

PEEL HOUSING CORPORATION

BOARD OF DIRECTORS

AGENDA

PHC - 5/2017

DATE: Thursday, July 6, 2017

TIME: 8:30 AM – 9:30 AM

LOCATION: Regional Council Chamber, 5th Floor
Regional Administrative Headquarters
10 Peel Centre Drive, Suite A
Brampton, Ontario

MEMBERS: F. Dale G. Miles
C. Fonseca E. Moore
M. Mahoney B. Shaughnessy

1. ELECTION OF PRESIDENT AND VICE-PRESIDENT

2. DECLARATIONS OF CONFLICTS OF INTEREST

3. ADMINISTRATIVE MATTERS

4. APPROVAL OF MINUTES

4.1. Minutes of the Board of Directors Meeting (PHC-4/2017) meeting held on June 1, 2017

5. APPROVAL OF AGENDA

6. DELEGATIONS

7. REPORTS

7.1. 2016 Peel Housing Corporation Investment Report (For information)

7.2. Proposed Formal Complaints Process

- 7.3. Update on the Peel Living Portfolio: Infrastructure Redevelopment Update (Oral)
Presentation by Dan Labrecque, General Manager, Peel Living

8. COMMUNICATIONS

9. GENERAL MANAGER'S UPDATE

10. IN CAMERA MATTERS

11. OTHER BUSINESS

12. NEXT MEETING

Thursday, September 7, 2017, 8:30 a.m. – 10:00 a.m.
Regional Council Chambers, 5th Floor
Regional Administrative Headquarters
10 Peel Centre Drive, Suite A
Brampton, Ontario

13. ADJOURNMENT

PEEL HOUSING CORPORATION

BOARD OF DIRECTORS

MINUTES

PHC-4/2017

The Board of Directors of Peel Housing Corporation met on June 1, 2017 at 8:35 AM, in the Council Chambers, Regional Administrative Headquarters, 5th Floor, 10 Peel Centre Drive, Suite A, Brampton.

Directors Present: C. Fonseca; M. Mahoney; G. Miles; E. Moore; B. Shaughnessy

Directors Absent: F. Dale

Also Present: D. Szwarc, Chief Administrative Officer, Region of Peel; J. Sheehy, Commissioner of Human Services, Region of Peel; D. Labrecque, General Manager; D. Bingham, Treasurer; J. Arcella, Deputy Treasurer, B. Colavecchia, Manager, Housing Operations and Tenancy Management; M. MacCrae, Manager, Housing Operations and Tenancy Management; P. O'Connor, Corporate Counsel; A. Macintyre, Corporate Secretary; C. Law, Deputy Corporate Secretary; S. MacGregor, Legislative Assistant.

Chaired by Vice-President G. Miles

1. **DECLARATIONS OF CONFLICTS OF INTEREST - Nil**
2. **ADMINISTRATIVE MATTERS - Nil**
3. **APPROVAL OF MINUTES**
- 3.1. **Minutes of the Board of Directors Meeting (PHC-3/2017) meeting held on May 11, 2017**

Moved by: Director Fonseca,
Seconded by: Director Mahoney;

That the minutes of the May 11, 2017 Peel Housing Corporation (PHC-3/2017) Board of Directors meeting, be approved.

Carried 2017-24

* See text for arrivals

◆ See text for departures

4. APPROVAL OF AGENDA

Moved by: Director Moore,
Seconded by: Director Shaughnessy:

That the agenda for the June 1, 2017 Peel Housing Corporation Board of Directors meeting include an additional communication item from Denise Occhipinti, Project Manager, Peel Living to Andrew Miller, Team Lead, Dundas Connects, City of Mississauga, regarding the Dundas Connects Master Plan Feedback;

And further, that the agenda for the June 1, 2017 Peel Housing Corporation Board of Directors meeting, be approved, as amended.

Carried 2017-25

5. DELEGATIONS

5.1. Mohamed Bhamani, Senior Manager, KPMG LLP, and Will Lipson, Partner, KPMG, LLP, Regarding the Twin Pines Project

Received 2017-26

See also Items 6.4 and 7.1

Mohammed Bhamani, Senior Manager, KPMG LLP, provided the Board with an update on the Twin Pines Redevelopment Project. He noted that Phase 1 of the Project has completed, with the completion of a Total Public Value Framework and business case in place for the site. Phase II will be completed in late 2018 and will comprise implementation of the plans laid out in Phase 1 along with providing for a transition plan for the current residents of the site. He noted that the transition plan will be coming back to the Board for approval in the fall of 2017.

Items 6.4 and 7.1 were dealt with.

6.4. Twin Pines Redevelopment – Project Delivery Model

Moved by: Director Fonseca,
Seconded by: Director Mahoney;

That the Twin Pines Redevelopment Project be delivered by way of a shared risk model as set out in Appendix I to the report of the General Manager titled “Twin Pines Redevelopment – Project Delivery Model”;

And further, that the General Manager pursue a partnership agreement with the Region of Peel for use of the land for affordable housing purposes that supports the optimization of the Total Public Value Framework;

And further, that a loan request in an amount not to exceed \$4 million from the Region of Peel for the project costs, be approved;

And further, that subject to loan approval, the General Manager be authorized to proceed with Phase 2 of the project including securing the necessary staffing, other resources and completing the negotiations of the next phase of the contract with KPMG in accordance with RFP #2016-226P, with total costs for this phase not to exceed \$4 million;

And further, that the Treasurer be authorized to execute the necessary loan documents with the Region of Peel for the total amount not to exceed \$4 million repayable at the call of the Commissioner of Finance and Chief Financial Officer of the Region of Peel or upon the request of the Treasurer to make re-payment;

And further, that the Treasurer be authorized to establish a capital budget in the amount of \$4 million.

