



**PEEL HOUSING CORPORATION
2020 ANNUAL GENERAL MEETING OF THE SHAREHOLDER
AGENDA**

Meeting #: PLAGM-1/2020
Date: Thursday, June 25, 2020
Time: 9:00 AM - 9:30 AM
Location: Council Chamber, 5th Floor
Regional Administrative Headquarters
10 Peel Centre Drive, Suite A
Brampton, Ontario

Members: P. Brown, G. Carlson, B. Crombie, D. Damerla, S. Dasko, G.S. Dhillon, J. Downey, C. Fonseca, P. Fortini, A. Groves, N. Iannicca, J. Innis, J. Kovac, M. Mahoney, S. McFadden, M. Medeiros, M. Palleschi, C. Parrish, K. Ras, P. Saito, R. Santos, I. Sinclair, R. Starr, A. Thompson, P. Vicente

Due to the efforts to contain the spread of COVID-19 there will be no public access to the Council Chamber. The meeting will be live streamed on <http://www.peelregion.ca>.

1. CALL TO ORDER
2. OPENING REMARKS BY REGIONAL CHAIR N. IANNICCA
3. REGIONAL COUNCIL CONVENES
4. APPROVAL OF AGENDA
5. ADOPTION OF MINUTES
 - 5.1 Minutes of the Peel Housing Corporation (PLAGM-1/2019) 2019 Annual Meeting of the Shareholder held on June 27, 2019
 - 5.2 Minutes of the Peel Housing Corporation Special Meeting of the Shareholder (PHCSSM-1/2019) held on September 12, 2019
 - 5.3 Minutes of the Peel Housing Corporation Special Meeting of the Shareholder (PHCSSM-2/2019) held on November 14, 2019

- 5.4 Minutes of the Peel Housing Corporation Special Meeting of the Shareholder (PHCSSM-1/2020) held on January 9, 2020

6. DELEGATIONS

7. COMMUNICATIONS

8. REPORTS

- 8.1 2019 Annual report
(For information)
Remarks by Andrea Warren, General Manager, Peel Housing Corporation
- 8.2 2019 Financial Statements
(For information)
Remarks by Stephanie Nagel, Treasurer, Peel Housing Corporation
- 8.3 Peel Living COVID-19 Pandemic Response
(For information)
- 8.4 Peel Housing Corporation Board – Updated Board Composition
- 8.5 Peel Housing Corporation’s Proposed Vision, Mission and Business Plan
- 8.6 2020 Appointment and Remuneration of External Auditors
- 8.7 2020 Ratification and Confirmation of the Actions of the Corporation

9. IN CAMERA MATTERS

- 9.1 Closed Session Report of the Peel Housing Corporation Special Meeting of the Shareholder (PHCSSM-2/2019) held on November 14, 2019

10. CLOSING REMARKS BY CHAIR P. CAZA

11. CLOSING OF THE ANNUAL MEETING OF THE SHAREHOLDER

PEEL HOUSING CORPORATION
2019 ANNUAL GENERAL MEETING

MINUTES

PLAGM 1/2019

The Members of Peel Housing Corporation met on Thursday, June 27, 2019 at 9:02 AM, in the Council Chambers, Regional Administrative Headquarters, 5th Floor, 10 Peel Centre Drive, Suite A, Brampton.

Members Present: S. Dasko*; J. Downey; C. Fonseca; N. Iannicca; J. Innis; J. Kovac; M. Mahoney; S. McFadden; K. Ras; R. Santos; I. Sinclair; R. Starr; P. Vicente

Members Absent: P. Brown; G. Carlson; B. Crombie, due to other municipal business; D. Damerla; G. Dhillon; P. Fortini; A. Groves; M. Medeiros; P. Palleschi, due to other municipal business; C. Parrish, due to illness; P. Saito, due to illness; A. Thompson, due to other municipal business

Also Present: D. Szwarc, Chief Administrative Officer; C. Matheson, Commissioner of Corporate Services; S. VanOfwegen, Commissioner of Finance and Chief Financial Officer; S. Baird, Commissioner of Digital and Information Services; P. O'Connor, Regional Solicitor; J. Sheehy, Commissioner of Human Services; K. Lockyer, Regional Clerk and Director of Legal Services; D. Labrecque, General Manager, Peel Housing Corporation; S. Nagel, Treasurer, Peel Housing Corporation; C. Thomson, Legislative Specialist; S. Valteau, Legislative Technical Coordinator; H. Gill, Legislative Technical Coordinator

Regional Chair N. Iannicca presided.

1. CALL TO ORDER

2. OPENING REMARKS BY REGIONAL CHAIR N. IANNICCA

Regional Chair Iannicca stated that, as the largest landlord in the Region of Peel, Peel Housing Corporation (PHC) helps people in their time of need through the provision of safe and affordable housing. PHC is also critical to the Region of Peel's achievement of its long-term housing goals, with a tremendous amount of renewal planned across the portfolio as part of the Housing Master Plan.

The work of overseeing the operations of Peel Living was given to the PHC Board, comprised of Region of Peel staff with a range of expertise from across the corporation, acting independently

* See text for arrivals

♦ See text for departures

as Directors of the corporation. This structure provides solid oversight for the operations while allowing Council to make the larger strategic decisions to meet the housing goals.

3. REGIONAL COUNCIL CONVENES

4. APPROVAL OF THE AGENDA

Moved by Councillor Downey,
Seconded by Councillor Fonseca;

That the agenda for the June 27, 2019 Peel Housing Corporation 2019 Annual General Meeting of the Shareholder, be approved.

Carried 2019-1

5. ADOPTION OF MINUTES

5.1. Minutes of the Peel Housing Corporation (PLAGM-1/2018) 2018 Annual Meeting of the Shareholder held on June 28, 2018

Moved by Councillor Fonseca,
Seconded by Councillor Innis;

That the minutes of the Peel Housing Corporation (PLAGM-1/2018) 2018 Annual General Meeting of the Shareholder held on June 28, 2018, be adopted.

Carried 2019-2

5.2. Minutes of the Peel Housing Corporation Special Shareholders Meeting (PHCSSM-1/2018) held on December 13, 2018

Moved by Councillor Ras,
Seconded by Councillor Santos;

That the minutes of the Peel Housing Corporation Special Shareholders Meeting (PHCSSM-1/2018) held on December 13, 2018, be adopted.

Carried 2019-3

6. DELEGATIONS - Nil

7. COMMUNICATIONS - Nil

8. PEEL HOUSING CORPORATION 2018 ANNUAL REPORT

Remarks by Catherine Matheson, Chair, Peel Housing Corporation Board of Directors and Commissioner, Corporate Services

Received 2019-4

Catherine Matheson, Chair, Peel Housing Corporation (PHC) Board of Directors, stated that the 2018 Annual Report for PHC highlights matters such as finance, infrastructure, areas of focus and capital planning and provides an overview of the organization's activities in 2018. She introduced the members of the Board of Directors that has been in place since December 2018, noting that each member brings specialized and unique skills to the governance of the corporation.

Catherine Matheson recognized and thanked past Board members for their role in guiding the operations of Peel Housing Corporation. She also recognized the dedication and hard work of Dan Labrecque, General Manager who has been with the Region of Peel, in various roles, since 1981 and wished him well in his retirement.

9. 2018 FINANCIAL STATEMENTS

Remarks by Stephanie Nagel, Treasurer, Peel Housing Corporation

Received 2019-5

Stephanie Nagel, Treasurer, Peel Housing Corporation, advised that the Board of Directors approved the financial statements at its May 5, 2019 meeting. The PHC External Audit issued their audit findings report, which noted that no unrecorded audit differences or control deficiencies were found.

10. PEEL HOUSING CORPORATION BOARD - UPDATED BOARD COMPOSITION, SHAREHOLDER DIRECTION AND BY-LAWS

Moved by Councillor Downey,
Seconded by Councillor Fonseca;

That the amended Peel Housing Corporation Shareholder Direction attached as Appendix I to the report of the Commissioner of Human Services titled "Peel Housing Corporation Board – Updated Board Composition, Shareholder Direction and By-laws", be adopted;

And further, that Steve Fantin be removed from his role as Treasurer of Peel Housing Corporation and retain his role as a Director of the Peel Housing Corporation Board;

And further, that Stephanie Nagel, Region of Peel Treasurer, be appointed as the Treasurer of Peel Housing Corporation;

And further, that the appointment of Michael Buchert, Manager of Peel Living Financial Support Unit by the Peel Housing Corporation Board on May 1, 2019 to the new office of Deputy-Treasurer, be approved;

And further, that Peel Housing Corporation's By-law Number 1 dated January 23, 2003 and By-law Number 1-2016 dated October 6, 2016 be repealed, and Peel Housing Corporation's General Corporate By-law 1-2019 enacted by the the Peel Housing Corporation Board on May 1, 2019 and attached as Appendix II to the subject report, be confirmed;

And further, that the Peel Housing Corporation's By-law No. 2 dated December 14, 2006 be repealed and Peel Housing Corporation's Borrowing By-law 2-2019 enacted by the Peel Housing Corporation Board on June 5, 2019 and attached as Appendix III to subject report, be confirmed;

And further, that the Peel Housing Corporation's By-law No. 3 dated May 10, 2007 be repealed and Peel Housing Corporation's Financial Controls By-law 3-2019 enacted by the Peel Housing Corporation Board on June 5, 2019 and attached as Appendix IV to the subject report, be confirmed.

Carried 2019-6

Janice Sheehy, Commissioner of Human Services, noted that minor changes have been made to the Shareholder Direction to clarify who has voting powers and to note that the Corporation's Treasurer does not need to be a Board Director.

11. 2019 APPOINTMENT AND REMUNERATION OF EXTERNAL AUDITORS

Moved by Councillor Santos,
Seconded by Councillor Starr;

That Deloitte LLP be appointed as the Corporation's Auditors to hold office until the close of the next annual meeting, pursuant to the award from the Request for Proposal for External Audit Services for the Regional Municipality of Peel and Peel Housing Corporation, Fiscal Years 2019 to 2020;

And further, that the audit fee for the 2019 fiscal year be set at \$18,972 (excluding application taxes);

And further, that the Treasurer be authorized to approve additional remuneration for the auditors during this period in the event of additional audit requirements.

Carried 2019-7

12. 2019 RATIFICATION AND CONFIRMATION OF THE ACTIONS OF THE CORPORATION

Moved by Councillor Mahoney,
Seconded by Councillor McFadden;

That all the by-laws and resolutions of the Corporation and all acts of the Corporation undertaken in good faith from June 28, 2018 to the present, be ratified and confirmed.

Carried 2019-8

13. CLOSING REMARKS BY REGIONAL CHAIR N. IANNICCA

Regional Chair Iannicca expressed his appreciation to the staff who work with residents every day to provide a good standard of living at all PHC sites, noting that their resourcefulness and dedication make a real difference in the lives of residents. He thanked the members of the Board of Directors for their commitment to taking on the important work of overseeing one of the Region's most important assets.

Regional Chair Iannicca gave special thanks and recognition to Dan Labrecque, General Manager, noting that he was a member of the Region of Peel's leadership team starting in 2002. In 2017, Dan Labrecque joined the PHC as General Manager and committed to improving the quality of life for its residents. The Regional Chair thanked Dan Labrecque for his tremendous dedication to the community and his contributions to the Region of Peel and Peel Housing Corporation and wished him all the best in his future endeavors.

Councillor Dasko arrived at 9:17 a.m.

14. CLOSING OF THE ANNUAL MEETING OF THE SHAREHOLDER

The meeting adjourned at 9:21 a.m.

Regional Clerk

Regional Chair



PEEL HOUSING CORPORATION
SPECIAL SHAREHOLDERS MEETING
MINUTES

PHCSSM-1/2019

The Members of Peel Housing Corporation met on Thursday, September 12, 2019 at 9:04 AM, in the Council Chambers, Regional Administrative Headquarters, 5th Floor, 10 Peel Centre Drive, Suite A, Brampton.

Members Present: J. Downey; C. Fonseca; P. Fortini; A. Groves; N. Iannicca J. Innis; M. Mahoney; S. McFadden; M. Palleschi; K. Ras; R. Santos; I. Sinclair; R. Starr; A. Thompson; P. Vicente

Members Absent: P. Brown; G. Carlson, due to illness; B. Crombie; D. Damerla, due to illness; S. Dasko; G.S. Dhillon, due to other municipal business; J. Kovac; M. Medeiros; C. Parrish; P. Saito

Also Present: N. Polsinelli, Interim Chief Administrative Officer; C. Matheson, Commissioner of Corporate Services; S. VanOfwegen, Commissioner of Finance and Chief Financial Officer; S. Baird, Commissioner of Digital and Information Services; P. O'Connor, Regional Solicitor; A. Farr, Acting Commissioner of Public Works; J. Sheehy, Commissioner of Human Services; C. Granger, Acting Commissioner of Health Services; K. Lockyer, Regional Clerk and Director of Legal Services; C. Thomson, Legislative Specialist; S. Valleau, Legislative Technical Coordinator; H. Gill, Legislative Specialist

Regional Chair N. Iannicca presided.

1. CALL TO ORDER

2. APPROVAL OF AGENDA

Moved by Councillor Starr,
Seconded by Councillor Thompson;

That the agenda for the September 12, 2019 Peel Housing Corporation Special Shareholders Meeting, be approved.

Carried 2019-9

* See text for arrivals

♦ See text for departures

3. DELEGATIONS - Nil

4. COMMUNICATIONS – Nil

5. REPORTS

5.1. Peel Housing Corporation Board – Appointment of Director

Moved by Councillor Downey,
Seconded by Councillor Fonseca;

That Cathy Granger be appointed to the Peel Housing Corporation Board of Directors, replacing Andrea Warren, for the remainder of the two-year term ending December 12, 2020 or until a successor is appointed.

