

ANNUAL REPORT 2022

Peel Living



Peel Living

Cover image: 4 and 10 Knightsbridge Road, Brampton

Quality Housing. Tenant Relations. Financial Investment. Asset Management.



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Message from the Chair

As Board Chair, I have the pleasure, along with the other Board Members, of supporting Peel Housing Corporation's (PHC) continued growth to improve service delivery for the tenants who make their home in one of our buildings.

PHC has the mandate, from Regional Council as sole shareholder, to provide safe, quality housing to low- and moderate-income earners in the region. Almost 17,000 Peel residents call a PHC owned or operated site home; however, it is becoming increasingly difficult to do so. The portfolio is aging, with the average age of 37 years old, and significant investment is needed to maintain the existing portfolio.

Affordable housing options in Peel also remain an issue. PHC represents approximately one-half of the affordable units in the region. The lack of affordable housing impacts the broader Peel population. However, PHC and the Region are working together to continue projects identified in the Housing Master Plan. Together, we aim to build more housing on PHC land and beyond so that residents have more affordable options.

Investment to maintain the existing housing portfolio, or the state of good repair program (SOG), has grown significantly over the last five years. PHC works closely with Peel's Real Property Asset Management to deliver the capital projects that keep the portfolio in a good state of repair. PHC and Peel Region have been working closely for many years to identify funding options for PHC's annual and long-term infrastructure needs.

I would like to thank Peel Living staff for their dedication to making PHC a safe place to call home. I would also like to thank members of Peel Regional Council for their ongoing support. With that, I am pleased to present the 2022 Annual Report.

Sincerely

A handwritten signature in black ink, appearing to read 'Anthony Parente', written in a cursive style.

Anthony Parente
Chair, Board of Directors
Peel Housing Corporation



Message

from the General Manager

I want to share some of my reflections that highlight the great work that Peel Living has accomplished in 2022.

Every day we deliver quality community housing that is affordable, sustainable, and well maintained. We support our tenants by continuing to offer connection to services in the community. We have made great progress this year.

Peel Living solidified and clarified the expectations of Peel Living staff and tenants by developing partnership principles with feedback from tenants. These principles - communication, accountability, respect, and equity (C.A.R.E) - were developed into what we call a Landlord and Tenant Promise, which is now posted in all Peel Living site locations.

We successfully piloted a Mobile Recovery Team to complete work orders identified in last year's annual unit inspections. After clearing the backlog of work orders due to public health restrictions, Peel Living was able to resume all types of work orders in September. In addition, we established on-site office hours for our TSAs to enhance the service experience for our tenants.

Peel Living developed new design standards and began rolling them out, beginning with kitchen and bathroom replacements at Graham Court.

We began a Functional Review with engagements with staff, the Board of Directors, and Regional partners. This will continue into the coming years and provide direction that will help Peel Living mature as an organization to tackle the complex and changing environment as a community housing provider.

I am proud to share highlights of Peel Living's work throughout 2022 in this report.

Sincerely

A handwritten signature in black ink, appearing to read 'A. Warren', written in a cursive style.

Andrea Warren
Peel Living General Manager

2022 Board of Directors



Anthony Parente
Chair

General Manager,
Water and Wastewater,
Public Works



Steve Fantin
Vice-Chair

Director of Operations
Support, Public Works



Aretha Adams
Secretary

Regional Clerk and
Director of Legislative
Services



Donna Kern
Director

Director of Senior
Services, Health Services



Christine Tu
Director

Director of Climate
Change and Energy
Management,
Corporate Services

Peel Living overview

Peel Housing Corporation, also known as Peel Living, was established in 1976 and operates as a not-for-profit housing provider owned by Peel Region. Peel Living provides safe, affordable housing options to low- and moderate-income earners in Peel. Peel Living is committed to fulfilling its vision and mission to support members of the community in their time of need.

The Peel Living portfolio has 69 buildings throughout Peel region, including high- and low-rise apartments and townhouses. Peel Living also manages five Peel Region owned buildings, two transitional housing properties, four shelters for adults and one youth shelter. In total, Peel Living provides housing to more than 16,000 individuals, families and seniors.

