

ANNUAL REPORT 2023

Peel Living



Peel Living

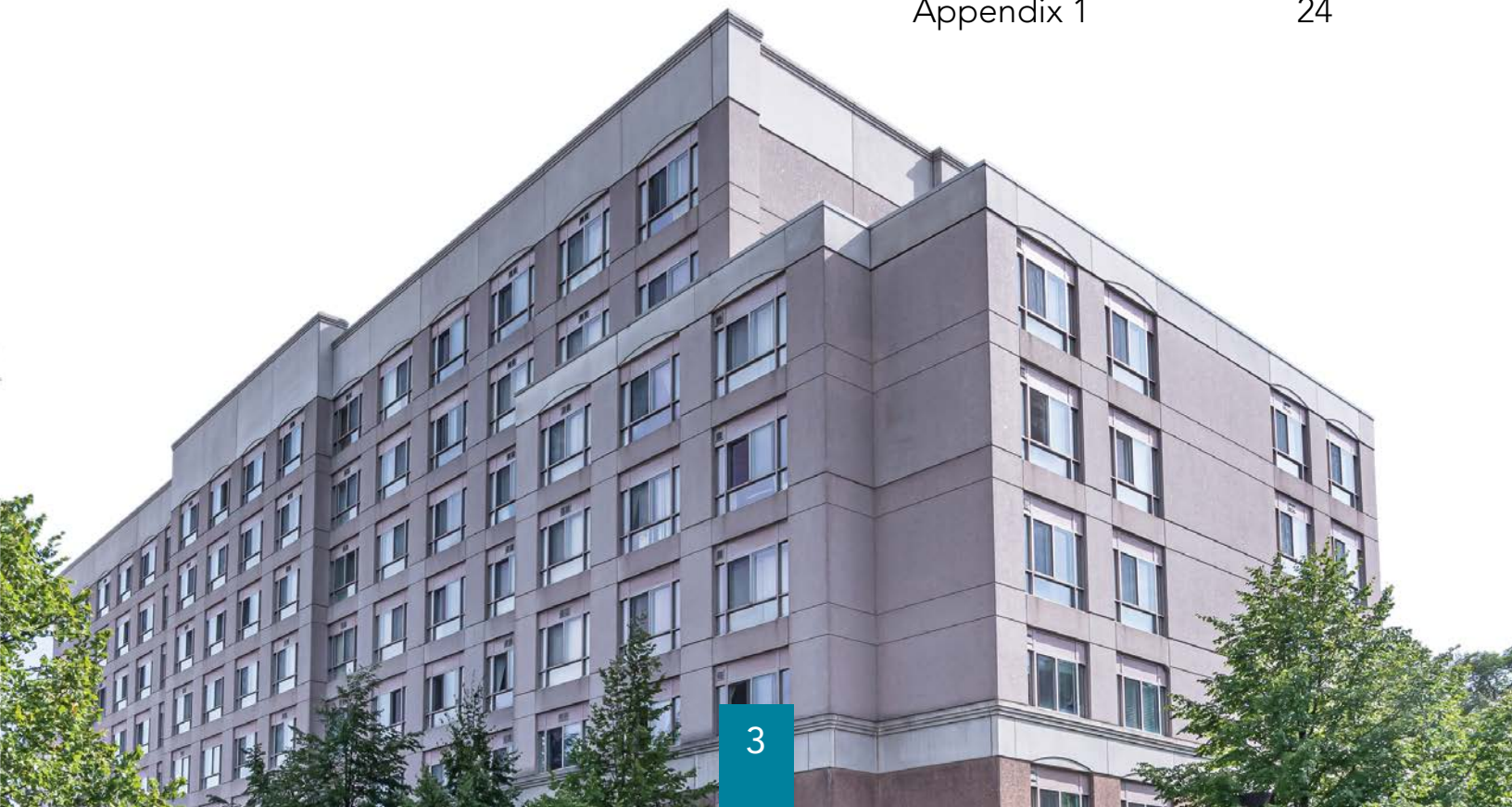
Cover image: 2250 South Millway, Mississauga

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



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Message from the Chair

Regional Council has given Peel Housing Corporation (PHC) the mandate to provide safe, quality housing to low- and moderate-income earners in the region. On behalf of the Board Members, I am proud to continue to support PHC to ensure Peel Living is a great place to live and work.

Over 17,000 Peel residents call a PHC site home. However, our buildings are ageing, with the average age of our properties being 38 years old. In order to maintain them in a state of good repair, significant investment continues to be needed to ensure tenant and staff health, safety and well-being.

In 2023, the capital budget was \$75.3 million. This investment allowed staff to begin multi-year projects that focus on safeguarding our properties, while also making improvements to energy efficiency and tenant comfort, through projects like the air conditioner replacement project.

The 2023 Annual Report outlines the Corporation's activities for last year. I'm happy to share that the report also outlines the achievements of the 2020–2024 Business Plan, which includes new feedback channels for tenants to share their service experience with us (page 15); and updating the organizational structure to support future growth (page 16).

I would like to thank members of Peel Regional Council for their continued support and investment in Peel Housing Corporation. PHC works closely with many partners inside and outside Peel. I want to recognize the collaboration with Peel's Real Property Asset Management, Office of Climate Change and Energy Management, Housing Services and many more that contribute to our collective accomplishments. I am proud to share them with you.

Sincerely

A handwritten signature in black ink, appearing to read 'Anthony Parente'. The signature is fluid and cursive, with the first letter 'A' being particularly large and stylized.

Anthony Parente
Chair, Board of Directors
Peel Housing Corporation



Message from the General Manager

This year's Annual Report will detail the successes, highlights and challenges of Peel Living in 2023. I'm happy to highlight some of them here.

The team completes approximately 140 work orders per day, and we have several initiatives in place to make sure that we're constantly monitoring and improving upon the service we provide. We have set up multiple initiatives over the past number of years to improve our service delivery, including the Clean Building Initiative, Integrated Pest Management and our Annual Unit Inspection program. In 2023, we focused on adding customer service measures to enhance our continuous improvement efforts.