Carried 2019-10

5.2. Proposed Transfer of a Permanent Easement for Any and All Utilities to the Regional Municipality Of Peel, Located at 160 Murray Street, City Of Brampton

Moved by Councillor Sinclair,
Seconded by Councillor Santos;

That the Peel Housing Corporation be authorized to enter into the execution of an Agreement of Purchase and Sale between Peel Housing Corporation and The Regional Municipality of Peel for the transfer of a permanent easement interest in land, for the purposes of any and all utilities, described as Part of Lot 9, Concession 1 West of Hurontario Street, City of Brampton (formerly Township of Chinguacousy), Regional Municipality of Peel, designated as Parts 1 and 2 on draft reference plan 15-30-827-02 prepared by J.D. Barnes Limited;

And further, that the permanent easement interest be declared surplus to the needs of Peel Housing Corporation, as vendor, and sold to The Regional Municipality of Peel, as purchaser, the permanent easement interest in the lands, described as Part of Lot 9, Concession 1 West of Hurontario Street, City of Brampton formerly Township of Chinguacousy), Regional Municipality of Peel, designated as Parts 1 and 2 on draft reference plan 15-30-827-02 prepared by J.D. Barnes Limited.

Carried 2019-11

5.3. Peel Housing Corporation Board – Amendment to Shareholder Direction

Moved by Councillor Innis,
Seconded by Councillor Groves;

That the ammendment to the Peel Housing Corporation Shareholder Direction attached as Appendix I to the report of the Commissioner of Human Services titled “Peel Housing Corporation Board – Amendment to Shareholder Direction” be approved.

Carried 2019-12

In response to a question from Councillor Ras, the Commissioner of Human Services advised that staff anticipate reporting back to the Shareholder in December 2019 with recommendations for further revisions to the Shareholder Direction aimed at streamlining processes while maintaining an appropriate relationship between the Board and the Shareholder.

6. BY-LAWS

7. ADJOURNMENT

The meeting adjourned at 9:06 a.m.

Regional Clerk

Regional Chair



PEEL HOUSING CORPORATION
SPECIAL SHAREHOLDERS MEETING
MINUTES

PHCSSM-2/2019

The Members of Peel Housing Corporation met on Thursday, November 14 2019 at 9:18 AM, in the Council Chambers, Regional Administrative Headquarters, 5th Floor, 10 Peel Centre Drive, Suite A, Brampton.

Members Present: D. Damerla; S. Dasko*; J. Downey; C. Fonseca; P. Fortini*; A. Groves; N. Iannicca; J. Innis; S. McFadden*; M. Medeiros*; K. Ras; R. Santos*; I. Sinclair; R. Starr; A. Thompson; P. Vicente

Members Absent: P. Brown; G. Carlson; B. Crombie; G.S. Dhillon, due to other municipal business; J. Kovac; M. Mahoney; M. Palleschi; C. Parrish; P. Saito

Also Present: N. Polsinelli, Interim Chief Administrative Officer; C. Matheson, Commissioner of Corporate Services; S. VanOfwegen, Commissioner of Finance and Chief Financial Officer; S. Baird, Commissioner of Digital and Information Services; P. O'Connor, Regional Solicitor; J. Sheehy, Commissioner of Human Services; C. Granger, Acting Commissioner of Health Services; K. Lockyer, Regional Clerk and Director of Legal Services; C. Thomson, Legislative Specialist; S. Valteau, Legislative Technical Coordinator; R. Khan, Legislative Technical Coordinator; A. Macintyre, Deputy Clerk and Manager, Legislative Services; A. Warren, General Manager, Peel Housing Corporation; S. Nagel, Treasurer; Peel Housing Corporation; Aileen Baird, Director, Housing Services; Steven Fantin, Director, Peel Housing Corporation Board of Directors

Regional Chair N. Iannicca presided.

1. CALL TO ORDER

2. APPROVAL OF AGENDA

Moved by Councillor Ras,
Seconded by Councillor Sinclair;

That the agenda for the November 14, 2019 Peel Housing Corporation Special Shareholders Meeting, be approved.

Carried 2019-13

* See text for arrivals

♦ See text for departures

3. DELEGATIONS - Nil

4. COMMUNICATIONS – Nil

5. REPORTS

6. BY-LAWS

7. IN CAMERA MATTERS

At 9:19 a.m., the following motion was placed:

Moved by Councillor Damerla,
Seconded by Councillor Downey;

That the Shareholders of Peel Housing Corporation, in accordance with section 239(2) of the *Municipal Act, 2001*, as amended, proceed “In Camera” to consider the following communications:

- Update: Shareholder Direction Approval for Matters Related to the Housing Master Plan (Oral) (A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board)
- Shareholder Direction Approval for Matters Related to the Housing Master Plan (A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board)

Carried 2019-14

Moved by Councillor Sinclair,
Seconded by Councillor Starr;

That the Shareholders of Peel Housing Corporation proceed out of “In Camera”.

Carried 2019-15

The Special Meeting of the Shareholders moved out of Closed Session at 9:24 a.m.

8. ADJOURNMENT

The meeting adjourned at 9:25 a.m.

Regional Clerk

Regional Chair



**PEEL HOUSING CORPORATION
SPECIAL SHAREHOLDERS MEETING
MINUTES**

PHCSSM-1/2020

The Members of Peel Housing Corporation met on Thursday, January 9, 2020 at 9:02 a.m., in the Council Chambers, Regional Administrative Headquarters, 5th Floor, 10 Peel Centre Drive, Suite A, Brampton.

Members Present: P. Fortini; N. Iannicca; M. Palleschi; K. Ras; R. Santos; I. Sinclair; R. Starr; P. Vicente

Members Absent: P. Brown (H. Singh★), due to other municipal business; G. Carlson; B. Crombie, due to personal matters; D. Damerla, due to personal matters; S. Dasko; G. Dhillon; J. Downey; C. Fonseca; A. Groves; J. Innis; J. Kovac; M. Mahoney; S. McFadden, due to personal matters; M. Medeiros; C. Parrish; P. Saito, due to personal matters; A. Thompson

Also Present: N. Polsinelli, Interim Chief Administrative Officer; K. Lockyer, Acting Commissioner of Corporate Services; S. VanOfwegen, Commissioner of Finance and Chief Financial Officer; S. Baird, Commissioner of Digital and Information Services; P. O'Connor, Regional Solicitor; A. Smith, Acting Chief Planner; A. Farr, Acting Commissioner of Public Works; J. Sheehy, Commissioner of Human Services; C. Granger, Acting Commissioner of Health Services; A. Macintyre, Deputy Regional Clerk and Manager of Legislative Services; C. Thomson, Legislative Specialist; S. Valteau, Legislative Technical Coordinator; R. Khan, Legislative Technical Coordinator; A. Warren, General Manager, Peel Housing Corporation; S. Nagel, Treasurer; Peel Housing Corporation;

Regional Chair N. Iannicca presided.

1. CALL TO ORDER

2. APPROVAL OF AGENDA

Moved by Councillor Sinclair ,
Seconded by Councillor Starr;

That the agenda for the January 9, 2020 Peel Housing Corporation Special Shareholders Meeting, be approved.

Carried 2020-1

* See text for arrivals
♦ See text for departures
★ Denotes alternate member

3. DELEGATIONS - Nil

4. COMMUNICATIONS – Nil

5. REPORTS

5.1. Peel Housing Corporation Board - Amendment No.2 to Shareholder Direction

Moved by Councillor Ras ,
Seconded by Councillor Santos;

That the amendment to the Peel Housing Corporation Shareholder Direction attached as Appendix I to the joint report of the Commissioner of Human Services and the General Manager for Peel Housing Corporation, titled "Peel Housing Corporation Board – Amendment No.2 to Shareholder Direction", be approved.

Carried 2020-2

5.2. Peel Housing Corporation - Updated Board Composition

Moved by Councillor Fortini ,
Seconded by Councillor Santos;

That Kathryn Lockyer be re-appointed as a Director of Peel Housing Corporation Board and Secretary, for an additional one year term, ending December 12, 2020, or until a successor is appointed.

Carried 2020-3

6. BY-LAWS - Nil

7. ADJOURNMENT

The meeting adjourned at 9:04 a.m.

Deputy Regional Clerk

Regional Chair

ANNUAL REPORT 2019

Peel Living



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Message from the Vice-Chair

I am pleased to present the 2019 Peel Living Annual Report which outlines the Corporation's activities this past year. The Board of Directors created a new Vision and Mission to help refocus operations to meet the current and future housing needs of our community in a sustainable and fiscally responsible manner. Through its new Vision and Mission, Peel Living will focus on contributing to healthy communities through the provision of affordable, sustainable and well-maintained housing, and access to community supports and services.

With this new Vision and Mission at the forefront, the Board created a four-year Business Plan that will guide operations to support continuing improvement that focuses on five key outcomes: set and maintain service standards; set clear expectations with our tenants and Service Manager; support and enable staff; enhance partnerships that support successful tenancies; and, improve sustainability planning. The Business Plan will align the Corporation's operations to ensure that Peel Living is prepared to address future need, while ensuring that current operations raise the bar through increased community partnerships, defined service standards, and responsible financial and asset management.

Much has been accomplished over the past year. However, there is more to do, as we work to achieve the outcomes established in the Business Plan in support of our community.

I would like to take this opportunity to recognize the hard work and dedication of Peel Living staff who directly impact the lives of so many. I would also like to extend thanks to members of Peel Regional Council. It is through your support that this valuable work is enabled. Together, we are making a difference in our community.

On behalf of the Board, we look forward to serving our community to help influence, lead and support Peel Living to continue to provide affordable and safe housing that contributes to the quality of life of our tenants.

Patricia Caza

Vice-Chair
Peel Housing Corporation Board



Message from the Commissioner

In 2019, Peel Living continued contributing to the Region's vision of a *Community for Life* by delivering affordable housing to more than 16,000 tenants.

This includes further progress in implementing enhanced systems and processes to run our business more effectively, while always maintaining our focus on creating tenant-centred housing and supports.

Peel Living is the largest of the 48 community housing providers in the region and is committed to supporting the implementation of the Housing Master Plan. Through the redevelopment of East Avenue and by optimizing some of our existing sites, Peel Living is an integral part of the plan to build quality housing in a cost effective manner.

Peel Living is an organization that is committed to exceeding the traditional role of a landlord. Using our partnerships with community agencies and focusing on a compassionate approach to the way we do business, we work to ensure that our tenants have opportunities to succeed.

I look forward to continuing to work with the Peel Housing Corporation to ensure its advancement as a strategic partner in providing affordable housing solutions.

Janice Sheehy

Human Services Commissioner
Region of Peel



Message from the General Manager

2019 has been a year of transition, as I started the year as a member of the Peel Housing Corporation Board of Directors and then became General Manager. This year has been foundational in many ways --for the Board, our leadership and our operations. In addition to our new leaders, Peel Living also transitioned our legacy systems to new operating systems.

Peel Living operations have been working hard to stabilize our systems to improve our decision making capabilities and help the corporation become agile and adaptable to respond to the needs of the community. We do this as an active partner with the Region of Peel, ensuring we are able to leverage our relationship to the benefit of both Peel Housing Corporation and the Region, including working proactively with the Service Manager, the Office of Climate Change and Real Property and Assessment Management to find solutions that enable the Region's vision for Community for Life.

Throughout the years, Peel Living has continued to focus on quality housing, ensuring that our buildings are well maintained and contribute to the quality of life for our tenants. We have implemented a Clean Building Initiative that will ensure a minimum standard of cleanliness at all Peel Living sites. We continue to work to improve responsiveness and engagement with our tenants and continue to find ways to improve a sense of safety within Peel Living buildings. Through the development of our vision and mission statement, we know that we must advance and find ways to modernize our work order system to improve response times and tracking systems.

I have discovered that the Peel Living team is dedicated to our tenants and to each other. The work can often be challenging, but the team's commitment to the organization has been inspiring. I'm looking forward to what we can achieve together.

Sincerely

Andrea Warren
Peel Living General Manager

2019 Board of Directors



Catherine Matheson
Chair

Former Commissioner of
Corporate Services



Patricia Caza
Vice-Chair

Acting Director, Legal
Services and Deputy
Regional Solicitor



Kathryn Lockyer
Secretary

Regional Clerk and
Interim Commissioner of
Corporate Services



Steve Fantin

Director of Operations
Support, Public Works



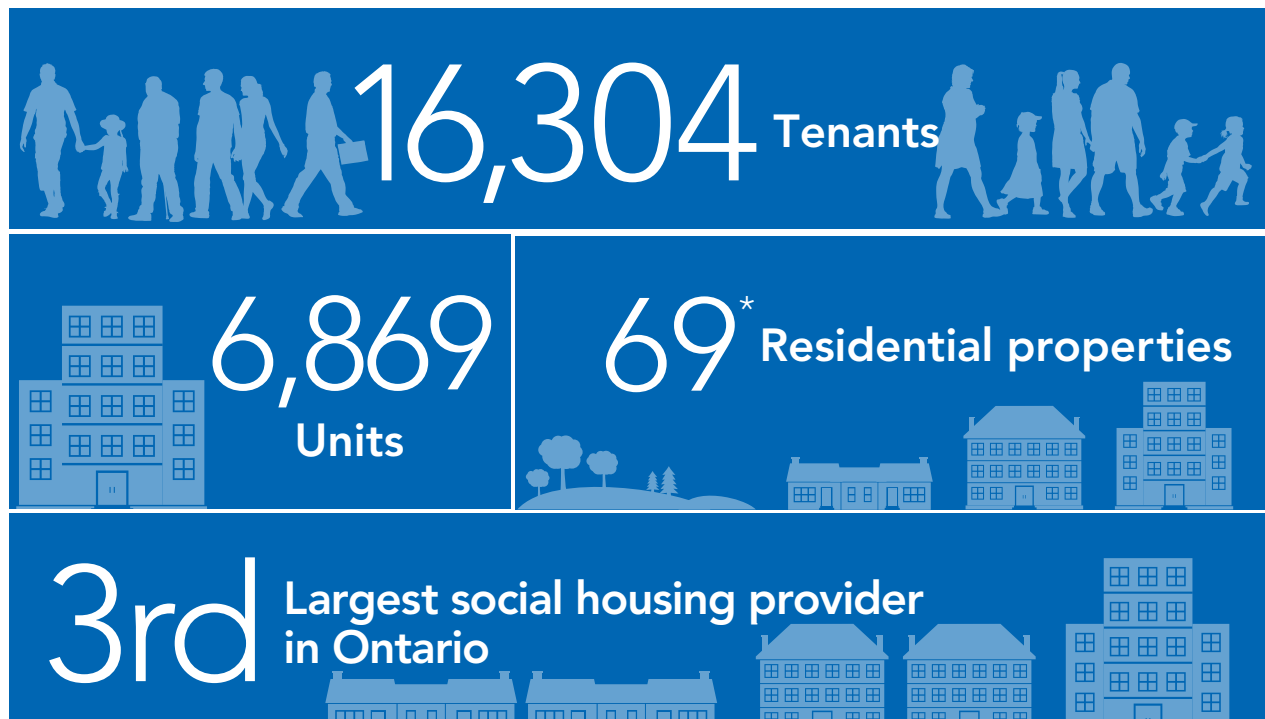
Cathy Granger

Acting Commissioner
of Health Services

Peel Living overview

Established in 1976, Peel Housing Corporation (Peel Living), is a not-for-profit social housing provider in the Region of Peel. Peel Living focuses on providing community, property and tenancy management services that not only meet industry-wide standards of excellence but also foster empowered residents and thriving communities.