Carried 2017-27

See also Items 5.1 and 7.1

Additional Item

7. COMMUNICATIONS

7.1 **Denise Occhipinti, Project Manager, Peel Living**, letter dated May 31, 2017 Regarding Twin Pines Redevelopment and Dundas Connects Master Plan

Received 2017-28

See also Items 5.1 and 6.4

6. REPORTS

6.1. **Service Delivery Model Review**

Received 2017-29

6.2. **Peel Living Procurement Audit (Oral)**

Presentation by Dan Labrecque, General Manager, Peel Living, and Jennifer Weinman, Manager, Internal Audit

Received 2017-30

Jennifer Weinman, Manager, Internal Audit provided the Board with the results of a recent audit of the procurement practices for Peel Living. She highlighted four areas where governance and controls over procurement could be improved to meet Peel Living needs, including: strengthening the procurement governance and accountability framework; having a separate service agreement between the Region and Peel Living; increasing education and training for staff on best practices within procurement; and creating a more robust documentation system.

Dan Labrecque, General Manager, Peel Living stated that management is addressing these issues with staff and noted that much can be accomplished when the Board reviews the details of the Shareholder Agreement with the Region of Peel beginning in the fall of 2017.

6.3. **Update on the Peel Living Portfolio: Report on the State of the Infrastructure (Oral)**

Presentation by Dan Labrecque, General Manager, Peel Living, and Troy Mander, Manager, Corporate Asset Management

Received 2017-31

Dan Labrecque, General Manager, Peel Living and Troy Mander, Manager, Corporate Asset Management, provided the Board with an update on the state of building infrastructure in the Peel Living Portfolio. Troy Mander emphasized the overall state of the housing stock is in fair condition, as measured by a facility condition index. Dan Labrecque stated that the key to moving to an improved state is a matter of proper maintenance and inspection of projects slated for replacement; while taking advantage of funding opportunities made available from upper levels of government. Dan Labrecque noted that staff are preparing a more sophisticated asset management tool that will aid construction planning in the future.

Director Fonseca thanked staff for the presentation and noted that she would be addressing the need for increased federal funding for municipal housing at the upcoming Federation of Canadian Municipalities conference. She inquired if staff could prepare a chart-based analysis for buildings needing maintenance and replacements.

6.4. **Twin Pines Redevelopment – Project Delivery Model**

This item was dealt with earlier in the meeting.

7. **COMMUNICATIONS**

7.1 **Denise Occhipinti, Project Manager, Peel Living**, letter dated May 31, 2017
Regarding Twin Pines Redevelopment and Dundas Connects Master Plan

This item was dealt with earlier in the meeting.

8. **GENERAL MANAGER'S UPDATE**

Dan Labrecque, General Manager, Peel Living provided a short update on projects currently underway, and the plan for reports and discussion items at the next Board meeting scheduled in July, 2017.

9. **IN CAMERA MATTERS - Nil**

10. **OTHER BUSINESS - Nil**

11. NEXT MEETING

Thursday, July 6, 2017, 8:30 a.m. – 9:30 a.m.
Regional Council Chambers, 5th Floor
Regional Administrative Headquarters
10 Peel Centre Drive, Suite A
Brampton, Ontario

12. ADJOURNMENT

The meeting adjourned at 9:44 a.m.

Vice-President

Secretary



REPORT
Meeting Date: 2017-07-06
Peel Housing Corporation

For Information

DATE: June 23, 2017

REPORT TITLE: **2016 PEEL HOUSING CORPORATION INVESTMENT REPORT**

FROM: David Bingham, Treasurer, Peel Living

OBJECTIVE

To provide the annual results of investment activity in accordance with the investment policy adopted by the Board in the report of the Treasurer, Peel Living, titled "Investment Policy" dated March 27, 2007.

REPORT HIGHLIGHTS

- At December 31, 2016, Peel Housing Corporation (PHC) had holdings totaling \$27.6 million, of which \$24.7 million was cash held in the bank account and the remaining \$2.9 million invested in Social Housing Investment Funds (SHIF) pooled funds.
- The cash received the Region's earnings rate which averaged 2.9 per cent in 2016.
- The SH – Canadian Equity Funds as at December 31, 2016 had an unrealized annual return of 13.6 per cent.

DISCUSSION

1. Background

At the April 19, 2007 Peel Housing Corporation Board meeting, the Board adopted the Investment Policy for Peel Living and authorized the Treasurer to utilize all pooled investment funds of Social Housing Services Corporation Financial Inc. (SHSCFI) in accordance with specified limitations "to supplement the investment activity performed on behalf of the Corporation by the Region of Peel".

The Housing Services Corporation (HSC) manages the pooled funds from replacement reserve balances of all eligible housing providers in Ontario. With the exception of Peel, Ottawa and Toronto, all prescribed housing providers were mandated to participate in this pooled investment program. Participation for the three exempt providers was optional.