Peel Living is proud to collaborate as a member of a peer-based network, the Housing Partnership Canada (HPC) Performance Measures Working Group. HPC is a collective of non-profit or public housing organizations whose primary mission is to develop, preserve, operate, manage and/or finance affordable housing and community facilities, and provide related support services to moderate and low-income households.

Due to a combination of high rents and limited availability in the broader housing market, there is very low tenant turnover within Peel Living's portfolio of buildings. Tenant demographics and the unique challenges they face have become increasingly complex. Staff strive to remain consistently compassionate and often act as the bridge between tenants and community partners offer additional supports. We take a lot of pride in building relationships with agencies that enable vulnerable tenants to live independently, through food security supports, daily personal care, active living programming, or social connectedness initiatives.

We give as much attention to the people living within our buildings as we do to the bricks and mortar that are home. As the portfolio ages, state of good repair capital investments continues. Peel Living is committed to supporting Peel Region's climate change goals, and one of the ways we are doing this is replacing ageing assets with energy efficient ones.

The challenges are great, and the work is important. I'm very proud of what we've achieved in 2023.

Sincerely

A handwritten signature in black ink, appearing to read 'Andrea Warren', written over a light blue background.

Andrea Warren
Peel Living General Manager

2023 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 (PHC), also known as Peel Living, was established in 1976 and is a non-profit community housing provider wholly owned by the Region of Peel as sole shareholder. Peel Living provides safe, affordable housing options to low- and moderate-income earners in Peel.

Quality housing

Peel Living is committed to providing tenants with safe, clean, affordable housing that contributes to the tenants' quality of life, allowing individuals peace of mind and a sense of place and belonging.

Tenant relations

Tenants are connected to services and supports offered by community partners that enable independent living and successful tenancies.

Financial investment and asset management

For Peel Living to continue providing quality and affordable housing a long-term financial sustainability and robust asset management plan need to be in place to support our current housing stock and expand the portfolio to meet the growing need within the community.

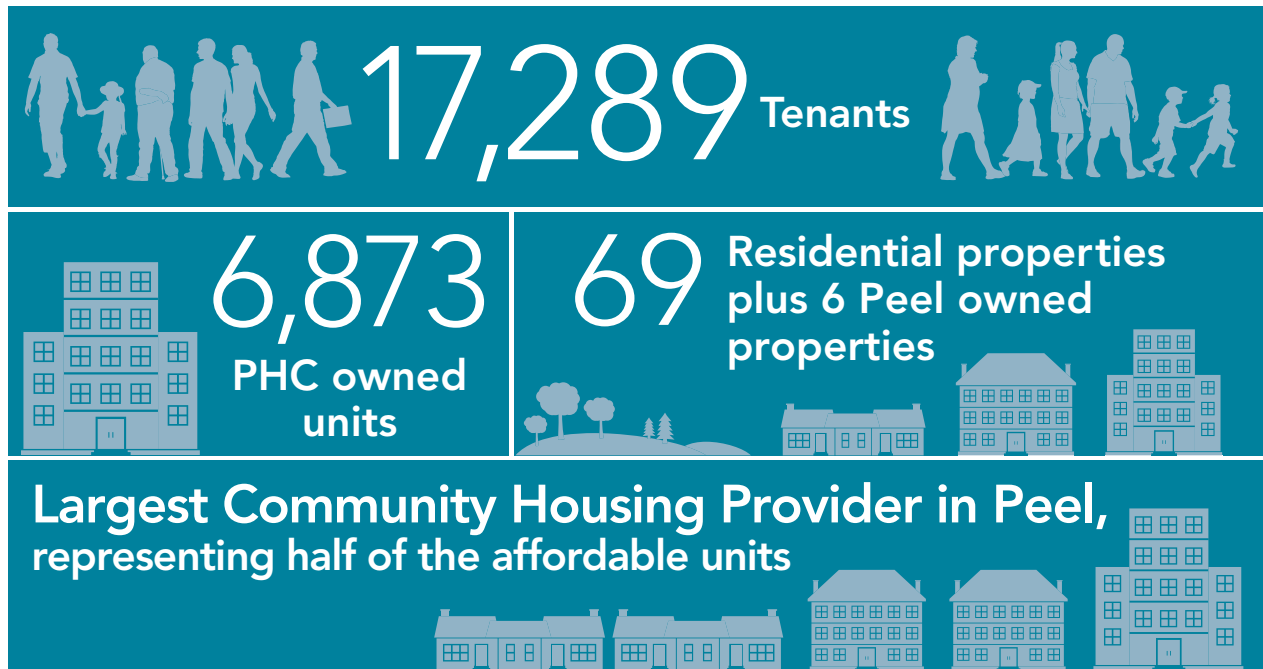
Vision statement

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 2023



Peel Living's core functions

Quality housing

Peel Living aims to ensure quality housing through several initiatives, including the Clean Building Initiative, responsive work orders, integrated pest management, preventative maintenance, and annual unit inspections. The team completes an average of about 4,250 work orders per month. By monitoring operational data using PowerBI dashboards, Peel Living has improved adherence to processes that will allow more accurate data collection and reduced work order completion times.

Improved quality assurance and quality control procedures are currently being developed, which will improve cleanliness standards across the portfolio and allow for quantitative data to support vendor management and follow up. Similarly, changes to the annual unit inspection process have allowed Peel Living to implement improved standards across the portfolio, and to analyze data for efficient and effective response. This has also resulted in cost avoidance by allowing staff to complete more workorders for low-cost tasks, such as window screening rather than sending them to vendor. From the 2023 annual unit inspections, 11,054 repairs or replacements were completed, improving safety and tenant comfort.

Housing support measures

Peel Living is a member of the Housing Partnership Canada Performance Measures Working Group. Housing Partnership Canada Inc. (HPC) members are non-profit or public housing organizations whose primary mission is to develop, preserve, operate, manage and/or finance affordable housing and community facilities, and provide related support services to moderate and low-income households. HPC operates as a peer based network and an opportunity for senior housing practitioners of influential organizations, which have a demonstrated commitment to innovation, to share business ideas. Working with HPC and its members, Peel Living has identified common measures to help establish best practice and industry base lines. Peel Living's quality housing measures are captured in the four tables below.

