

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 secure 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 	