

PEEL HOUSING CORPORATION

BOARD OF DIRECTORS

AGENDA

PHC - 4/2014

DATE: April 24, 2014

TIME: 11:30 AM

LOCATION: Council Chamber, 5th Floor
Regional Administrative Headquarters
10 Peel Centre Drive, Suite A
Brampton, Ontario

MEMBERS:

G. Carlson	E. Moore
B. Crombie	M. Morrison
F. Dale	P. Mullin
S. Fennell	P. Palleschi
P. Foley	R. Paterak
C. Fonseca	P. Saito
S. Hames	J. Sanderson
N. Iannicca	J. Sprovieri
E. Kolb	R. Starr
K. Mahoney	A. Thompson
S. McFadden	J. Tovey
G. Miles	R. Whitehead

Chaired by President P. Palleschi or Vice-President P. Mullin

A. DECLARATIONS OF CONFLICTS OF INTEREST

B. APPROVAL OF MINUTES

B.1. Minutes of the Board of Directors (PHC-2014-3) meeting held on March 27, 2014

C. APPROVAL OF AGENDA

D. DELEGATIONS

E. REPORTS

E.1. 2013 Community Safety Initiatives in Peel Living Communities (For information)

E.2. Report of the Peel Living Financial Viability and Governance Task Team (PLTT-2014-3) meeting held on April 3, 2014

F. COMMUNICATIONS

G. IN CAMERA MATTERS

H. OTHER BUSINESS

I. ADJOURNMENT

PEEL HOUSING CORPORATION

BOARD OF DIRECTORS

MINUTES

March 27, 2014

The Board of Directors of Peel Housing Corporation met at 11:58 a.m., in the Council Chamber, Regional Administrative Headquarters, 5th Floor, 10 Peel Centre Drive, Suite A, Brampton.

Members Present:	G. Carlson	M. Morrison
	B. Crombie	P. Mullin
	F. Dale	P. Palleschi
	S. Fennell	R. Paterak
	P. Foley	P. Saito
	C. Fonseca	J. Sanderson
	N. Iannicca	J. Sprovieri
	E. Kolb	R. Starr
	S. McFadden	A. Thompson
	G. Miles	J. Tovey
	E. Moore	R. Whitehead

Members Absent:	S. Fennell	(personal matter)
	S. Hames	(vacation)
	K. Mahoney	(personal matter)

Also Present: D. Szwarc, Chief Administrative Officer; J. Menard, Commissioner of Human Services; M.S. Mwarigha, General Manager; D. Bingham, Treasurer; A. Macintyre, Corporate Secretary; C. Law, Deputy Secretary

President P. Palleschi presided.

A. DECLARATIONS OF CONFLICTS OF INTEREST - Nil**B. APPROVAL OF MINUTES****1. Minutes of the Board of Directors (PHC-2014-2) meeting held on February 27, 2014**

Moved by Councillor Crombie,
Seconded by Councillor Iannicca;

That the minutes of the Board of Directors (PHC-2014-2) meeting held on February 27, 2014, be approved.

Carried

2014-17

* See text for arrivals

♦ See text for departures

B. APPROVAL OF AGENDA

Moved by Councillor Morrison,
 Seconded by Councillor Moore;

That the agenda for the March 27, 2014, Peel Housing Corporation Board of Directors meeting be approved.

Carried 2014-18

C. DELEGATIONS - Nil**D. REPORTS****1. Overview of Peel Living's Insurance Costs**

Received 2014-19

2. Business Efficiency Update

Received 2014-20

3. Report of the Peel Living Financial Viability and Governance Review Task Team (PLTT-2014-3) meeting held on March 6, 2014

Moved by Councillor Mullin,
 Seconded by Councillor Sanderson;

That the minutes of the Peel Living Financial Viability and Governance Review Task Team (PLTT-2014-2) meeting held on March 6, 2014, be approved.

Carried 2014-21

A. DECLARATIONS OF CONFLICTS OF INTEREST - Nil**B. APPROVAL OF AGENDA**RECOMMENDATION PLTT-2-2014:

That the agenda for the March 6, 2014, Peel Living Financial Viability and Governance Review Task Team meeting, be approved.

Approved 2014-22

C. DELEGATIONS - Nil

D. REPORTS

1. Governance Review of Peel Housing Corporation (Oral)

Presentation by Lincoln Bryant, Specialist, Governance and Planning, Human Services, and Jennifer Weinman, Manager, Internal Audit

Received

2014-23

E. COMMUNICATIONS - Nil

F. IN CAMERA MATTERS - Nil

G. OTHER BUSINESS – Nil

H. ADJOURNMENT

The meeting adjourned at 9:40 a.m.