The Peel Living portfolio includes 69 buildings consisting of high and low-rise apartments and townhouses. Peel Living also manages five Regionally owned buildings, two transitional housing properties and four emergency homeless shelters, and two daycare centres. Peel Living also owns the Vera Davis Long Term Care facility, which is managed by the Region of Peel.



* includes 2 transitional shelters (68 beds) and 3 group homes. East Avenue has been decommissioned for redevelopment.



2019 key service areas



Surveyor's Point, 111 Agnes St, Mississauga, ON

Regional Council approved a new Board of Directors at the end of 2018. Throughout 2019, the Board of Directors have worked to establish their role in providing leadership, advice and guidance to Peel Living on operational matters and ensuring tenant satisfaction and employee engagement. The Board of Directors were instructed by the shareholder (Regional Council) to develop a business plan to support Peel Living operations, which will be presented at the Annual General Meeting. Consequently, 2019 has been a foundational year for Peel Living, including updating the Vision and Mission. This process has allowed staff to refocus operations to support our core functions that include supporting our tenants with community partners; providing housing that contributes to the tenant's quality of life, and ensuring that assets and finances are managed responsibly to ensure future sustainability. In doing so, Peel Living is building on our foundations, to allow operations to support the 2020-2024 Business Plan.

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.

Peel Living's Business Plan will help support operations to ensure staff can deliver affordable, sustainable, well-maintained housing for the community. Progress was made throughout 2019 to improve systems, data reliability and partnerships, so Peel Living will be able to implement the Business Plan starting in 2020.

Quality housing

As the largest community housing provider in the Region of Peel, Peel Living is not just another affordable housing provider. The shareholder direction has given Peel Living a mandate to work collaboratively with our Regional partners to deliver quality housing to the community. To do this, staff have advanced multiple initiatives which will support the foundation of our business operations, allowing staff to prepare for the future through improving our use of analytics and ability to utilize evidence-based decision making.

Clean building initiative

The Clean Building Initiative is a process to assess building cleanliness to ensure consistency at all Peel Living operated sites. The initiative was launched in 2018 and operationalized in 2019, to address declining scores in the building cleanliness category from the tenant satisfaction survey. A standardized measuring tool, or score card, is used to assess all sites. Staff collectively work to address concerns and implement corrective action. In 2018, all the sites were assessed to create baseline measures. In 2019, the sites were reassessed. Improvements have been made to stairwells, bike storage rooms, mechanical rooms and grounds. The average score improved by 5.7 per cent year over year. Moving forward, inspections will be conducted biannually. Staff anticipate tenant satisfaction scores improving. Tenants will also have increased access to safe, well lit stairwells and pathways on the grounds, supporting active living by design principles.

Active living by design assessment

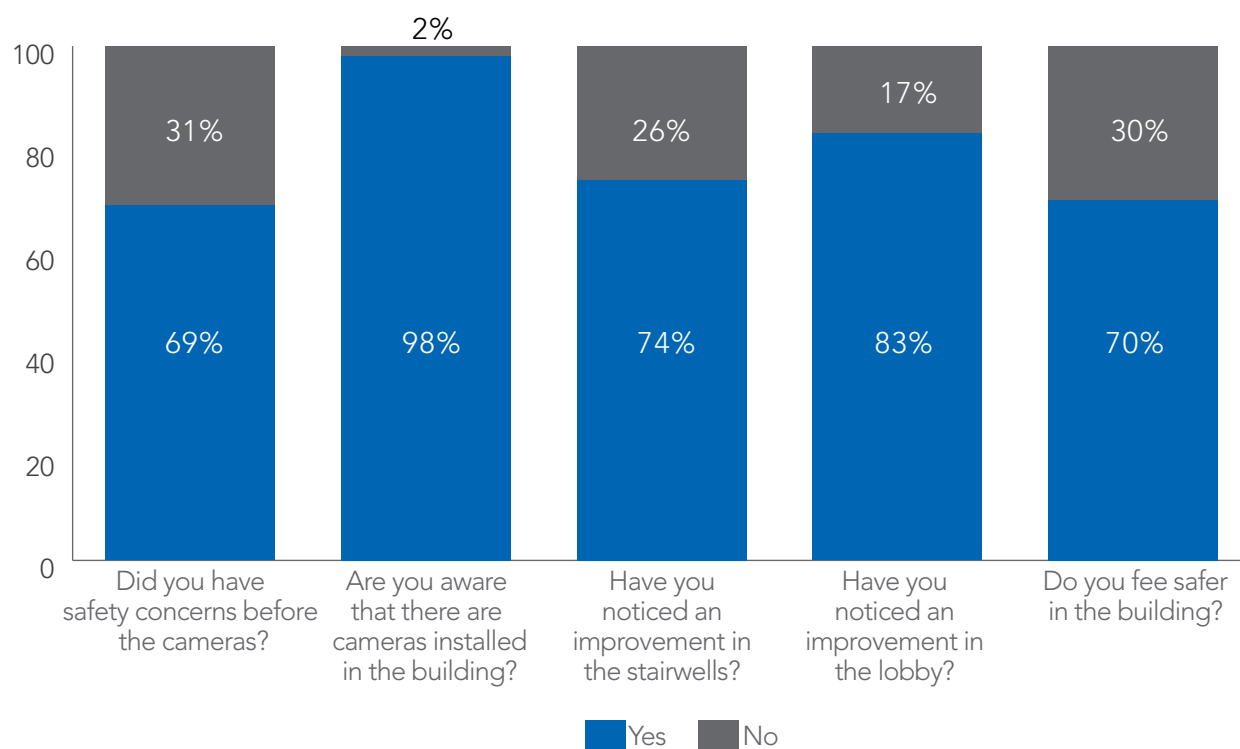
Peel Living initiated an assessment of all Peel Living sites to help prioritize improvement that support active living, across the portfolio. The project was conducted by Peel Living co-op students, who used active living by design principles to assess the sites using standardized measures. Sites were prioritized by need and recommended improvements were added into future budget considerations. At a portfolio level, the recommendations focused on improving stairwell lighting and painting which, in addition to promoting active lifestyles by using the stairs when possible, also improve safety.

Pest control management

In 2019, Peel living hired a specialist to support the integrated pest management program at Peel Living buildings. Working in partnership with our vendors, the integrated pest management program will look at addressing pest control issues at a portfolio level, including effective treatment and prevention. The position was created in response to tenant concern with increasing pest issues, as found in the tenant satisfaction survey.

Community security pilot

In response to tenant concerns with perceived safety and increased security challenges at multiple sites, Peel Living initiated an enhanced security pilot at two sites to address security concerns in common areas. The pilot included closed circuit television (CCTV) cameras with active two-way voice monitoring 24 hours a day, to monitor stairwells and underground parking garages. The goal of the pilot is to increase community safety with community involvement, which will decrease vandalism, loitering and anti-social behaviour. Tenants have had favourable responses when surveyed about their experience with the pilot, see figure below:



Modernizing our workplace

As a part of the larger workplace modernization project at the Region of Peel, the Peel Living office was modernized through various initiatives throughout 2019. This included relocating our office staff to one centralized office. This centralization has allowed staff to increase collaboration across teams, while not compromising staff availability to tenants.

Peel Living continued working on updates to operating systems after migrating from historical legacy systems. The Housing Transformation Initiative (HTI) project is a replacement application that was implemented in May of 2019. For Peel Living, HTI is our client management system that supports our tenancy management functions from lease to beyond the end of tenancy. The program also integrates financial processes relating to revenues and accounts receivable management generated through rent, invoices and parking. Since implementation, HTI posed challenges requiring stabilization and improvements to the application. This includes the Peel Living's reporting functionality, which could not generate the necessary reporting to support arrears collections. As a result, the notices to tenants were not generated from May to September 2019. For example the rental arrears rate for April 2019 was 7.2 per cent, in October 2019 it was 23 per cent and in February 2020 it was 20.6 per cent. System improvements on the HTI application continued through 2019 and are expected to be implemented throughout 2020. In response, staff worked diligently to improve the reporting functionality to ensure that arrears rates return to a more acceptable rate.

The work order management system was also changed in 2019 to MegaMations. This system supports work order management and also equipment inventories, and capital planning processes. The system also has a mobile app that Peel Living will implement in 2020. MegaMations is also the work order system that the Region of Peel uses, which will help with data integration on the condition of PHC assets.

Operational review

In 2019, Peel Living conducted an operations review, focusing on the on-site service delivery model. The Project Team conducted various engagement activities with staff (union, non-union and management), tenants and other housing providers to gather input and share results. Over the course of the review, four key improvement priorities were identified to improve operations and support a culture of continuous improvement. The priorities are:

- functional alignment and workload distribution;
- work order system enhancement;
- quality assurance and control program; and
- process improvement.

Over the course of 2020, staff will implement activities that will stabilize our business operations and pilot alternative service delivery models.

Tenant relations

Smoke-free

At the end of 2018, Peel Living introduced a smoke-free policy, effective for all new lease holders. Throughout 2019, new tenants agreed to not smoke within their unit when they signed their new leases. Since then, 8.6 per cent of Peel Living leases are smoke free, for a total of 623 leases. Through unit turnover, the number of smoke and vape free units, and smoke and vape free buildings, will increase. Staff have indicated only three prospective tenants have declined the unit due to the Smoke-Free policy. In addition, smoking cessation literature was provided to tenants. Public Health hosted 19 cessation workshops for tenants, which 50 tenants attended, and 49 tenants received free Nicotine Replacement Therapy. In December, the Peel Living Board of Directors, after consultation with Public Health, added the prohibition of vaping to the smoke-free lease. This change was recommended based on increased evidence of the danger from exposure from vaping.

Relocations

Tenant relocations are disruptive for tenants and resource intensive for staff; however operations require tenants to move from time to time to accommodate redevelopments as well as ensure tenant housing is appropriate for the family size. The Board of Directors previously directed Peel Living staff to actively manage the over-housed list, to reallocate larger units to support family placements from the Centralized Wait List. In 2019, 57 tenants were relocated. In addition, tenants were relocated from East Avenue, to allow the site to be redeveloped. East Avenue had 30 units that required tenants to move to allow the project to proceed. Staff worked with the tenants to find suitable accommodations, considering proximity to family, job and location preference of the tenant align, so the move was less impactful. Throughout the project, underhoused tenants were moved at other locations to support the relocation of the tenants from East Avenue. Of the relocated tenants, all chose to remain tenants of Peel Living, demonstrating that the tenants felt supported to make successful transitions to their new homes.

8.1-11

Community partnerships

Peel Living is committed to supporting successful tenancies through connecting tenants to supports and services within the community. In 2019, staff conducted a comprehensive scan to understand our current partnerships, how they interact with our tenants and identify ways to measure successful partnerships. The scan analysis revealed:

- Five per cent of Peel Living tenants received support, from at least one of the 18 different community partners, to allow them to live independently
- There are 30 community agency designated office spaces, that are located in PHC buildings
- 32 partners provide programing or educational support through 82 programs utilizing PHC in-kind space
- Peel Living hosted 36 BBQ, community gardens and other events for tenants
- Moving forward, staff will continue to leverage existing partnerships and establish new ones, to improve tenancy outcomes.

Community partners are vital to support the quality of life of our tenants. Our community partners allow access to programs that might otherwise have long waitlists or that tenants might not be aware of.

Peel Living has partnered with Peel Paramedics to deliver a Paramedic Clinic at a Peel Living site. In 2019, the Paramedic Clinic expanded from one to three sites, reducing the number of 911 calls from the building and improving the general health of the tenants.

The partnership with the Boys and Girls Club resulted in employment opportunities to youth living in Peel Living buildings, to paint seniors' apartments, common hallways and fences. The program allows youth an opportunity to enter the workforce, gaining practical skills, but also allows them to thrive as individuals, learning mentorship, punctuality and improving their educational outcomes.

A partnership with Supports and Housing in our Province (SHIP) continued for a second year as a pilot to support tenants maintain successful tenancies. The program supports tenants with mental health challenges, by connecting them with additional programs and services, allowing them to bypass waitlists. In 2019, 121 tenants were referred to the program, of those who were then referred, 195 additional community connections were made to support the tenants' ability to live independently.

Managing our investments and assets

In order to continue to be a viable business, Peel Living must adapt in order to ensure that sustainability related to both finances and climate change is woven throughout operations.

In support of reducing the tenants' energy consumption, Peel Living partnered with Greensaver to give the tenants power bars, energy efficient light bulbs and to assess energy consumption and overall condition of the refrigerator, all at no cost to Peel Living. The program will systematically visit each unit in eligible high-rises to give tenants the above noted items, that will help reduce their personal energy consumption. Peel Living, in partnership with the Region's Office of Climate Change, will continue to monitor energy consumption, and implement measures to reduce consumption.

