

# **HOUSING AND PROPERTY**

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**A. Background**

**A.1 Preparing the Service Strategy Business Plan**

The Service Strategy Business Plan (SSBP) was created by a Project Team comprised of the Commissioner of Housing and Property and members of the Housing and Property Departmental Management Team: Director of Finance, Director of Housing Policy and Programs, Director of Property Management, Director of Facilities Asset Managements, Curator and Manager Strategic Projects and Services.

**A.2 Key Contacts**

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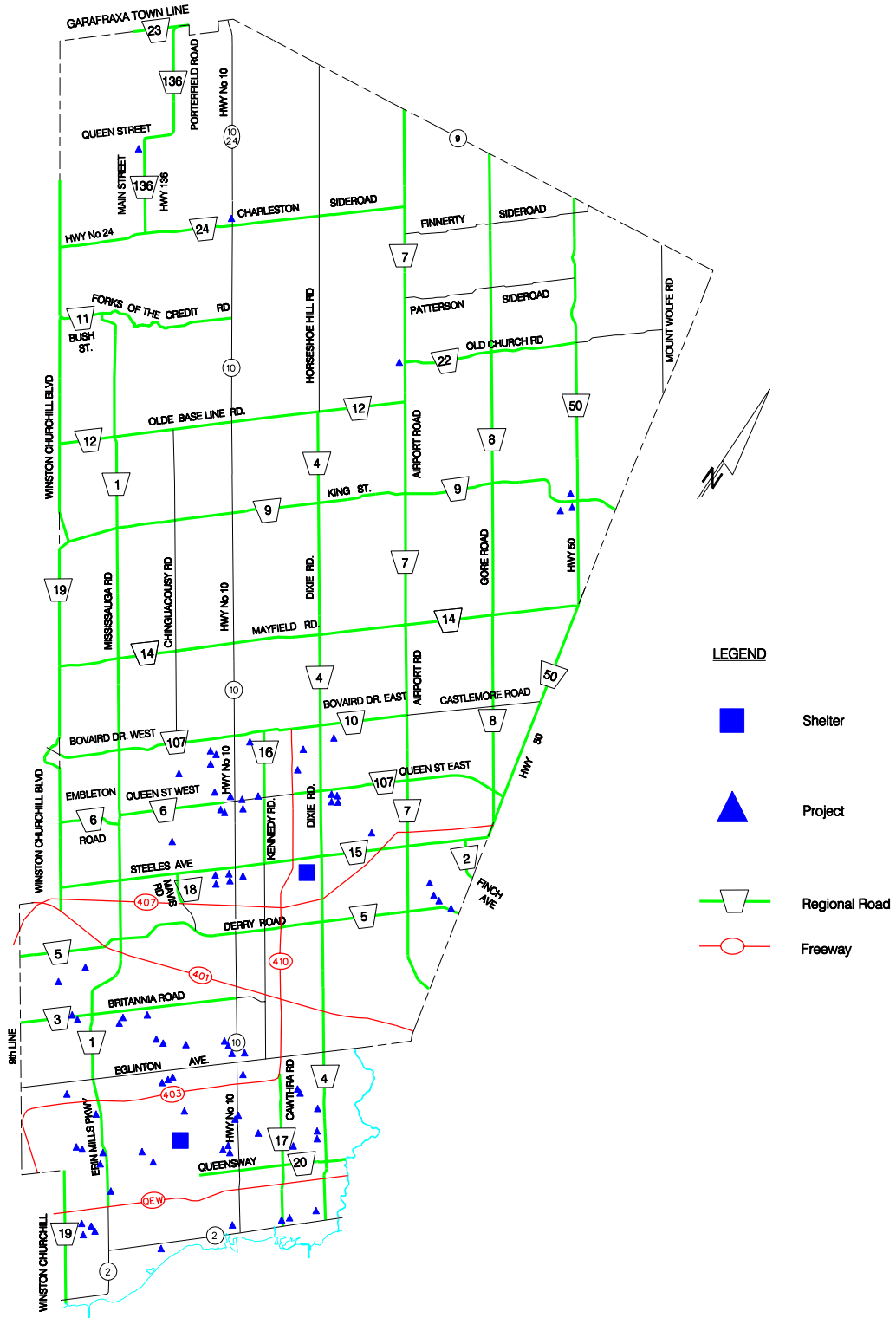
**A.3 Additional Information**

This is the third Service Strategy Business Plan developed by the Housing and Property Department.