Table 1: Housing occupancy rate

End of Q4-2021	End of Q4-2022	End of Q4-2023	2023 HPC WG Avg
98.56%	98.53%	99.22%	98.51%

Table 2: Average unit turnover days

Q4-2021	Q4-2022	Q4-2023	2023 HPC WG Avg
53.70	26.40	25.60	103

Table 3: Households in good standing

End of Q4-2021	End of Q4-2022	End of Q4-2023	2023 HPC WG Avg
88.30%	85.68%	83.72%	85.17%

Table 4: Rent collection rate

Q4-2021	Q4-2022	Q4-2023	2023 HPC WG Avg
90.91%	88.88%	87.58%	92.99%

For Peel Living, housing occupancy rate has been consistently very high. There is very low turnover due to high rents in the broader market. Peel Living’s market units are typically less than 80 percent of actual market rent. Over the past two years, staff have been working to reduce unit turnover days. The increase in 2021 was due to several constraints related to COVID-19, including having to work within health and safety regulations and supply chain issues. Staff now conduct a more thorough pre-move out inspection and prepare units for re-occupancy, as well as improved coordination to quickly identify new tenants.

The number of households in good standing has been relatively consistent over time, and is roughly aligned with other housing providers. This includes all households that are current with rent and parking amounts due each month. However, the rent collection rate has decreased as a percentage of monthly rents due. In part, this decrease has been attributed to delays in the Landlord Tenant Board hearing. In addition, there has been an increase in the proportion of market rent tenants with higher rents falling into arrears, accounting for some of the reduction in revenues collected monthly against the total amount due. Peel Living will continue to track and monitor our performance on these measures.

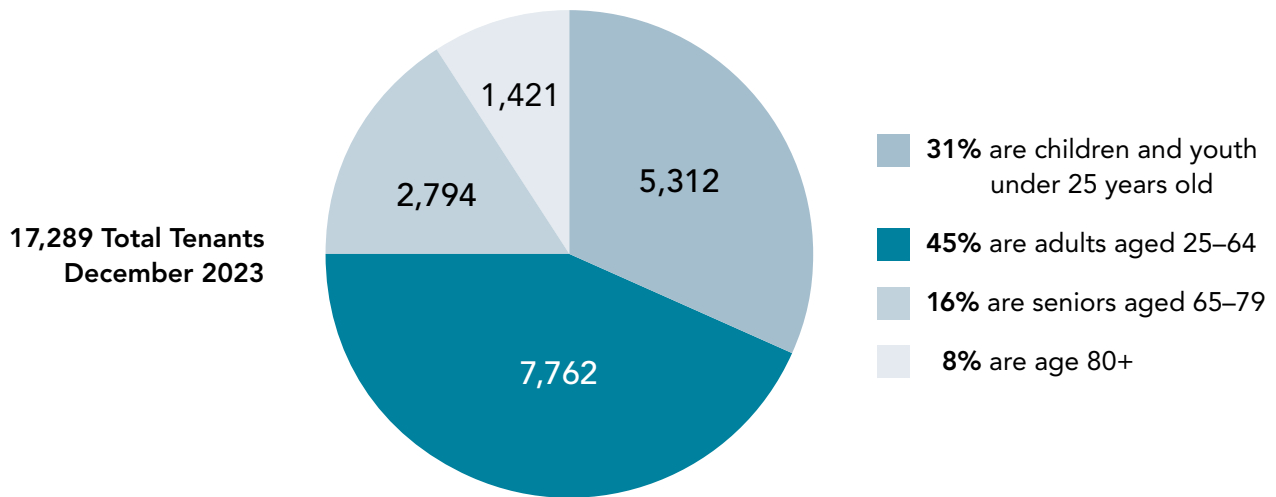
Tenant relations

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. To address this, through the 2024 budget process, additional resources were requested and approved to help stabilize tenancy for tenants who have ongoing challenges in maintaining their tenancy obligations. The impact will be reported through the 2024 annual report.

Tenants reported through the Peel Living satisfaction survey, that Peel Living means: affordability; housing security; and a nice place to live. The occupancy rate of 98.5% highlights that Peel Living is a landlord of choice.

Figure 2: Peel Living tenants by age group



Financial investment and asset management

For Peel Living to continue to provide quality and 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 38 years old.