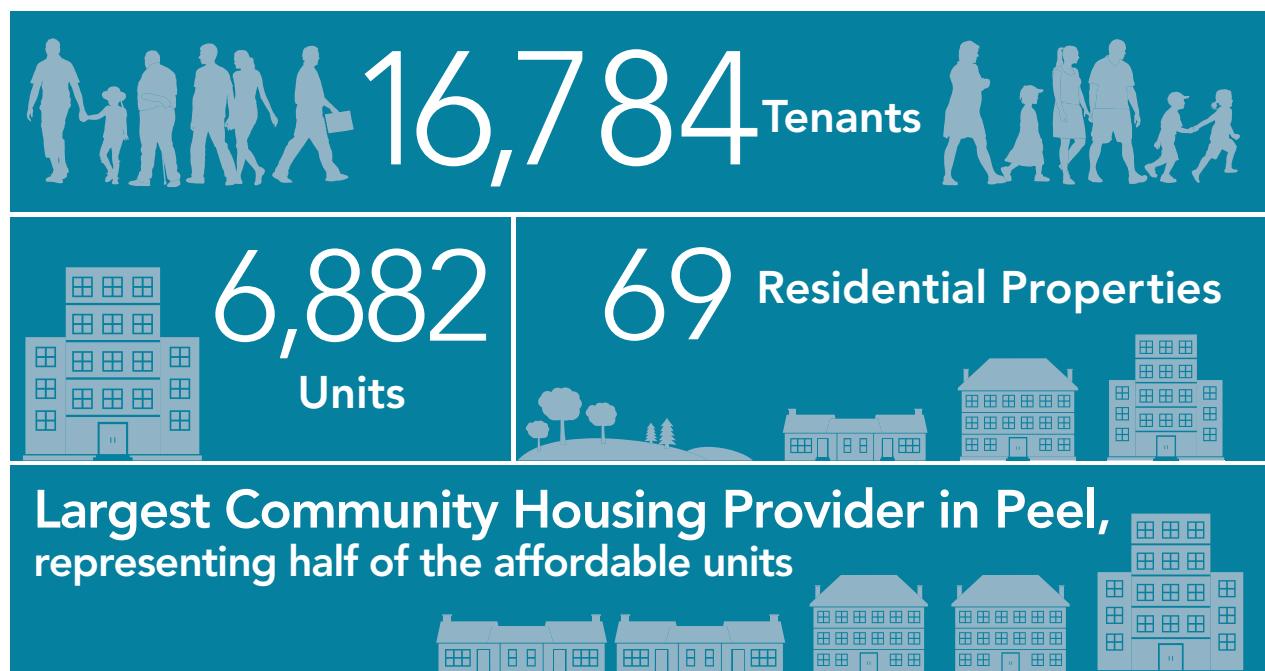
Vision statement

Peel Living is a housing provider contributing to healthy communities in Peel by fostering a sense of pride in those who live there.

Mission statement

Peel Living provides housing options that are affordable, sustainable and well-maintained. Peel Living also provides access to supports and services within the community.

Figure 1: Peel Living's portfolio for 2022



Peel Living's core functions

Quality housing

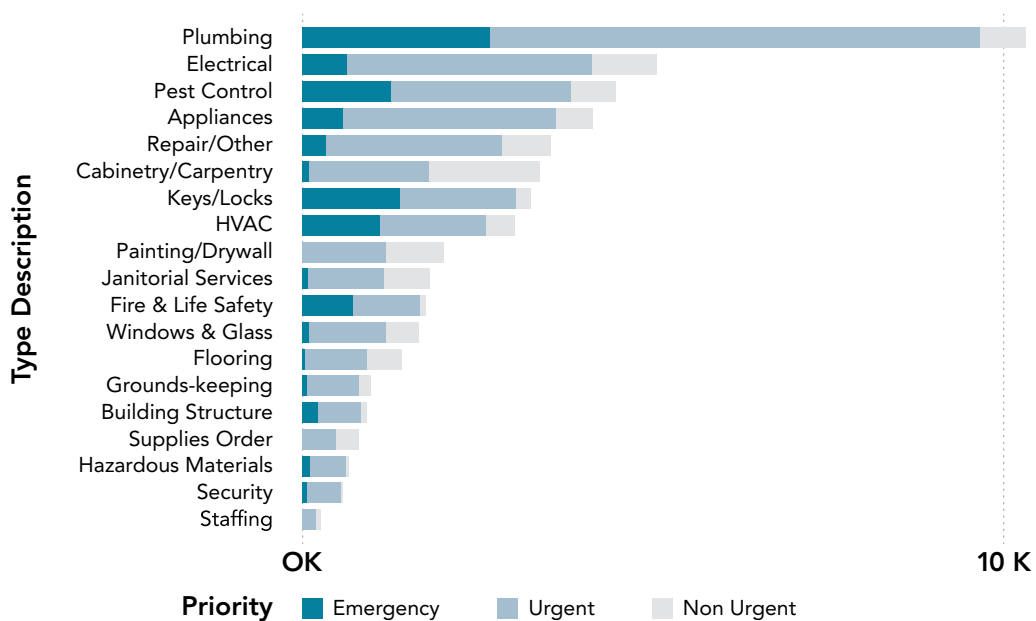
Peel Living strives to ensure quality housing by maintaining operational performance of its buildings, cleanliness standards, a strong pest management program, and maintaining security of its properties.

To maintain our tenants' homes, Peel Living conducts preventative and on-demand maintenance. In 2022, Peel Living responded to just over 50,000 maintenance work orders, which were triaged and carried out in priority sequence. Emergency calls – where there is an immediate risk to people or property - represented about 20 percent of the work in 2022. These include issues such as loss of utilities or broken windows or door locks. About 60 percent were classified as urgent work and included issues such as broken light fixtures and appliance functional repairs. The remainder were non-urgent or scheduled maintenance work.

