



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
	<ul style="list-style-type: none">Obtain baseline data for building conditions and performanceDevelop and implement service standards that support building cleanliness and operations	<ul style="list-style-type: none">Clearly communicate landlord and tenant expectationsImprove collaboration with the Service Manager to support client outcomes	<ul style="list-style-type: none">Create a supportive culture for staff to grow and developDevelop an approach to utilize analytics to support business decisionsImplement technology to enable staff performance	<ul style="list-style-type: none">Improve access to Community and Regional Partners to support successful tenanciesEnhance community partnerships and programs that build community connectionsEnhance safety with community and Regional partners	<ul style="list-style-type: none">Create and implement a Financial Sustainability PlanDevelop a robust Asset Management PlanLeverage Regional Partners to reduce climate change impact

2020–2024 Peel Living Business Plan & Priorities

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

2020–2024 Peel Living Performance Indicators*

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 and Performance Indicators	<p>Strategy: Obtain baseline data for our building conditions and performance</p> <p>Performance Indicators:</p> <ul style="list-style-type: none">• Percentage of Building Condition Assessment complete• Building condition compared to standards• Building Amenities for Service Delivery <p>Strategy: Develop service standards that support building cleanliness and operations</p> <p>Performance Indicators:</p> <ul style="list-style-type: none">• Percentage of work orders completed is satisfactory• Percentage of work orders that are completed on time• Percentage of buildings passing clean building initiated• Percentage of annual unit inspections• Client satisfaction rate with maintenance and building quality	<p>Strategy: Clearly communicate landlord and tenant expectations</p> <p>Performance Indicators:</p> <ul style="list-style-type: none">• Tenant satisfaction with interactions with staff• Ratio of number of legal notices issued to evictions• Percentage of completed Tenant Annual Reviews <p>Strategy: Improve collaboration with the Service Manager to support client outcomes</p> <p>Performance Indicators:</p> <ul style="list-style-type: none">• Compliance with Rent Geared to Income (RGI) unit allocation	<p>Strategy: Create a supportive culture for staff to grow and develop</p> <p>Performance Indicators:</p> <ul style="list-style-type: none">• Engagement and enrichment indicator on employee survey• My work environment helps me to deliver on client outcomes is reflected on employee survey• Number of staff participating in enrichment training <p>Strategy: Obtain baseline data for our building conditions and performance</p> <p>Performance Indicators:</p> <ul style="list-style-type: none">• Number of systems that have regular date reporting• Facility finishes and fixtures• Capacity and Change Adaptability for Program Requirements• Building Environment and Security• Accessibility <p>Strategy: Develop a planned approach to use analytics to inform business decisions</p> <p>Performance Indicators:</p> <ul style="list-style-type: none">• Staff have the tools and equipment/technology to do their job well• Percentage of staff who indicate that technology is not a barrier - your voice survey	<p>Strategy: Improve access to Community Partners to support successful tenancies</p> <p>Performance Indicators:</p> <ul style="list-style-type: none">• Number of Case conferences• Number of arrears interventions (CNOs)• Number of tenants referred to Housing Support Worker (HSW)• Percentage of tenants who work with HSW once referred• Number of evictions for non-arrears• Number of tenants with active payment plan <p>Strategy: Enhance community partnerships and programs that build community connections</p> <p>Performance Indicators:</p> <ul style="list-style-type: none">• Number of partner lead sessions• Percentage of buildings with programming available to tenants• Tenant satisfaction with quality of life that their neighbourhood offers• Satisfaction with the quality of life their building offers <p>Strategy: Enhance tenant safety with community and Regional partners</p> <p>Performance Indicators:</p> <ul style="list-style-type: none">• Percentage of tenants who agree that they feel safe about the security of their building• Reduction in the number of security calls	<p>Strategy: Create and implement a Financial Sustainability Plan</p> <p>Performance Indicators:</p> <ul style="list-style-type: none">• Net Operating Income• Arrears Rate• Vacancy Loss• Manageable costs• Percentage of successful procurements <p>Strategy: Develop a robust Asset Management Plan</p> <p>Performance Indicators:</p> <ul style="list-style-type: none">• Facility Condition Index, by Building and Portfolio• Percentage of Capital Projects executed <p>Strategy: Leverage Regional Partners to reduce climate change impact</p> <p>Performance Indicators:</p> <ul style="list-style-type: none">• Percentage of units that have participated in the Greensaver Program• Overall energy consumption at Peel Living buildings• Percentage of energy savings from previous year• Reduction in GHG emissions from Peel Living buildings

* Proposed Performance Indicators will be refined