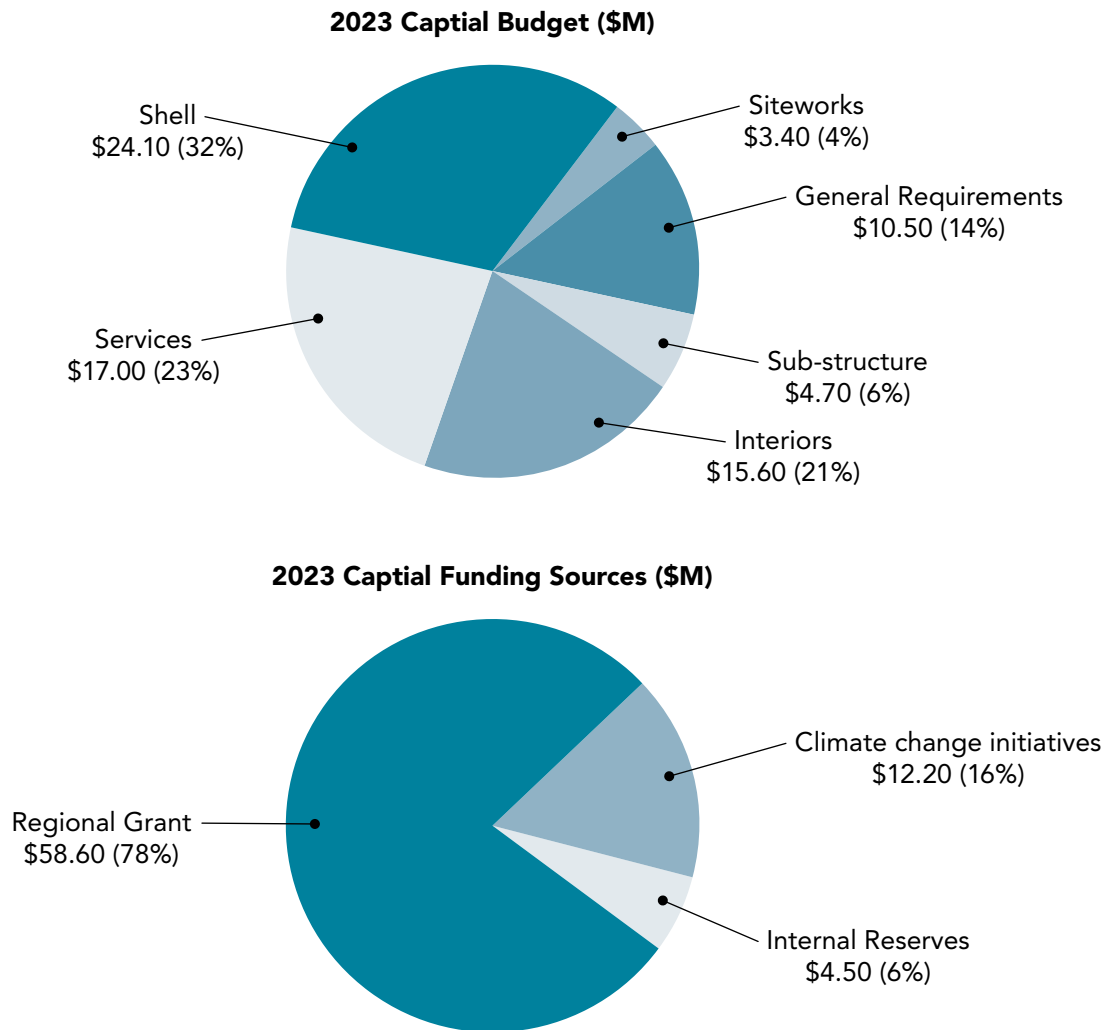
As the portfolio ages, the capital budget also grows. As Regional assets, Peel Living buildings must maintain a “good” rating for state of repair. It is estimated that this will require capital investments of over \$773 million over the next 10 years, which cannot be fully funded by current reserve funds, leaving a gap of approximately \$700 million. The capital plan does not include costs associated with climate change, which could increase the funding need substantially. The 2023 capital budget was \$75.3 million. Due to the complexity of capital projects, annual capital budgets flow over multiple years. The average project lifecycle is three to five years. For 2023 the total approved capital budget available, including 2017-2022 carry-forward, was \$151.2 million. In the course of the year, \$51.3 million was spent in capital, which leaves a carry-forward budget of \$99.9 million heading into 2024.

Without continued investment, the portfolio’s condition will decline, impacting tenant safety. In addition, capital replacements allow more energy efficient technologies to replace aged assets. This supports Peel’s decarbonization goals outlined in the Climate Change Master Plan (CCMP).

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.

As a priority in the Business Plan and adopted at the June 2023 Board of Directors meeting, the Financial Sustainability Plan intends to support long-term viability recognizing the complex challenges of increased demand for affordable housing, tenant needs, aging infrastructure, expiring operating agreements, and increasing costs.

Figure 3: 2023 Capital Budget (\$75.3M)



In 2023, staff undertook an evaluation of increasing revenue including maximizing rental revenues and other non-rental revenue sources. Rental increases rely on guidelines from the Canada Mortgage and Housing Commission (CMHC) to maintain affordability to a maximum of 80 percent average market rent (AMR). Subsidies received through operating agreements while the site has a mortgage, reduce when the mortgage matures. Many Peel Living sites have reached maturity or will be in the next few years. Staff are working with Peel’s Service Manager to establish new agreements to offset the operating impacts of lost subsidy which will allow Peel Living to continue to offer RGI units at current targets.

Staff also implemented a new process to increase market rental rates as a starting point to 80 percent AMR. Staff will explore other opportunities to generate revenue and manage expenditures. The Financial Sustainability Plan is a key input into the 2024-2028 Business Plan.

Average operating cost per unit is \$13,000. Affordable rent for Peel Living is established by the CMHC. Rental revenue accounts for 60 percent of total revenues (incl. subsidies). Market units represent 34 percent of the unit allocation, while rent generated by the market units represent 54 percent of

total rental revenue. Government subsidies, which includes rent, mortgage, operating and property tax subsidies contribute to 34 percent of overall revenues, which is flowed through the Region's Housing Services as Service Manager. The final six percent of revenue is comprised of non-rental revenue from parking and laundry fees as well as rent from roof-top antennas.

Peel Living ended the year with an accounts receivable balance of \$2,776,465 (\$2,313,991 in 2022) for current tenants and \$823,128 (\$546,996 in 2022) for former tenants. Comparable to 2022, in 2023 tenants continued to struggle with meeting their payment obligations as a result of the adverse economic conditions. The Peel Living team continues to collect arrears using various strategies, such as, reminder notices, repayment plans, establishment of the eviction prevention working group, taking appropriate legal actions through the Landlord and Tenant Board, along with engaging additional financial resources and increased collaboration with internal staff. Staff are increasing eviction prevention measures and as a result increasing the number of tenancies maintained from those who received legal notices versus eviction from 19 percent in 2022 to 32 percent in 2023.

In 2023, the Landlord and Tenant Board continued to experience a five-to-six-month delay in scheduling hearings. This combined with the adverse economic climate resulted in a net increase of approximately 32 tenants with rental arrears \$5,000 and above (\$359,000) by year-end. With the allocation of additional resources to address the backlog in the latter months of 2023, there was a gradual decrease in the time required to schedule a hearing. Unfortunately, it is anticipated that this trend will continue in 2024, however, staff will continue to enter into repayment plans and maintain tenancies where possible.

