PETERBOROUGH HOUSING CORPORATION

Report 2026-043

Subject:	PHC Board Update – Delegated Period
Date:	August 19, 2026
Location:	Written Report
Prepared By:	Travis Doak, CEO

Recommendation(s):

Resolved That Report 2026-043, "PHC Board Update – Delegated Period," be received for information purposes.

Items in Package:

1. Report # 2026-043: PHC Board Update Delegated Period
2. Report # 2026-044: 2026 Q2 Strategic Plan Update
3. Report # 2026-045: 2026 Q2 Reporting Obligation
    - Attachment A: 2026 Q2 Reporting Obligation
4. Report # 2026-046: 2026 Q2 Operating Report
    - Attachment A: 2026 Q2 Operating Results
5. Report # 2026-047: 2026 Q2 Capital Report

Background:

During the summer and early fall delegated authority period, regular in-person meetings of the Board of Directors are not scheduled. To support continued communication and ensure Directors remain informed of significant organizational activities, emerging matters, and progress on key priorities, the CEO committed to providing monthly written updates to the Board throughout this period.

This report provides a summary of key activities and developments since the last regular Board meeting in June, including updates on organizational priorities, operations, partnerships, housing development initiatives, and other matters of relevance to the Board.

The supporting Board information package also includes the Q2 Operating Report and Q2 Capital Report, which provide additional information on the Corporation's financial position, operating performance, and capital activities through the second quarter of 2026.

These monthly updates are intended to maintain regular information sharing with the Board during the delegated-authority period. Matters requiring formal Board consideration or approval will continue to be brought forward in accordance with the Corporation's governance processes.

Rationale:

2027 Operating and Capital Budgets

Staff are continuing the development of the 2027 Operating and Capital Budgets, actively reviewing projected operating projections, historical and current-year financial results, anticipated cost pressures, capital priorities, and funding requirements as part of the annual budget development process. This work also includes reviewing departmental submissions and identifying opportunities to manage expenditures while ensuring the Corporation can continue to effectively deliver services and maintain its housing portfolio.

PHC is working closely with the Service Manager through ongoing meetings and discussions regarding the 2027 funding requirements and priorities. These discussions are particularly important given the increasing financial pressures associated with maintaining PHC's existing housing portfolio, addressing deferred capital needs, and balancing service requirements with available funding.

Budget development will continue throughout August and into September, including further refinement of operating forecasts, capital priorities, and proposed funding requirements. Staff intends to bring the draft 2027 Operating and Capital Budgets forward to the Board in September for review and consideration, prior to finalizing PHC's submission to the Service Manager.

Service Manager Tours

On July 28, PHC hosted City Staff from the Service Manager for a full day of site visits and tours across the PHC portfolio. Led by the Director of Operations and Senior Resident Services Manager, the tour included a variety of PHC properties located within both the City and County of Peterborough.

The visits provided an opportunity for the Service Manager team to view individual units, common areas, building amenities, and surrounding communities, while gaining additional insight into the diversity of PHC's housing portfolio and the residents and communities we serve. The tour also provided an opportunity for informal discussions with staff and residents and helped strengthen the Service Manager's understanding of PHC's day-to-day operations, successes, and ongoing challenges.

The day was well received and provided a valuable opportunity to continue strengthening the relationship between PHC and the Service Manager through direct engagement and a shared understanding of PHC’s housing portfolio and operational environment.

Medical Emergency – 555 Bonaccord

On July 30, during the morning breakfast period at 555 Bonaccord Street, a resident experienced a serious medical emergency in the dining area. Two PHC custodial staff members working in the area immediately responded by contacting 911, clearing the surrounding area, coordinating access for emergency responders, and aiding until emergency services arrived.

Through the quick and coordinated response of PHC staff and emergency personnel, the resident was successfully resuscitated and transported to hospital for further medical assessment and treatment.

The actions of the employees involved demonstrated professionalism, composure, and a commitment to resident safety during an extremely challenging situation. Their ability to respond quickly and appropriately contributed to a positive outcome, and their efforts have been recognized and acknowledged by PHC leadership.