To maintain building cleanliness, Peel Living's Clean Building Initiative has standardized measuring tools which are adapted based on building features to allow for the flexibility of unique site needs while maintaining a common standard. In 2022, all buildings reached the standard and the overall average has consistently improved since this initiative began.

Peel Living continues to look for ways to maintain and improve its buildings to contribute to improved quality of life for its tenants.

Figure 2: Total work orders by type description and priority

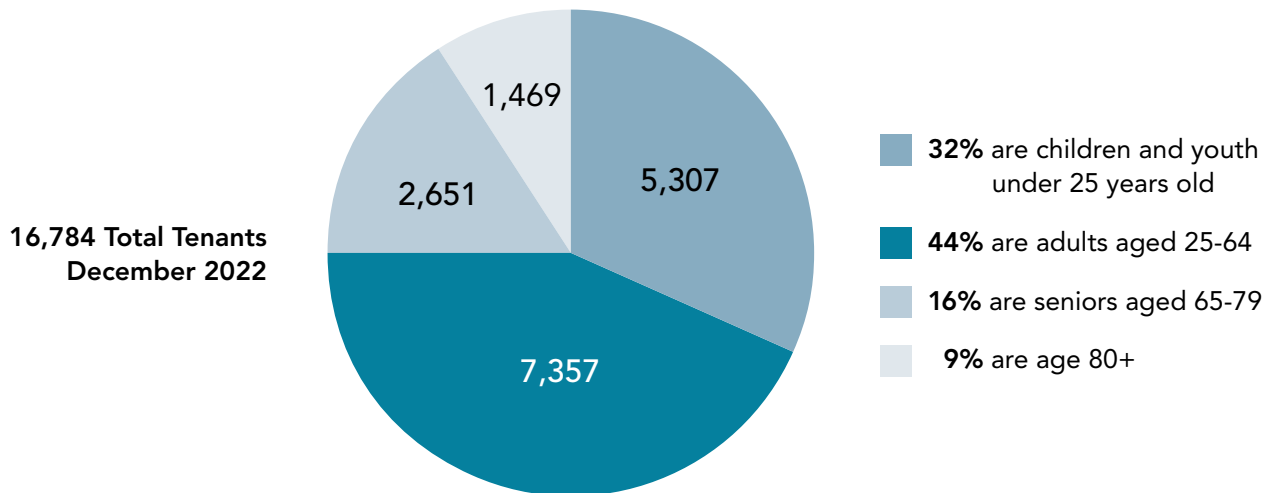


Tenant relations

Peel Living’s tenancy staff work with tenants every day to ensure a smooth process for move-ins and move-outs, arranging parking passes, regular communication about building matters, and resolving any tenant issues that arise. But Peel Living’s tenant demographics have changed over the years, and the challenges facing tenants are increasingly complex.

As a community housing provider, Peel Living takes a compassionate approach to the way it does business by supporting tenants with community partners for successful tenancies. Peel Living staff connect tenants to community programs such as food security supports, daily personal care, active living programming, or social connectedness initiatives so that they can maintain successful tenancies and live independently. As pandemic health and safety restrictions eased up in 2022, we were able to reopen common rooms and restart programming in many buildings.

Figure 3: Peel Living tenants by age group



Financial investment and asset management

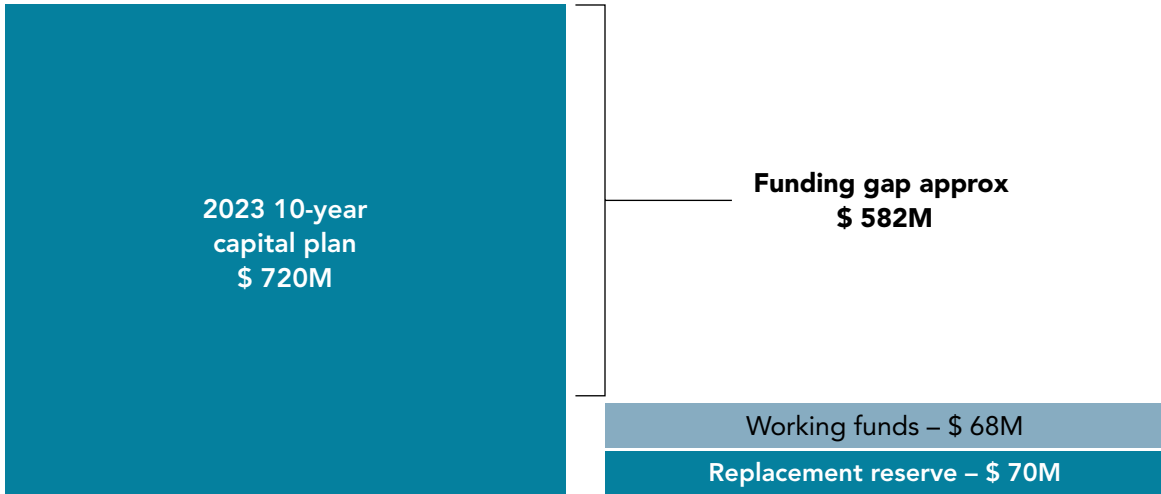
Due to the complexity of capital projects, annual capital budgets flow over multiple years. The average project lifecycle is three to five years. Projects are sequenced over several years considering impact to tenants, availability of staff to support projects, and budget availability.

