



Peel Living

Annual Report 2025



Our mission

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

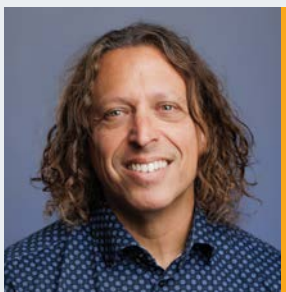
Our vision

Peel Living is a housing provider that contributes to healthy communities in Peel and fosters a sense of pride for those who live and work there.



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Message from our Chair

On behalf of the Peel Living Board of Directors, I am pleased to share this annual update. Over the past year, our focus has remained on strengthening our assets, improving infrastructure, and ensuring tenant safety through responsible stewardship and sound governance.

Significant progress was made in advancing state of good repair initiatives, with continued investment in preventive maintenance and timely repairs to protect building systems and support long-term sustainability. At the same time, targeted infrastructure improvements modernized aging components, improved reliability, and increased resilience across our portfolio.

Tenant safety continues to be central to all decision-making. Enhancements to building systems, common areas, and safety processes were guided by compliance, monitoring, and a culture of shared responsibility.

The Board extends its sincere appreciation to staff, partners, and tenants for their commitment and collaboration. Together, we remain focused on sustaining safe, reliable, and well-maintained communities now and into the future.

Sincerely

Anthony Parente

Chair, Board of Directors

Message from our General Managers



In 2025, initiatives such as the Pest Management Pilot Program, strengthened ethics and conflict of interest procedures, expanded accessibility design guidelines, and major energy efficiency partnerships contributed to improved systems, lower operating costs, and long term sustainability. Together, these efforts support demonstrate our role in advancing Peel's climate, accessibility, and housing goals.

As General Manager, it was my pleasure to lead Peel Living, ensuring safe affordable housing for some of the community's most vulnerable residents. I am proud of the progress achieved in 2025 and remain confident in Peel Living's ability to support Council's housing priorities in the years ahead under its new leadership with Jason as General Manager.

Sincerely,

Andrea Warren

Outgoing General Manager



As the third largest social housing provider in the province and the largest landlord in Peel, Peel Living plays a critical role in the region's response to the housing affordability crisis. With demand for affordable housing continuing to rise, Peel Living remains focused on responsibly growing and renewing the housing portfolio, supporting vulnerable residents, and delivering measurable value to the Region of Peel. At the heart of this work is a belief that stable, quality housing changes lives.

I am confident in Peel Living's direction as we continue to respond to one of the most pressing challenges facing our communities.

Sincerely,

Jason Hastings

Incoming General Manager

Our 2025 Board of Directors

The Board of Directors oversees the day-to-day operations of Peel Living as described in the shareholder direction and monitors performance against the Business Plan.

The Board is responsible for:

- Implementing directions provided by the Shareholder.
- Developing a four-year business plan.
- Supporting the implementation of strategies related to the Peel Housing and Homelessness Plan.
- Providing leadership, advice and guidance to Peel Living.
- Monitoring tenant satisfaction and employee engagement.
- Providing annual progress reports to the Shareholder.



Anthony Parente
Chair

General Manager,
Water and Wastewater,
Public Works



Christine Tu
Vice-chair

Director of Climate
Change and Energy
Management,
Corporate Services



Aretha Adams
Secretary

Regional Clerk,
Director of Clerks



Natalie Lapos
Director

Director of Family Health



Jabari Lindsay
Director

Director Income and
Social Supports,
Human Services



Section 1

Peel Living overview

Peel Housing Corporation, also known as Peel Living, was established in 1976 and is a community housing provider wholly owned by Peel Region as sole shareholder. Peel Living provides safe, affordable housing options to low- and moderate-income earners in Peel.

Peel Living owns and manages 69 residential properties and provides property management and tenancy management services for six Peel Region-owned residential properties. Additionally, Peel Living provides property management supports for three group homes, four transitional housing sites, and six community shelters.

Core functions

Quality housing

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

Tenant relations

Peel Living provides community connections to support successful tenancies.

Financial investment and asset management

Peel Living manages its assets and resources effectively, efficiently and sustainably.