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**B. Description of Current Services**

**B.1 Program Location Map**



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## **B.2 Profile of Current Services**

### **Advocacy**

The department seeks to influence decisions of other public and private bodies in support of clients and the Departmental mandate. These activities include policy collaboration with other municipalities, governments and community groups. It also supports Regional Council and the Peel Heritage Advisory Board in their advocacy roles.

### **Building Operations**

The Department delivers property management services to all Peel Living buildings as well as most Regional office sites and the Heritage Complex. This includes maintaining the standards for the exhibits and art stored at the Heritage Complex

### **Capital Projects (Capital Improvements)**

The Department provides project management services on existing corporate facilities including office, program and residential sites

### **Community Relations**

The Department relies on its community and volunteer partners to enhance customer service, particularly in the Heritage Complex and on social agencies who provide services to those living in social housing.

### **Customer/Client Relations**

The Department has a number of clients who require specific customer service: those that request information on Peel's material culture; Regional departments that require Service Level Agreement information and advice; social housing providers and applicants who require varying levels of service

### **Facilities Asset Optimization**

The Department uses an integrated life cycle, building condition and a technical audit management approach for Region-owned and administered facilities. Preventative maintenance standards for the Region's commercial and residential portfolio are also managed.

### **Heritage Program Education**

The Peel Heritage Complex serves as a resource centre for archival research and public programming including workshops, lectures, family-based events, art classes and outreach presentations to schools, service groups and seniors. The Complex organizes exhibits and programs that promote Peel's culture and heritage within the context of Canadian art and heritage.

**New Development/Construction**

The Department is responsible for much of the Corporation's new development and construction. This includes new affordable housing, long-term care facilities and the new joint use facility.

**Office Accommodation Services**

The accommodation needs of the Corporation are managed by the Department through planning for the space needs of the Corporation and providing the move management services.

**Subsidy Optimization**

The Department optimizes the use of subsidy funding through the monitoring and management of rent-gear-to-income allocations based on social and financial considerations.

**Social Housing Administration**

Directed by the *Social Housing Reform Act, 2000* (SHRA), the Department is responsible for the overall administration of 48 social housing providers (including Peel Living) and the commercial rent supplement program. This involves ensuring program compliance, financial administration, developing and implementing policies and procedures and the management of the centralized waiting list for all subsidized units throughout the Region of Peel.

**Real Estate Services**

Involves the provision of comprehensive real estate acquisition, disposal, and inventory management services for Regional programs and projects to accommodate Regional facilities and infrastructure and to maximize the return on Regional real estate assets.

**Research and Policy**

The Department monitors current political direction in federal, provincial and municipal arenas, including current and proposed housing and social policy initiatives. The Department conducts research, both independently and in partnership, to improve services and to advocate effectively. The Department is responsible for knowledge management activities including the research, collection and storage of industry standards, best practices, benchmarks and tenant/applicant data.

**Residential Tenant Relations**

Peel Living and rent supplement's tenant relations services involve day-to-day relations with the residential customers. This includes conforming to the SHRA and Service Manager's policies and procedures. The Department also has relationships with tenants/members in the social housing provider community. A chart containing detailed information is available as Appendix I.

### **B.3 Description of Clients/Customers**

#### **Agencies/Other Organizations**

Organizations and agencies requiring information on the Department's services in order to collaborate and advocate for the needs of the common clients.

#### **Housing Applicants**

Individuals and families in need of affordable housing who apply to the centralized waiting list.

#### **Housing Providers**

Boards and property managers of social housing providers overseen by the Region.

#### **Individuals and Families at Risk**

Individuals and families who are homeless or at risk of becoming homeless.