SHSCFI was incorporated in September 2002 to manage, on behalf of HSC, the pooling of capital reserve funds for prescribed providers as required under section 141(b) of the *Social Housing Reform Act*. This organization is registered with the Ontario Securities Commission and is subject to regulatory oversight in its role as an investment fund.

Effective November 2014, SHSCFI was reconstituted as Encasa Financial Inc. (Encasa) when its investment base was broadened through an expansion of its ownership when four key housing organizations (Housing Services Corporation, Co-operative Housing Federation

7.1-2

2016 PHC INVESTMENT REPORT

of Canada, Co-operative Housing Federation of BC and BC Non-Profit Housing Association) came together. Encasa's daily investment activities are conducted by Phillips, Hagar and North (PH&N). Oversight of PH&N is conducted by Encasa's board of directors.

At the end of 2016, PH&N was managing in excess of \$519.3 million for Encasa in three separate product lines:

- SH - Canadian Short-Term Bond Fund (1 to 5 Year Horizon)
- SH - Canadian Bond Fund (5 to 7 Year Horizon)
- SH - Canadian Equity Fund (Beyond 7 Year Horizon)

The last transactions to have taken place on this part of the portfolio were in 2014 when in September, approximately 50% of the SH – Canadian Equity Fund holdings were switched to the SH – Canadian Short-Term Bond Fund. The funds were held in the SH – Canadian Short-Term Bond Fund until December 11 at which time all funds were switched back into the SH – Canadian Equity Fund after an equity market correction.

2. 2016 Overview of PHC Holdings

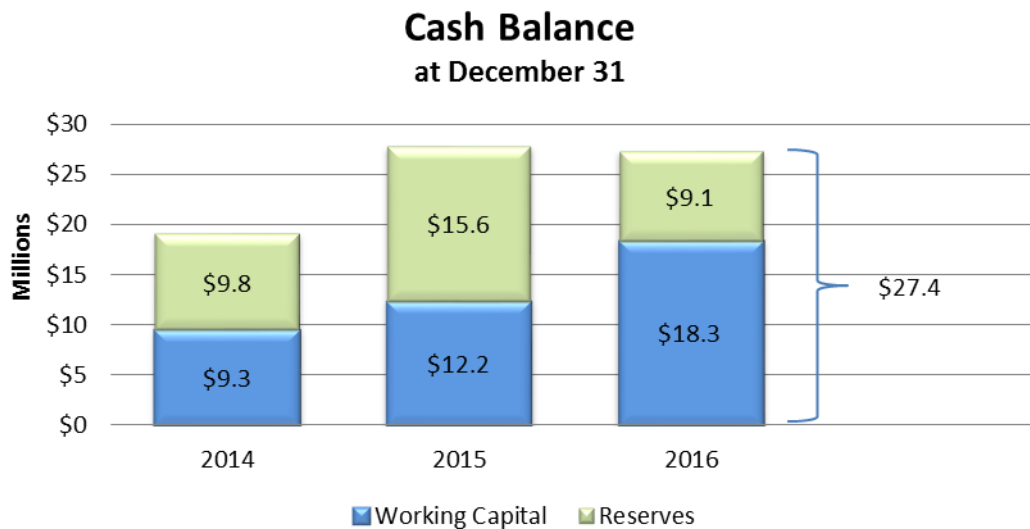
a) Transactions

Holdings in Encasa Financial Inc. were not adjusted during 2016.

b) Year End Cash Balance

As of December 31, 2016 the cash balance was \$27.4 million, made up of \$9.1 million in reserves and \$18.3 million in working capital.

Chart A



Total Working Fund and Capital Reserves have decreased to \$9.1 million at the end of 2016 from \$15.6 million (2015). Replacement reserves have decreased to \$5.7 million from \$6.2 million at the end of 2015 and Working Funds to \$2.4 million from \$8.4 million.

The balance of Peel Living's holdings consisted of working capital that had ranged from average monthly balances of approximately \$13.3 million to \$32.7 million throughout the year.

7.1-3

2016 PHC INVESTMENT REPORT

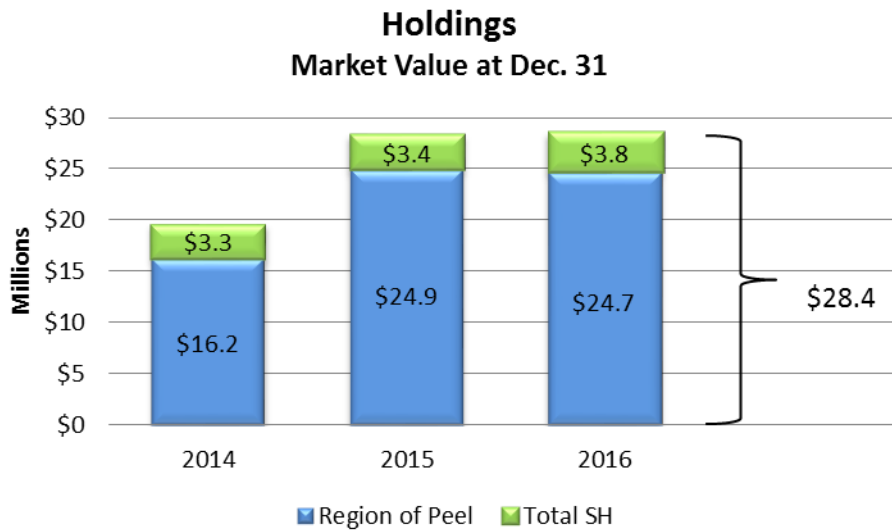
As noted in the following table, of the total holdings of \$27.6 million, \$24.7 million was invested with the Region of Peel and the balance under the SHIF program with Encasa.