<u>Waste Services</u>

PHC continues to see significant improvements following the introduction of the Waste Services Operator role. In recent weeks, complaints related to excess waste and illegal dumping have declined by approximately 95%, which is directly attributable to the increased monitoring, responsiveness, and proactive site presence provided through this position.

The Waste Services Operator is currently conducting approximately 15 site visits each day across the PHC portfolio and is averaging the removal of more than 500 kilograms of waste per day. In addition to responding to waste accumulation, the position provides regular monitoring of known problem areas and allows emerging issues to be addressed before they become larger operational or community concerns.

The increased site presence has also strengthened PHC's ability to identify and respond to illegal dumping. Most recently, the Waste Services Operator identified individuals responsible for dumping construction materials at a PHC property and reported the matter to the appropriate authorities.

The early results demonstrate the value of the position in improving property conditions, reducing resident complaints, supporting cleaner communities, and allowing PHC to take a more proactive approach to waste management across the portfolio.

<u>PHC Personnel</u>

We welcomed Olamide (Ola) Oladele to PHC on August 4. Ola is our Business Systems Administrator whose position will be critical in driving many facets of the Strategic Plan including leveraging existing business systems to create efficiencies for our employees, process mapping and developing critical documentation for our IT infrastructure including access and control, as well as developing a data framework to support reporting of key performance indicators. While early stages, Ola has been actively engaging with leaders and key employees to understand the work we do and is starting to build key documentation that will support evidence-informed decision making for the sustainability of our operations.

As the end of August is quickly approaching, we would like to acknowledge the summer students who joined PHC this year. We had two (2) students work with our Resident Services team as Community Development Assistants who supported property level programming including supporting food banks and summer camps for residents. Our third student worked with our People & Culture and Financial & Budget Services teams to support enhanced documentation and our continued work to move from paper-based systems to electronic systems. On behalf of PHC, we thank them for their contributions and wish them continued success as they return to their studies this fall.

Financial Oversight and Accountability

PHC has continued to strengthen its financial oversight framework through enhanced monitoring, clearer accountability, and increased transparency. Improvements implemented over the past several months include more comprehensive monthly reconciliations, regular budget variance monitoring, enhanced forecasting, and more timely financial reporting to the CEO and senior leadership.

Greater emphasis has also been placed on departmental budget ownership, with leaders having increased responsibility for monitoring expenditures, forecasting year-end results, identifying significant variances, and taking appropriate corrective action. This has strengthened accountability across the organization and supports earlier identification and management of emerging financial pressures.

These improvements are providing PHC with more timely and reliable financial information, strengthening financial controls, and supporting more informed decision-making. Enhanced monitoring and forecasting processes have also assisted in identifying a number of in-year operational budget pressures. Staff are actively reviewing these areas and developing strategies to mitigate the financial impacts and address projected variances where possible.

Municipal Services Corporation / Property Management Agreement

PHC staff have been working with the Service Manager to finalize a property management agreement for the new Municipal Services Corporation (MSC). Discussions have continued throughout the summer to establish a framework for the future relationship and ensure that roles, responsibilities, and service expectations are clearly defined.

Draft versions of the agreement have now been exchanged between PHC and the Service Manager, with both parties providing comments and proposed revisions. The discussions have focused on clearly defining the scope of property management services to be provided by PHC, respective roles and responsibilities, financial and administrative arrangements, reporting expectations, and ensuring appropriate accountability between the organizations.

The development of the agreement is also providing an opportunity to ensure that the proposed arrangement appropriately reflects PHC's organizational capacity and resources and establishes a sustainable framework for delivering services on behalf of the MSC. Consideration is being given to both the immediate requirements of the new corporation and how the relationship may evolve as additional properties or responsibilities are added in the future.

County of Peterborough / Township of Havelock Belmont Methuen

Following the County of Peterborough's “Open Door Policy – Affordable Housing Financial Incentive Program” presentation to the PHC Board in June, PHC has continued to explore opportunities to advance new affordable housing development within the County.