#### **Property Owners**

Property owners involved with real estate related work including easements or rights-of-way for Regional projects. Apartment owners who have an interest in the Residential Rehabilitation Assistance Program (RRAP), or are involved in the rent supplement program.

#### **Public**

People requesting community service information; those using the Peel Heritage Complex; and neighbours of Regional properties.

#### **Regional Departments**

Staff in other departments needing advice, support, and service.

#### **Tenants/Members**

Social housing providers' residents (including Peel Living).

A chart containing detailed information is available as Appendix II.

#### **B.4 Description of Suppliers, Partners and Stakeholders**

##### **Suppliers**

- Consultants/professional services provide the department with legal, construction, financial and engineering advice and expertise
- Contractors/vendors provide equipment and services to the department
- Landlords/owners provide the Department with units for rent supplement
- Property owners provide easements, rights-of-way
- Social Housing Services Corporation (SHSC) is responsible for providing the Department and housing providers with services

##### **Partners**

- Sector organizations, institutions, professional associations, and the Peel Regional Police engaged in joint advocacy initiatives on behalf of client groups
- Donors and volunteers who work with the Peel Heritage Complex to provide services
- Volunteers in Peel Living tenant associations
- Community agencies, other governments, other service managers, other funders, other Regional departments, Peel Regional Police, social housing providers involved in collaborative service delivery endeavours

##### **Stakeholders**

- Area Municipalities
- Federal Government and agencies
- Peel Heritage Advisory Board
- Peel Living Board of Directors
- Provincial Ministries
- Regional Council

A chart containing detailed information is attached as Appendix III and IV.

## **B.5 Significant Recent Activities/Initiatives**

- Participated in the social housing benchmarking initiative
- Secured new commercial client, A&EP
- Arranged for relocation of Health Department staff to Airport Road
- Conducted extensive feasibility review of Nortel site
- Implemented a revised residents' services model with community agency leads for Millbrook efficiency apartments
- Completed and rented first social housing property built since 1996; six others under active development
- Initiated comprehensive commercial customer service survey
- Expanded housing provider education/consultation approach
- Communicated building condition assessment and impact on reserve fund to all groups
- Achieved substantial completion on both new long-term care facilities
- Doubled our goal in fund raising for Heritage Complex
- Heritage Complex hosted first international exhibition
- Education programs saw over 12,000 children tour the Heritage Complex
- Implemented web based system for sharing centralized waiting list for providers
- Completed 32 operational reviews of social housing providers
- Completed the Older Adult Working Group survey of housing preferences
- Completed the Homelessness SSBP in collaboration with 4 other departments

**C. Trends and Issues**

**C.1 Emerging Trends**

- Downloading of provincial and federal responsibilities
- Increasing costs in maintaining our portfolio – aging infrastructure
- Customer expectations exceeding our resources
- Acceleration in complexity of the housing needs we are facing
- Growth in older adults program demands
- Growing lack of respect for property
- Growing percentage of arrears
- Growing need for supportive housing
- Private landlords experiencing higher vacancy loss
- Lack of provincial and federal will for social agenda has created polarized society between have's and have-not's
- More people in crisis situations: evictions; need for emergency shelters and food
- Clients increasing demand for immediate information
- Increase in working partnerships in terms of planning and delivering services
- Higher employee turnover; losing corporate knowledge as people retire or move on
- Cultural differences (i.e. 6-7 people in 1 bedroom unit)
- Communication and literacy issues for residents
- Increased level of stress while trying to meet challenges

**C.2 Key Strategic Issues**

- Creating an integrated human services agenda – Health/Housing/Social Services
- Creating collaborative community partnerships (outside Region and government boundaries)
- Balancing between human and financial responsibility
- Planning for growth management – demographics, planning, special needs
- Developing new housing
- Advocating for appropriate government roles, responsibilities and resources
- Protecting assets that we are responsible for
- Creating a sustainable recovery structure
- Improving the understanding of the root causes of external client demand for our services
- Continuing to build community capacity
- Strengthening the capacity to meet the accommodation and relocation needs
- Dealing with rising energy costs

**D. Mandate, Objectives and Actions**

**D.1 Mandate and Objectives**

**Mandate:**

The Housing and Property Department will be stewards of valuable public resources, providing accommodation and cultural services to build better communities and enhance the quality of life of our residents and staff.