For Peel Living to continue to provide quality affordable housing, plans for long-term financial sustainability and robust asset management need to be in place to support both our current housing stock and future housing development. The portfolio continues to age, with buildings averaging 37 years old.

As the portfolio ages, the capital budget also grows. As Regional assets, Peel Living buildings must maintain a “good” rating for state of repair. It is estimated that this will require capital investments

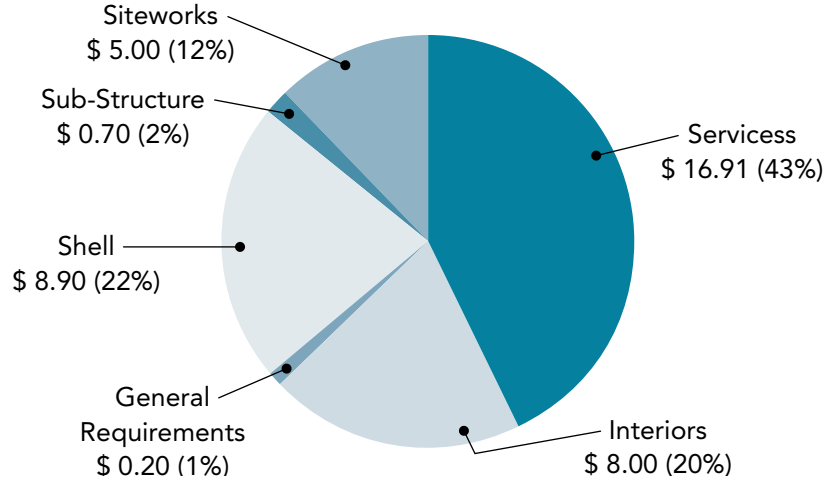
of over \$700 million over the next 10 years, which cannot be fully funded by reserve funds, leaving a gap of \$582 million. In 2022, Regional Council provided Peel Living a grant for \$39.6 million.

Figure 4: 10-year capital and funding gap*



* From the 2023 Budget Report.

Figure 5: 2022 Capital Budget (\$M)



Peel Living will continue to identify funding opportunities to ensure that its housing options remain affordable and well maintained. Peel Living is dedicated to ensuring that its operations are fiscally responsible to support operations long term. To do this, Peel Living is working with Peel’s Housing Services to complete a review on long term funding for the state of good repair program for the corporation and other community housing providers in the region. In addition, staff continue to develop the Financial Sustainability plan, as outlined in the Business Plan.

2022 Survey Results

Peel Living Tenant Satisfaction Survey Results

In June 2022, **989** Peel Living tenants – seniors, singles and families – participated in a Tenant Satisfaction survey. This valuable feedback helps us understand what's important to tenants and how we can serve them better.

69% say they take pride in their Peel Living home, but three areas of concern were revealed through the survey: **building security, state of good repair and support services.**



In tenants' words

When asked, tenants said that Peel Living means: **affordability; housing security; and a nice place to live.**

Support services



Here's what tenants said: **34%** of tenants say people organize events, and less than half (**44%**) have friends in their building or complex.

Here's what we're doing: We're running frequent Town Halls across the entire Peel Living building portfolio, tailored to each building's demographics. We've also activated a Community Partnership Plan which will help us to act as a bridge between the services tenants want and need, and the service providers within the community.

State of Good Repair



Here's what tenants said: **51%** of tenants rate the overall condition of their unit as 'good'. **50%** of respondents say enhanced cleaning protocols during the pandemic were noticeable, and **52%** say it made them feel safer.

Here's what we're doing: We're investing \$75.3 million in 2023 on state of good repair work, and cleaning protocols remain a top-priority in our buildings.

Building Security



Here's what tenants said: **36%** rate the security inside, and **32%** security outside, of their building as 'good'.

Here's what we're doing: We are developing a security master plan that will standardize the approach to safety and security across all Peel Living buildings. This will begin with a security inventory to be carried out in 2023.

2020-24 Business Plan Progress Report

Peel Living has made significant progress in 2022 as it completed the second full year of its Business Plan implementation. Many projects are on the go to support Business Plan outcomes, strategies and priorities. An overview of the Business Plan can be found in appendix I.

Set and maintain service standards

Mobile Recovery Team

Peel Living's Mobile Recovery Team (MRT) is a great example of staff resilience and innovative thinking as we recovered as an organization from the COVID pandemic.