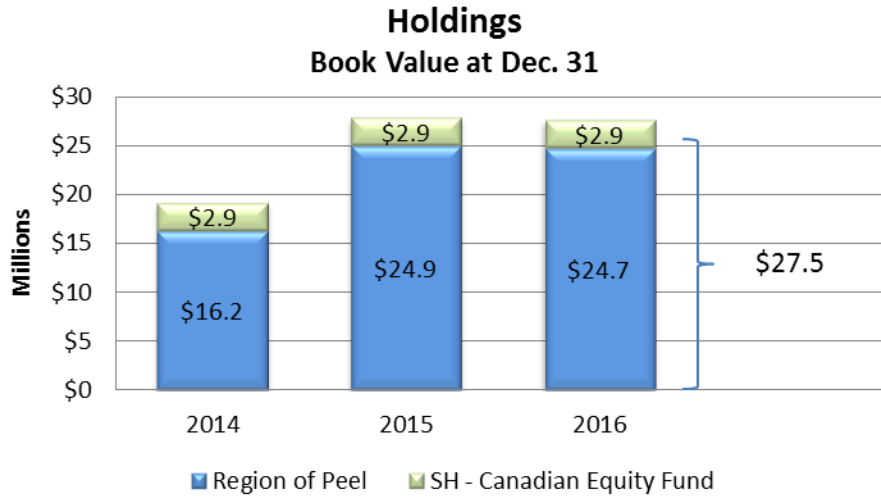
Table A

Available Pooled Funds	As at Dec. 31, 2016	
	Book Value	Market Value
SH - Canadian Short-Term Bond Fund *	\$117	\$119
SH - Canadian Equity Fund	\$2,896,449	\$3,769,358
Total SHIF	\$2,896,566	\$3,769,477
Region of Peel	\$24,674,218	\$24,674,218
Total Funds	\$27,570,784	\$28,443,695

* December 19, 2014 Management Fee Rebate.

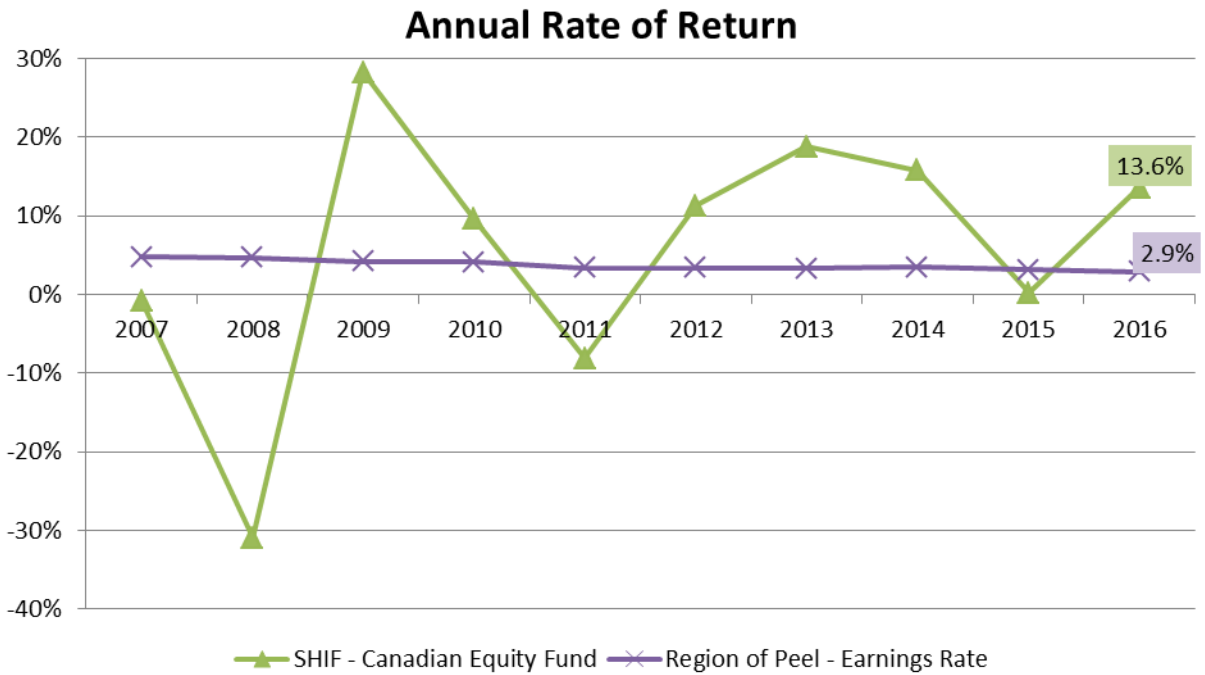
Chart B





From the time of the original investment in the SHIF funds in 2007, the rates of return on the balances varied as noted in the graph below. Funds held with SH – Canadian Equity Fund experienced volatile fluctuations with the largest occurring during the 2008 economic downturn. The Region of Peel’s earnings rate provided a more consistent rate of return ranging from 3.3 per cent to 4.8 per cent with overall rates of return declining since 2007 due to lower interest rates.