Peel Living's 2025 portfolio

16,181
tenants



6,836
PHC owned units



69
residential properties
plus 7 Peel owned
properties



Largest
Community Housing
provider in Peel,
representing almost half
of the affordable units





Section 2

Operational performance

In 2025, Peel Living maintained strong operational performance while continuing to support residents facing affordability challenges. Housing occupancy remained high throughout the year, averaging 98.4%, demonstrating effective management of vacancies and sustained demand for affordable housing.

Tenant stability remained strong, with a low annual move out rate of 7.3%. Rent collection was consistent, averaging 86.6%, which supported day to day operations and reinvestment in housing services.

At the same time, financial pressures on tenants continued to be evident. Approximately 83% of households remained in good financial standing, which has slightly fallen from previous years trending above 85%. However, most arrears were smaller balances, reflecting widespread but generally modest financial strain.

Investing and maintaining State of Good Repair

Peel Living adopts a holistic and integrated approach to project planning, focusing on replacing outdated systems with high-efficiency equipment like heat pumps to lower GHG emissions. This approach includes working with state of good repair (SOGR) plans, identifying areas in disrepair, and bundling multiple projects at a single site when possible. While this method may involve more complex planning, it reduces disruptions and offers long-term benefits, particularly for decarbonization projects.

Staff continue to focus on efficiency and sustainability resulting in successfully executed projects across the portfolio, even in occupied buildings, ensuring minimal disruption to tenants.

As of December 2025, Capital Project spend reached \$243 million, with Work in Progress spend accumulating to \$114.6 million. Work in Progress (WIP) reflects funds not yet spent but in progress. The WIP is comprised of work either currently contracted, planned commitments in procurement or waiting to be actioned. Project teams in Peel Region's Real Property and Asset Management, Office of Climate Change and Energy Management and Peel Living execute projects as identified each year and are sequenced in a prioritized manner. This may involve multiple phases of work spanning up to 2-5 years over the course of the full project cycle. There is a consistent rollover of work with these schedules into each subsequent year and a rollover of its spending budget commitments along with it.

The culmination of these efforts is reflected in 2025, where \$73 million in project work was completed, marking the highest achievement in our state of good repair journey.

Overall, 2025 shows Peel Living is a stable and well managed housing provider, with ongoing focus on delivering our core values well.





Section 3

2024–2028 Business plan

The Business Plan was created to further define and uphold the corporation's core values. It guides decision making and demonstrates accountability to stakeholders and tenants. By outlining goals, resources, risks, and long term strategies, it strengthens our ability to meet community needs while operating with stability and transparency. The Vision, Mission and Service Goals form the foundation of the Business Plan and shape all strategic priorities.

Goals of service

Organizational maturity

Pest Management pilot program

Consistency and process are essential tools in maintaining effective pest control practices across the Peel Living portfolio. To develop a proactive model, we launched an

internal working group to address issues and align with industry standard Integrated Pest Management principles. The working group explored a combination of documentation workflows and historical challenges to assess existing pest control practices and identify areas for improvement. The assessment resulted in the release of a new program to improve process documentation, simplify tenant resources, reduce the risk of pests, and provide accessible pest control support to Peel Living tenants.

Seven buildings were selected to participate in the pilot program in summer 2025 and a cross-functional team was assigned to implement and evaluate the new processes. As the program continues to evolve, the Peel Living team intends to continue monitoring the pest management process and plans to extend the program to additional Peel Living sites in 2026.

Our team remains committed to supporting Peel Living tenants by focusing on three pest control management priorities:

- **Education** — Conduct pest prevention training for staff and tenants.
- **Efficiency** — Coordinate certified pest management inspections and treatment for Tenants.
- **Improvement** — Complete pest prevention practices, such as sealing cracks and gaps in units.

Peel Living is committed to providing safe, healthy, and pest-free living environments for tenants. Our primary approach to pest control emphasizes prevention, monitoring, and the use of non-toxic methods to manage pests effectively, while reducing the environmental impact of pest control measures.

Putting fairness first

Equality and justice are important in our daily interactions with tenants, vendors, and the broader community.