From 2020 to 2022, Peel Living staff worked diligently to adjust to the COVID-19 pandemic, balancing competing health and safety concerns of our tenants, our staff, contractors, and necessary building maintenance and capital projects. For many months, Peel Living could only complete emergency and urgent work requests from tenants, leaving a backlog of work to be done. In 2022, Peel Living assembled a 'Mobile Recovery Team' to tackle non-urgent work identified through Annual Unit Inspections. This small team was able to complete the backlog by the end of the summer.

The MRT allowed us to prepare for the resumption of non-urgent maintenance requests following the pandemic restrictions that limited us from entering units from March 2020 to June 2021. Since its inception as a pilot in Q1 of 2022, the MRT extended across the entire Peel Living portfolio. In less than six months, averaging 15 work orders per day, the MRT completed nearly 1,200 repairs. This set us up to resume business as usual in September, which is a huge accomplishment.



Thank you to superintendents Von Lacson (left) and Eugene Tolentino (right) for stepping up as the dynamic MRT. Not pictured here is Edna Wareham, superintendent at the control centre of the MRT. She created the work orders and coordinated the repair work for the team.

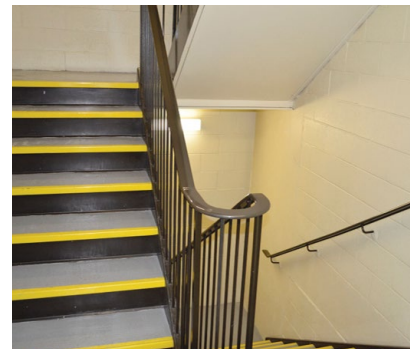
Design standards

Peel Living's first major bathroom and kitchen renovation at Graham Court in Brampton started in 2022. It implements new design standards, which allows for the work to happen without having to displace tenants from their homes — including respite spaces during construction hours, access to Wi-Fi and food, consideration for pets, special accommodation requests, and ensuring dedicated project communications between Peel Living and tenants.



Clean Building Initiative

The Clean Building Initiative was launched in 2018 and put in place by Peel Living staff in 2019 to assess building cleanliness, state of good repair and health and safety hazards. The goal is to ensure consistency at all Peel Living operated sites. We're happy to report that cleanliness scores have been improving ever since. Throughout the pandemic, Peel Living ramped up cleaning protocols to focus on high touch points and to increase the frequency of cleaning.



Clear expectations with tenants and service manager

Tenant Advisory Group (TAG)

This year, Peel Living took the first step toward assembling a Tenant Advisory Group. We know that the tenant voice is critical to the work of Peel Living. We are committed to enabling all Peel

Living tenants to provide input that will affect decision making for the community they live in. To this end, in November 2022, Peel Living's Board of Directors approved the creation of a Tenant Advisory Group (TAG).

The goals of the TAG include improved engagement with tenants, and inclusion of tenant voices in solutions and enhancements to operations. The TAG will collaborate with Peel Living staff to ensure that communication, accountability, respect, and equity, as outlined in the Landlord and Tenant Promise, are embedded in the work we do.

A call for interest went out in late 2022, reaching out directly to tenants to attract representation from Peel Living's diverse communities. The TAG membership will comprise 5–12 tenant volunteers who

Newhaven Manor fire and tenant return

On February 3, 2022 a fire at Peel Living's Newhaven Manor in Brampton displaced all 24 families living in the three-storey complex. Thankfully, there were no injuries reported. Staff were onsite and available to assist tenants, from the moment the emergency call came in until months after evacuation. Within the first few hours of the fire, staff worked closely with emergency services (Canadian Red Cross, Brampton Fire and Emergency Services, Peel's Human Services) to make sure that Newhaven Manor residents had access to safe accommodations and the necessary supports.

The damage was extensive, with an estimated restoration timeline of 18-24 months. Due to the pandemic, global supply chain delays impacted this work.

All tenants who chose to be rehoused, rather than wait for Newhaven Manor to be move-in ready, were successfully offered new housing in a timely manner. Others who chose to wait to move back to Newhaven Manor were provided updates as restoration progress continued.

By the end of 2022, restoration work was still underway and coming along nicely. At that time, it was estimated that work would be complete in early 2023.



represent the diverse voices of the tenant population. Peel Living aims to have the group selected and assembled by mid-2023. In its first year, we anticipate that the group will provide input on the development of a Tenant Engagement Plan, tenant-facing processes to improve operations, the Community Partnership Plan, and the Tenant Satisfaction Survey results response plan.

RGI targets

As a community housing provider, Peel Living must maintain a set number of subsidized units which are classified as rent geared to income (RGI), however at the end of 2022 we were approximately 350 below that target. This is in part due to supporting broader housing objectives, where Peel Living has accepted tenants with rental subsidies. Staff are working with Housing Services to address the shortfall and have updated procedures to expediate closing the gap to meet our targets. Affordability is a challenge for some tenants who may be ready to move from Peel Living, but lack options in the market. This impacts Peel Living's ability to house more people from the centralized waitlist and meet our targets.

Partnering with the Region to build more affordable housing

The Peel Region Housing Master Plan is a long-term capital infrastructure plan that guides the development of affordable housing in Peel. Peel Living is currently partnering with Peel Region on two projects: Chelsea Gardens and East Avenue.