People of Peel Living



"As long as I am able to, and as long as I live here, I will garden."

– Elvira, Peel Living resident

Watch [Elvira's story](#).

2020–2024 Business Plan progress

The 2020-2024 Business Plan has laid a new foundation for the corporation to carry out its core functions that are fundamental to delivery on its vision and mission. However, the Plan has been carried out during a time of unprecedented uncertainty. As we reflect on the past four years, Peel Living has accomplished a great deal while maintaining resiliency in the face of change.

Beginning in March 2020 and continuing until all restrictions were lifted in 2022, staff worked tirelessly to maintain essential operations while balancing health and safety mandates and responsibilities to both tenants and staff during the COVID-19 pandemic. As a result, some projects were held which delayed others. In May 2023, the Ontario government introduced Bill 112: the *Hazel McCallion Act*, which led to further disruption of business improvement projects, as leadership shifted focus to supporting the associated Transition Board, maintaining and supporting staff, and reprioritizing projects.

It was within this context that staff implemented its 2020-2024 Business Plan, which included five outcomes, 13 strategies and 32 priorities. Of these, 16 priorities have been completed and/or operationalized, 11 are well into development, and five are in the preliminary planning stage largely due to resourcing gaps and/or factors external to Peel Living. Projects well underway will continue implementation and those that were deferred will carry over into the next Business Plan. The results of the plan are presented in the Appendix on page 25.

We will set and maintain service standards

Peel Living established new design guidelines, that are design and construction requirements and recommendations for all Peel Living properties. The standards enable safe, clean, and affordable renovations. These requirements foster innovation, efficiency, and functional living environments that inspire residents to be proud of the place they call home. Designs and renovations must comply with all local building and fire codes, the requirements of local jurisdictions, and the Accessibility for Ontarians with Disabilities Act (AODA). The designs provide a high-quality space and finishes as well as ease of maintenance for tenants.

Peel Living is embarking on a multi-year project to update all common spaces. The Property Management team spent the summer freshening up our outdoor spaces and interior lobbies. This project has been dubbed the “Welcome Home” project, which will see improvements to lobby furniture, signage, and a refresh on interior plants.

In 2023, Peel Living hired a new vendor to provide janitorial services and is developing a quality assurance/quality control program to be implemented across the portfolio. This program will check that the vendor adheres to its contractual obligations, as well as holding superintendents responsible for carrying out safety and quality checks on properties. Data gathered during quality checks can validate standards as well as contribute to operational and capital planning decisions. Periodic checks by property management staff will ensure common quality expectations across the portfolio.

Workorder satisfaction survey

Throughout 2023, Peel Living staff worked on developing an online survey for tenants to generate feedback on maintenance work completed in their units. Consultation and planning took place throughout the year in order to be ready to launch the survey in early 2024.

To promote the survey to tenants next year, a QR code and URL has been added to tenant notices. Tenants will be encouraged to fill out an anonymous online survey each time work is done in their unit. Feedback and suggestions gathered will help Peel Living improve the service of maintenance requests in the future.

Improving our customer service

Tenant satisfaction is extremely important within Peel Living and that's why so much of our work is focused on continuously improving satisfaction amongst our residents. We're happy to share that the customer satisfaction rate for services from our Maintenance Line through the Customer Contact Centre (CCC), increased to 81 percent in 2023 from 72 percent in 2022. This 9 percent increase is the result of consistent efforts to streamline and improve processes in collaboration with our Customer Contact Centre (CCC) at Peel Region.

Another great accomplishment to note — since 2022, call wait times have decreased from 16 minutes to 7 minutes, as a result of the hiring and training of additional staff members to support call volume.

We hope to keep the momentum going this year and beyond to continue improving our service delivery for Peel Living tenants.

We will set clear expectations with our tenants and Service Manager

Meet the TAG team

A Tenant Advisory Group (TAG), comprising of five unpaid volunteer members, has been created and has begun meeting regularly. TAG members provide input on the development of the Tenant Engagement Plan and tenant-facing processes to support operations, such as the Community Partnership Plan, and improvements to services based on the Tenant Satisfaction Survey. This provides a good opportunity for members to connect with neighbours and to make Peel Living a better place to live.

Three of the five members of the TAG team, Lincoln, Karen and John, at the first in-person meeting hosted at the Fletcher's Seniors common room.



People of Peel Living



"This is my home."
– Theresa, Peel Living resident

Watch [Theresa's story](#).

RGI targets

As a part of the 2020-2024 Business Plan, one of the priorities proposed was "to work with the Service Manager to meet or exceed unit allocation for Rent-Geared-to-Income." Staff have been working closely with Peel Region's Service Manager to update the unit classifications to include some private subsidy units, formally known as Rent-Supplement towards RGI unit allocation. Staff manage the rental mix at a building level and also at a portfolio level. Peel Living offers a number of non-subsidized housing units which are often lower than market rates (approximately 80 percent true market), however those units are referred to as market.

The rental mix has not been achieved at a portfolio level for several years. This impacts Peel Living's budget due to collecting additional subsidy through the private subsidy units. Staff recognized that changes to the unit allocation mix could

impact financial sustainability. Due to this consideration, collaboration and thoughtful solutions were needed to update the definitions allowing Peel Living to meet the RGI targets.

Based on the new considerations, Peel Living is now over target by 43 RGIs. At the Service Manager's direction, staff will flip any vacant private subsidy units to market upon turnover to keep the 'true' RGIs until we are even. It is estimated that it will take time to achieve 'true' RGI target. This is a tremendous step forward to supporting financial sustainability and ensuring the corporation is in compliance with its legislative obligations set out in the *Housing Services Act*.

