



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.
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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 that reads "Nancy Polsinelli". The signature is written in a cursive style with a large initial "N" and a distinct dot over the "i" in "Polsinelli".

N. Polsinelli, Interim Chief Administrative Officer