In 2025 a dedicated Conflict of Interest Procedure was introduced to strengthen the existing Code of Conduct by providing clearer, more detailed guidance for Peel Living team members. The new procedure is used by the team to identify, disclose, and manage potential tenant conflicts objectively. Through practical instructions and examples, the information provided helps staff recognize when personal interests could affect their responsibilities. By formalizing this process, Peel Living is taking the necessary steps to reinforce transparency, accountability, and ethical decision making.

Tenant experience

Community connections

Community engagement at Peel Living is more than hosting social gatherings. At Peel Living community engagement is a safe space that creates opportunities for tenants to learn, grow, and connect. In the summer of 2025, Peel Living successfully coordinated four community engagement sessions at Queen Frederica, Fair Oaks, Derrybrae and Summerville Pines.

During these events our teams established stronger connections with tenants to continuously improve our services and support. Our strong community partnerships allow us to provide access to the tools and resources tenants need to thrive as Peel Living community members. Participating community partners in 2025 included Service Canada, William Osler, Senior Services, Peel Regional Police and local Fire departments.

Due to the positive tenant response we will continue to develop community building opportunities at selected Peel Living buildings in the region.



Successful tenant support

Peel Living has strengthened its approach to both vacancies and tenant support. A Vacancy Team launched in 2024 now manages unit leasing through a consistent, transparent process aligned with Rent-Geared-to-Income targets, supported by improved coordination with Centralized Wait List administrators and new IT tools that speed up tracking and workflow. Although capital projects have increased turnover time, targeted in suite improvements are helping return units to service faster. At the same time, two Tenant Stability Specialists introduced in 2024 provide intensive, individualized support for tenants facing complex challenges. In 2025, they assisted 34 tenants with issues such as arrears, mental health concerns, hoarding, and health related needs, focusing on early intervention and coordinated supports to maintain housing stability.

The team remains focused on early intervention, coordinated supports, and proactive engagement to address these issues and promote housing stability.

Health and safety

New Mental Health and Wellness services

After a rigorous bidding process Peel Living selected a new Mental Health and Wellness service provider, Bri-Vrai Mental Health Services. The result of a partnership between Bri Counselling Services and Vrai Health and Wellness, Bri-Vrai represents a collective of culturally grounded professionals with core values firmly rooted in compassion, professionalism, and cultural safety. Both organizations bring extensive experience providing culturally responsive services to major institutions, including Peel Children's Aid Society and Ontario's Mental Health Services for Black Communities.

The collaborative Bri-Vrai team offers a wide range of support to Peel Living tenants including psychotherapy, counselling, trauma informed supports, case management, help with service navigation, and specialized services for seniors such as grief counselling and aging in place assistance.

Healthy Housing Grant

In 2025, we collaborated with Peel Public Health to implement the Healthy Housing Grant Program (HHGP), which provided one-time funding, up to a maximum of \$10,000, for 23 design and facility improvement projects aimed at promoting active living, healthy eating and social connection within Peel Living communities. Projects, such as stairwell improvements and community gardens, were selected by the property manager to ensure they met the unique needs of residents.



▲ Community garden and gathering space at 53 McHardy Place



▲ Shaded area and gathering space at 4 Caroline Street

Resiliency

Strategic partnerships

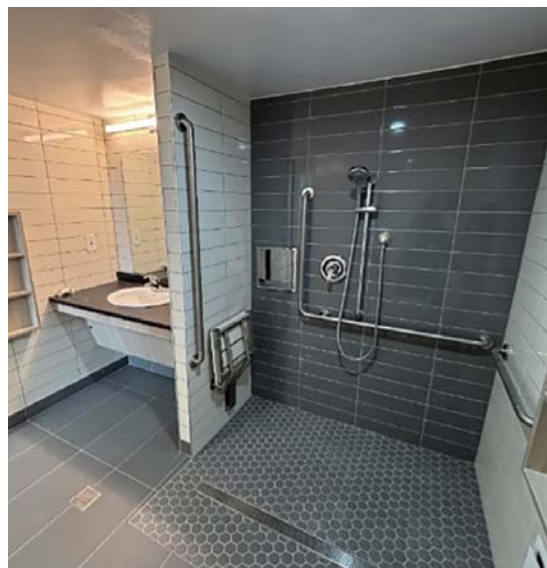
As a corporation we emphasize strong partnerships as a core part of the long term strategy, working with more than 50 organizations to support tenants and maintain buildings. A key successful initiative was the 2025 collaboration with NERVA Energy Group through Enbridge's Make Up Air Optimization Program, which improves the efficiency of major natural gas consuming equipment. This partnership has already returned \$296,361 in incentives—recovering about 95% of our investment—and is projected to cut natural gas use by 250,000 cubic meters, save \$74,404 annually, and reduce greenhouse gas emissions by roughly 400 tons. The program lowers operating costs, enhances resident comfort, and advances Peel's decarbonization goals, reflecting the Peel Living commitment to building a sustainable, future focused community.