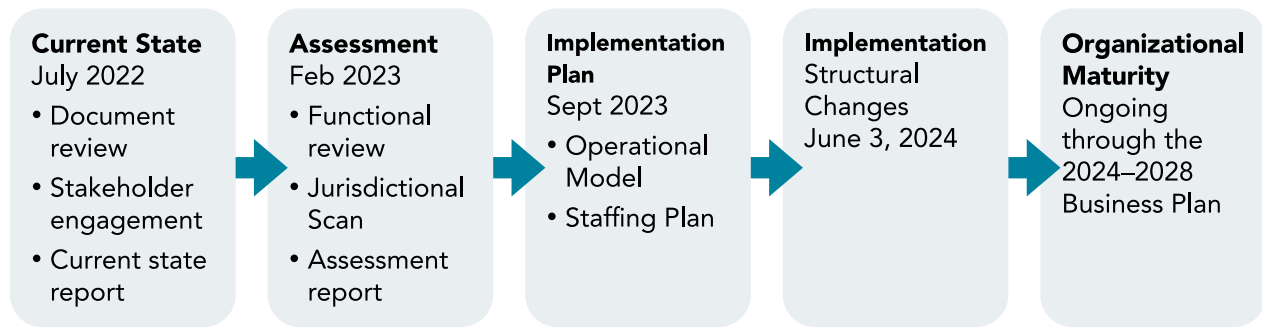
We will support and enable our staff

Functional review

Peel Living embarked on a Functional Review to ensure that the corporation was resourced and organized to support the implementation of the Business Plan and the mandate outlined by Regional Council in the Shareholder Direction.

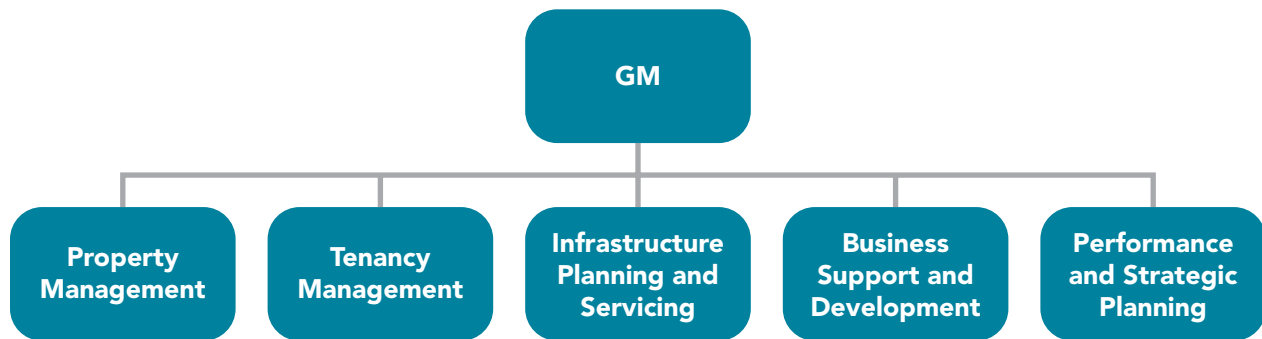
The review is a multi-phased project that utilized feedback from staff, tenants, partners and information from other affordable housing providers to identify areas for improvement. The 28 recommendations have been grouped in seven key improvement areas: strategic thinking; integration; complex tenancy support; data and analytics maturity; community partnerships; organizational structure and design and change management. Related requests were made in the 2024 budget to support implementation of the recommendations which will improve strategic capacity and client centred service delivery.

Figure 4: Functional Review phases and timelines



Based on the recommendations of the review, the team will be realigned based on functional reporting, adding strategic capacity and increasing tenancy support through a dedicated team.

Figure 5: Peel Living’s new functional organizational structure



Culture and inclusion working group

Peel Living staff participated in an annual employee engagement survey in September 2023. For Peel Living, the largest areas for opportunity were growth and development and involvement and influence. Resourcing challenges and workload have been an ongoing challenge for the Peel Living team. In response, providing opportunities for staff to be actively involved in sharing ideas and participating in decisions that affect their role. Training to increase capacity is also ongoing. Centralizing tenancy management staff and increasing resources who specialize in complex support will improve client centred service delivery while also providing growth and development opportunities for staff.

Employee well-being

Peel Living continues to embed Psychological Health and Safety into divisional priorities by increasing staff engagement and belonging, empowering leaders to lead with emotional intelligence and agility, continuing to promote sustainable wellness and ensuring all dimensions of diversity, equity and inclusion (DEI) are valued and learnt.

We will enhance partnerships that support successful tenancies

Community Partnership Plan

This multi-year plan aims to maximize the number of supports available for Peel Living tenants by connecting them with programs and resources already offered in the community. The plan will identify new partnerships to ensure Peel Living is offering on-site programs and resources that proactively identify the needs of our tenants.

As a part of the plan, multiple tenant, staff and stakeholder engagement sessions were held throughout 2023 to help build out the recommendations. In 2024, staff will begin to implement the plan. Some events held throughout the year include:

- Fire Safety Workshops at all Mississauga senior sites
- Peel Police safety workshops
- Brampton senior sites received Toronto Regional Conservation Authority sessions
- City of Brampton youth employment workshop and resume writing
- Food bank event
- Youth Entrepreneur Program
- Peel Senior Link workshops
- Seva workshop and pancake day
- Summer BBQs and information fairs
- Expansion of Paramedic Program to Brampton sites
- Expansion of Sai Dham programming to 3 additional senior sites
- BGC Peel — Youth on Roll and summer programs

Community partnerships spotlight

An example of our community partnership plan in action can be seen in the Mississauga Chamber of Music Society, making professional music accessible to seniors. Peel Living seniors tapped their feet to a jazz concert from the Jay Boehmer Trio. Performances are funded by the Recording Industries Music Performance Trust Fund in cooperation with Local 149, Toronto, and the Canadian Federation of Musicians. This is a new partnership for Peel Living, with eight sites visited by various professional musicians throughout 2023.



The Jay Boehmer Trio.

Emergency preparedness

Peel Living Emergency Response Plan

Leveraging the expertise from Peel's Emergency Management Team, Peel Living has developed an Emergency Response Plan that better prepares staff to respond to emergencies, across our sites. Through the Emergency Response Plan, we are committed to developing a solid foundation for emergency response by strengthening our preparedness, predicting need and effectively responding. In responding to any incident, Peel Living strives to keep its operational integrity through ongoing management of its resources and tenants while protecting communities, people, property and the environment.