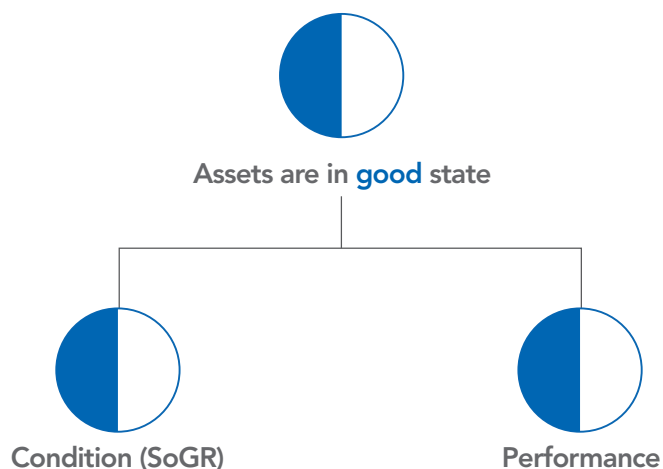
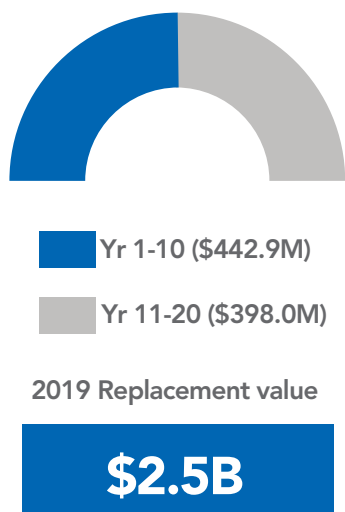
Asset management

Updated building condition assessments will help to better understand the conditions of the portfolio. From this baseline understanding we will be able to determine what we need to achieve a minimum standard and identify required improvements on a site by site basis. Annually starting in 2019, 20 per cent of the buildings were assessed. By the end of 2024 we will have completed the cycle of assessments for all the buildings, which will continue on a rotating basis.

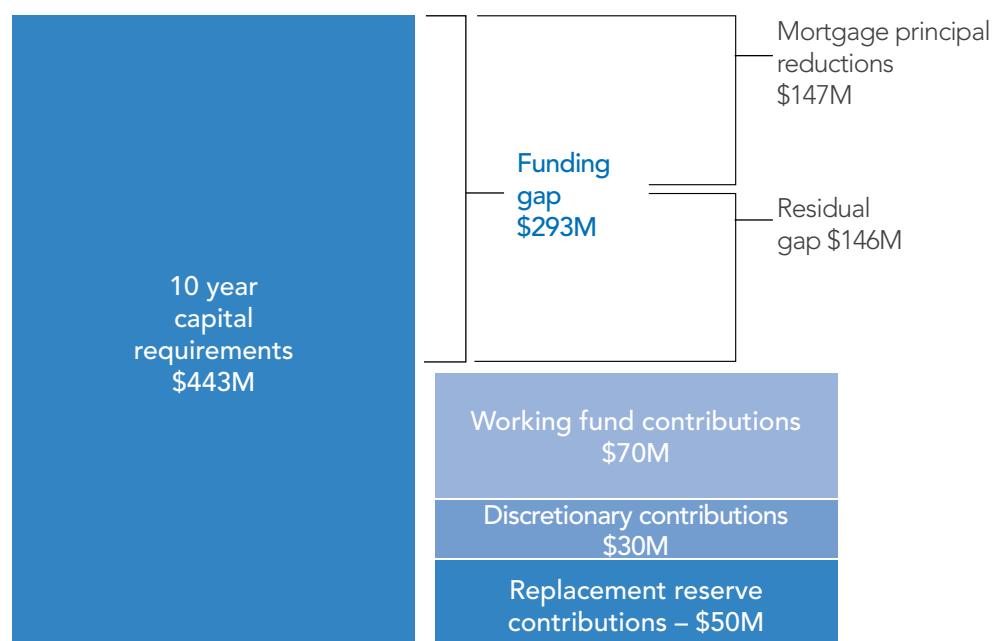
The building condition assessment will feed into the Region's long-term asset management vision. The corporate strategy will help Peel Living develop a robust asset management program so we can have the infrastructure required to support the community. Peel Housing Corporation assets are now reported through the standardized asset management program at an enterprise level. Integration of the system will help increase operational efficiencies, improve decision making and reduce risk. The current infrastructure management rating has Peel Living assets in a good state. However, it also states that the 10 year capital reinvestment outlook is \$443 million for state of good repair work.

This outlook is a result of identified needs for critical building systems and structures, as well as larger scale replacements for aging building finishes and fixtures. When combined with rising construction costs across various sectors of the construction industry, it has amounted to a significant need to support the existing infrastructure. Staff expect the upward trend to continue, as critical repair work is identified through condition assessments across the remainder of the portfolio.

SoGR capital reinvestment outlook Infrastructure Risk Management rating



10 year capital needs funding gap



To support capital improvements, a new team within Infrastructure Planning and Servicing, has been tasked with implementing in-suite and common area capital projects. Their focus is on revitalizing the spaces for improved asset management and tenant comfort. Space utilization, functionality, material selection, and ease of maintenance are key considerations in the delivery of the program. Working closely with building operations staff, they will respond to tenant needs and balance that with responsible asset management practices to maintain them in a good state.

Modernizing our portfolio

Peel Living continues to work with the Region of Peel towards the implementation of the Peel Housing and Homelessness Plan (PHHP). The Board of Directors have worked in partnership with Regional Staff to ensure that Peel Living's interests were incorporated in the Housing Master Plan, which is an element of the PHHP. Peel Living will continue to work with the Region of Peel, on the redevelopment potential of our portfolio.

East Avenue

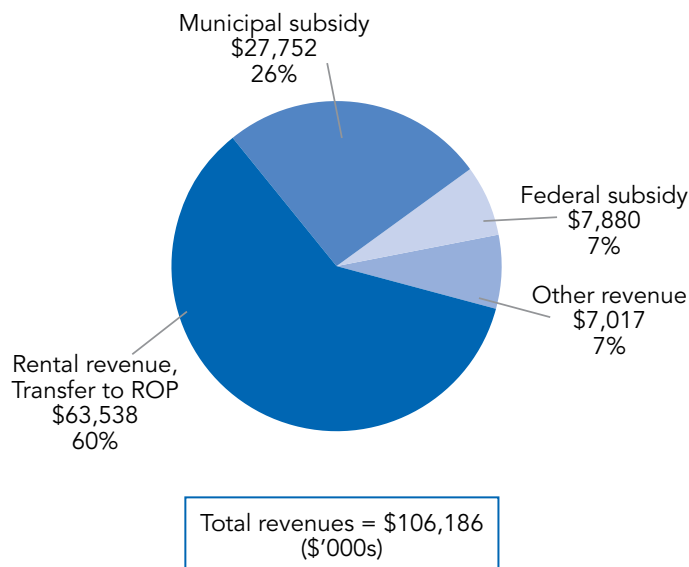
In support of the Housing Master Plan, East Avenue is the first Peel Living building to be redeveloped. As noted earlier in the report, tenants from the 30 unit site were relocated to other Peel Living buildings. The site has been decommissioned and is currently in the design and site preparation phase, which includes re-zoning. The new site is anticipated to have 156 units and is slated for occupancy in 2024.

Program phasing	2017				2019				2020				2021				202			
Phase 1: Program definition																				
Phase 2: Design and site preparation																				
Phase 3: Construction																				
Phase 4: Occupancy																				

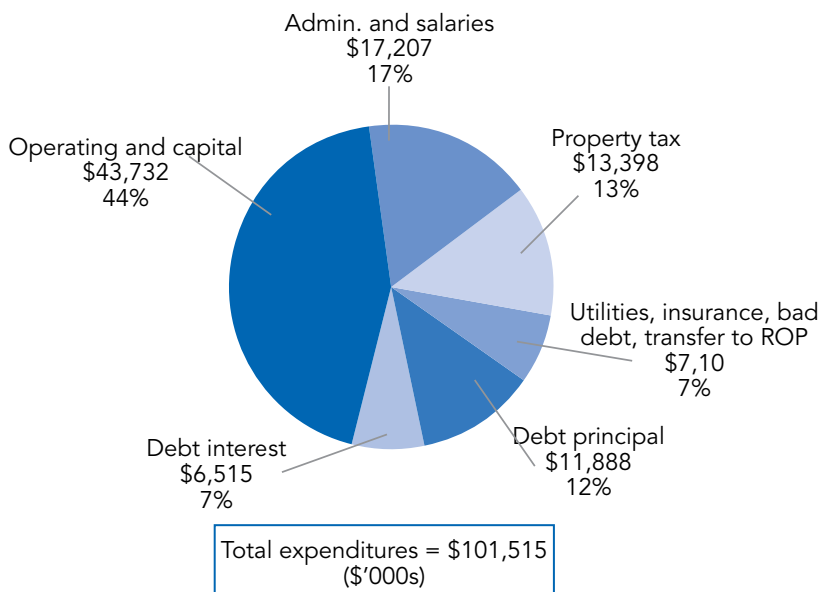
2019 revenues, expenses, reserves, assets

Peel Housing Corporation continues to uphold its commitment to provide quality housing, while supporting tenants through community partnerships and maintaining its assets. The operations continue to generate surpluses annually which have resulted in additional contributions to reserves beyond its mandatory requirements.

Total revenue by type (in \$'000)



Total expenditure by type (in \$'000)



Asset portfolio

- Outstanding mortgages: \$114 million
- Book value of asset: \$398 million
- Replacement value of asset: \$2.5 billion
- Outstanding Long-term debt: \$39 million

Reserve contributions

- Transfer to Reserves: \$6 million

Auditors Report is available at: peelregion.ca/housing/peel-living/corporate/annual-reports

2019 Peel Living executive officers

Nancy Polsinelli
Interim Chief Administrative
Officer

Janice Sheehy
Commissioner,
Human Services

Andrea Warren
General Manager, Peel Living

Stephanie Nagel
Treasurer

Independent Auditor's Report

To the Board of Directors of
Peel Housing Corporation

Opinion

We have audited the financial statements of Peel Housing Corporation, which comprise the statement of financial position as at December 31, 2019, and the statements of operations, remeasurement gains and losses, change in net debt, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Peel Housing Corporation as at December 31, 2019, and the results of its operations, change in net debt and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of Peel Housing Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing Peel Housing Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate Peel Housing Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing Peel Housing Corporation's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Peel Housing Corporation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Peel Housing Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause Peel Housing Corporation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

The logo for Deloitte LLP, featuring the word "Deloitte" in a stylized script font followed by "LLP" in a plain sans-serif font.

Chartered Professional Accountants
Licensed Public Accountants
April 16, 2020

Peel Housing Corporation

Statement of Financial Position

As at December 31, 2019

	2019	2018
Financial assets		
Investments, unrestricted (Note 4)	\$ 20,209,305	\$ 19,391,497
Accounts receivable (Note 5)	7,858,444	5,289,830
Investments, restricted (Note 4)	17,035,723	18,877,848
	45,103,472	43,559,175
Liabilities		
Accounts payable and accrued liabilities (Note 8)	12,432,659	10,017,220
Deferred revenue	9,261,650	9,586,274
Post-employment liabilities (Note 9)	120,507	114,303
Mortgages payable on income producing properties (Note 10)	132,483,983	151,608,261
Long term debt (Note 11)	38,692,789	37,744,770
	192,991,588	209,070,828
Net debt	(147,888,116)	(165,511,653)
Non-financial assets		
Tangible capital assets (Note 6)	397,825,127	409,572,386
Prepaid expenses	1,385,719	1,225,798
	\$ 399,210,846	\$ 410,798,184
Accumulated surplus (Note 13)	\$ 251,322,730	\$ 245,286,531
Accumulated surplus comprising:		
Accumulated operating surplus	\$ 249,610,188	\$ 244,180,976
Accumulated remeasurement gains	1,712,542	1,105,555
	\$ 251,322,730	\$ 245,286,531

The accompanying notes are an integral part of these financial statements.

Peel Housing Corporation

Statement of Operations

For the year ended December 31, 2019

	2019 Budget (Note 20)	2019 Actual	2018 Actual
Revenues			
Rental income	\$ 62,444,950	\$ 63,537,710	\$ 62,019,467
Non-rental income	4,934,831	4,822,568	5,205,720
Interest income from operations	251,258	518,228	475,308
Government grants (Note 17)	32,052,790	35,631,868	35,237,679
Investment income	721,090	721,090	489,231
Contributed capital (Note 12)	23,750	23,750	23,750
Total revenues	100,428,669	105,255,214	103,451,155
Expenses (Note 15)			
Social housing	121,225,811	99,826,002	89,181,847
Total expenses	121,225,811	99,826,002	89,181,847
Annual operating surplus (deficit)	(20,797,142)	5,429,212	14,269,308
Accumulated operating surplus, beginning of year	244,180,976	244,180,976	229,911,668
Accumulated operating surplus, end of year	\$ 223,383,834	\$ 249,610,188	\$ 244,180,976

The accompanying notes are an integral part of these financial statements.

Peel Housing Corporation

Statement of Remeasurement Gains and Losses

For the year ended December 31, 2019

	2019	2018
Accumulated remeasurement gain, beginning of year	\$ 1,105,555	\$ 1,415,262
Unrealized gain (loss) attributable to:		
Investments	606,987	(309,707)
Remeasurement gain (loss) for the year	606,987	(309,707)
Accumulated remeasurement gain, end of year	\$ 1,712,542	\$ 1,105,555

The accompanying notes are an integral part of these financial statements.

Peel Housing Corporation

Statement of Change in Net Debt

For the year ended December 31, 2019

	2019 Budget (Note 20)	2019 Actual	2018 Actual
Annual operating surplus	\$ (20,797,142)	\$ 5,429,212	\$ 14,269,308
Acquisition of tangible capital assets	-	(983,461)	(1,077,928)
Amortization of tangible capital assets	11,203,950	11,039,920	11,076,961
Write-down of tangible capital assets	-	1,690,800	-
	(9,593,192)	17,176,471	24,268,341
Acquisition of prepaid expenses	-	(167,208)	(1,502,328)
Use of prepaid expenses	-	7,287	1,437,401
	\$ -	\$ (159,921)	\$ (64,927)
Net remeasurement gains (losses)	-	606,987	(309,707)
	(9,593,192)	17,623,537	23,893,707
Net debt, beginning of year	(165,511,653)	(165,511,653)	(189,405,360)
Net debt, end of year	\$ (175,104,845)	\$ (147,888,116)	\$ (165,511,653)

The accompanying notes are an integral part of these financial statements.