Improving access and improving lives

In response to growing accessibility needs, we have focused on removing barriers by expanding our building design guidelines. The enhanced guidelines have provided a clear outline of interior design improvements that create welcoming spaces for the tenants that call Peel Living home. We have effectively implemented the addition of way finding signs, sensory supports, re-designed common areas, barrier-free paths of travel, and accessible kitchens and washrooms. These accessible improvements demonstrate our commitment to making sure our buildings comply with legislation while advancing the tenant experience.



▲ Ridgewood Seniors Common room



▲ Gardenvue insuite roll in shower



Financial investment and asset management

Parking lot replacement project

In 2025 a parking lot replacement project at Riverview Terrace, incorporating Low Impact Development (LID) measures for superior stormwater management and sustainability was completed at Riverview Terrace.

The tenant and visitor parking area has been resurfaced and pedestrian pathways have been upgraded with cohesive new paving solutions, creating a seamless flow throughout the property offering smooth, durable surfaces.

To further enhance the space, we've swapped out old lighting for high-efficiency LED fixtures, improving illumination and energy efficiency.

These improvements ensure a more accessible, and eco-friendly space providing an elevated experience for tenants and visitors alike.

Low tenant impact high outcome

As investment in our state of good repair program has grown, we are completing more complex renovations, including tenants needing to relocate while work is completed in their homes. At the heart of these projects is a commitment to minimizing disruption and ensuring that tenants' needs are always prioritized. Our meticulous planning process ensures that while we work on improving properties, tenants are never left behind.

We provide fully serviced vacant units as swing spaces, equipped with essential furniture and Wi-Fi, allowing tenants to continue living, working, and studying comfortably during any transition. Our goal is always to create a space that balances progress with convenience, so tenants can enjoy a comfortable, stress-free environment throughout the process.

Byngmount Shores

Byngmount Shores redevelopment project is a seven storey, 150 unit affordable rental housing development at 970 East Avenue in Mississauga. Funded collaboratively by municipal, provincial, and federal partners, the \$40 million project addresses the region's urgent need for affordable homes, offering residents with low and moderate incomes a chance to stay in a walkable, transit connected community close to jobs and services. Supported by earlier community input and City of Mississauga planning work, the project is being built by Martinway Developments Ltd. And is anticipated to be complete in 2028. This project strengthens Peel's long term affordable housing supply.

Chelsea Gardens

The Knightsbridge Road redevelopment will transform an underutilized 0.4 acre, land locked parcel within an existing residential site—currently home to 250 families—by adding a 20 storey infill tower delivering 200 new affordable rental units, including 50 barrier free homes in a mix of one , two , and three bedroom layouts. Located in a Major Transit Station Area with excellent access to transit and amenities, the 188,000 square foot project represents a major expansion of Peel’s affordable housing supply. It is also set to become Peel’s first residential building to achieve the CaGBC Zero Carbon Building certification, featuring a high performance envelope, a GeoExchange system for efficient heating and cooling, and EV charging provisions. Structure completion is targeted for April 2026, with full project completion on track for July 2027.





Section 4

2025 Revenues, expenses, reserves, assets

We provide quality housing and maintains our assets to support tenants through community partnerships. Operations continue to generate annual surpluses which result in additional contributions to reserves, beyond mandatory requirements.