Partnership fairs with emergency services

Events with emergency services are planned annually at many locations. This may include safety information with Regional Police, or annual fire alarm testing with local fire departments. On May 10, Peel Living's Snelgrove Place celebrated Emergency Preparedness Week, along with partners from Brampton Fire and Emergency Services, Peel Paramedics, and the Brampton Emergency Management team. Events like these allow tenants to come together to make a positive impact in the community to support residents by providing them with emergency kits and resources on what health symptoms to be aware of in times of crisis. The event also provided the opportunity for Peel Living to collaborate with our incredible community partners to help improve tenant safety knowledge, within the building and everyday surroundings.

We will improve our sustainability planning

Chelsea Gardens

As a part of the Peel Community Housing Development Program to add more affordable rental units, a new community housing tower will be added near Queen Street and Central Park in Brampton. The 20-storey tower at [Chelsea Gardens](#) will add 200 units, comprised of one-, two- and three-bedroom units for families and seniors.

The Chelsea Gardens tower project aims to support Peel Region's larger environmental sustainability target to achieve a net-zero emission standard. Installation of the geothermal heating and cooling piping system started in April 2024 and is expected to be completed by the end of May 2024. The general contractor is expected to be onboarded in Q2/Q3 to commence construction. Building

People of Peel Living



"We see a lot of people that walk in and out of their apartments and houses and it's really nice to see people smiling."

– Peel Boys and Girls Club's Youth on a Roll program volunteer

Find out more about the [Peel Youth on a Roll program](#).

People of Peel Living



"Peel not only found me a place to live twice, but they assisted me with furniture and moving expenses."

– James, Peel Living resident

Watch [James' story](#).

construction is anticipated to take two years with completion and occupancy expected in late 2026.

The Chelsea Gardens tower will have an envelope design for sustainability purposes as well as three kinds of structural bays which allow for units that minimize corridor inefficiencies. The design accounts for smaller units on the west, mid-sized units in the centre and the largest units on the east to minimize the circulation into bedrooms and reduce the building's overall footprint. The geothermal heating and cooling system will contribute to achieving an approximate 41 percent decrease in energy consumption and greenhouse gas emissions.

East Avenue

Also included in the Peel Community Housing Development Program is the [East Avenue redevelopment](#). The East Avenue site is being redeveloped to replace its aging infrastructure and to take advantage of the available land to build

more affordable housing units to serve the Peel community. Martinway Developments Limited was selected as the designer/builder for redeveloping this site.

The existing pre-1970 structures that provided 30 social housing units have been demolished to pave the way for a seven-storey building, providing 150 affordable homes ranging from one-, two- and three-bedroom units, to cater to the diverse housing needs of the community. This development was selected as a "Pacesetter Project" several years ago and will be designed and certified to meet the Canada Green Building Council's Zero Carbon Building program criteria.

Efforts are still underway to secure the necessary planning permissions to be in a position to obtain early work permits for shoring and excavation by summer of 2024 with construction activity commencing in the fall of 2024. Construction completion and occupancy is anticipated for the end of 2026 to early 2027. This redevelopment will allow Peel Region to increase the supply of new affordable rental units in south Mississauga.

Safer cooling

The Air Conditioner (AC) Retrofit Project is a three-year replacement program that utilized a phased approach to replace window air conditioners with floor model units to minimize risk of falling window mounted units. Over the course of the project, many challenges were encountered, including electrical capacity, COVID-19 restrictions, more replacements needed compared to estimates impacting inventory and supply chain issues. However, staff have completed the project and replaced all the window AC units as of the end of 2023.

To date, 5,197 AC units have been replaced across the Peel Living portfolio. As of the conclusion of the project, 22 buildings have full cooling to all tenants through either central AC or through in-unit AC units. However, 2,200 units remain without access to cooling units.

Since the project was initiated, access to cooling especially during prolonged heat events, has been a growing concern, particularly from an equity lens for low-income individuals who reside in Peel Living properties. Of the 2,200 units that remain without cooling or a portable AC unit, 1,668 have access to a common room in their building or housing complex. Staff are updating AC units in all common rooms and will replace aged units with surplus from the AC retrofit project or heat pumps where prioritized. Moving into 2024, staff will continue to explore the feasibility, both operationally and financially, of providing in-unit cooling to all tenants.

Reducing greenhouse gas emissions

A multi-year community energy project in Peel Living is planned and will see a transformation of 10 buildings, with a total of 1,300 units, that are home to a broad range of demographics, but mostly families and seniors. This exciting project will remove old fossil fuel (natural gas) heating systems in all 10 buildings and replace them with innovative heat pumps that are powered by Ontario's relatively clean electricity. The project is co-funded by a \$12 million investment from the Canada Community-Building Fund and will reduce 1,300 tonnes of greenhouse gas (GHG) emissions, equivalent to removing about 400 cars from the road — each year!

Not all the project buildings currently have air conditioning, and with summer temperatures becoming more intense, this is a health concern, especially for children and seniors. The heat



Hillside Place is a seniors' residential building that is part of a community energy project funded by the CCBF that will see the current natural gas heating system replaced with an energy-friendly heat pump system, providing both heat and air conditioning to the building.

pumps help address this health risk because they provide both heating and cooling. Once the project is fully implemented, all residents in these 10 buildings will have access to cooling when they need it most. This is a win for the planet and a win for the community.

The Region's drive to reduce GHG emissions started slowly with small-scale projects in residential units, like swapping incandescent lightbulbs for energy-efficient LEDs. Leveraging and building on external funding support from important sources such as CCBF, Peel Region has been able to catalyze momentum for expanded and meaningful climate action — action that empowers some of Peel's most vulnerable citizens to be part of the solution, and to have greater confidence that governments are working together to ensure a cleaner and safer future for all.