On August 10, I met with CAOs from the County of Peterborough and the Township of Havelock-Belmont-Methuen to discuss the potential redevelopment of PHC's vacant, serviced property at 17 Smith Street in Havelock. The discussion focused on whether a collaborative partnership could be developed between PHC, the County, and the Township to support the creation of new affordable housing on the site.

As part of the discussion, the parties explored potential development and financing models, including whether the County could play a role in providing construction financing to support the development. Discussions also considered the longer-term ownership of the property and whether there may be an opportunity for the Township to ultimately own the completed housing asset, with PHC managing and operating the property on behalf of the Township.

The meeting was positive, with all parties expressing an interest in further exploring what may be possible. Additional work will now take place to assess the financial feasibility of the project, potential partnership and ownership structures, and the respective roles of PHC, the County, and the Township. PHC will continue these discussions and provide further updates to the Board as the potential project and partnership model are further developed.

Build Canada Homes

In April a joint submission with the PHC and Service Manager was submitted to the Build Canada Homes (BCH) program for 1190 Hilliard Street. On August 18, PHC and the Service Manager participated in an initial meeting with two BCH representatives to receive additional information about the program and discuss the project in greater detail.

The BCH representatives provided additional background on the program and spent time discussing the proposed 1190 Hilliard development. Part of the discussion focused on the proposed number and mix of units, including the balance between rent-geared-to-income (RGI), affordable, and market units. They also explored whether PHC and the Service Manager had considered alternative approaches to the proposed unit and affordability mix and how different scenarios could affect the overall project.

An important part of the discussion related to the anticipated role of BCH funding within the overall project financing structure. The representatives explained that BCH is looking to support projects where its funding may be positioned as a second or potentially third source of financing, rather than necessarily serving as the primary project funder. As an example, they discussed the potential to combine or "stack" BCH funding with other programs, including financing available through CMHC. This approach would allow BCH resources to be leveraged across a greater number of affordable housing projects nationally.

The representatives also clarified that their role is to work with applicants as projects move through the process, provide information and guidance, and help prepare projects for further consideration. They are not the final decision-makers. Ultimately, projects are brought forward to a committee for consideration and a determination as to whether BCH will proceed with funding.

BCH indicated that once this stage of engagement begins, the process can move relatively quickly, with an anticipated timeframe of approximately 3 to 5 months. As a next step, PHC will continue working with the Service Manager to further assess the financial structure for the 1190 Hilliard redevelopment, including potential opportunities to leverage and combine multiple funding sources. This work will help determine how the project could be financially structured to best position it for further consideration through the BCH process.

Other Alternatives Considered:

None

Alignment to Strategic Priority Areas:

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

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.

Financial Considerations:

None

Consultations:

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

Attachments:

None

Approved By:

Chief Executive Officer

PETERBOROUGH HOUSING CORPORATION

Report 2026-044

Subject: 2026 Q2 Strategic Plan Update

Date: August 19, 2026

Location: Written Report

Prepared By: Jennifer McLauchlan, Director of People & Culture

Recommendation(s):

Resolved That Report 2026-044, “Strategic Plan 2026 Q2 Update,” be received for information purposes.

Background:

In November 2025, the Board of Directors endorsed PHC’s new five-year Strategic Plan, effective January 1, 2026. A commitment was made to provide quarterly progress reports to the Board of Directors.

The second-quarter reporting period provides an opportunity to reflect on progress in advancing the Strategic Plan and to highlight key activities that are contributing to its implementation. During Q2, PHC strengthened external relationships, advanced organizational growth opportunities, and aligned operational priorities with the commitments established through the Strategic Plan. Engagement with community stakeholders has strengthened relationships and identified opportunities to expand revenue-generating activities and develop training partnerships. These partnerships have the potential to enhance collaboration between organizations, strengthen employee-to-employee relationships, and build workforce capacity. Continued, meaningful engagement with community partners will remain essential throughout the life of the Strategic Plan to sustain these relationships and identify new opportunities for collaboration and growth.