**Objectives:**

1. To contribute to a continuum of housing and shelter that stabilizes, builds capacity and mobilizes residents
2. To collect, preserve and facilitate understanding of Peel's culture and heritage
3. To protect the physical building assets we are responsible for and optimize building life cycle decisions
4. To manage the workplace accommodation needs of the Corporation
5. To be a leader in the delivery of property management services
6. To foster a culture of continuous improvement and collaboration

**D.2 Objectives and Actions**

1. **To contribute to a continuum of housing and shelter that stabilizes, builds capacity and mobilizes residents.**
  - 1.1 Make refinements to our social housing oversight processes
  - 1.2 Support the implementation of the Homelessness SSBP
  - 1.3 Develop new affordable housing solutions
  - 1.4 Implement housing rehabilitation initiatives
  - 1.5 Develop an ongoing plan for the allocation of rent geared-to-income subsidies
  - 1.6 Develop an advocacy strategy to promote understanding of housing issues and to address housing needs
2. **To collect, preserve and facilitate understanding of Peel's culture and heritage.**
  - 2.1 Acquire the best examples of Peel's artistic, cultural and documentary heritage
  - 2.2 Provide a safe environment for art, artifacts and documentary heritage
  - 2.3 Make Peel's heritage accessible to a broader audience
  - 2.4 Strengthen support and commitment to heritage in Peel
  - 2.5 Protect the structural and historical integrity of the Heritage Complex

- 3. To protect the physical building assets we are responsible for and optimize building life cycle decisions.**
  - 3.1 Develop a facilities asset and reserve strategy
  - 3.2 Develop a knowledge base, standards and methodology for managing building systems
  - 3.3 Educate clients and stakeholders on the importance of protecting building assets
  - 3.4 Develop a collaborative strategy to improve building asset performance, including energy management
  - 3.5 Manage capital renewal program
  
- 4. To manage the workplace accommodation needs of the Corporation.**
  - 4.1 Educate departments on relocation and space planning issues and best practices
  - 4.2 Update the corporate master accommodation plan and align it with growth projections and budget cycle
  - 4.3 Integrate the implementation of the accessibility plan within our project and property management framework
  - 4.4 Strengthen the capacity to meet accommodation and relocation needs
  
- 5. To be a leader in the delivery of property management services.**
  - 5.1 Enhance the safety and security of the property sites
  - 5.2 Improve the operational efficiencies to outperform industry benchmarks
  - 5.3 Provide superior customer service
  - 5.4 Develop a strategy for continuing business under adverse conditions
  - 5.5 Educate clients on benchmarks and best practices for property management
  - 5.6 Create and secure approval on levels of service with a sustainable recovery structure
  - 5.7 Assist social housing community through the development of standards and best practices, including energy management initiatives
  
- 6. To foster a culture of continuous improvement and collaboration**
  - 6.1 Partner with other departments on key initiatives
  - 6.2 Identify, integrate and streamline key business processes
  - 6.3 Integrate technology, data and reporting within the Department and with the Region
  - 6.4 Promote the Department's culture of supporting and valuing employees, volunteers and donors
  - 6.5 Implement the departmental BEST action plan
  - 6.6 Work with members of Regional Council to strengthen relationships and build understanding and support for the work of the Department
  - 6.7 Ensure sound financial management

### **D.3 Strategic Plan Connection**

The objectives and actions in the Housing and Property Department Service Strategy Business Plan are consistent with, and support, the following Goals in the Region of Peel's strategic plan, *Fast Forward Peel: Building a Strong Community Together*

**Goal 1:** Improve the community's health, social well-being and safety

**Goal 4:** Contribute to a vibrant and diverse regional economy

**Goal 5:** Be a citizen-focused Regional government

A chart containing detailed information is attached as Appendix V.