Figure 1: 2025 capital budget (\$68 M)

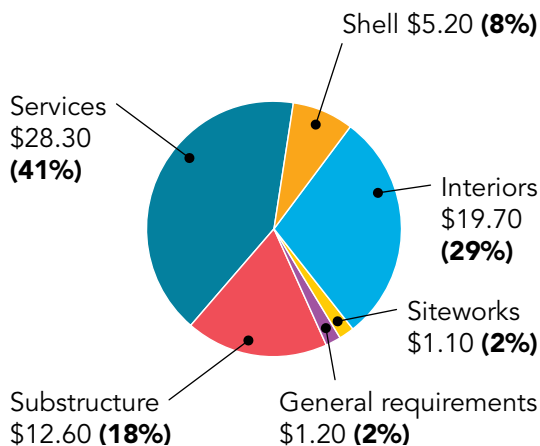


Figure 2: 2025 capital funding sources (\$68 M)

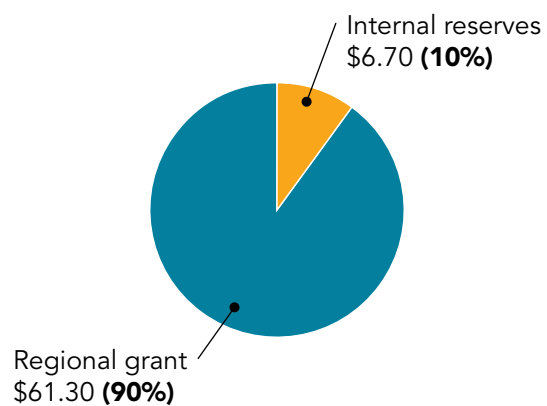


Figure 3: Total revenue by type (\$'000s)

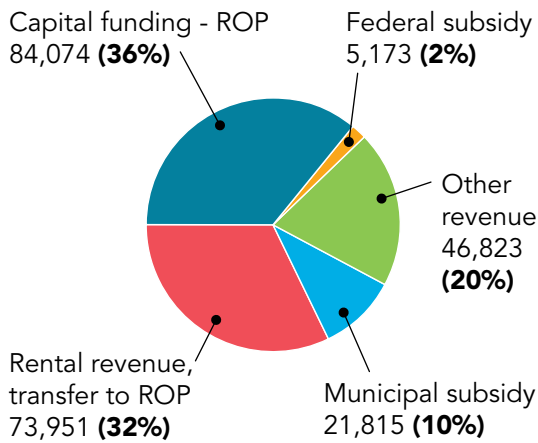
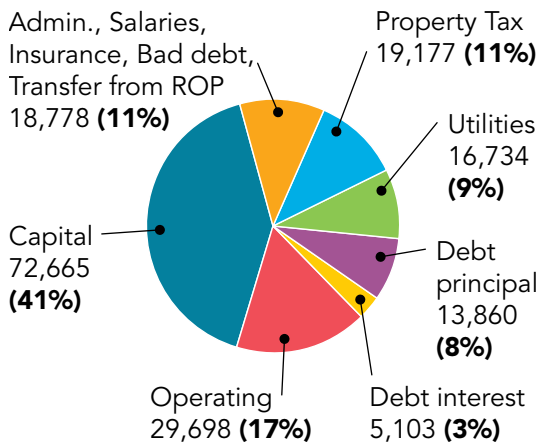


Figure 4: Total expenditure by type (\$'000s)



2025 Asset portfolio

\$15.5M

Outstanding mortgages

\$415.9M

Book value of assets

\$3.4B

Replacement value of assets

\$113.4M

Outstanding long-term debt

Reserve contributions

\$55.8M

Net transfer to reserves



Section 5

Appendix



Peel Housing Corporation Business Plan 2024–2028

Vision

A housing provider that contributes to healthy communities in Peel and fosters a sense of pride for those who live and work there.

Mission

Provide housing options that are affordable, sustainable, resilient, 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 provides community connections to support successful tenancies.

Financial investment and asset management

Peel Living manages its assets and resources effectively, efficiently and sustainably.