Work also continued on projects and priorities connected to the annual mandate letters issued to each Director by the CEO. These activities provide an important mechanism for translating strategic priorities into focused operational actions and supporting accountability for progress across the organization.

Together, these activities demonstrate continued momentum in implementing the Strategic Plan and position the organization to build on Q2 progress in future reporting periods.

Q2 2026 Activities:

During Q2, work advanced across all five Strategic Plan goals through completed initiatives and ongoing projects that strengthen properties, communities, services, people, and organizational systems. Completed work included standardized operating procedures and preventative maintenance programs, enhanced emergency services engagement and building security measures, reviews of key service and tenant placement processes, standardized employment documents and compensation updates, and improvements to financial, payroll, rent roll, reconciliation, departmental, and IT lifecycle processes. Work in progress is focused on strengthening operational consistency, emergency preparedness, community safety and engagement, service delivery, data-informed decision making, leadership and employee supports, budget forecasting, financial analysis, workflow review, and technology-enabled process improvements. Collectively, these activities demonstrate meaningful Q2 progress in translating the Strategic Plan into practical divisional actions while identifying the next areas of focus for continued implementation.

1. **Our Properties**

   Completed Work:
   - Developed standardized waste management procedures, routes, and performance indicators.
   - Developed and implemented operational preventative maintenance programs.
   - Reviewed annual unit inspection criteria and processes for legislative alignment, including tenant chargeback revenue allocation and recording.

   Work in Progress:
   - Develop standardized protocols for responding to extreme weather events.
   - Develop a standardized site cleanliness assessment tool with performance indicators.
   - Implement electronic tracking and automation for maintenance and capital delivery.
   - Identify grant opportunities for Executive Leadership Team review.
   - Align monthly expenditures with the approved budget.
   - Build relationships with other Local Housing Corporations to identify best practices.

2. **Our Communities**

   Completed Work:
   - Established ongoing engagement with Fire, Police, and EMS to strengthen collaboration, building access, and data-sharing initiatives.
   - Enhanced building security by expanding the FOB access program and developing supporting procedures.

Work in Progress:

- Develop procedures and tools to support the corporate emergency management plan.
- Strengthen community safety through camera system audits, placement review, and protocol development.
- Develop mechanisms for enhanced community engagement.
- Review the vendor pool for after-hours and emergency response support.

3. Our Services

Completed Work:

- Completed a comprehensive review of key building services business processes.
- Reviewed tenant placement processes with the Service Manager.

Work in Progress:

- Implement a choice-based unit offer process in partnership with the Service Manager.
- Transition payment, tenant placement, and past tenant arrears processes to the appropriate business roles.
- Create a data needs library to support data-informed decision making.

4. Our People

Completed Work:

- Created standardized employment documents, including templates for job descriptions, job postings, and offer letters.
- Updated the leader compensation structure through job evaluation, salary grid placement, and market review.
- Created an annual workplan for consistent communication of cultural celebrations and recognitions.

Work in Progress:

- Research best practices for human resources planning, succession planning, and change management frameworks.
- Source leadership development training to strengthen leadership competencies.
- Review the Psychological Health and Safety Standard as an employee engagement strategy.
- Establish a formal process to evaluate employee onboarding effectiveness.

5. Our Organization

Completed Work:

- Developed standard operating procedures to strengthen documentation and systems for payroll processing, employee purchase cards, finance charge batches, tenant rent roll processes, and monthly journal entries.

- Completed a departmental review of roles, responsibilities, and realignment opportunities to increase capacity.
- Developed a standardized general ledger reconciliation schedule.
- Reviewed accounts payable processes between Operations and Finance.
- Completed an IT hardware and software inventory analysis for lifecycle management.

Work in Progress:

- Develop systems to maintain quarterly operating and capital budget forecasts.
- Develop financial analysis tools for the CEO, Executive Leadership Team, and Board of Directors.
- Review Financial and Budget Services workflows.
- Analyze HR and payroll systems to assess effectiveness and identify technology-enabled efficiencies.

Next Steps:

1. Communicate mandate work connected to the Strategic Plan with employees at the September 16, 2026 Employee Engagement Day.
2. Provide the Q3 report to the Board of Directors in February 2027.