Chart C



2016 PHC INVESTMENT REPORT

i) Funds held in SH – Canadian Equity Fund

The investment policy imposes a limit of the lessor of 10 per cent of the reported SH – Canadian Equity Fund balance and \$5 million. At December 31, 2016, the SH – Canadian Equity Fund had a balance of \$119.3 million (10 per cent equivalent to \$11.9 million) while the PHC investment was a book value of \$2.9 million, well within the limitation.

Table B

SH - Canadian Equity Fund	Rate
Annual Rate of Return (2016)	13.6%
Annualized Rate of Return (2007 to 2016)	4.5%

While the annualized rate of return on this fund has recently exceeded that on balance of PHC funds held with the Region, the short term cash requirements of PHC (to meet its growing capital backlog and the finance the delay in loans through the Service Manager program) limit the ability to increase the leverage in this portion of the portfolio especially given its significantly higher volatility in returns as shown in Chart C above. This approach will be re-examined with the PHC Board as the Region implements its new Cash Management Strategy and seeks Prudent Investor Status as discussed below.

ii) Funds held with the Region of Peel

The investment policy also states that a minimum of 25 per cent of total PHC funds must be maintained with the Region of Peel. In addition to the SHIF investments, PHC held \$24.7 million with the Region. The Region's earnings rate (monthly General Fund investment rate less administration fees) was applied to PHC's average monthly bank balances (ranging from \$24.6 million to \$44.2 million in 2016), and for the year averaged 2.9 per cent, which translates to interest earnings of \$794 thousand. More information regarding the Region of Peel General Fund can be found in the report entitled "2016 Treasury Report" scheduled to be presented to Region of Peel Council on July 6, 2017.

Table C

Region of Peel General Fund earnings rate (on varying monthly balances)	Rate
Annual Rate of Return (2016)	2.9%
Annualized Rate of Return (2007 to 2016)	3.7%

3. Cash Management Strategy

Audit and Risk Committee adopted a new Cash Management Strategy (CMS) for the Region of Peel at its meeting on May 25, 2017 and this was approved by Regional Council on June 8, 2017. The CMS has been aligned with the Region's risk tolerance and identifies opportunities to improve and enhance current Treasury practices with an expectation to generate additional investment returns and reduce borrowing costs. Three major strategies to achieve these enhancements have been approved:

2016 PHC INVESTMENT REPORT

- 1) Investment management will move from a passive strategy to one that is active. An active investment strategy will allow Treasury to take advantage of market changes, earning additional returns, while remaining within the Region's risk tolerance.
- 2) An agile strategy of bank debt warehousing will support the Region's borrowing program by allowing just-in-time financing when building up to benchmark size debt issuances (typically \$150 million).
- 3) Bond forward agreements that lock in interest rates up to 180 days will provide rate stability as bank debt warehousing builds to a benchmark size issue.

To support and sustain both these strategies a target organizational structure, with formally segregated duties, has been approved.

As the implementation of the CMS progresses, it is anticipated that the annual performance report will evolve to provide enhanced details on investment activity, portfolio returns, cash management, benchmarking and impacts to debt financing. It is expected that this enhanced information will serve as a progress report to ensure that Treasury's structure is remains well positioned and the portfolio is maximizing its opportunities.

As the Region implements this new strategy, the Board will be engaged in what, if any, changes it wishes to make to the Peel Housing Corporation Investment Policy to avail itself of these enhanced active fixed income investment opportunities with the Region in the context of PHC's cash needs.

4. Prudent Investor Status

In response to the Province's request for input during the 2015 Provincial Review of the Municipal Act, the Region of Peel at the October 22, 2015 Council Meeting submitted a report outlining the desire for Prudent Investor Standard (PIS) to be extended to Ontario municipalities.

In November of 2016, the Province proposed amendments to the Municipal Act that would enhance financial sustainability by broadening municipal investment powers. This change will enable municipalities the power to invest according to the Prudent Investor Standard, which may lead to better investment returns through more diverse investment portfolios. Bill 68, Modernizing Ontario's Municipal Legislation Act, 2017, received Royal Assent on May 30, 2017, the accompanying regulations for PIS will be developed.

Regional staff continue to participate in discussions with the Province on how to develop the regulation for enabling the Standard. As presented to the Regional Council April 13th, the Region is advising the Province that Ontario municipalities should have greater flexibility under the PIS, recognizing that a "one size fits all" approach is not a preferable model by which to provide this revenue tool.

More detail will be provided to Regional Council once the regulation has been developed and posted to the Regulatory Registry.

2016 PHC INVESTMENT REPORT

Throughout the development of the aforementioned Cash Management Strategy review by the Region, perspectives on the potential implication of the PIS were applied ensuring the Treasury target state is well positioned for the Region to implement the PIS once granted.