F. COMMUNICATIONS - Nil

G. IN CAMERA MATTERS

1. Approval of Minutes

- a) February 27, 2014 Peel Housing Corporation Board of Directors Closed Session Report

Received

2014-24

H. OTHER BUSINESS - Nil

I. ADJOURNMENT

Moved by Councillor McFadden,
Seconded by Councillor Fonseca;

That the Board of Directors of Peel Housing Corporation now adjourn to meet again on April 24, 2014 at 11:30 a.m. or at the call of the President.

Carried

2014-25

The meeting adjourned at 12:05 p.m.

President

Secretary



REPORT
Meeting Date: 2014-04-24
Peel Housing Corporation

For Information

DATE: April 15, 2014

REPORT TITLE: **2013 COMMUNITY SAFETY INITIATIVES IN PEEL LIVING COMMUNITIES**

FROM: Mwarigha M.S., General Manager, Peel Living

OBJECTIVE

To provide an update on efforts to improve community safety at various Peel Living sites, including the results of an audit of current security services and highlights of tenant-driven initiatives to promote non-violence and community safety in collaboration with Peel Police.

REPORT HIGHLIGHTS

- Peel Living's security service model is good value for money because it combines both deterrence of criminal activity as well as a 24/7 off-hours maintenance call response service. This results in savings to Peel Living, Peel Police and local fire services as a result of interventions by security in most non-emergency incidents.
- The upcoming security contract will be improved by adding technological requirements that will enable real-time tracking of service coverage and instant re-prioritization of security resources to high need communities.
- Peel Living implemented building improvements based on Environmental Design audits by Peel Police in order to improve community safety.
- Peel Living is working with Police and other community partners to implement Peel Police led integrated solutions to reduce crime in high risk communities.
- Community safety cannot happen without the participation of resident-led community and building activities. Peel Living supported numerous such initiatives in 2013.

DISCUSSION

1. Background

Peel Living residents surveyed in the last three years continue to identify safety as an issue of importance to them. Recognizing that Peel Living as the landlord has a leading role to play in ensuring the safety of all tenants, residents also acknowledge that they play a big role in making sure their buildings and communities are safe. This report features a variety of strategies and methods used by Peel Living and the larger community, including Peel Police, in the last year to enhance community safety in its housing communities.

2013 COMMUNITY SAFETY INITIATIVES IN PEEL LIVING COMMUNITIES**2. Community Safety Initiatives****a) Security Services Audit**

In March 2014, staff completed an audit of Peel Living security services. The audit was motivated by a desire to:

- assess the impact of existing services in fostering safety in Peel Living buildings and communities;
- provide an understanding of the full value for dollars invested in security, based on evidence; and
- foster an evaluation culture designed to improve business efficiency, and introduce technologies or products that could be applied to improve community safety.

Traditionally the connotation of the word "security" has been "insecurity," focusing generally on criminals and incidents of crime. However, Peel Living's security service model concerns itself with not only the effective deterrence of criminal acts but also combines building security patrols with a value-added service of after-hours emergency and maintenance service. The review of the current security contract assessed the service impact and cost effectiveness of retaining the current two-track approach to building security patrols and the after-hours emergency service. The key highlights of the findings of review follow:

Value-add of Security Service

- The current service volume – 3,000 annual calls - consists of a 50/50 split between security needs and after hours repairs
- The current service model provides a 24/7 response service to Peel Living tenants that is seamlessly integrated through the call centre and enables staff follow up the next day
- The majority of security calls are noise complaints and false fire alarms – and the current service results not only in savings to Peel Living by decreasing costs for false alarms and reducing use of Peel Police and local Fire Department services.
- The majority of afterhours repairs calls – 97 per cent - are contained by security patrol officers without need for emergency contractor services and hence results in additional savings to Peel Living

Gaps and Opportunities for Improvement

- Increasing the frequency of building patrols would result in the reporting of incidents to Peel Living sooner, enabling staff to improve Peel Living's customer service response standards
- Technology improvements to enhance real-time tracking of service coverage and flexibility will allow staff to instantly shift resources to areas and buildings with greater demand for security or maintenance response

The review revealed gaps in service that will be improved with new technology requirement in the upcoming contract. On the whole, however, the current security contract was found to be of a high calibre, especially when benchmarked with security services in other social housing providers - both in terms of value for money and responsive to tenants safety calls.