Other Alternatives Considered:

None.

Alignment to Strategic Priority Areas:

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

1. **Our Properties** – Create and provide excellent, well maintained, functional spaces for residents to live and thrive in.
2. **Our Communities** – 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 technology, operational efficiency, and diversified revenue sources.

Financial Considerations:

Any financial impact stemming from the 2026-2031 Strategic Plan is embedded in the Annual Operating Budget.

Consultations:

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

Attachments:

None

Approved By:

Chief Executive Officer

Report 2026-045

Subject: 2026 Q2 Reporting Obligation

Date: August 19, 2026

Location: Written Report

Prepared By: Jennifer Eggleton, Director Financial & Budget Services

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Recommendation(s):

Resolved That Report 2026-045, “2026 Q2 Reporting Obligation,” be received for information purposes.

Background:

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

Rationale:

This report confirms to the Board that PHC is meeting all its statutory financial reporting obligations for the period ending June 30, 2026.

Other Alternatives Considered:

Not Applicable

Alignment to Strategic Priority Areas:

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

1. **Our Properties** – Create and provide excellent, well maintained, functional spaces for residents to live and thrive in.
2. **Our Organization** – Pursue long-term financial sustainability through leveraging technology, operational efficiency, and diversified revenue sources.

Financial Considerations:

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

Consultations:

None

Attachments:

Attachment A: 2026 Q2 Reporting Obligation

Approved By:

Chief Executive Officer

PETERBOROUGH HOUSING CORPORATION

To the Board of Directors:

We confirm that as of June 30, 2026, the following reporting obligations have been met.

Director's Liability & Property Insurance: Insurance approved, pending receipt of invoice
(Policy covers the period of November 1, 2025 – November 30, 2026)

Remittance Date:	October 30, 2025	Paid	✔

Group Benefits Insurance:

Remittance Date:	June 1, 2026	Paid	✔

Harmonized Sales Taxes:

Remittance Date:	June 30, 2026	Filed	✔

Property Taxes:

Remittance Date:	May 29, 2026 **(Next Remittance Date – July 31, 2026)**	Paid	✔

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

Transmission Date to RBC: Using Easypay Payroll System	June 18, 2026, PP#13, 2026 (Covering up to June 17, 2026)	Transmitted	✔

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

OMERS:

Remittance Date:	June 27, 2026 (Covering up to May 20, 2026)	Paid	✔

Union Dues:

Remittance Date:	June 12, 2026 (Covering up to May 20, 2026)	Paid	✔

Jennifer Eggleton

Per: **Jennifer Eggleton**
Director of Financial & Budget Services

August 2026
Date

PETERBOROUGH HOUSING CORPORATION

Report 2026-046

Subject:	2026 Operating Report (Q2)
Date:	August 19, 2026
Location:	Written Report
Prepared By:	Jennifer Eggleton, Director Financial & Budget Services

Recommendation(s):

Resolved That Report 2026-046, “2026 Operating Report (Q2),” be received for information purposes.

Background:

This report represents the second quarter results for Peterborough Housing Corporation (PHC) at June 30, 2026, on a portfolio basis. This includes Community Housing, Anishnawbe, the Affordable Housing Portfolio, and Sunshine Homes.

Rationale:

This report provides an overview of the Corporation’s second quarter and year-to-date operating results. The results continue to reflect significant operating pressures. The maintenance costs associated with maintaining aging infrastructure, rising material and service costs, significant unit turnover costs, increased financing expenses, and the growing level of support required by tenants.

Some expenditure categories are tracking above second quarter budget expectations, management is proactively forecasting to year end and making adjustments to stay on budget for the remainder of the year. This report is presented for information purposes only.

Note Explanations:

1. PHC is no longer managing The Mount effective April 1, 2026. Revenue associated with the Paddock Wood Food Program is currently reported under management fees within this category. Although participation in the program was initially lower than anticipated, participation increased during the second quarter.