Peel Housing Corporation

Statement of Cash Flows

As at December 31, 2019

	2019	2018
Operating activities		
Annual operating surplus	\$ 5,429,212	\$ 14,269,308
Items not involving cash		
Amortization of tangible capital assets	11,039,920	11,076,961
Write-down of tangible capital assets	1,690,800	-
Change in post-employment liabilities	6,204	5,104
Change in non-cash assets and liabilities		
Accounts receivable	(2,568,614)	(484,805)
Accounts payable and accrued liabilities	2,415,439	(1,453,088)
Deferred revenue	(324,624)	5,296,415
Prepaid expenses	(159,921)	(64,927)
Net change in cash from operating activities	17,528,416	28,644,968
Capital activity		
Acquisition of tangible capital assets	(983,461)	(1,077,928)
Net change in cash from capital activity	(983,461)	(1,077,928)
Investing activities		
Investment income earned during the year	721,090	489,231
Acquisitions (net of disposals) of unrestricted investments	(817,807)	(5,498,230)
Acquisitions (net of disposals) of restricted investments	1,728,022	(3,682,153)
Net change in cash from investing activities	1,631,305	(8,691,152)
Financing activities		
Proceeds from Peel Region loan	2,321,068	4,272,572
Repayment of long-term debt	(1,373,050)	(1,035,578)
Repayment of mortgages payable	(19,124,278)	(22,112,882)
Net change in cash from financing activities	(18,176,260)	(18,875,888)
Net change in cash	-	-
Cash, beginning of year	-	-
Cash, end of year	\$ -	\$ -
Cash paid for interest	\$ 4,706,867	\$ 5,809,870
Cash received from interest	1,080,690	742,897

The accompanying notes are an integral part of these financial statements.

Peel Housing Corporation

Notes to the Financial Statements

For the year ended December 31, 2019

1. Introduction

Peel Housing Corporation (the "Corporation") was incorporated under the Ontario Business Corporations Act in 2003. The Corporation has issued 100 common shares which are owned entirely by The Regional Municipality of Peel (the "Region"). The Corporation was formed as a result of the amalgamation effective January 1, 2003 of Peel Non-Profit Housing Corporation with Peel Regional Housing Corporation. The Corporation is a not-for-profit organization that provides and operates housing accommodation for people with low and modest income in the Region of Peel.

Effective October 1, 2001, the Region assumed from the Province of Ontario (the "Province") responsibility as Service Manager for social housing located in the Region of Peel. Effective January 1, 2012, the Corporation manages and operates its social housing units under the provisions of *Housing Services Act* ("HSA") and related regulations.

The Corporation's Board of Directors is comprised of 5 Region of Peel staff. The purpose of the Board is to fulfill the functions of a Board of Directors for the Corporation and to implement the direction provided by the Shareholder.

2. Accounting Policies

The financial statements of the Corporation are the representation of management and are prepared in accordance with Canadian public sector accounting standards, as recommended by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada ("CPA Canada").

The focus of PSAB financial statements is on the financial position of the Corporation and the changes thereto. The statement of financial position reports the financial assets and liabilities, and the non-financial assets of the Corporation. Financial assets are those assets that could provide resources to discharge existing liabilities or finance future operations. Accumulated surplus represents the financial position and is the difference between assets and liabilities. This provides information about the Corporation's overall future revenue requirements and its ability to finance activities and meet its obligations.

a) Basis of Accounting

i. Accrual Method of Accounting

The Corporation follows the accrual method of accounting. The accrual basis of accounting recognizes revenue in the period in which the transactions or events occurred that gave rise to the revenues. Expenses are the cost of goods or services acquired in the period, whether or not payment has been made or invoices received.

ii. Recognition of Rental Income

Rental income relates to rent revenue earned on the lease of the Corporation's social housing units. Revenue is recognized as earned over the term of the lease.

iii. Recognition of Government Grants

Government transfers are received from the Service Manager and the Province for the provision of social housing services, building construction and other capital expenditures.

Government grants are recognized in the financial statements in the period in which the events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, reasonable estimates of the amounts can be made, and there are no stipulations which give rise to a liability.

iv. *Recognition and Measurement of Financial Instruments*

The Corporation accounts for its accounts receivable, investments, accounts payable and accrued liabilities, and long term debt according to PSAB's standards for accounting and reporting financial instruments. Portfolio investments held in equity instruments that are quoted in an active market are reported at fair market value in the financial statements.

The fair value of investments is determined by the combination of the fair market value of investments with Encasa Financial Inc. ("Encasa") and a pro-rated portion of the Region's investments to reflect the fact that the balance of the Corporation's investments is pooled with the Region. Only the Encasa investment is reported at market value in the financial statements. Transaction costs are expensed as incurred.

The carrying value of cash, accounts receivable, accounts payable and accrued liabilities approximate respective fair values due to their relatively short-term maturity. The carrying value of long term debt and vendor mortgage approximate fair value due to the terms and conditions of the borrowing arrangements compared to current market conditions of similar items.

v. *Tangible Capital Assets*

Tangible capital assets are recorded at cost, which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of tangible capital assets, excluding land, are amortized on a straight-line basis over their estimated useful lives as follows:

Assets	Useful life – years
Buildings	20 – 100
Building improvements	8 – 100
Equipment and furnishings	3 – 80
Vehicles	3

Annual amortization is charged in the year of acquisition and in the year of disposal. Assets under construction are not amortized until the asset is in service.

vi. *Contributions of Tangible Capital Assets*

Tangible capital assets received as contributions are recorded at their fair value at the time of contribution. Revenue at an equal amount is recognized at the time of contribution.

vii. *Accounts Receivable*

The rent receivable portion of accounts receivable includes backdated rent receivables as determined in accordance with the HSA. These are established at the point of discovery.

viii. *Capitalization of Costs*

The Corporation capitalizes all development or construction related direct costs to income-producing property under construction. These costs include realty tax, project management fees, interest on construction loans and/or the interest relating to short-term bridge financing.

ix. *Reserves*

The capital replacement reserves for projects governed by the HSA, are established according to the terms of the agreements with the Service Manager. The remaining unallocated operating

surpluses (including non-HSA projects) are transferred to reserves designated for capital expenditures and working funds.

The working fund reserves were established by the Board of Directors to provide for unforeseen operating and capital expenditures for which alternative financing cannot be arranged.

The energy conservation reserve was established by the Board of Directors with a view to reduce utility costs. Interest is to be paid calculated on 100 basis points above the Canada Bond Yield's rate having a term to maturity equivalent to the term the reserve is being asked to invest.

x. *Mortgages Payable on Income Producing Property*

On the interest adjustment date, construction loans payable are transferred to mortgages payable on income-producing property. The interest adjustment date represents the effective date for commencement of mortgage payments and receipt of government grants based on the original mortgage commitment obtained to finance the project. To the extent that final mortgage requirements may differ from the original mortgage commitment when final construction costs are known, mortgages payable on income-producing property are adjusted accordingly.

xi. *Liability for Contaminated Sites*

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard.

A liability for remediation of contaminated sites is recognized, net of any expected recoveries, when a site is not in productive use and the following criteria are met:

- a) an environmental standard exists,
- b) contamination exceeds the environmental standard,
- c) the Corporation is directly responsible or accepts responsibility for the liability,
- d) future economic benefits will be given up, and,
- e) a reasonable estimate of the liability can be made.

A liability is recognized as management's estimate of the cost directly attributable to remediation activities and would include post-remediation operation, maintenance and monitoring that are an integral part of the remediation strategy for a contaminated site.

xii. *Use of Estimates*

The preparation of financial statements in conformity with the Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities and the reported amounts of revenue and expenses during the period. Significant estimates relate to accounts receivable, accrued liabilities and amortization. Actual amounts could differ from those estimates.

3. Adoption of New Accounting Policy

Effective January 1, 2019, the Corporation adopted a new Canadian public sector accounting standard PS 3430 Restructuring Transactions on a prospective basis. The new standard provides guidance on accounting for, and reporting assets and liabilities transferred in restructuring transactions by both transferors and recipients. The adoption of this new standard has not had a material impact on these financial statements.

4. Investments

Unrestricted and restricted investments reported on the statement of financial position have cost and market values as follows:

2019		
	Cost	Market Value
Investments, unrestricted	\$ 20,209,305	\$ 20,547,374
Investments, restricted	17,035,723	17,243,601
Total investments	\$ 37,245,028	\$ 37,790,975

2018		
	Cost	Market Value
Investments, unrestricted	\$ 19,391,497	\$ 19,593,541
Investments, restricted	18,877,848	19,032,841
Total investments	\$ 38,269,345	\$ 38,626,382

The Corporation's investments of \$2,896,596 (2018 – \$2,896,596) with Encasa had a fair market value of \$4,609,138, as at December 31, 2019 (2018 – \$4,002,151). The net accumulated unrealized gain of \$1,712,542 (2018 – \$1,105,555) for restricted investments is reported in the statement of re-measurement gains and losses and in the statement of financial position as an increase to restricted investments. The balance of the Corporation's funds are held with the Region for investment purposes which earn interest based on the Region's investment yield.

5. Accounts Receivable

Accounts receivable consists of the following:

	2019	2018
Rents	\$ 1,436,653	\$ 791,236
HST receivable	1,826,806	937,544
Other	3,903,628	3,561,050
Region of Peel	691,357	-
Total	\$ 7,858,444	\$ 5,289,830

6. Tangible Capital Assets

2019

(All dollars in \$000)

Cost	Balance at December 31, 2018	Additions	Disposals & Write-downs	Balance at December 31, 2019
Land	\$ 142,174,480	\$ 78,599	\$ -	\$ 142,253,079
Buildings and building improvements	543,340,362	-	(1,690,800)	541,649,562
Vehicles	21,961	-	-	21,961
Equipment and furnishings	676,811	-	-	676,811
Construction work in progress	3,285,329	904,862	-	4,190,191
Total cost	\$ 689,498,943	\$ 983,461	\$ (1,690,800)	\$ 688,791,604

Accumulated Amortization	Balance at December 31, 2018	Disposals	Amortization	Balance at December 31, 2019
Land	\$ -	\$ -	\$ -	\$ -
Buildings and building improvements	279,627,138	-	11,012,988	290,640,126
Vehicles	19,436	-	329	19,765
Equipment and furnishings	279,983	-	26,603	306,586
Total accumulated amortization	\$ 279,926,557	\$ -	\$ 11,039,920	\$ 290,966,477

Net Book Value	Balance at December 31, 2019
Land	\$ 142,253,079
Buildings and building improvements	251,009,436
Vehicles	2,196
Equipment and furnishings	370,225
Construction work in progress	4,190,191
Total net book value	\$ 397,825,127

2018

(All dollars in \$000)

Cost	Balance at December 31, 2017	Additions	Disposals & Write-downs	Balance at December 31, 2018
Land	\$ 142,095,880	\$ 78,600	\$ -	\$ 142,174,480
Buildings and building improvements	543,340,362	-	-	543,340,362
Vehicles	21,961	-	-	21,961
Equipment and furnishings	676,811	-	-	676,811
Construction work in progress	2,286,001	999,328	-	3,285,329
Total cost	\$ 688,421,015	\$ 1,077,928	\$ -	\$ 689,498,943

Accumulated Amortization	Balance at December 31, 2017	Disposals	Amortization	Balance at December 31, 2018
Land	\$ -	\$ -	\$ -	\$ -
Buildings and building improvements	268,578,757	-	11,048,381	279,627,138
Vehicles	17,459	-	1,977	19,436
Equipment and furnishings	253,380	-	26,603	279,983
Total accumulated amortization	\$ 268,849,596	\$ -	\$ 11,076,961	\$ 279,926,557

Net Book Value	Balance at December 31, 2018
Land	\$ 142,174,480
Buildings and building improvements	263,713,224
Vehicles	2,525
Equipment and furnishings	396,828
Construction work in progress	3,285,329
Total net book value	\$ 409,572,386

During the year, the Corporation capitalized \$182,966 (2018 – \$151,042) of interest relating to various capital projects. The write-down of tangible capital assets during the year of \$1,690,800 (2018 – \$Nil) was recorded in the statement of operations. The Corporation has no tangible capital assets recognized at a nominal value.

7. Contaminated Sites

As at December 31, 2019, there are no contaminated sites that meet the specified criteria and no liability (2018 – \$Nil) for contaminated sites has been recorded in these financial statements. It is the Corporation's practice to remediate all properties to an acceptable level based on the environmental standards for the intended use of the land.

8. Accounts Payable and Accrued Liabilities

The amount due to the Region as at December 31, 2019 of \$Nil (2018 – \$224,858) is not included in accounts payable and accrued liabilities and does not bear interest and has no specific terms of payment.

Long term debt payable to the Region is disclosed in Note 11.

9. Post-Employment Liabilities

The liability for retirement benefits on the statement of financial position is the result of a full actuarial valuation as at December 31, 2017, with an estimate as at December 31, 2019 for the Corporation's share of costs associated with extending the coverage for health, dental and life insurance benefits to qualifying employees, with estimates to December 31, 2020. Benefit coverage, except for life insurance coverage, ceases at the age of 65.

The following significant actuarial assumptions adopted in the valuation were based on management's best estimates.

- Future discount rates 4.0 per cent per year
- Future inflation rate 1.75 per cent per year
- Future salaries Escalate at 2.75 per cent per year
- Future dental premium rates Escalate at 3.75 per cent per year
- Future health care premium rates Initial rate of 6.75 per cent decreasing by 0.33 per cent per year to the ultimate rate of 3.75 per cent

The following are the actuarial results for the accrued benefit liability reported on the statement of financial position:

Retirement Benefits Liability	2019	2018
Accrued benefit obligation at January 1	\$ 166,880	\$ 168,724
Add: benefit service cost	3,448	3,250
Add: interest accrued	6,530	6,580
Deduct: benefit payments	(10,722)	(11,674)
Expected accrued benefit obligation at December 31	166,136	166,880
Actual accrued benefit obligation at December 31	166,136	166,880
Deduct: unamortized actuarial loss	(45,629)	(52,577)
Liability at December 31	\$ 120,507	\$ 114,303

Retirement Benefits Expense	2019	2018
Current period benefit cost	\$ 3,448	\$ 3,250
Interest on accrued benefit obligation	6,530	6,580
Amortization of actuarial losses	6,948	6,948
Total	\$ 16,926	\$ 16,778

10. Mortgages Payable on Income Producing Properties

Mortgages are secured by a first charge on specific assets of the Corporation with amortization periods that range from 5 to 50 years and interest ranging from 1.04 per cent to 6.75 per cent. Generally, interest rates are fixed for either 5 or 10 years.