Chelsea Gardens is a favourable site because of its location in Brampton near Bramalea City Centre, with access to transit and other services. Currently, Chelsea Gardens is a 250-unit residential development made up of 2 apartment buildings, 13 storeys each. The new development will add a third apartment building with approximately 200 units at the location. This project is currently in the design phase.

East Avenue is a redevelopment project near the lakeshore in Mississauga that involves the demolition of two vacant buildings to be replaced by a seven-storey building. This new development will provide 150 affordable homes with 1, 2, and 3-bedroom units, to meet the diverse housing needs of the community. This project is also currently in the design phase.

These projects will provide sustainable, affordable housing for Peel residents contributing to a complete community that is age-friendly, connected, and environmentally responsible.



A rendering of the new Chelsea Gardens building (left) and an aerial view of the East Ave. site (right).

Support and enable staff

Culture and Inclusion Working Group

Peel Living continues to work towards greater understanding of Diversity, Equity and Inclusion. The staff-led Culture and Inclusion working group continues to identify training and opportunities to grow the team's understanding around bias and diversity issues that prevail within society and the housing sector. In 2022, staff at all levels of the Corporation have participated in several learning opportunities facilitated internally and through third party vendors including Homewood Health and Canadian Centre for Diversity and Inclusion. The Culture and Inclusion Working Group plays a small role in not only uncovering shared experiences amongst colleagues, but also provides an avenue for staff to gain a greater understanding of the lived experience of Peel Living tenants.

Supporting Tenants and offering connection

Peel Living has undertaken a comprehensive approach to improve mental health supports and community connections based on recommendations from a coroner's inquest. As a direct result of this inquest, in 2022 Peel Living received four specific recommendations to improve tenant outcomes and reduce the risk of a similar incident happening again. Using the Business Plan as a guide, a multi-pronged approach was developed to leverage work underway and add additional training, connection to community partners, and resources for staff and tenants in order to address the recommendations fully. This included diversity and inclusion training to improve staff understanding of intersectionality related to anti-black racism, implicit bias, and mental health. We also updated processes so staff and tenants know of options, including police and non-police interventions, when experiencing mental health challenges. To help recognize when tenants are experiencing mental health challenges, all staff responsible for tenancy management or in leadership positions became certified in mental health first aid. The Peel Living team is committed to the journey to improve the tenant experience. Staff will continue to enhance connections to community agencies and provide ongoing learning that will better support the tenant population.

Functional Review – Preparing for the future

Peel Living engaged in a Functional Review with consultants from MNP, evaluating all functions performed by Peel Living or enabling areas from Peel Region that support Peel Living operations. Recommendations for improvement are expected to strengthen Peel Living's overall ability to deliver its mandate today and into the future. One of the goals is to update operations to utilize a systematic approach to deliver tenant-centred service. This includes defined roles, responsibilities and accountabilities to ensure better collaboration with Peel partners and enhance successful tenancies. The recommendations were developed with input from staff, Peel Living leadership, and the Board of Directors. There are 28 recommendations in the following seven groupings:

- Strategic Thinking – Expand focus to include future-oriented strategic planning
- Complex Tenancy Supports – Improve the capability to support and navigate complex tenancy issues
- Organization Structure and Design – Update structure to optimally deliver property and tenancy management services

- Integration – Strengthen integration with Peel Region in business support areas
- Data and Analytics Maturity – Strengthen the use of data and analytics to support efficiency and effectiveness
- Community Partnerships – Increase partnerships as a lever to address increasing need of tenants to connect to the community
- Change Management – Support adoption of the recommendations for organizational change and increase critical skills in staff through training

The implementation of the recommendations will occur in 2023 and beyond. Key metrics will be identified to evaluate the effectiveness of the enhancements to ensure that Peel Living can continue to deliver its mandate.

Enhance partnerships that support successful tenancies

Community Partnership Plan

The Community Initiatives team of Peel Living facilitates partnership with over 50 agencies. Staff work with community agencies to improve access to programming at sites and meet the diversity of tenant needs. Together they are building healthy communities and successful tenant/landlord relationships.

This team's Community Partnership Plan, to be finalized in 2023, will support Peel Living's goal to

- improve access to community and regional partners to support successful tenancies; and
- enhance community partnerships and programs that build connections.

The Plan will be a guide on how to identify, leverage and foster sustainable community relationships for healthier communities and successful tenancies. Using a co-design approach, ongoing stakeholder engagement and active participation will ensure that the Plan meets the needs of tenants, communities, and regional partners.



Some of our returning partners



In 2022, Peel Living welcomed partners back to our buildings to provide programming directly to tenants. As partners returned, Peel Living leveraged the opportunity to update service agreements and partnership terms to ensure that tenant quality of life improvements were captured through data while protecting Peel Living and agency partners. These programs include paramedicine, exercise, socialization, fitness, and youth programming before and after school. Peel Living wants to thank our partners for all that they do to connect tenants with resources and services and promote independent living.