As the Region adapts its Cash Management Strategy for PIS, the Board will be again be engaged in determining what, if any, changes it wishes to make to the Peel Housing Corporation Investment Policy to avail itself of enhanced investment opportunities with the Region under the Prudent Investor Standard in the context of PHC's cash needs.

CONCLUSION

PHC's Investment Policy allows for an effective and efficient investment management operation that provides the flexibility to adjust investments to the Corporation's changing fiscal condition while providing opportunities to supplement returns earned on behalf of the Corporation by the Region of Peel.

As the Region adopts changes to its Investment Policy to reflect a new Cash Management Strategy and Prudent Investor Status, the Board will need to review its own Investment Policy especially in regards to investment activity performed on behalf of the Corporation by the Region of Peel



David Bingham, Treasurer, Peel Living

For further information regarding this report, please contact David Bingham, Treasurer Peel Living, 4292.



REPORT
Meeting Date: 2017-07-06
Peel Housing Corporation

DATE: June 23, 2017

REPORT TITLE: **PROPOSED FORMAL COMPLAINTS PROCESS**

FROM: Dan Labrecque, General Manager, Peel Living

RECOMMENDATION

That the formal complaint process for tenants as outlined in the report of the General Manager, Peel Living, titled “Proposed Formal Complaints Process”, be endorsed and that the General Manager be directed to finalize and implement the process.

REPORT HIGHLIGHTS

- A clear formal complaint path will be developed. The Office of the Regional Clerk will act as a fair and impartial body for tenant complaints, as part of its secretariat function.
- This process will respond to the enhanced Ombudsman oversight which effective January 1, 2016 now includes Local Housing Corporations.
- Each complaint is an opportunity to improve and grow, and can result in future best practice or policy changes.
- The Complaint process is a tool to measure customer service delivery and value to tenants, and an indicator around Peel Living service standards and maintenance.
- A successful tenant process is accountable and responsive, forward-looking, accessible and available as well as, fair and impartial - overall leading to a better Tenant and Community value and experience.

DISCUSSION

Information received to date indicates that tenants are unclear of their rights and how to file a complaint when there are concerns regarding the quality of services received. As part of our commitment to delivering quality services to tenants, Peel Living will implement a transparent, accessible tenant complaint process to guide clients and their advocates to obtain clear complaint resolutions.

A successful tenant complaint process is seen as accountable and responsive, forward-looking, accessible and available, and fair and impartial.

1. Background

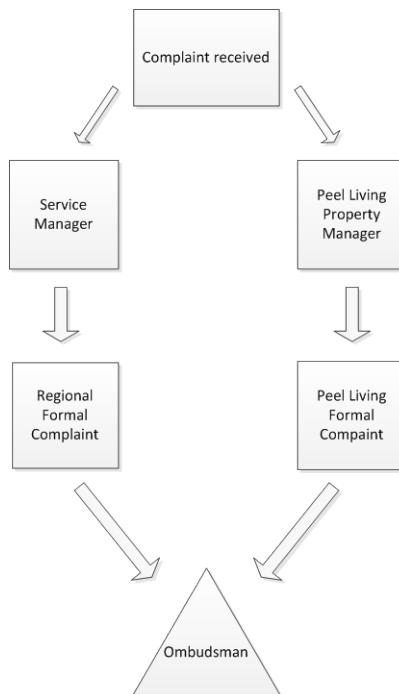
Starting January 1, 2016, Local Housing Corporations (LHCs) in Ontario became subject to Ombudsman oversight as a result of amendments made to the Public Sector and MPP Accountability and Transparency Act, 2014. A collective of LHC providers, including Peel Living, worked in concert with Housing Services Corporation and have crafted a framework that LHC's could adopt.

7.2-2

PROPOSED FORMAL COMPLAINTS PROCESS

The framework was quite similar to that which the Office of the Regional Clerk (ORC) uses for the Region of Peel. Given that ORC also provides Secretariat services to the Peel Living Board, staff believed that we could utilize the Region's framework effectively.

As each complaint is an opportunity to improve and grow, a complaint process is a path for tenants to express dissatisfaction with a policy, decision, or procedure offered or made by Peel Living. Examples may relate to an error, unprofessional behaviour of staff, or failure to observe its own policies. The process expects normal course of its interactions with its tenants, and expects issues to be resolved with Peel Living frontline staff. The additional complaint resolution process is intended to be used after initial attempts to resolve a matter have proved unsuccessful. If a complainant is unsatisfied with frontline operations response, in near future, they will be advised to contact the Office of the Regional Clerk to lodge a Formal Complaint. See workflow diagram below.



For appeals that are within the oversight of the Service Manager, the normal process will continue, as shown on the left side of the diagram. Under the *Housing Services Act*, households that are receiving rent-geared-to-income (RGI) assistance are living in special needs housing, or have applied for RGI assistance or special needs housing are permitted to request a review of certain decisions (i.e. a Service Manager appeal).

The household has 30 calendar days from the date the Notice of Decision Letter was received to submit a Service Manager Appeal Request Form. Upon a decision, if the individual is still not satisfied, staff can advise them of the Regional Complaint process before proceeding to the Ombudsman. Complainants always have legal recourse options.