Estimated principal repayments in respect to these mortgages for the years 2020-2024 and thereafter are as follows:

	Principal Repayments
2020	\$ 18,176,320
2021	18,360,139
2022	18,285,184
2023	17,647,027
2024	16,464,486
Subsequent to 2024	43,550,827
Total	\$ 132,483,983

Interest paid during the year amounted to \$4,706,867 (2018 – \$5,809,870).

11. Long Term Debt

Long term debt consists primarily of four loans from the Region and forgivable loans with the Province associated with some of the properties developed with the Region.

	2019	2018
Region of Peel Loans:		
2005 Summerville Pines Current term is 2.9 per cent for ten years from March 6, 2016 to March 5, 2026, amortized over 35 years; payments made are based on the operating surplus of the project.	\$ 5,218,123	\$ 6,233,522
Service Manager Capital/Infrastructure Repayable Subsidy Interest rates currently range from 2.99 to 3.85 per cent payable over 15 years commencing with the various property locations' respective Operating Agreement end dates.	25,678,929	23,982,247
2013 Land Acquisition Purchase of land adjacent to Twin Pines, with an interest rate of 3.2 per cent, with an open term to repay.	2,999,160	2,920,561
Twin Pines Site Development Development of the Twin Pines site, with an interest rate of 2.95 per cent, with an open term to repay.	2,901,077	2,689,190
Provincial loans (forgivable):		
Forgiven after 20 years once program requirements have been met.	1,895,500	1,919,250
Total	\$ 38,692,789	\$ 37,744,770

Interest paid during the year amounted to \$1,043,626 (2018 – \$971,227).

12. Contributed Capital

The following summarizes changes to the balance for contributed capital.

	2019	2018
Balance at the beginning of the year	\$ 18,878,754	\$ 18,855,004
Assisted Housing in Peel forgivable loan	23,750	23,750
Total	\$ 18,902,504	\$ 18,878,754

13. Accumulated Surplus

The accumulated surplus consists of the following:

	2019	2018
Accumulated operating surplus:		
Investment in tangible capital assets	\$ 232,219,185	\$ 224,117,252
Reserves	23,563,575	24,557,157
Contributed capital	18,902,504	18,878,754
Capital fund	(25,678,929)	(23,982,244)
Accumulated surplus from operations	724,260	724,260
Unfunded liability – retiree benefits	(120,507)	(114,303)
Common shares	100	100
	249,610,188	224,180,976
Unrealized gain on restricted investments	1,712,542	1,105,555
Total Accumulated Surplus	\$ 251,322,730	\$ 245,286,531

14. Surplus / (Deficit) from Housing Program Administration

Overhead costs are related to administrative functions performed by the Region and are allocated based on the buildings' weighted unit count.

	2019	2018
Total revenue	\$ 1,180,084	\$ 833,773
Less: expenses	12,985,987	11,395,186
Deficit before the under noted items	(11,805,903)	(10,561,413)
Transfer of investment income to reserve funds	(282,049)	(253,666)
Transfer of investment revenue to last month's rent	(77,550)	(77,512)
Transfer of investment income to operations	(721,090)	(489,231)
Administrative expense recovered from operations	11,813,033	10,273,533
Administrative allocation to Region of Peel buildings	1,073,559	1,108,289
Surplus/deficit from housing program administration	\$ -	\$ -

15. Expenses by Object

The statement of operations reports expenses for the Corporation by function. The following is a summary of expenses by object.

	2019	2018
Salary and wages	\$ 4,320,478	\$ 4,642,359
Municipal taxes	13,398,487	12,983,393
Amortization	11,039,920	11,076,961
Debt interest charges	5,830,656	6,782,737
Other operating expenses	65,236,461	53,696,397
Total	\$ 99,826,002	\$ 89,181,847

16. Contingent Liabilities

As at December 31, 2019, the Corporation has certain legal disputes outstanding that have arisen in the ordinary course of operations. No provision has been made in 2019 for costs or losses, as all claims are expected to be covered by insurance or the consequences are undeterminable at this time.

17. Government Grants

The following represents three grants where funding was received up to December 31, 2019 from the Region's Social Housing Improvement Program ("SHIP"), the Social Housing Apartment Improvement Program ("SHAIP"), and the Early Learning Child Care Canada ("ELCC") Grants Program. SHIP and SHAIP grants were approved by the Service Manager and made available for eligible project costs that meet the conditions as specified in each respective grant agreement.

SHIP Projects

<i>Property</i>	<i>Project Description</i>	<i>SHIP Grant Approved</i>	<i>SHIP Eligible Expenses Incurred Prior to January 1, 2019</i>	<i>2019 SHIP Eligible Expenses Incurred January 1, 2019 to December 31, 2019</i>	<i>Excess of Approved SHIP Grant Over Expenses</i>
Britannia Place	Roofing Replacement	\$ 334,252	\$ 334,252	\$ -	\$ -
Castlebrooke	Elevators Modernization and Cab Retrofits	564,857	524,419	40,438	-
Conover	Roofing Replacement	276,461	276,461	-	-
Fairview Place	Balcony Remediation	747,269	622,215	125,054	-
Lakeside Court - TH	Asphalt Shingles, Eavestroughs and Downspouts Replacement and Assoc Works	52,867	52,867	-	-
Lakeview Promenade - APT	Elevators Modernization and Cab Retrofits	597,296	535,933	41,528	19,835
Meadows	Asphalt Shingles, Eavestroughs and Downspouts Replacement and Assoc Works	571,528	536,458	35,070	-
Whillan's Gate	Elevators Modernization	501,847	466,777	35,070	-
Chelsea Gardens	UPG Repairs and Associated Works	978,606	804,624	173,982	-
Maple Avenue	Generator / Fuel System Compliance Upgrade	44,961	44,961	-	-
	Total	\$ 4,669,944	\$ 4,198,967	\$ 451,142	\$ 19,835

The total amount of SHIP funding spent on the approved Eligible Project Costs in 2019 is \$451,142 (2018 - \$2,087,382).

SHAIP Projects

<i>Property</i>	<i>Project Description</i>	<i>SHAIP Grant Approved</i>	<i>SHAIP Eligible Expenses Incurred Prior to January 1, 2019</i>	<i>2019 SHAIP Eligible Expenses Incurred January 1, 2019 to December 31, 2019</i>	<i>Excess of Approved SHAIP Grant Over Expenses</i>
Bella Vista	Replacement of Unit and Site Lighting and Fixtures with LED	\$ 270,000	\$ -	\$ 220,194	\$ 49,806
Bella Vista	Underground Parking Garage (UPG) - 5 exhaust fans and Carbon Monoxide (CO) detectors	115,000	-	63,426	51,574
Gardenview Court	Exhaust Ventilation - Garage (5 Units)	65,000	-	39,626	25,374
Gardenview Court	Replacement with energy-efficient windows and doors, and associated exterior works	1,969,397	18,927	1,831,299	119,171
Gardenview Court	Replacement of Unit and Site Lighting and Fixtures with LED	250,000	-	180,145	69,855
Surveyors Point	Replacement of Unit and Site Lighting and Fixtures with LED	177,000	-	139,989	37,011
Surveyors Point	Replacement with energy efficient Cooling Tower	88,000	-	120,670	(32,670)
Surveyors Point	Underground Parking Garage (UPG) - 2 exhaust fans	25,000	-	-	25,000
Surveyors Point	Replacement with energy-efficient windows and doors, and associated exterior works	1,340,000	18,927	1,268,148	52,925
	Total	\$ 4,299,397	\$ 37,855	\$ 3,863,496	\$ 398,046

The total amount of SHAIP funding spent on the approved Eligible Project Costs in 2019 is \$3,863,496 (2018 - \$37,855).

ELCC Project

<i>Property</i>	<i>Project Description</i>	<i>ELCC Grant Approved</i>	<i>ELCC Eligible Expenses Incurred Prior to January 1, 2019</i>	<i>2019 ELCC Eligible Expenses Incurred January 1, 2019 to December 31, 2019</i>	<i>Excess of Approved ELCC Grant Over Expenses</i>
Bella Vista	Creating new child care spaces in PHC Bella Vista building	500,000	-	3,016	496,984
	Total	500,000	-	3,016	496,984

The total amount of ELCC funding spent on approved Eligible Project Costs in 2019 is \$3,016 (2018 - \$Nil).

18. Risks

a) Credit Risk

The Corporation is subject to credit risks from its tenants as a result of counterparty default. This risk is mitigated by prudent monitoring procedures.

b) Interest Rate Risk

The Corporation is subject to interest rate fluctuations on its mortgages and long term debt. The Corporation currently does not use any hedging strategies to mitigate this interest rate exposure.

c) Market Risk

Market risk arises as a result of trading in fixed income securities and equities. Fluctuations in the market expose the Corporation to a risk of loss. The Corporation mitigates this risk through cash management processes and compliance to the approved investment policy.

19. Commitments

The Corporation has obligations under non-cancellable operating leases with the Region of Peel for various service agreements.

The expected payments to the expiry of leases and agreements are as follows:

	Payments
2020	\$ 2,055,469
2021	2,055,469
2022	2,055,469
2023	2,055,469
2024	2,055,469
Subsequent to 2024	47,249,382
Total	\$ 57,526,727

20. Budget Reconciliation

The budget amounts presented in the financial statements are based on the 2019 operating and capital budgets approved by the Board on March 11, 2019. The following reconciles the approved budget to the budget amounts presented in the financial statements using the accrual basis of accounting, in accordance with PSAS.

	Revenues	Expenses
Board Approved Operating Budget	99,830,894	99,830,894
Board Approved Capital Budget	45,050,445	45,050,445
PSAB Adjustments		
Contributions to reserves/reserve funds	-	(14,137,784)
Contributions from reserves/reserve funds	(20,890,269)	-
Amortization	-	(7,765,358)
Loan principal repayments	-	(1,752,386)
Acquisition of tangible capital assets	-	-
Capital projects funded by loans	(24,307,241)	-
Other Adjustments		
Investment income	721,090	-
Contributed Capital	23,750	-
Budget as presented in Financial Statements	\$ 100,428,669	\$ 121,225,811



REPORT
Meeting Date: 2020-06-25
Peel Living Annual General Meeting

For Information

REPORT TITLE: **Peel Living COVID-19 Pandemic Response**

FROM: Andrea Warren, General Manager, Peel Housing Corporation

OBJECTIVE

To provide a comprehensive overview of the actions that Peel Living management have taken in response to the COVID-19 Pandemic.

REPORT HIGHLIGHTS

- Peel Living is committed to continuing to fulfill its core functions, to provide safe affordable housing, support tenants, and maintain assets during the COVID-19 pandemic.
 - Business policies and practices have been updated in response to the COVID-19 pandemic in order to continue emergency and urgent operations while supporting tenant and staff safety and security.
 - Communication tactics and channels have been enhanced to ensure that tenants are informed of updated operations and safety recommendations.
 - Forecasting and modelling have been utilized to understand the financial impact of COVID-19 to the 2020 Budget and to establish structured rent repayment options for tenants.
 - Business continuity planning and response is ongoing and recovery planning is also underway.
-

DISCUSSION

1. Background

In March, the World Health Organization declared a global pandemic in response to COVID-19. Peel Living staff responded immediately to mitigate the spread of the virus at Peel Living operated sites and to protect staff. To date, multiple actions have been taken to adjust operations to continue to deliver Peel Housing Corporation's mandate and core functions, to provide safe affordable housing, support tenants, and maintain assets, while ensuring tenant and staff safety. These actions have been categorized into the following sections; Enhanced Efforts to Safeguard Health and Safety, Tenant Education and Awareness Efforts, Business Continuity and Financial Impacts.

2. Enhanced Efforts to Safeguard Health and Safety

Peel Living staff have made safety and security a priority during the COVID-19 Pandemic. Cleaning service hours at Peel Living sites have been increased, focusing on extra cleaning to elevators and common high traffic/critical touchpoints.

Peel Living COVID-19 Pandemic Response

All non-emergency in-suite work has been cancelled and will be rescheduled pending direction from the Province, Peel's Medical Officer of Health, and the Regional Emergency Operations Centre. As a result, work orders have been restricted to emergency work only which includes requests to respond to serious leaks, floods, no heat, no lighting, no hydro, building and unit access, elevator outage, complete appliance failure, and urgent pest control. As a part of the recovery effort, repair requests will be triaged and prioritized prior to fixing. Additional resources may be required to support the backlog of repair requests.

Should work need to be actioned, tenant screening guidelines have been developed in partnership with Peel Health and Safety staff and the Regional Emergency Management team. Staff have been instructed to use the screening protocols prior to tenant interactions, use appropriate personal protective equipment (PPE) and practice physical distancing. Staff have been trained on the proper use of PPE and social distancing practises have been reinforced by the leadership team.

All party rooms and common rooms have been closed, doors have been locked and programming cancelled. All playgrounds are closed. Laundry room operating hours have been extended (where possible) to accommodate physical distancing requirements.

Security patrols have been increased to provide a supportive and visible presence at buildings, particularly supporting sites with seniors. Security patrol routes will be continually assessed to ensure that the available resources are deployed throughout our entire housing portfolio, while continuing to provide visible support to our vulnerable tenant populations. The Region's Volunteer Program has been engaged, as a pilot program, to provide additional support to tenants through phone calls and connecting them to community agencies as needed, such as food banks.

3. Tenant Education and Awareness Efforts

Peel Living is increasing the number of communication channels available to tenants to ensure the timely sharing of updates on operations. Posters reiterating COVID-19 safety precautions were provided by Public Health and have been affixed to all common areas of buildings. Changes to business operations were also communicated.