Goals and expected results

Organization maturity

- Implement planned improvements to enhance organizational maturity*
- Prepare for business continuity through upcoming changes

Tenant experience

- Service delivery reflects diverse tenant needs
- Building attributes reflect diverse tenant needs
- Respond to community need

Health and safety

- Improve tenant and staff safety
- Improve building security
- Improve culture of well-being and inclusivity

Resiliency

- Improve financial sustainability
- Invest in and maintain the portfolio
- Improve environmental sustainability
- Improve preparedness for emergencies, including extreme weather

* In 6 domains: Business Processes; People & Skills; Business Support Services Model; Tools & Technology; Data, Analytics, Benchmarks; Operating System Governance

Peel Housing Corporation Business Plan 2024–2028



2025 initiatives

Organization maturity	Tenant experience	Health and safety	Resiliency
Policy and procedure gap analysis	Update tenant pathway	Complete development of the Security Master Plan	Maximize revenues including rent structures and end of mortgage agreements
Core competency staff training	Develop accessible standards for building common areas	Partner with community agencies for interventions at high-risk sites	Leverage partnerships with the Region and create social-return-on-investment partnerships
Begin continuous improvement review for key processes	Improve in-suite accessibility request process	Standardize safety training for high-risk roles	Enhance integrated capital planning
Enhance technology to support service delivery improvements	Implement recommendations of the Community Partnership Plan	Increase employee engagement and create a sense of belonging	Finalize the decarbonization policy and standards for building retrofits
Conduct reporting gap analysis and standardize current dashboard reporting	Support Housing Development projects – Chelsea Gardens and East Avenue	Empower People Leaders to prevent burnout and increase resiliency	Develop a PHC Green Infrastructure Management and Action Plan
Establish compliance and accountability framework	Improve digital service delivery options to promote efficiency	Build workforce enablement and promote sustainable wellness	Tenant education on green programs

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2026 initiatives

Organization maturity	Tenant experience	Health and safety	Resiliency
Review key processes that provide role clarity and guide critical functions	(Re)launch tenant portal for self-service	Implement the Security Master Plan	Implement cost savings and expense reduction opportunities
Core competency staff training	Establish tenant onboarding program	Review and update safety protocols, policies and procedures	Annual update to capital plan based on the Climate Change Risk, Financial Planning and Infrastructure Adaptation Assessment
Continuous improvement review for key processes	Complete common room accessibility updates	Respond to staff feedback results through tactics to address current well-being and inclusivity needs	Conduct on-site audits of high-risk properties for climate hazard exposures and adaptation opportunities
Enhance technology to support service delivery improvements	Develop target for accessible units and approach to reach the target	N/A	Implement PHC Green Infrastructure Plan, including enhanced tree planting on sites to increase resiliency to climate impacts
Use technology enhancements to enable data management and performance measurement	Work with Community Partners to support the development of programming based on needs	N/A	N/A
Clear leadership accountabilities and regular reporting discussions	Partner with Health Services to pilot a new model that supports senior tenants to age in place	N/A	N/A

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Peel Housing Corporation Business Plan 2024–2028



2027 initiatives

Organization maturity	Tenant experience	Health and safety	Resiliency
Incorporate appropriate flexibility principals into processes to promote agility	Support diverse tenant needs and access to culturally appropriate resources	Continue the implementation of the Security Master Plan	Update parking structures and maximize revenue
Ensure all staff have learning plans and performance plans	Complete planned common room updates	Develop hubs for staff to safely meet with tenants near their home	Annual update to capital plan
Set evidence informed targets based on past performance and industry comparators	Improve in-person support through tenant hubs	Update well-being and inclusivity tactics based on staff feedback	Conduct on-site audits of mid-low risk properties for climate hazard exposures and adaptation opportunities
Enable accountability discussions for People Leaders and staff individually and in team settings	N/A	N/A	Continue implementation of the PHC Green Infrastructure Plan
N/A	N/A	N/A	Invest in low-cost/high-impact initiatives to mediate the effect of climate change on tenants

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Peel Housing Corporation Business Plan 2024–2028



2028 initiatives

Organization maturity	Tenant experience	Health and safety	Resiliency
Review all processes for client experience and ensure customer outcomes	Ensure that all lines of business focus on successful tenancy	Continue the implementation of the Security Master Plan	Explore intensification and redevelopment opportunities
Finalize end-to-end reviews for all business support services	Monitor and reinforce skills and training to support diverse service delivery	Develop hubs for staff to meet with tenants	Annual update to capital plan
Performance reporting that incorporates lessons learned to update policies and processes and revisions to benchmark and standards	Complete planned common room updates	Update well-being and inclusivity tactics based on staff feedback	Continue implementation of the PHC Green Infrastructure Plan

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