### **D.4 Service Principles (Optional)**

The Regional Values function as the service principles for the Housing and Property Department.

**E. *Monitoring and Measuring the Service Strategy Business Plan***

**E.1 Objectives and Outcomes**

- 1. To contribute to a continuum of housing and shelter that stabilizes, builds capacity and mobilizes residents**
  - People recognize that housing is a right that can be realized
  - Understanding of the importance of housing as it affects quality of life
  - People are suitably housed
  - Peel will be an attractive place to live for a diverse range of households
  
- 2. To collect, preserve and facilitate understanding of Peel's culture and heritage**
  - Heritage will be sustainably funded and supported both publicly and privately
  - Peel's role in heritage is clearly understood
  - Collections and programming will continue to develop and reflect the community's interest
  - The Peel Heritage Complex will be regarded as the premier site for experiencing Peel's heritage
  
- 3. To protect the physical building assets we are responsible for and optimize the building life cycle decisions**
  - Buildings are in good condition at the lowest long term cost
  - Tenants are not inconvenienced
  - Strong in-house facilities asset preservation expertise
  - Acceptance of building life cycle needs and associated costs
  - Adequate reserve funds are in place for all Regional buildings
  
- 4. To managing the workplace accommodation needs of the Corporation**
  - The Region of Peel always has sufficient space to facilitate its businesses
  - Clients are pleased with the space planning and relocation services
  - Relocation costs are minimal
  - Clients understand cost implications to the accommodation process
  
- 5. To be a leader in the delivery of property management services**
  - Recognized for quality service consistently applied
  - Satisfied and well informed tenants
  - Best service at lowest cost
  - Advice regularly sought by peers
  - Tenants are proud of their environment

**6. To foster a culture of continuous improvement and collaboration**

- Clear understanding of the work of the Department
- Recognized as corporate team player
- Cross divisional and departmental collaboration as a regular way of doing business
- Holistic solutions to social issues
- Housing and Property Department is seen as a great place to work
- Practices and processes in place to manage financial risk to a level acceptable to the Internal Audit Division

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# **APPENDIX**

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**Appendix I: Profile of Current Services**

Categories of Programs/ Services	High Level Description
Social Housing Administration	<ul style="list-style-type: none"> <li>• Program oversight               <ul style="list-style-type: none"> <li>• Main contact</li> <li>• Operational reviews</li> <li>• Appeals</li> <li>• Projects in Difficulty</li> </ul> </li> <li>• Appeal process</li> <li>• Communications</li> <li>• Sharing of best practices</li> <li>• Ministry liaison on regulations and directions</li> <li>• Waiting list management</li> <li>• Operational reviews</li> <li>• Budget reviews</li> <li>• Year end reviews</li> <li>• Forecasting/ modeling/ Reserves</li> <li>• Service Manager AIR</li> <li>• Peel Living (must abide by administrative guidelines)</li> <li>• Provide expertise to other Service Managers upon request</li> <li>• Cyclical inspections of the properties</li> <li>• Building Condition Assessments</li> </ul>
Real Estate Services (existing buildings and properties)	<ul style="list-style-type: none"> <li>• Region-wide coordination of needs</li> <li>• Expertise on Heritage implications</li> <li>• Property database</li> <li>• Leasing and negotiation</li> <li>• Service Public Works property houses in conjunction with Property Management</li> <li>• Provide expertise and service to Regional properties</li> <li>• R.E.S.</li> </ul>
Office Accommodation Services	<ul style="list-style-type: none"> <li>• Region-wide coordination of needs (Master Accommodation Plan – MAP)</li> <li>• Universal space standards</li> <li>• Art work coordination</li> <li>• Chargebacks for rent and services</li> <li>• Work collaboratively with O.E.S. to make client moves flow smoothly</li> <li>• Collection of information on satisfaction of accommodation</li> <li>• Space planning including design services</li> <li>• Furniture</li> </ul>