Tenant Townhalls

The intention of Town Halls is to walk-the-talk of the cornerstones of C.A.R.E (communication, accountability, respect, and equity). This year, Peel Living was able to complete two successful Town Hall events in two different buildings within the portfolio, with more on the horizon in 2023 and beyond.

This in-person engagement opportunity between Peel Living leadership and tenants is a great opportunity to share information and communicate openly about the successes and pain points within the landlord and tenant relationship. It is also an ideal way to bring important community partners to the table to share valuable information about resources available to tenants in an Information Fair style format. To date, Peel Living has included representatives from local fire and emergency services, Peel Regional Police, SHiP, March of Dimes, and more in these events.



Sustainability and climate change response

Peel Region's Climate Change Master Plan seeks to reduce corporate greenhouse gas (GHG) emissions to 45% below 2010 levels by 2030. Peel Living is proud to partner with Peel Region to support this goal through an energy retrofit project currently underway at Weaver's Hill in Mississauga. Once the mechanical equipment replacement work is complete, that building will see a 41% decrease in energy use and a 90% reduction in GHG emissions. Renovations began in 2021 and are set to be completed by the end of 2024.



The Weavers Hill energy retrofit project will reduce the building's greenhouse gas emissions by 90%.

Fourteen SOGR projects at 10 Peel Living sites were identified in 2022 as having significant greenhouse gas (GHG) emissions reduction potential. Implementation of all 14 projects will result in an estimated GHG emissions reduction representing approximately 1.4% of the Region's total corporate GHG inventory, or approximately 8.8% of the emissions reductions required to meet the 2030 target.

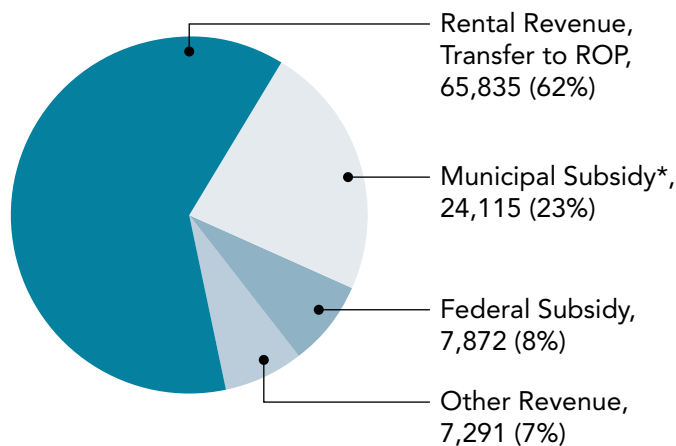
New Business Plan development

As a part of the Shareholder Direction, Peel Housing Corporation must have a business plan. The existing business plan will end in 2024. Plans for the next iteration of the Business Plan are underway, targeting approval at the next Annual General Meeting, to be held in June 2024.

2022 revenues, expenses, reserves, assets

Peel Housing Corporation provides quality housing, maintains its assets and supports tenants through community partnerships. Operations continue to generate annual surpluses which result in additional contributions to reserves, beyond mandatory requirements.

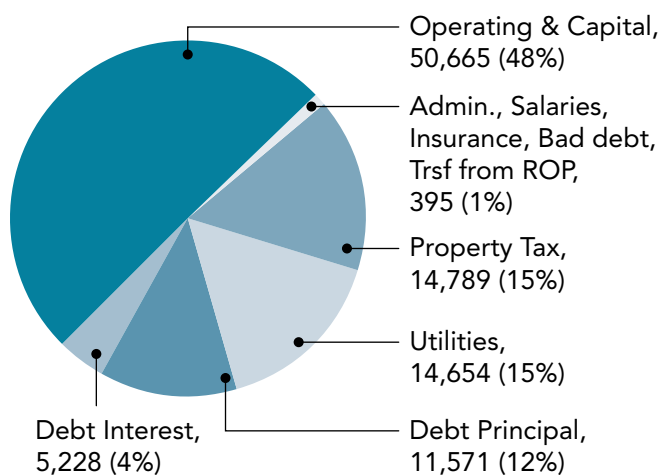
Figure 6: Total revenue by type (\$'000s)



Total Revenues = \$ 105,114 (\$'000s)

* Municipal subsidy includes Provincial supports

Figure 7: Total expenditure by type (\$'000s)



Total Expenditures = \$ 97,301 (\$'000s)

Asset portfolio

- Outstanding mortgages: \$59.7 million
- Book value of assets: \$365.8 million
- Replacement value of assets: \$2.9 billion
- Outstanding long-term debt: \$91.4 million

Reserve contributions

- Net transfers to reserves: \$7.81 million

The Auditor's Report is in the Annual General Meeting agenda package found at peelregion.ca/council/agendas-and-minutes

Appendix 1



VISION

A housing provider contributing to healthy communities in Peel, fostering a sense of pride in those who live there