2013 COMMUNITY SAFETY INITIATIVES IN PEEL LIVING COMMUNITIES**b) Environmental Design & Building Improvements**

Peel Living staff worked with Peel Police and tenants in 2013 to assess the environmental design of a number of its communities with the aim of improving community safety. The key actions taken included:

- Crime Prevention through Environmental Design (CPTED) audit working with Peel Police and involving tenants to identify safety problems in three Peel Living properties. The audit recommended improving site lines, lighting and surveillance equipment.
- Peel Living staff improved lighting by installing new LED bulbs that enhance both energy savings and community safety. Lighting improvements were focused on underground parking, common areas, stairs, hallways, and building exteriors.
- Peel Living installed Security Access FOB disc systems in all new buildings to replace the need for keys and enable better monitoring of visitor entrance. All tenants are now required to use a coded key fob (scanned) in order to gain access to the building, party room, underground, units etc. The FOB system is also scheduled for Springfield Gardens (3570 and 3590 Colonial Drive, Mississauga, Ward 8).

c) Collaboration with Peel Police

Peel Living is part of the Police led multi-disciplinary response to community safety and is strengthening relationships with Peel Police and community-based organizations/agencies in order to develop integrated solutions to promote non-violence.

Specifically, working with Peel Police to address local issues, Peel Living undertook the following initiatives:

- A team was formed at Colonial Terrace (3480 Colonial Drive, Mississauga, Ward 8), involving Peel Living, Community Partnerships (Human Services) and various agencies in Community Safety Model for high risk families. Representatives meet regularly to address specific situations regarding individuals and families facing acutely elevated levels of risk. As a result immediate, coordinated, and integrated responses are developed utilizing resources already in place.
- The Strategic and Tactical Enforcement Policing (S.T.E.P.) program was implemented to develop community-based projects to dismantle gangs and conduct street level enforcement in identified problem areas at McHardy Court and Garden Gate.
- Problem Oriented Policing Project (P.O.P.) is a tactical investigative initiative designed to identify the contributing factors and underlying conditions related to street crime. The Street Crime Unit identified McHardy Court (101 McHardy Court/53 McHardy Place, Brampton, Ward 4) to the P.O.P. project. Solutions involve application of appropriate problem solving methods and utilizing police and community resources to reduce community violence.

2013 COMMUNITY SAFETY INITIATIVES IN PEEL LIVING COMMUNITIES**d) Community Events Promoting Non-Violence in 2013**

Promoting a culture of non-violence was one of the priority activities in 2013 following an increase in the number of violent incidents in the Region. This approach involved engaging staff, partners and tenants to build safer communities through celebrations. The key Peel Living community safety events in 2013 included:

- Glenway Court and Gran Columbia communities (2401-2433, The Collegeway, and 3058 Fifth Line West, Mississauga, Ward 8) where over 300 residents participated in a celebratory BBQ that promoted and utilized social enterprise (food prepared by St. Leonard's), and site beautification through gardening. Peel Regional Police participated with handouts on personal safety and interacted with the community.
- "Summerfest", held annually at the Acorn community (85, 99 and 121 Acorn Place, Mississauga, Ward 4), brought over 100 residents together to build relationships through participation in a BBQ, and involved community interaction and built a sense of community responsibility for safety.
- Peel Youth Village (99 Acorn Place, Mississauga, Ward 4) and Dan Benedict, a neighbouring building, undertook painting and minor repairs to improve common areas and the living environment. The project involved about 50 volunteers as part of the annual Refresh 2013 program.
- Fire Safety seminars were conducted at 30 sites in seniors buildings that focused on: cooking safety, emergency escape planning, false alarms, smoke/carbon monoxide alarm information, and personal safety. These events encouraged residents to build relationships and to understand and take ownership of their role in promoting community safety.
- Fire Drill practices conducted at seniors buildings were combined with community social events. Practice drills equip residents with skills necessary to respond confidently to emergency situations.
- Peel Living in conjunction with Caledon Fire Department (CFD) conducted tours of Maple Grove, Walker Road and Pinnacle View. The tours focused on familiarizing fire volunteers with buildings to ensure timely responses.

e) Community Collaboration to Promote Safety

- Monthly Acorn Community Meetings resulted in several scheduled youth programs/activities to keep youth active and engaged. Examples include evening youth meetings, basketball games with police, computer programming, free gym membership, and driving lessons. The ideas stemmed from Peel Living, Boys and Girls Club, Peel Youth Village, Peel Regional Police, Nahani Way School, Dan Benedict Cooperative, and Barbertown Cooperative.
- Integrated Municipal Enforcement Team (IMET): Peel Living representation attends meetings to address safety concerns. This forum is used to identify areas of concern related to lawless public behaviour and street crime that interfere with citizen's

2013 COMMUNITY SAFETY INITIATIVES IN PEEL LIVING COMMUNITIES

quality of life and feelings of safety. Strategies are designed to collectively resolve issues through problem solving approach.

- Collaborated with Brampton Safe City to emphasize creating safe spaces in community. Services offered to children, youth, family and senior who get tailored safety education sessions. Topics around safety included safe bicycling, personal safety, anti-bullying, youth driving, senior driving, fall prevention and elder abuse prevention.