Categories of Programs/ Services	High Level Description
	<ul style="list-style-type: none"> <li>• Move management</li> <li>• Cross reference the Capital plan</li> </ul>
Building Operations (office and housing)	<ul style="list-style-type: none"> <li>• Expertise on Heritage implications</li> <li>• Regulatory compliance</li> <li>• Budget</li> <li>• Reporting</li> <li>• Business analysis (e.g. utilities, etc.)</li> <li>• Call centre</li> <li>• Maintenance</li> <li>• Cleaning</li> <li>• Landscaping and snow removal</li> <li>• Security</li> <li>• Meeting room set-up (including Council Chambers)</li> <li>• Emergency coordination (e.g. SARS)</li> <li>• Respond to client needs</li> <li>• Preventative maintenance</li> <li>• Maintenance standards</li> <li>• Warranty management</li> </ul>
Customer/Client Relations (corporate)	<ul style="list-style-type: none"> <li>• Council, departmental enquiries/communication</li> <li>• Advice and information exchange</li> <li>• Advice and information exchange on cultural material</li> <li>• Determine financial component of Service Level Agreement (SLA)</li> <li>• SLAs with client departments</li> <li>• Customer satisfaction surveys</li> <li>• Manage client expectations</li> <li>• Monthly meeting with clients</li> <li>• Manage client expectations</li> <li>• Project related surveys</li> </ul>
Community Relations	<ul style="list-style-type: none"> <li>• Volunteer Management</li> <li>• Advocacy with local historical and cultural groups</li> <li>• Community partnering (STAC, Homelessness groups)</li> <li>• Engage in community development work with others at residential level</li> <li>• Special projects such as March of Dimes, Salvation Army, Rotary Clubs, etc.</li> </ul>
New Development/ Construction	<ul style="list-style-type: none"> <li>• Establish funding and provide direction</li> <li>• New barrier free access to Heritage Complex</li> <li>• Identify needs (demographics)</li> </ul>

Categories of Programs/ Services	High Level Description
	<ul style="list-style-type: none"> <li>• Project coordination</li> <li>• Rent-up</li> <li>• Funding support</li> <li>• RFP coordination</li> <li>• Tracking and reporting</li> <li>• Post-construction maintenance and standards</li> <li>• Pre-construction involvement to improve product</li> <li>• Feasibility, design, construction and implementation</li> <li>• Land acquisition</li> </ul>
Facilities Asset Optimization (including social housing priorities, RGI pool of units, commercial buildings, heritage)	<ul style="list-style-type: none"> <li>• Working toward Corporate goal of “Facilities Asset Guardian” for the Region</li> <li>• Public surveys</li> <li>• Facilitation</li> <li>• RGI unit usage planning and implementation</li> <li>• Funding support</li> <li>• Tracking and reporting</li> <li>• Predictive maintenance</li> <li>• Work with FAM and harness department wisdom</li> <li>• Planning and forecasting of maintenance</li> <li>• Maintenance standards and best practices</li> <li>• Value management</li> <li>• Building Condition Assessments</li> <li>• Building standard definitions</li> </ul>
Heritage Program Education	<ul style="list-style-type: none"> <li>• New and established programs over-subscribed</li> <li>• Maintain facility to accommodate public access</li> </ul>
Advocacy	<ul style="list-style-type: none"> <li>• Work with other sector organizations to relay housing mandate and make necessary changes to regulatory reform</li> <li>• Communication/marketing strategies</li> <li>• Policy analysis</li> <li>• Issues identification</li> <li>• For unmet housing needs in Peel</li> <li>• Respond to Council housing direction</li> </ul>
Research and Policy (including knowledge management)	<ul style="list-style-type: none"> <li>• Corporate and broad policy direction for department</li> <li>• Project management</li> <li>• Internal and external web site management</li> <li>• Development of Peel specific collections</li> <li>• Housing policy direction implementation</li> </ul>