For the current proposed new Peel Living complaint process, complaints are generally defined under the three groupings:

- Requests for maintenance to which Peel Living staff has not responded in a timely manner

7.2-3

PROPOSED FORMAL COMPLAINTS PROCESS

- Actions on tenancy-related matters to which Peel Living have not responded in a timely manner; and
- Events and/or issues that may be an infringement of tenant rights under legislation or Peel Housing Corporation policies governing the conduct of staff and tenant representatives, human rights and harassment.

The Office of the Regional Clerk (ORC) currently handles the Region of Peel formal complaints process which currently excludes Peel Housing Corporation. Clearly defining the role of Peel Living staff and connecting ORC into the new process will result in the development of a clear complaint path for tenants and consistency now in how complaints are handled. When formal reviews are initiated having a third party lens, removed from Peel Living procedures, is beneficial as it is unbiased. The review process can include discussions with the complainant, and also engages Peel Living in the process. The ORC will advise in writing the results of Formal reviews. If further recourse is requested, the ORC can refer the Complainant to the Office of the Ombudsman's.

A new tenant formal complaint process ties into the health and wellbeing of the Tenant and Community. The Complaint process can be viewed as a tool to measure customer service delivery and value to tenants, and is an indicator around Peel Living's service standards such as around maintenance. Complaints can further be resolved by adopting prospective operational changes to procedures, overall enhancing our performance. Complaint statistics including volume, issues complained about and result will be collected, analyzed and reported publically to the Board annually, by the ORC.

Impact

The objective and impacts of this new process will:

- Provide a simple process which is accessible to all, ensuring complaints are heard, facts established and where required, that remedial actions are undertaken.
- Use the resolution of complaints as learning in the development of future policies and practices, to address issues and improve its ongoing relationships with its tenants.
- Track and resolve complaints, reporting to the PHC Board annually.
- Communicate and educate all tenants and staff, informing them of their rights and responsibilities under this process.

The tenant complaint process is not intended to replace the normal interactions that will occur between tenants and staff, and is not intended to be used prior to an issue first being raised with local staff responsible for a particular area.

Next Steps

Currently seeking endorsement from our Board of Directors, to carry out this work involving:

- Working with the ORC on finalizing a policy document and process map
- Prepare tenant communication strategy
- Arrange staff training

PROPOSED FORMAL COMPLAINTS PROCESS

FINANCIAL IMPLICATIONS

The ORC currently provides various secretariat services to the Board on a fee for service basis. The 2017 fees amounted to \$19,500. At present, no estimate for managing the complaint process has been undertaken but it is not expected to materially impact the current service charge.

CONCLUSION

Management is optimistic that a new robust tenant complaint process to include guiding principles, a clear transparent process including a dispute resolution procedure, and staff training, will lead to Peel Living opportunities to address business issues, improve best practices, and improve relationships with tenants.



Dan Labrecque, General Manager, Peel Living

For further information regarding this report, please contact Dan Labrecque at ext. 3549, or at dan.labrecque@peelregion.ca

Authored By: Anna-Maria Dubek



Update on the Peel Living Portfolio

Infrastructure Redevelopment Update

July 2017



Portfolio Perspective

- ▶ In managing a diverse and complex portfolio, prospects exist to enhance portfolio performance through redevelopment opportunities including:
 - PHC already owns land
 - Redeveloped property improves overall condition rating
 - Potential to add new units or
 - Redesign building to meet client evolving needs i.e. accessibility
 - Operational efficiency potential with larger central buildings
 - In some situations a building refresh does not generate optimal increased service levels as might a redevelopment
- ▶ Some downsides – client transition issues must be managed.



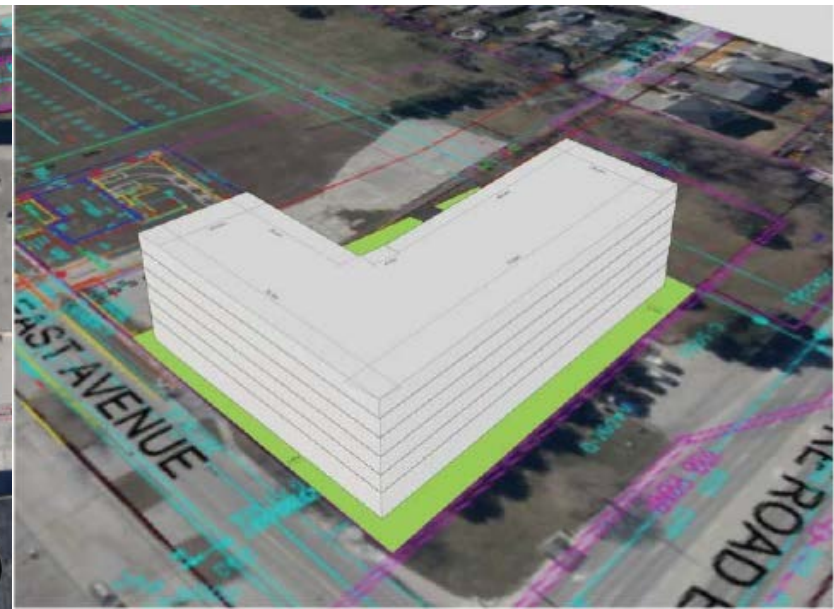
Initial Actions

- ▶ Based on previous staff studies, with input from leadership team, 20 properties were screened for preliminary review by Development Planning (Peel Public Works)
- ▶ As well, East Avenue site was identified as a pilot for use of a \$20,000 grant from SSM to hire a planning consultant to review opportunities.