People of Peel Living



"My Dad always taught us that in any community that you live, you should always give back. And this was my reason for volunteering in the first place."

*– Hazel, Administrative Assistant
at Peel Living*

Watch [Hazel's story](#).

more easily with their family, friends and communities. We look forward to gathering results and feedback from the pilot phase to potentially expand Wi-Fi services across more Peel Living buildings in future, enhancing connectivity and communication for residents.

Wi-Fi installation in buildings

The digital divide is the gap between households who have reliable and affordable access to digital technologies and internet that meets the minimum standard for high speed, and those who do not.

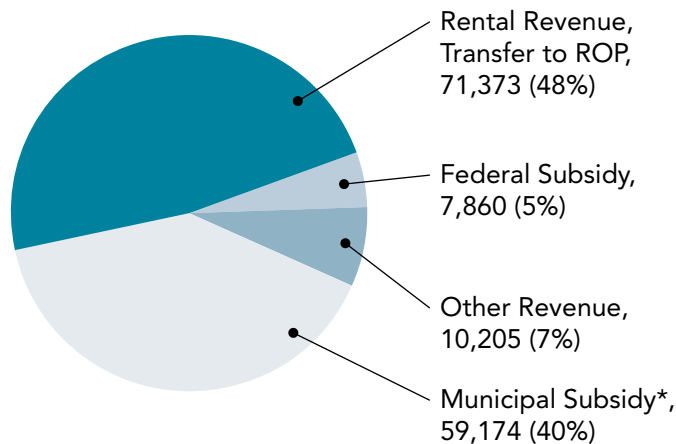
The inability to access high-speed internet impairs residents' ability to participate in the economy, receive essential services such as education and health care, and participate fully in their communities. The pandemic further highlighted the need for more adequate, accessible and affordable internet services and this is a barrier that Peel Living is actively taking steps to improve for tenants.

Understanding this divide and need amongst tenants, this led to a pilot project that will see the installation of complimentary Wi-Fi in common areas at 18 Peel Living sites. Throughout the duration of the pilot project (six months to a year), a few factors will be evaluated such as cost, utilization, operational support required and potential for misuse. This pilot will help many residents' access and participate in community services and events and offer them the ability to connect and engage

2023 revenues, expenses, reserves, assets

Peel Living 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.

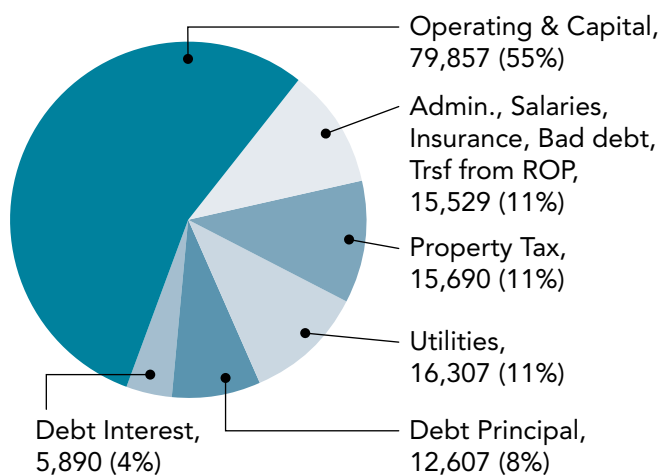
Figure 6: Total revenue by type (\$'000s)



Total Revenues = \$148,612 (\$'000s)

* Municipal subsidy includes Provincial supports

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



Total Expenditures = \$145,880 (\$'000s)

Asset portfolio

- Outstanding mortgages: \$43.4 million
- Book value of assets: \$369.7 million
- Replacement value of assets: \$3.3 billion
- Outstanding long-term debt: \$90.6 million

Reserve contributions

- Net transfers to reserves: \$6.46 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 and Priorities	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
<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

Strategy: Obtain baseline data for building conditions and performance

Priorities:

- ✓ 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

Strategy: Develop and implement service standards that support building cleanliness and operations

Priorities:

- ✓ Continue to implement and evaluate the Clean Building Initiative
- ✓ Develop maintenance response times
- Establish Service Level Agreements



We will set clear expectations with our tenants and Service Manager

Strategy: Clearly communicate landlord and tenant expectations

Priorities:

- ✓ Develop a Tenant Engagement Strategy
- ✓ Create Tenant Bill of Rights
- ✓ Create Landlord Bill of Rights

Strategy: Improve collaboration with the Service Manager to support client outcomes

Priorities:

- ✓ 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)



We will support and enable our staff

Strategy: Create a supportive culture for staff to grow and develop

Priorities:

- ✓ Improve healthy workplace practices to enable staff well-being
- ✓ Improve service delivery through training and development in response to increasing complexity of tenant needs

Strategy: Develop a planned approach to utilize analytics to inform business decisions

Priorities:

- Develop a system and data management plan

Strategy: Implement technology solutions to enable staff performance

Priorities:

- Effectively implement and utilize technology and systems (HTI and MegaMations) to support operations



We will enhance partnerships that support successful tenancies

Strategy: Improve access to Community and Regional Partners to support successful tenancies

Priorities:

- Complete Community Partnership Plan
- ✓ Develop standardized agreements
- Partner with Housing Services to provide tenants support to maintain successful tenancies

Strategy: Enhance community partnerships and programs that build connections

Priorities:

- Leverage successful partnerships and identify opportunities to improve programming

Strategy: Enhance safety with community and Regional partners

Priorities:

- Enhance safety through technology solutions
- ✓ Complete security camera pilot plan
- Develop an enterprise wide safety plan



We will improve our sustainability planning

Strategy: Create and implement a Financial Sustainability Plan

Priorities:

- ✓ 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

Strategy: Develop a robust Asset Management Plan

Priorities:

- 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

Status	Number
✓ Completed or Operational	16
● Well into development	11
● Planning stage	5

Strategy: Leverage Regional Partners to reduce climate change impact

Priorities:

- Partner with the Office of Climate Change and Energy Management to reduce emissions and affect positive change.

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