MISSION

Provide housing options that are affordable, sustainable and well-maintained, as well as access to supports and services within the community

CORE FUNCTIONS

Quality Housing

Peel Living is well maintained and contributes to the quality of life of our tenants

Tenant Relations

Peel Living supports its tenants with community partners for successful tenancies

Financial Investment and Asset Management

Peel Living manages its assets and investments

2020–2024 Peel Living Business Plan

Outcomes	We will set and maintain service standards	We will set clear expectations with our tenants and Service Manager	We will support and enable our staff	We will enhance partnerships that support successful tenancies	We will improve our sustainability planning
Strategies	<ul style="list-style-type: none"> Obtain baseline data for building conditions and performance Develop and implement service standards that support building cleanliness and operations 	<ul style="list-style-type: none"> Clearly communicate landlord and tenant expectations Improve collaboration with the Service Manager to support client outcomes 	<ul style="list-style-type: none"> Create a supportive culture for staff to grow and develop Develop an approach to utilize analytics to support business decisions Implement technology to enable staff performance 	<ul style="list-style-type: none"> Improve access to Community and Regional Partners to support successful tenancies Enhance community partnerships and programs that build community connections Enhance safety with community and Regional partners 	<ul style="list-style-type: none"> Create and implement a Financial Sustainability Plan Develop a robust Asset Management Plan Leverage Regional Partners to reduce climate change impact

2020–2024 Peel Living Business Plan & Priorities

Outcomes	We will set and maintain service standards	We will set clear expectations with our tenants and Service Manager	We will support and enable our staff	We will enhance partnerships that support successful tenancies	We will improve our sustainability planning
Strategies	<p>Strategy: Obtain baseline data for building conditions and performance</p> <p>Priorities:</p> <ul style="list-style-type: none"> Execute the 5 year Building Condition Assessment to capture the entire portfolio Improve data sharing and reporting mechanisms of capital and operating needs Establish service standards <p>Strategy: Develop and implement service standards that support building cleanliness and operations</p> <p>Priorities:</p> <ul style="list-style-type: none"> Continue to implement and evaluate the Clean Building Initiative Develop maintenance response times Establish Service Level Agreements 	<p>Strategy: Clearly communicate landlord and tenant expectations</p> <p>Priorities:</p> <ul style="list-style-type: none"> Develop a Tenant Engagement Strategy Create Tenant Bill of Rights Create Landlord Bill of Rights <p>Strategy: Improve collaboration with the Service Manager to support client outcomes</p> <p>Priorities:</p> <ul style="list-style-type: none"> Work with the Service Manager to meet or exceed unit allocation for Rent-Geared-to-Income (RGI) units Work with Housing Services and Housing Development Office to ensure that Peel Living is a partner in implementing the Peel Housing and Homelessness Plan (PHHP) 	<p>Strategy: Create a supportive culture for staff to grow and develop</p> <p>Priorities:</p> <ul style="list-style-type: none"> Improve healthy workplace practices to enable staff well-being Improve service delivery through training and development in response to increasing complexity of tenant needs <p>Strategy: Develop a planned approach to utilize analytics to inform business decisions</p> <p>Priorities:</p> <ul style="list-style-type: none"> Develop a system and data management plan <p>Strategy: Implement technology solutions to enable staff performance</p> <p>Priorities:</p> <ul style="list-style-type: none"> Effectively implement and utilize technology and systems (HTI and MegaMotions) to support operations 	<p>Strategy: Improve access to Community and Regional Partners to support successful tenancies</p> <p>Priorities:</p> <ul style="list-style-type: none"> Complete Community Partnership Plan Develop standardized agreements Partner with Housing Services to provide tenants support to maintain successful tenancies <p>Strategy: Enhance community partnerships and programs that build connections</p> <p>Priorities:</p> <ul style="list-style-type: none"> Leverage successful partnerships and identify opportunities to improve programming Enhance safety through operations, technology and partnerships <p>Strategy: Enhance safety with community and Regional partners</p> <p>Priorities:</p> <ul style="list-style-type: none"> Enhance safety through technology solutions Complete security camera pilot Develop an enterprise wide safety plan 	<p>Strategy: Create and implement a Financial Sustainability Plan</p> <p>Priorities:</p> <ul style="list-style-type: none"> Develop a long term financial plan to inform business planning Establish a 4-year Operating Budget Enhance 10-year Capital Budget planning Review procurement processes and develop a contract management approach <p>Strategy: Develop a robust Asset Management Plan</p> <p>Priorities:</p> <ul style="list-style-type: none"> Continue to partner in the Region's Enterprise Asset Management Strategy Monitor and close the gap between the capital budget and executed projects Work with Regional partners to ensure that our assets are maintained at the set service standard Secure sustainable and reliable funding for state of good repair <p>Strategy: Leverage Regional Partners to reduce climate change impact</p> <p>Priorities:</p> <ul style="list-style-type: none"> Partner with the Office of Climate Change and Energy Management to reduce emissions and affect positive change.



peelregion.ca/peelliving