Categories of Programs/ Services	High Level Description
	<ul style="list-style-type: none"> <li>• Specific research analysis</li> <li>• Policy reporting</li> <li>• Forecasting</li> <li>• Modeling</li> <li>• Collection and storage of data</li> <li>• Maintenance records and databases</li> <li>• Environmental accountability</li> <li>• Best practice in social housing and commercial areas</li> <li>• Best practices</li> <li>• Report mechanisms</li> <li>• “Green” buildings</li> </ul>

**Appendix II: Description of Clients/Customers**

Key Clients/Customers	Product/Service Name	Product/Service Description
Agencies/Other Organizations	Collaboration/advocacy Information/advice	Information on housing program and client needs Heritage
Housing Applicants	Social Housing waiting list	Waiting list management of some 13,000 applicants for social housing directed by SHRA Referral service to other support agencies
Individuals and Families at Risk	Community coordination Advocacy/Lobbying Shelter Housing	Assist homeless, or those on the verge of homelessness with housing and support options
Property Owners	Residential Rehabilitation Program Easements	Subsidized housing brought up to standard making housing physically accessible Rooming house conversions Providing right-of-ways over Regional properties
Public	Centralized waiting list Heritage programs	General services to the public particularly through the community relations section and Heritage
Regional Departments	Collaboration Advocacy Information Advice	Information on housing program Client needs Heritage
Special Interest Groups/Individuals	Collaboration Advocacy Information Advice	Information on housing program Client needs Heritage
Tenants/Members	Property Management Social Housing Administration and Service Manager appeals	As owner of Peel Living, provide property management and resident services to all its residents As Service Manager, provide indirect service by administering the Social Housing Providers under the SHRA

**Appendix III: Description of Suppliers/Partners**

Key Supplier/Partner	Product/Service Provided	Product/Service Description
Consultants	Professional Services	Legal, construction, financial, engineering, heritage, information, management consultants, providing advice and technical expertise
Contractors/Vendors	Contracted goods and services	Maintenance, repairs, upgrading and cleaning services
Landlords/Owners	Housing units	Provide units for rent supplement and homeless programs
Property Owners	Easements and right-of-ways	Realty services has relationships with a number of property owners throughout Peel
Social Housing Services Corporation	Legislative services through SHRA to Service Manager	Bulking purchasing Investment of replacement reserves Support for benchmarking and best practices
Community Agencies/Institutions	Joint advocacy efforts for client groups	Lobbying/research/policy for work being done with homeless, social housing administration etc.
Donors	Art work Heritage collections	Donors provide material culture to the Heritage Complex
Other Municipalities	Joint advocacy efforts for client groups	Lobbying/research/policy for work being done with homeless, social housing administration etc.
Police	Community Development	Work improving Peel Living communities
Provincial/Federal Governments	Collaborative service delivery endeavours	Funding for housing Policy change to the SHRA
Provincial Housing Property Managers	Liaison	Information Networking
Regional Departments	Joint advocacy efforts for client groups	Lobbying/research/policy for work being done with homeless, social housing administration etc.
Sector Organizations	Sharing industry knowledge/best practices/training/problem solving	Social housing organizations (e.g. CHF, ONPHA, THB, CHRA, AMO, FRPO)
Social Housing Providers	Networking	Provider community involvement and activities

Key Supplier/Partner	Product/Service Provided	Product/Service Description
Volunteers	Resident Associations Heritage program help	Peel Living and Heritage Complex work with volunteers to increase community involvement in their work and programs

**Appendix IV: Description of Stakeholders**

Key Stakeholders	Service Provided	Description of Deliverables
Regional Council	Accountability/governance	Sets policy and budget direction
Province and Agencies	Legislative frameworks	SHRA
Federal Government and Agencies	Programs and Legislative framework	Housing programs (e.g. SCPI)
Area Municipalities	Local laws	Zoning by-laws Verification of fire and building code Property standards
Peel Living Board of Directors	Accountability/governance	Sets policy and budget direction
Peel Heritage Advisory Board of Directors	Accountability/governance	Advises on policy and budget direction