2. Subsidies – Capital subsidies are not included in the operating budget. However, in 2026, a portion of the capital funding received will be recognized within operations to help offset eligible operating pressures related to capital expenditures. Total capital funding for 2026 is $987,698, or $246,924.50 per quarter, which is expected to more closely align Q1 and Q2 actual results with budget. Ongoing operating pressures and the demands of maintaining an aging

portfolio have required Peterborough Housing Corporation to use a portion of this funding to support operations. PHC has submitted a request for $187,000 in extra funding for Hunt Terraces, while this amount is reflected in the budget, the funding has not yet been approved and received.

3. Administration costs exceeded budget in Q2, primarily due to expenses associated with collective bargaining activities and ongoing legal matters. Additional marketing expenditures related to filling vacant units at Hunt Terraces also contributed to this variance.

4. Wages & Benefits – Wages and benefits expenses are currently tracking below budget due to position vacancies and recruitment timing. Staffing levels are expected to reach full complement during the second half of the year, resulting in closer alignment with budget.

5. Materials and Services – Materials and services expenditures exceed budget due to the continued impacts of aging infrastructure combined with rising material and service costs. A portion of capital funding will be used to offset eligible expenditures where appropriate.

    - Roofing – Increased expenditures associated with larger-scale repairs at 30 Alexander, 611 Rogers, and Denne Crescent properties.

    - Flooring – Expenditures are higher than budgeted due to safety concerns and the condition of aging flooring throughout the portfolio. The Building Services team is working collaboratively with the Capital Department to identify more cost-effective flooring products.

    - Unit Turnover – Unit turnover costs have increased as a result of extensive damage identified during turnover inspections, requiring additional expenditures to restore units to a rentable condition. Capital upgrades will be considered where significant refurbishment is required.

    - Electrical – Electrical repair costs exceeded budget due to required repairs arising from annual ESA inspections, combined with an underground conductor repair at 999 Hilliard Street.

    - Fleet Vehicle Repairs – Aging fleet is requiring more maintenance, along with increased fuel costs.

    - Waste Removal – Increased dumping activity has resulted in higher waste removal costs including tipping fees and additional maintenance requirements to maintain property cleanliness.

- Building Security – Increased costs associated with vandalism-related door repairs and security services, as well as the replacement of the intercom system at the Woollen Mill building.

6. Utilities – Electricity, propane, and natural gas costs exceeded budget due to increased consumption associated with seasonal weather conditions, resulting in higher heating and cooling demands.

7. Mortgages, Debentures & Loans - Mortgage renewals occurring in 2026 have resulted in increased financing costs due to higher interest rates. In addition, financing secured in 2025 for the purchase of the refuse vehicle began impacting monthly expenses within this category in Q2.

Other Alternatives Considered:

None.

Alignment to Strategic Priority Areas:

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

1. **Our Properties** – Create and provide excellent, well maintained, functional spaces for residents to live and thrive in.
2. **Our Organization** – Pursue long-term financial sustainability through leveraging technology, operational efficiency, and diversified revenue sources.

Financial Considerations:

This is an information report only and provides explanations for the variances between actual and budgeted figures for the period ending June 30, 2026. No additional financial approvals are being requested currently. Management will continue to closely monitor material variances throughout the year and make appropriate changes as required.

Consultations:

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

Attachments:

Attachment A – 2026 Q2 Operating Results

Approved By:

Chief Executive Officer

Attachment A - 2026 Operating Report (Q2)
PETERBOROUGH HOUSING CORPORATION
OPERATING RESULTS
FOR THE PERIOD ENDING JUNE 30, 2026