Letters were sent to all tenants to inform them about their rent responsibilities and supports available should they be experiencing financial difficulties. An information flyer was also provided detailing community supports available (e.g. Food Map and food bank services).

Peel Living's webpage has been updated to provide tenants information and resources that are available to them. Staff have been instructed to refer tenants to the website during any interaction. On the Region of Peel COVID-19 response page, Peel Living has its own dropdown list of resources.

New communication tactics have been developed in response to COVID-19. Staff have contacted approximately 2,500 vulnerable tenants (seniors, those with known health issues) by phone to conduct a wellness check and provide information about available supports and resources. If staff were unable to connect due to language barriers or change of telephone numbers, letters will be mailed with the same information, offering additional supports, including translation services, should they request it. Tenants that self identify needing additional supports have been placed on a call-back list. Common requests from vulnerable tenants identified during the calls are for support with medication and groceries. Depending

Peel Living COVID-19 Pandemic Response

on the situation, Peel Living Tenant Support Agents will make an appropriate referral to community or local municipal resources.

Tenants that live in family buildings have also been contacted using voice drop (auto calls) and with almost 3,500 calls completed. The goal of the calls is to push tenants to the website and sign up for e-newsletters.

A hard copy newsletter will be provided to all tenants to encourage signing up for the e-newsletter. To support the e-newsletter campaign, social media ads have targeted Peel Living tenants through Facebook and Instagram. The e-newsletters will be helpful to send messages to tenants throughout the pandemic and in the future to communicate regular program information and resources available to them. Some tenants have already provided consent to Peel Living to communicate via email. For senior tenants who have done so, an email message was sent prior to the wellness phone calls, to provide information on available resources.

4. Business Continuity

In response to these unprecedented times, Peel Living staff has developed a multi pronged approach to meet our tenant needs and provide financial stability.

The General Manager has been connecting with industry peers to leverage best practices though associations such as Ontario Not for Profit Housing Association.

Staff are working to update a number of policies and business practices to safeguard tenant and employee health and provide additional support to vulnerable tenants. New policies have been established such as electronic signatures, move/ins and move/outs that consider physical distancing and updating building evacuations.

A pandemic continuity plan has been prepared and will be updated and revisited over the course of the COVID-19 pandemic. This plan will serve two key purposes: a repository of resources, tools and information for future reference and a roadmap to guide workforce planning and recovery of operations during and after a pandemic.

A compassionate approach has been utilized to support tenants facing financial challenges during this uncertain time. Collection plans and limited deferrals of revenue have already been accepted practices within Peel Living.

Flexibility for all tenants experiencing hardship is being accommodated by accepting personal cheques as rent payments, waiving Peel Living non-sufficient funds (NSF) charges and not taking legal action related to non-payment of rent during the period of the emergency. Existing arrears repayment plans are being monitored and renegotiated for tenants that are experiencing hardship. Former tenant arrears collections which were on hold, related to the conversion to the Housing Technology Initiative in May 2019, remain on hold considering the likely financial impacts of COVID-19.

For tenants receiving supports (such as Rent-Geared-to-Income assistance), a process for identifying the need for financial relief has been established to modify rent as needed. This process was done in consultation with the Service Manager.

Staff have developed a model that verifies the loss of tenant income and allows for the deferral of rent to be repaid through one of four payment plans up to a period of nine months. This

Peel Living COVID-19 Pandemic Response

process was done to maximize the flexibility of repayment options for tenants based on the anticipated increase to the number of tenants requesting deferral, while being mindful of the need for financial stability for the Peel Housing Corporation. Staff resources may be strained as a result of the anticipated increased repayment plan negotiations, additional resources maybe needed to support this initiative in the future. As a part of our recovery efforts, workorder requests will be prioritized to ensure that emergency and urgent workorders continue to be actioned in a timely manner. Staff are preparing communications and resource requirements to return to support requests for standard work order requests, that are neither emergency or urgent repairs.

Peel Living, in partnership with Region led task force, has worked to identify which projects might need to be suspended to comply with Provincial essential business orders. Peel Living will continue to take Provincial and Regional direction on business operations and will restart or initiate projects as possible to support tenant, staff and community safety. Peel Living will prioritize delayed projects to ensure that essential work to maintain State of Good Repair will be initiated as soon as possible. At the time of writing this report, in-suite and common area State of Good Repair capital project work at the Peel Living buildings have been paused due to the social distancing guidelines. Requirements are being actively reviewed to ensure that required in-suite work is completed when possible considering tenant and staff safety.

5. Financial Impacts

Peel Housing Corporation will experience a financial impact, both short and long-term, due to the economic uncertainty of the COVID-19 pandemic. The following chart provides an overview of the possible revenue and financial impacts that PHC may incur. A high variance between budget and actual revenue is anticipated for 2020.

Residential rental revenue accounts for 70.5 per cent (\$70.5M) of the total budgeted revenue. Staff have built a model to forecast the impacts on four major areas of rent collected to understand the potential impact on the 2020 revenues. Peel Living is expanding the relief processes based on directives from both the Provincial Government and the Service Manager.

Below is a summary of the anticipated impacts of COVID-19 on revenue.

Summary of Revenue Impacts:

Revenue Stream	Total Forecasted Deferred Revenue	Total Forecasted Revenue Loss	Estimated Arears based on current rate of 20%:
Market Tenants	\$2.6M		\$.520M
Rent Supp Tenants	\$1.0M		\$.200M
Rent Geared to Income Tenants	\$.9M	\$2.5M*	\$.180M
Parking	\$.1M		\$.026M
Total	\$3.6M	\$2.5M	\$.926M

Peel Living COVID-19 Pandemic Response

* RGI rents once adjusted, due to change in tenant income, are permanent reduction in revenue.

Overall, Peel Living is expecting that \$3.6M of anticipated revenue will be deferred. Of the \$3.6M in anticipated deferred rent, there is the possibility that \$1M of this rent may not be fully collected through repayment plans. To the extent that we are able to offset RGI subsidies through the Service Manager, that will occur. The \$2.5M loss, is an estimated worse case scenario based on the assumption that relief measures would last for three months and additional subsidy would not be available from the Service Manager.

In addition to reduced revenue, operating costs to ensure that tenants remain safe in their homes, and staff remain safe in caring for our tenants, have increased in the following areas:

- Cleaning Supplies
- Cleaning hours at the site through vendor contract
- Additional Security Measures
- Additional communication costs
- Staff overtime in managing operational change requirements.
- Personal protective equipment.
- Operational expenses are anticipated to slow down however there are no anticipated savings at this point in the year. Historically, the expenditure distribution for operational expenditures are heavily weighted in the later half of the year.

Staff have developed a comprehensive overview of the potential impact of COVID-19 on Peel Housing Corporation revenues and the variances from the 2020 Budget. Based on our current understanding, it is anticipated that Peel Living will be able to manage without requiring a loan or generating a loss. The impact of COVID-19 related increased costs and decreased revenues will impact upon Peel Livings' ability to financially support future State of Good Repair costs, as surplus revenue is reduced. Estimates have been made on the assumption that a return to planned activities will be possible later this year, should the Pandemic continue longer, negative financial impacts will be greater.

CONCLUSION

Peel Living continues to support tenants by providing safe and secure housing throughout the COVID-19 pandemic. Agile and flexible operations and creative communication has allowed staff to continue emergency maintenance while safeguarding tenants and staff and to implement measures to safeguard financial sustainability.

For further information regarding this report, please contact Andrea Warren, General Manager, Ext. 4355, andrea.warren@peelregion.ca.

Authored By: Lindsay Sieben, Advisor, Peel Housing Corporation

Peel Living COVID-19 Pandemic Response

Reviewed and/or approved in workflow by:

Department Commissioner, General Manager of Peel Housing Corporation and Financial Support Unit.

Final approval is by the Chief Administrative Officer.

A handwritten signature in black ink, appearing to read "Nancy Polsinelli". The signature is written in a cursive, flowing style.

N. Polsinelli, Interim Chief Administrative Officer



REPORT
Meeting Date: 2020-06-25
Peel Living Annual General Meeting

REPORT TITLE: Peel Housing Corporation Board – Updated Board Composition

FROM: Janice Sheehy, Commissioner of Human Services

RECOMMENDATION

That Patricia Caza be appointed as the Chair of Peel Housing Corporation Board, for a term ending June 2021;

And further, that Steve Fantin be appointed as the Vice-Chair of Peel Housing Corporation Board, for a term ending June 2022;

And further, that Sean Baird be appointed as a Director of the Peel Housing Corporation Board, for a term ending June 2023.

REPORT HIGHLIGHTS

- On December 13, 2018, a new composition for the Peel Housing Corporation Board (“the Board”) consisting of five Regional staff was approved by Regional Council in their capacity as the sole Shareholder of Peel Housing Corporation (“PHC”).
- Catherine Matheson resigned her position as Chair of the Board, effective December 13, 2019. Since that time the position of Chair has been vacant and the Board has had four members, rather than the approved five members. The Vice-Chair has carried out the role of the Chair during the period of vacancy.
- As per the Shareholder Direction, appointment of Board Members will be made at the Annual General Meeting based on the recommendations of the Chief Administrative Officer.
- The recommendations are detailed in this report.

DISCUSSION

On December 13, 2018, a new composition for the Peel Housing Corporation Board (“the Board”) consisting of five Regional staff was approved by Regional Council in its capacity as the sole Shareholder of Peel Housing Corporation (“PHC”), with the mandate of focusing primarily on overseeing day-to-day operations. At that time, Board membership included Catherine Matheson as PHC Board Chair; Patricia Caza as Vice-Chair and Steve Fantin as a Director of the Board. Catherine Matheson resigned her position effective December 13, 2019. Since that time the Chair position has been vacant and the Board has had four members, rather than the approved five members. The Vice-Chair, Patricia Caza, has carried out the role of Chair during the period of vacancy.

Peel Housing Corporation Board – Updated Board Composition

- As outlined in section 6.7 of the Shareholder Direction, “a successor will be recommended by the CAO to the Shareholder for appointment to replace the Director that has resigned.” Section 6.5 of the Shareholder Direction, states successors will be appointed for a three-year term at the Annual General Meeting. To fill the current vacancy on the Board, the Interim CAO is recommending the following appointments: That Patricia Caza be appointed as Chair, for a term ending June 2021. Patricia is the Region’s Acting Director of Legal Services and Deputy Regional Solicitor and has held the position of Vice-Chair of the Board since December 2018 when the new Board was established. Patricia has carried out the role of Chair during the period of vacancy which arose on December 13, 2019.
- That Steve Fantin be appointed as Vice-Chair for a term ending June 2022. Steve is the Region’s Director, Operations Support and has been a Board Member at-large since December 2018 when the new Board was established.
- That Sean Baird be appointed as a Board Member at-large for a term ending June 2023. Sean is the Region’s Commissioner of Digital and Information Services.

Kathryn Lockyer will remain on the Board in the position of Secretary, and Cathy Granger will remain as a Board Member at-large, each for a term ending December 13, 2020, or until their successors are appointed.

For further information regarding this report, please contact Andrea Warren, General Manager, Peel Living, Ext. 4355, andrea.warren@peelregion.ca.

Authored By: Lindsay Sieben, Advisor, Peel Housing Corporation

Reviewed and/or approved in workflow by:

Department Commissioner and General Manager of Peel Housing Corporation.

Final approval is by the Chief Administrative Officer.



N. Polsinelli, Interim Chief Administrative Officer



REPORT
Meeting Date: 2020-06-25
Peel Living Annual General Meeting

REPORT TITLE: Peel Housing Corporation’s Proposed Vision, Mission and Business Plan

FROM: Andrea Warren, General Manager, Peel Housing Corporation

RECOMMENDATION

That the four-year Business Plan and related content, attached as Appendix I to the report of the General Manager titled “Peel Housing Corporation’s Proposed Vision, Mission and Business Plan” be endorsed.

REPORT HIGHLIGHTS

- Regional Council, as sole Shareholder, directed the Peel Housing Corporation (PHC) Board of Directors to develop a four-year Business Plan.
 - In consultation with staff and tenants, the Peel Housing Corporation proposed Vision, Mission and Business Plan has been developed and was approved by the Board of Directors at the May 6, 2020 meeting.
 - Performance indicators will be developed by staff and reported to the Board of Directors and the Shareholder annually.
-

DISCUSSION

1. Background

On December 13, 2018, Regional Council as the sole Shareholder of Peel Housing Corporation (PHC) approved the formation of a new Board of Directors comprised of Regional staff. Regional Council through the Shareholder Direction, outlined responsibilities of the Board in section 6.1 of that document, including developing a four-year business plan that is reviewed annually.

To support PHC through the development, the Board requested assistance from an independent facilitator to help develop a Vision, Mission and high-level Objectives which were used to guide the creation of PHC’s Business Plan.

2. Approach

In June 2019, the Board began the development of a Mission, Vision and high-level objectives to be used as the foundation to develop the strategic documents as required in the Shareholder Direction. In November 2019, the Board drafted a new Vision and Mission for PHC. The Board met again in January 2020, to discuss high level objectives.

Peel Housing Corporation's Proposed Vision, Mission and Business Plan

Various engagement sessions were held from June through September 2019 with Executive Leadership of the Region of Peel, the Commissioner of Human Services, the General Manager, representatives from the Service Manager, the PHC Divisional Management Team and PHC Property Managers. Feedback was received through these sessions and provided for the Board's consideration. In addition, a survey was sent to all PHC staff, with a 78 per cent response rate for their comments. Frontline staff were also engaged through team meetings and a drop-in session. Tenant inputs were received at building barbeques. The Client Satisfaction Survey results were also incorporated.

3. Findings Proposed Direction

The Vision, Mission and Objectives serve as the foundation for the Business Plan. The Board articulated PHC's services as three core functions; providing quality housing, tenant relations and managing assets and investments. The Board also identified five objectives to be prioritized during the next four years.

Peel Housing Corporation Proposed Vision:

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

Peel Housing Corporation Proposed Mission:

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

Peel Housing Corporation Proposed Business Plan Objectives:

- 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

4. Next Steps

Upon Shareholder endorsement of the Business Plan, staff will continue to develop performance indicators and will report on progress to the Board of Directors and Shareholder.