**Appendix V: Strategic Plan Connection**

<b>Objective</b> (which supports the mandate)	<b>Action</b> (which supports the objective)	<b>Strategic Plan Strategic Direction</b> (which the action/objective supports)	<b>Strategic Plan Goal</b> (which the action/objective supports)
1. Contributing to a continuum of housing and shelter that stabilizes, builds capacity and mobilizes residents.	1.1 Develop a collaborative framework for housing program oversight responsibilities	1.1, 1.3, 5.2, 5.3, 5.4	1, 5
	1.2 Create and implement a multi-layered support plan to help those who are homeless or on the verge of homelessness	1.1, 1.2, 1.3, 1.4, 1.5	1
	1.3 Develop new affordable housing solutions	1.1, 1.2, 4.3	1, 4
	1.4 Implement housing rehabilitation initiatives	1.1, 1.2	1
	1.5 Develop an ongoing plan for the allocation for rent geared-to-income subsidies	1.1, 1.2, 4.3	1, 4
	1.6 Develop an advocacy strategy to promote understanding of housing issues and to address housing needs	1.1, 1.2, 1.4, 5.3, 5.5	1, 5
2. Collecting, preserving and making accessible the material culture of Peel	2.1 Acquire the best examples of Peel's artistic, cultural and documentary heritage	1.6	1
	2.2 Provide a safe environment for art, artifacts and documentary heritage	1.6, 5.2	1, 5
	2.3 Make Peel's heritage accessible to a broader audience	1.6, 5.5	1, 5
	2.4 Strengthen support and commitment to Heritage in Peel	1.6, 5.3	1, 5
	2.5 Protect the structural and historical integrity of the Heritage Complex	1.6	1

<b>Objective</b> (which supports the mandate)	<b>Action</b> (which supports the objective)	<b>Strategic Plan Strategic Direction</b> (which the action/objective supports)	<b>Strategic Plan Goal</b> (which the action/objective supports)
3. Protecting the physical building assets we are responsible for and extending the building life	3.1 Develop a facilities asset and reserve strategy	4.1, 5.1	4, 5
	3.2 Develop a knowledge base and methodology for managing building systems	1.3, 5.1	1, 5
	3.3 Educate clients and stakeholders on the importance of protecting building assets	1.3	1
	3.4 Develop a collaborative strategy to improve building asset performance	1.3	1
4. Managing the workplace accommodation needs of the Corporation	4.1 Educate departments on relocation and space planning issues and best practices	5.1	5
	4.2 Improve the corporate master accommodation plan and align it with growth projections and budget cycle	5.1	5
	4.3 Create a sustainable chargeback structure	4.1	4
	4.4 Strengthen the capacity to meet accommodation and relocation needs	5.1	5
	4.5 Expand space through new construction, acquisitions and leases	5.1	5
5. Being a leader in the delivery of property management services	5.1 Enhance the safety and security of the property sites	1.1, 1.3, 5.1	1, 5
	5.2 Improve the operational efficiencies to outperform industry benchmarks	4.1, 4.3	4
	5.3 Provide superior customer services	1.1, 1.3, 5.1	1, 5
	5.4 Develop a strategy for continuing business under adverse conditions	5.2	5

Objective (which supports the mandate)	Action (which supports the objective)	Strategic Plan Strategic Direction (which the action/objective supports)	Strategic Plan Goal (which the action/objective supports)
	5.5 Educate clients on benchmarks and best practices for property management	5.5	5
	5.6 Create and secure approval for a sustainable rental fee structure	4.1, 5.1	4, 5
6. Strengthening teamwork within and between departments	6.1 Partner with other departments on human services initiatives	1.1, 1.2, 1.4, 5.6	1, 5
	6.2 Integrate key business processes	5.2	5
	6.3 Integrate technology, data and reporting within the department and with the Region	5.2	5
	6.4 Promote the department's culture of supporting and valuing employees	5.1	5
	6.5 Implement a cross-functional team structure to support our key businesses	5.1	5
	6.6 Work with Members of Regional Council to strengthen relationships and build understanding and support for the work of the department	5.2, 5.4, 5.5	5

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