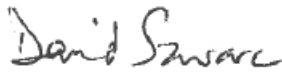
CONCLUSION

This report highlights diverse collaborative and multi-pronged approaches to improving community safety in Peel Living communities. Staff will continue to plan for a successful series of events for 2014. Regular reporting to the Board to highlight these events, and offer an update on addressing community safety as a tenant experience priority, will continue.



Mwarigha M.S., General Manager, Peel Living

Approved for Submission:



D. Szwarc, Chief Administrative Officer

For further information regarding this report, please contact Mwarigha, General Manager, Peel Living, extension 3549, muliwa.mwarigha@peelregion.ca.

PEEL HOUSING CORPORATION

PEEL LIVING FINANCIAL VIABILITY AND GOVERNANCE REVIEW TASK TEAM

MINUTES

PLTT-2014-3

April 3, 2014

The Peel Living Financial Viability and Governance Review Task Team met at 11:14 a.m., in the Council Chamber, Regional Administrative Headquarters, 5th Floor, 10 Peel Centre Drive, Suite A, Brampton.

Present: E. Kolb; G. Miles; P. Mullin; P. Palleschi; J. Sanderson; A. Thompson*; R. Whitehead

Absent: B. Crombie, due to other municipal business; J. Tovey, due to other municipal business;

Also Present: D. Szwarc, Chief Administrative Officer; N. Trim, Chief Financial Officer and Commissioner of Corporate Services; P. O'Connor, Regional Solicitor and Director of Legal and Risk Management; M.S. Mwarigha, General Manager; D. Bingham, Treasurer; J. Arcella, Deputy Treasurer; K. Lockyer, Regional Clerk and Director of Clerk's; C. Law, Deputy Secretary; J. Schwartz, Legislative Assistant

President Palleschi presided.

A. DECLARATIONS OF CONFLICTS OF INTEREST - Nil

B. APPROVAL OF AGENDA

RECOMMENDATION PLTT-3-2014:

That the agenda for the April 3, 2014, Peel Living Financial Viability and Governance Review Task Team meeting, be approved.

Councillor Thompson arrived at 11:22 a.m.

C. DELEGATIONS

- 1. Howie Wong, CEO, Housing Services Corporation (HSC),** Providing Information Regarding Provincial Work on Asset Leveraging, and how HSC is Supporting Housing Providers in Ontario Concerning Long-Term Sustainability Strategies.

Received

* See text for arrivals

♦ See text for departures

A copy of the presentation is available from the Office of the Regional Clerk.

Howie Wong, CEO, Housing Services Corporation (HSC) provided the Task Team with information regarding the work HSC is doing to help the municipal housing sector with its various funding challenges. He highlighted the future of financial viability of the sector depends on factors such as: size and scale of portfolio; running the housing portfolio like a business; and exploring new innovative partnerships outside of the traditional government agreements of the past. He provided some examples of other municipalities using direct access to the bond market, accessing HSC programs like the Green Loan Program, or other internal funding approaches that are currently helping to fund new affordable housing infrastructure. He advised HSC and its services would always be available to Peel Living as financial sustainability options are explored further.

In response to a question from Councillor Mullin, Howie Wong noted that as it occurred in Toronto with Toronto Community Housing, housing corporations are able to take on new debt in the bond market themselves as opposed to another loan from the municipal Service Manager.

In response to a question from Councillor Miles, Howie Wong advised that there are no legislative restrictions in the *Housing Services Act* preventing housing providers from looking into various alternatives.

D. REPORTS

1. Financial Viability Consultant – Overview of Scope

Presentation by Tim Welch, Tim Welch Consulting

Received

A copy of the presentation is available from the Office of the Regional Clerk.

Tim Welch, Tim Welch Consulting, along with partners of various expertise, provided a preliminary plan to the Task Team members of what types of information and new approaches will be examined by the consulting group over a period of approximately three months for eventual recommendations to the Task Team with regards to achieving financial viability for Peel Living in the longer term. He reported he would be working closely with Peel Living staff to obtain full and complete information regarding the current Peel Living Portfolio. He noted they would be looking for sites with the most potential with regards to transit, accessibility, operating costs, and possibility for redevelopment, as well as looking for new partnerships with the private sector, where required. He cited several success stories from the municipal sector in Ontario where similar consulting is being done to revitalize housing portfolios.

In response to a question from Regional Chair Kolb, Tim Welch noted that in a two-tier municipal structure, the local municipal planning staff are consulted regarding intensification of redevelopment and other issues as required.

In response to a question from President Palleschi, Tim Welch advised that outreach and consultation would have to be done in neighbourhoods where new high rises are being developed, should Peel Living choose such redevelopment on certain sites.

E. COMMUNICATIONS - Nil

F. IN CAMERA MATTERS - Nil

G. OTHER BUSINESS - Nil

H. ADJOURNMENT

The meeting adjourned at 12:21 p.m.