to live and thrive in.
- Strategic Goal 2 – Our Community:
We will create and foster a sense of community amongst residents and staff.
- Strategic Goal 3 – Our Services:
We will streamline how we work internally and with our community partners.
- Strategic Goal 4 – Our People:
We will cultivate a responsive, empathetic, adaptive, and professional staff.
- Strategic Goal 5 – Our Organization:
We will pursue long-term financial sustainability through leveraging technology, operational efficiency and diversified revenue sources.

Financial Considerations:

None

Consultations:

Richard Grotsch, Director of Operations

Jake Dean, Resident Services Manager

Attachments:

The Mount Community Centre Termination Letter
PHC Acknowledgement Letter to The Mount Community Centre



November 28, 2025

Travis Doak, Chief Executive Officer
Peterborough Housing Corporation
526 McDonnel Street
Peterborough, ON K9H 0A6

Dear Travis,

Since The Mount Community Centre (TMCC) signed its first agreement with Peterborough Housing Corporation (PHC) on September 26, 2016, your organization has acted as our Property Manager. You have been with us as we grew from a landlord of forty-three (43) apartments to a full complement of seventy-nine (79) apartments.

TMCC is now able to assume the responsibility for its own property management and will no longer need to contract this service. On October 27, 2025, Su Musclow, Treasurer, and Sue Toms, Property Manager, met with PHC representatives Sondra Fitzgerald and Richard Grotsch to discuss the transition.

A term of the current agreement states that either party may terminate the agreement on sixty (60) days written notice to the other. Please accept this letter as our official written notice that we intend to terminate the agreement on March 31, 2026.

On behalf of the Board of Directors and staff, I wish to acknowledge and thank PHC for its expertise and work for TMCC tenants.

We look forward to any future opportunities to work together as partners in housing.

Respectfully,

Stephen P Kylie
Chair of the Board of Directors of The Mount Community Centre

cc: Su Musclow, Treasurer, TMCC
Sue Toms, Property Manager, TMCC
Richard Grotsch – Director of Operations, PHC
Rebekah Vettor – Senior Resident Services Manager, PHC

The Mount Community Centre
1545 Monaghan Road, Peterborough, ON K9J 5N3
(705) 875-5095

info@themountpeterborough.ca www.themountpeterborough.ca

December 19, 2025

Stephen P. Kylie
Chair, Board of Directors, The Mount Community Centre

Dear Stephen,

Thank you for your letter and for the acknowledgement of PHC's role in supporting The Mount Community Centre (TMCC) since the inception of our relationship in 2016. We appreciate the opportunity to have worked alongside TMCC during a period of significant growth, and we commend the organization on reaching a point where it is able to assume full responsibility for its own property management.

We also appreciate the meeting held on October 27, 2025, between TMCC and PHC staff to discuss transition considerations, and we acknowledge your notice regarding TMCC's intention to bring property management services in-house.

PHC is happy to work toward the transition date of March 31, 2026, as outlined in your letter, and will plan accordingly. Should circumstances arise for TMCC that prevent the transition from being completed by that date, it is important to note that the existing five-year agreement is scheduled to expire on August 31, 2026. We want to confirm this understanding now to ensure clarity for both organizations and to allow for appropriate planning and coordination over the remaining term of the agreement.

PHC remains committed to working collaboratively with TMCC through to the conclusion of the agreement to support an orderly and professional transition, and we are open to further discussion regarding transition logistics within the existing contractual timeframe.

On behalf of PHC, I would also like to thank the Board of Directors and staff of TMCC for the relationship we have shared over the years. We wish TMCC continued success and likewise look forward to any future opportunities to collaborate in support of housing in our community.

Sincerely,



Travis Doak
Chief Executive Officer
Peterborough Housing Corporation

cc. Su Musclow, Treasurer, TMCC
Sue Toms, Property Manager, TMCC