CONCLUSION

The draft Vision, Mission and Objectives have been prepared with the Board of Directors through various engagement sessions and inputs from tenants, staff and partners. PHC's four-year Business Plan, attached as Appendix I, is provided to Regional Council as Sole Shareholder, for endorsement of the plan.

APPENDICES

Appendix I – Peel Housing Corporation Business Plan

Peel Housing Corporation's Proposed Vision, Mission and Business Plan

For further information regarding this report, please contact Andrea Warren, General Manager, Ext. 4355, andrea.warren@peelregion.ca.

Authored By: Lindsay Sieben, Advisor, Peel Housing Corporation

Reviewed and/or approved in workflow by:

Department Commissioner and General Manager of Peel Housing Corporation.

Final approval is by the Chief Administrative Officer.

A handwritten signature in black ink, reading "Nancy Polsinelli". The signature is fluid and cursive, with the first name "Nancy" and last name "Polsinelli" clearly distinguishable.

N. Polsinelli, Interim Chief Administrative Officer

Business Plan

2020-2024 Business Plan



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1. Executive Summary

Overview

Peel Housing Corporation, also known as Peel Living, was established in 1976 and is a non-for-profit social housing provider owned by the Region of Peel. Peel Living provides safe, affordable housing options to low and moderate income earners in Peel Region. Peel Living is committed to fulfilling its vision and mission to support members of the community in their time of need.

The Peel Living portfolio has 70 buildings throughout the Region of Peel which includes high and low-rise apartments and townhouses. Peel Living also manages six Regionally owned buildings, two transitional housing properties, three shelters and one youth shelter. In total, Peel Living provides housing to more than 16,000 individuals, families and seniors.

In December 2018, Regional Council, as the sole shareholder of Peel Housing Corporation, instructed the newly formed Board of Directors, to create a four-year Business Plan. Through the first year of the newly formed Board, the members worked on the development of the Business Plan, as well as updating the corporate Vision and Mission. This Business Plan will focus Peel Living operations on our core functions, providing quality housing, ensuring supportive tenant relations and managing our finances and assets responsibly, while preparing for our future.

Moving forward, Peel Living will report on the progress of the Business Plan at the Annual General Meeting of the Shareholder.

Vision Statement

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

Mission Statement

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

Message from the Board of Directors

2019 was a foundational year for the Board of Directors. With a new governance structure and mandate to develop a four-year Business Plan, the Board worked through developing its role and responsibilities related to Peel Living's operations. Early in the year, the Board set out to develop vision and mission statements to begin to articulate the future of Peel Living operations. With a focus on quality housing, tenant relations and responsible financial investment and asset management, these core functions will be vital to modernize Peel Living operations and better enable staff to respond to changes within the community, economy and environment.

It has been an exciting journey, establishing the new governance model. The Board of Directors will continue to support Peel Housing Corporation with the guidance of the Shareholder Direction, to ensure that Peel Living is able to respond with client centred service that can plan and adapt to support the community for years to come.

Peel Housing Corporation Board of Directors

Patricia Caza,
Vice Chair

Kathryn Lockyer,
Secretary

Steve Fantin

Cathy Granger

2. Core Functions

Quality Housing

As the largest landlord in the Region of Peel, Peel Living is committed to providing tenants safe, clean, affordable housing that contribute to the tenants' quality of life. Finding secure housing is vital to all members of the Region of Peel community, allowing individuals peace of mind and a sense of place and belonging. In doing so, Peel Living tenants are enabled to live independently and make community connections to thrive.

Over the next four years of our Business Plan, Peel Living will ensure that the performance of its buildings remains high, levels of cleanliness across the portfolio are maintained and consistent, and that its pest management program is proactive and responsive. Peel Living will ensure that the security of its tenants and buildings both inside and out continue to be a priority.

Peel Living is committed to responding to maintenance needs and ensuring that operations enable its tenants' sense of pride in where they live.

Tenant Relations

While safety, cleanliness and affordability are foundational to the responsibilities of a landlord, as a community housing provider Peel Living strives to do more. As an organization, Peel Living works to exceed the traditional landlord role and focuses on a compassionate approach to the way it does business. We know that the support of our tenants through staff relationships is essential for tenants to feel supported and secure. Through their relationships, Peel Living staff can connect tenants to services and supports that they need to live independently. Our tenant demographics have changed over the years, and challenges facing tenants are increasingly complex. Peel Living must be responsive to this transformation in order to ensure that tenants have access to services that they need to thrive.

As an active partner with the Region of Peel, supporting the implementation of the Peel Housing and Homelessness Plan, Peel Living will continue to provide affordable housing and access to agencies that deliver supports that tenants need to maintain housing and achieve a high quality of life.

Peel Living is committed to supporting its tenants through access to community partners for successful tenancies.

Financial Investment | Asset Management

For Peel Living to continue providing quality, affordable housing, long-term financial sustainability and a robust asset management plan need to be in place to support our current housing stock and future housing development. Peel Living's 10- year Capital State of Good Repair requirements are not fully funded. Peel Living will continue to identify funding opportunities to ensure that its housing options remain affordable and well maintained.

Peel Living is committed to responsibly manage its assets and investments to ensure its financial sustainability.

3. The 4 year Outcomes

[We will set and maintain service standards](#)

Peel Housing Corporation is committed to providing quality affordable housing. Up-to-date building condition assessments are needed and will be completed by assessing 20 per cent of the buildings annually, and the entire portfolio will be completed over a five-year time-frame. The updated standards will refine future investment requirements to ensure the minimum standards are maintained across the portfolio. Developing updated service standards will ensure that cleanliness and operations are consistent across the portfolio. Tenants will also benefit from improved understanding of the expected service levels. Setting service standards will also assist with the development of the financial sustainability plan by outlining the operational financial requirements.

[We will set clear expectations with our tenants and Service Manager](#)

Communication with our tenants is important to ensure that Peel Living continues to deliver client focused service that responds to their needs. Establishing clear expectations of both the role of Peel Living as a landlord and the accountability of tenants, will improve our relationship. Developing two-way communication that provides opportunity to receive regular feedback from tenants will support a better understanding of what Peel Living can do to best serve its tenants.

Peel Living is also committed to continuing its strong partnership with the Service Manager. As a partner in implementing the Peel Housing and Homelessness Plan, Peel Living will collaborate and leverage its relationship with the Service Manager to enhance access to supports and improve tenant outcomes.

[We will support and enable our staff](#)

Peel Living's employees are its most important asset. To ensure that our staff are enabled to provide responsive customer service, Peel Living will endeavor to create a supportive culture for staff to grow and develop. Peel Living will also implement technology solutions that will support staff performance. In order to do so, Peel Living will improve its systems and use of data analytics to create capacity to make evidence informed decisions furthering business operations.

[We will enhance partnerships that support successful tenancies](#)

Peel Housing Corporation is, at its core, a landlord. As a community housing provider, however, it has the opportunity to be more by ensuring that tenants have access to services that allow them to thrive. Peel Living will continue to partner with the Region of Peel and community

agencies to provide connections to services that support successful tenancies. Peel Living currently partners with multiple agencies to provide tenants with access to a wide range of supports and services to assist tenants in their ability to live independently. Building these community connections and partnerships is one demonstration of Peel Living's commitment to improving the sense of safety and security of its tenants.

We will improve our sustainability planning

To ensure that Peel Living has long-term sustainability, a Peel Housing Corporation Financial Sustainability Plan will be developed which will identify capital needs and secures long range funding sources. To do so, Peel Living needs to improve its understanding of the current asset conditions, and establish service standards, which will identify funding requirements. This will allow Peel Living to develop a robust asset management plan, a requirement in the Shareholder Direction. The sustainability strategy will support growth and create value in the long term.

Peel Living is also committed to reducing its Greenhouse Gas emissions. Working in partnership with the Region's Office of Climate Change and Energy Management, Peel Living will continue to implement more options to improve environmental sustainability.

4. Reporting & Measurements

Peel Living reports annually to the Shareholder at the Annual General Meeting (AGM). The AGM is traditionally held in June. In accordance with the Shareholder Direction, the four-year Business Plan will be reviewed and reported on annually, providing the Shareholder an annual progress report.

Through the development of the Business Plan, performance indicators have been created to demonstrate progress towards the desired outcomes. As the Business Plan reporting matures, refinement of the performance indicators will continue to ensure that the best available data is reported to the Shareholder.

5. Business Plan Visual



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

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



REPORT
Meeting Date: 2020-06-25
Peel Living Annual General Meeting

REPORT TITLE: 2020 Appointment and Remuneration of External Auditors

FROM: Andrea Warren, General Manager, Peel Housing Corporation
 Stephanie Nagel, Treasurer, Peel Housing Corporation

RECOMMENDATION

That Deloitte LLP be appointed as the Corporation's Auditors to hold office until the close of the next annual meeting, pursuant to the award from the Request for Proposal for External Audit Services for the Regional Municipality of Peel and Peel Housing Corporation, Fiscal Years 2020 to 2021;

And further, that the audit fee for the 2020 fiscal year be set at \$18,972 (excluding applicable taxes);

And further, that the Treasurer be authorized to approve additional remuneration for the auditors during this period in the event of additional audit requirements.

REPORT HIGHLIGHTS

- The Region of Peel issued a Request for Proposal ("RFP") for the External Audit Services, Fiscal Years 2016 to 2020 for both the Region of Peel and Peel Housing Corporation.
 - The RFP was competitively bid and Deloitte LLP won the award.
 - The *Ontario Business Corporations Act* requires that the shareholders of Peel Housing Corporation annually appoint an external auditor.
 - The audit fees for 2020 are increased by \$553 (3 per cent), to \$18,972 plus applicable taxes (\$18,419 in 2019).
 - Deloitte LLP has demonstrated considerable municipal and housing auditing experience.
-

DISCUSSION

An RFP for the external audit services was last issued in 2016 for the Fiscal Years 2016 to 2020 for both the Region of Peel and Peel Housing Corporation; and Regional Council awarded the contract to Deloitte LLP.

Deloitte has demonstrated an excellent overall understanding of the complexities of performing the audit services for both Peel Housing Corporation and the Region of Peel. Deloitte LLP is the auditor for various municipal housing corporations across Ontario and the senior audit staff who will be serving the Region of Peel and Peel Housing Corporation have extensive experience in performing municipal and housing audits.

2020 Appointment and Remuneration of External Auditors

Under the *Ontario Business Corporations Act*, section 149, the shareholders of the Peel Housing Corporation must, at each annual meeting, appoint the external auditors to hold office until the close of the next annual general meeting.

FINANCIAL IMPLICATIONS

Sufficient funds are available in the 2020 budget for the annual audit fees.

CONCLUSION

In accordance with the Region of Peel Purchasing By-law 30-2018, it is recommended that Deloitte LLP be awarded the contract for the External Audit Services for the 2020 fiscal year for an annual audit fee of \$18,972 excluding applicable taxes.

For further information regarding this report, please contact Stephanie Nagel, Treasurer, Peel Housing Corporation Ext. 7105, stephanie.nagel@peelregion.ca.

Authored By: Michael Buchert, Manager, Financial Support Unit

Reviewed and/or approved in workflow by:

Department Commissioner, General Manager of Peel Housing Corporation and Financial Support Unit.

Final approval is by the Chief Administrative Officer.



N. Polsinelli, Interim Chief Administrative Officer



REPORT
Meeting Date: 2020-06-25
Peel Living Annual General Meeting

REPORT TITLE: 2020 Ratification and Confirmation of the Actions of the Corporation

FROM: Kathryn Lockyer, Secretary, Peel Housing Corporation

RECOMMENDATION

That all the by-laws, resolutions and acts of Peel Housing Corporation undertaken in good faith from June 27, 2019 to the present, be ratified and confirmed.

REPORT HIGHLIGHTS

- As a common and long-standing risk management practice, it is appropriate for the Shareholder to ratify and confirm all resolutions and acts of Peel Housing Corporation from the last Annual General Meeting to the present.
 - The ratification and confirmation are for the purpose of ensuring that no corporate act can be challenged by a third party on the technical basis of an inadvertent failure to obtain a required Shareholder approval.
-

DISCUSSION

As a common and long-standing risk management practice, it is appropriate for the Shareholder of Peel Housing Corporation (the "Corporation") to, at least once per year, ratify and confirm all preceding by-laws, resolutions and acts of the Corporation that were undertaken in good faith since the last Annual General meeting.

The Shareholder, at the last Annual General Meeting held on June 27, 2019 ratified and confirmed all preceding by-laws, resolutions and acts of the Corporation that were undertaken in good faith from the previous year.

Since the last Annual General Meeting, no by-laws have been passed. Resolutions of the Board and acts of the Corporation have been adopted and undertaken consistently with the approval authority prescribed in the Shareholder Direction approved at the June 27, 2019 meeting, as amended.

The Shareholder has, upon request, access to the books and records of the Corporation, which includes all minutes of meetings and resolutions, as well as the articles, by-laws and filings of the Corporation. Such access can be obtained through the Secretary of the Corporation who would, upon such request, bring such books and records before the Shareholder for review *in camera* at a future meeting of the Shareholder.

2020 Ratification and Confirmation of the Actions of the Corporation

RISK CONSIDERATIONS

The recommended measure is a precaution against the possibility of a third party asserting as a technicality that some act of the Corporation since the last Annual General Meeting required Shareholder approval which was inadvertently not obtained. Such a challenge would pose the risk of an unintended invalidation of a corporate act. Staff are not aware of any such failure to obtain a required Shareholder approval, but the ratification is recommended as a fail safe against any unknown or unintended gap in approvals.

CONCLUSION

This report accordingly recommends that the Shareholder ratify and confirm all by-laws, resolutions and acts of the Corporation since the last Annual General Meeting of June 27, 2019.

For further information regarding this report, please contact Kathryn Lockyer, Board Secretary, Regional Clerk and Acting Commissioner of Corporate Services, ext. 4325 or Kathryn.lockyer@peelregion.ca

Authored By: Lindsay Sieben, Advisor, Peel Housing Corporation

Reviewed and/or approved in workflow by:

Department Commissioner and General Manager of Peel Housing Corporation.

Final approval is by the Chief Administrative Officer.



N. Polsinelli, Interim Chief Administrative Officer