Status update

- ▶ Preliminary triage of sites suggests approximately half should be considered for additional work to firm up redevelopment opportunities
- ▶ East Avenue site reflects very positive potential





Financial Plan

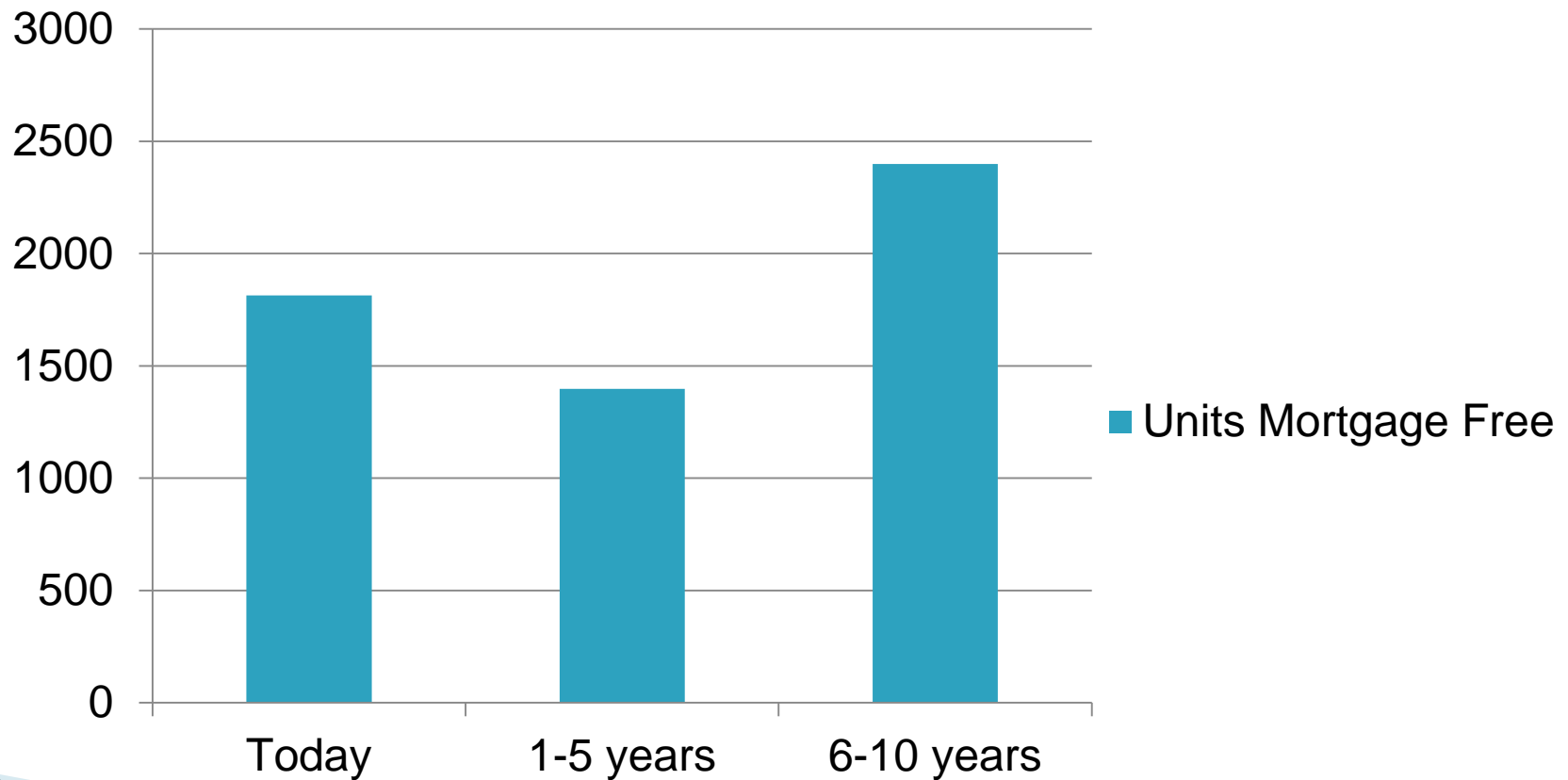
- ▶ New units could access Regional programs – Provincial flow through
- ▶ Peel portfolio can support some of SOGR/Redevelopment
- ▶ Shovel ready projects may attract Federal/Provincial funding

End of Mortgage ^{7.3-6}

+80% Mortgage free in 10 years



Units Mortgage Free





Next Steps: East Avenue

- ▶ In accordance with MOU from Region, regarding \$32 million investment opportunity, staff will work with Regional Housing staff to develop a proposal for Board and Council consideration for the purpose of increasing the unit count on this site from 30 to 150+
- ▶ Preparing updated communications strategy for residents
- ▶ Timeline – September



Next Steps: Multi-year Redevelopment Plan

- ▶ As part of capital planning process , staff will refine preliminary work for consideration and inclusion into longer term plan
- ▶ Establish endorsement to move those projects to a “shovel ready” stage over the 2018/19 period.
- ▶ Will report back as part of the budget process and regular GM’s Updates.
- ▶ Continue to refine financial plan



Questions