	Q2 ACTUALS	Q2 BUDGET	ANNUAL BUDGET	Q2 Variance	% Q2 BUDGET RECEIVED/ SPENT	ACTUALS VS ANNUAL BUDGET	NOTE #	2025 Q2 ACTUALS
Revenue								
Residential Rental and Miscellaneous Revenue (including food and miscellaneous charges)	5,355,216	5,215,417	10,430,835	139,799	103%	51%		5,182,734
Commercial Rental Revenue	278,988	348,839	687,679	(69,851)	80%	41%	1	160,105
Operational Subsidy	2,174,622	2,278,062	4,556,124	(103,440)	95%	48%	2	1,957,561
Other Grants				-	NA			440,069
Other Revenue-	118,317	113,520	227,041	4,797	104%	52%		298,485
Total Revenue	7,927,143	7,955,839	15,901,679	(28,696)	100%	50%		8,038,954
Expenses								
Administration	346,645	319,694	639,787	26,951	108%	54%	3	321,146
Bad Debts	98,183	98,133	196,267	50	100%	50%		76,840
Insurance	225,714	253,361	506,721	(27,647)	89%	45%		218,585
Fire Related Costs (NA 2026)								85,542
Wages and Benefits	2,066,907	2,205,174	4,410,348	(138,267)	94%	47%	4	1,888,559
Materials and Services	1,528,281	902,740	1,706,903	625,541	169%	90%	5	1,492,155
Food Services	358,796	362,500	725,000	(3,704)	99%	49%		387,336
Ice Storm (NA 2026)								216,140
Property Taxes	1,348,927	1,323,535	2,647,069	25,392	102%	51%		1,266,160
Utilities	1,445,848	1,380,851	2,622,584	64,997	105%	55%	6	1,398,467
Capital Reserve Allocation	81,088	81,088	162,177	-	100%	50%		150,075
Mortgages/Debentures/Loans	1,161,405	1,141,551	2,283,102	19,854	102%	51%	7	1,126,719
Amortization								
Total Expenses	8,661,795	8,068,627	15,899,959	593,168	54%	54%		8,627,724
Surplus (-) / Deficit	(734,651)	(112,788)	1,720	(621,864)				(588,770)

Legend

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

Report 2026-047

Subject: 2026 Capital Report (Q2)

Date: August 19, 2026

Location: Written Report

Prepared By: Richard Grotsch, Director of Operations

Recommendation(s):

Resolved That Report 2026-047, "2026 Capital Report (Q2)", be received for information purposes.

Background:

PHC operates under a capital program guided by a strategic framework that emphasizes investment in the maintenance of infrastructure to ensure it remains in good repair and fit for occupancy, alongside capital investments aimed at growth. This fiscal year, funding is provided through the Canada-Ontario Community Housing Initiative (COCHI) supplemented by capital allocations from the City of Peterborough. The program primarily supports Community (RGI) and Affordable Housing properties within the PHC portfolio.

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

Rationale:

The 2026 fiscal year is prioritizing investments in critical and high-impact areas such as window and elevator replacements, energy efficiency, and electrical. These areas directly impact tenant safety, building integrity, and overall operations. This investment strategy is informed by data from Building Condition Assessment (BCA) Reports conducted by independent third-party vendors, observations from staff, and recommendations from industry professionals. A BCA provides a detailed review of a building's key elements, offering insights into the timelines and costs for replacements, and identifying opportunities for more efficient systems that yield beneficial returns on investment. The scope of this methodology deliberately omits new developments and properties earmarked for disposal. These investments are crucial not only for upholding the dignity of tenants but also for aligning with PHC's strategic objectives to improve, renew, and maintain the housing it provides.

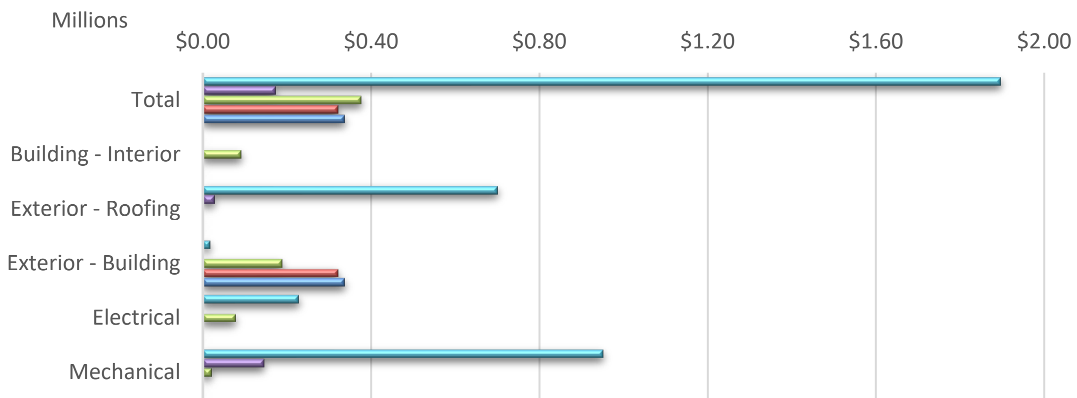
Capital Investment for Q2:

Consistent with PHC's commitment to provide regular updates to its Board, the following provides Q2 2026 activities related to capital expenditure:

Property	Housing Type	Item	Value – Q2
486 Donegal/136 Anson	Various	Elevator Replacement	$110,359.49
169 Lake Street	RGI	IC Core Lock upgrades	$1,036.00
169 Lake Street	RGI	Unit Lighting Upgrade	$1,214.18
526 McDonnel	RGI	Consultant and fire bypass	$2,518.00
Total			**$115,127.67**

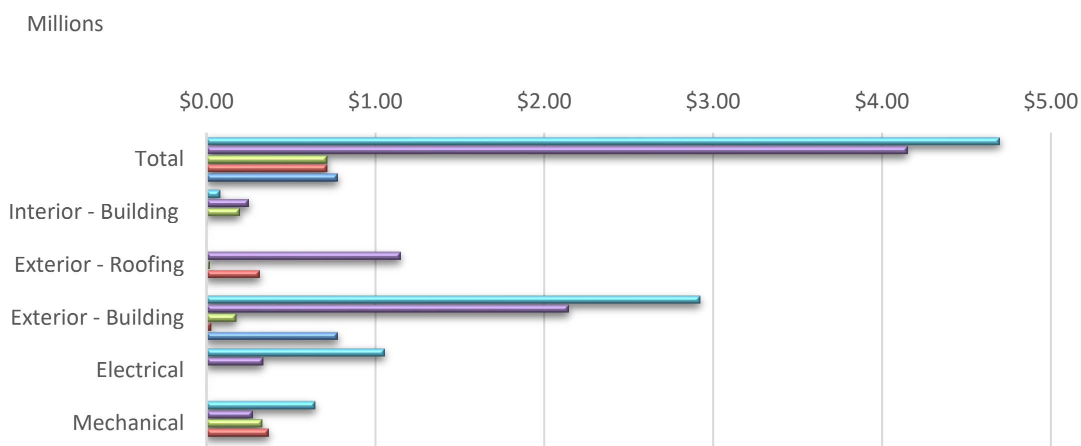
PHC's capital investment and delivery plan is a "living plan," where changes may be required over the 5-year period to meet unexpected capital needs of the organization.
The following page provides a macro level overview of the organization's capital investment focus areas, along with the estimated costs associated with Community and Affordable properties across the portfolio:

Affordable Housing 5 Year Capital Plan



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

Community Housing 5 Year Capital Plan



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

In November 2025, PHC finalized and completed its CMHC multiyear funding award. Consistent with the funder's requirements, PHC affirmed completion of more than 35 large scale capital projects funded under the program totaling $11.5 million in accumulated value.

While this funding afforded PHC the opportunity to substantially address some of the capital investment backlog, long term sustainable investment is critical in addressing the remaining 300 deferred projects totaling $35 million in value.

PHC staff continue to engage and access new capital funding opportunities through partnerships with Enviro Centre and COCHI (via the Service Manager) to support its 2026 program delivery. Additionally, PHC is in the application stage for EASE grant funding to support accessibility upgrades in two PHC properties.

Other Alternatives Considered:

None

Alignment to Strategic Priority Areas:

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

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

Financial Considerations:

None

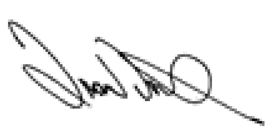
Consultations:

John Goss, Facilities Services Manager

Attachments:

None

Approved By:



Chief Executive Officer