

Housing Support

2023–2026 Business Plan
and 2023 Budget

Housing Support	1
Executive Summary	3
Services we provide:	3
Interesting facts about this service	3
Highlights of the Business Plan	3
Core Services	4
Vision, Mission, Goals of Service and Service Delivery Model	4
Service Levels and Trends	5
Service Levels.....	5
Performance Measures and Results.....	8
Awards and Achievements	9
The 2023 -2026 Business Plan Outlook.....	10
Planning for the Future.....	10
Finding Efficiencies.....	12
Transforming Our Business with Technology.....	13
Maintaining our Infrastructure	14
Proposed Operating Budget.....	15
2023 Operating Budget Pressures	16
Staffing Resources to Achieve Level of Service.....	17
2023 Total Expenditures & Funding Source (In \$M).....	18
2023 Budget Risks	18
2024 – 2026 Operating Forecast.....	19
Proposed Capital Budget.....	20
2023 Capital Budget Overview	20
Proposed Capital Plan	22
By Project Classification.....	22
Budget Requests	25

Executive Summary

Mission: Together with Peel Housing Corporation, we provide emergency, subsidized and affordable housing options and supports to residents who are homeless, unstably housed and unable to afford housing within the private market.

Services we provide:

- Oversee the Region of Peel’s affordable housing system
- Together with Peel Housing Corporation, build, fund, own and operate emergency, transitional, subsidized and affordable rental housing
- Administer housing subsidies and financial assistance
- Provide case management supports
- Provide street outreach to the homeless living rough

Interesting facts about this service:

- Proposed 2023 gross operating budget is \$257 million. Just \$62 million or 24% is funded by the federal and provincial governments.
- Current service levels meet less than 30% of need for affordable housing in Peel.
- About 3,600 families, adults and youth are served each year at the shelters. Shelter occupancy is currently averaging 117%.
- Over \$114 million in subsidies are administered annually to 11,500 households, but there are 28,000 households waiting for subsidized housing in Peel, an increase of 88% since 2019.
- \$2.6 billion of housing assets are owned by Peel Housing Corporation (PHC). Funding gap of approximately \$700 million to maintain in SoGR.

- 10 development projects are underway that will add almost 1,000 new affordable units. Inflationary pressures and cost increases due to supply-chain issues and climate change goals have created a significant funding gap.

Highlights of the Business Plan include:

- Peel, like all major urban centres across Canada and around the world, is facing an affordable housing crisis.
- The affordable housing system has insufficient resources to maintain assets, increase supply and support clients in need.
- The 2023 budget includes operating and capital requests that address service demand pressures and the \$1 billion funding need to maintain housing assets in a state of good repair.
- Significant operating and capital investments will be required throughout the term of Council to better meet community need and implement Peel’s 10-Year Housing and Homelessness Plan.

Net Investment (\$000s)	2023	2024	2025	2026
Operating	155,219	162,801	166,837	173,135
Capital	169,050	302,316	99,314	549,693
Full Time Equivalents	162	162	162	162
Full Time Equivalents Peel Living	118	118	118	118

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

A community for life where all residents are affordably housed, and chronic homelessness is eliminated.

Mission

Together with Peel Housing Corporation, we provide well-maintained emergency and affordable housing options and supports to residents who are homeless, unstably housed, and unable to afford housing in the private market.

Goals of Service

1. Increase the number of Peel residents who are affordably and stably housed.
2. Prevent homelessness by supporting successful tenancies.
3. Provide effective emergency shelter and homelessness supports.
4. Deliver modern services that all clients and tenants can easily navigate.
5. Maintain assets in a state of good repair, reducing GHG (Greenhouse Gas) emissions.
6. Cultivate a positive, inclusive culture that attracts and retains talented employees.

Service Delivery Model



Service Levels and Trends

Service Levels

System Oversight, Strategic Planning and Advocacy: As Service Manager, the Region of Peel oversees Peel's affordable housing system. The system provides housing, financial assistance or supports to almost 30,000 households in Peel. We are required by the province to create a 10-Year Housing and Homelessness Plan to strategically respond to Peel's affordable housing challenges. The current plan, approved by Council in April 2018, is in its fifth year of implementation. To date, 14 of 35 actions have been completed, and 15 actions are underway.

Financial Assistance and Case Management: The Region of Peel provides financial assistance and case management supports to an additional 7,900 households per year that have a housing need.

Emergency Shelter & Homelessness Supports: The Region of Peel manages or funds 7 emergency shelters. On average, the shelters provide temporary shelter to approximately 3600 people experiencing homelessness annually. In addition, the Region of Peel manages an outreach program that provides almost 5000 annual in-person visits to those experiencing homelessness and living on the streets.

Transitional Housing Operations and Maintenance: The Region of Peel provides or funds transitional housing and supports to approximately 100 youth, 6 survivors of human sex trafficking and 35 men dealing with mental health and addictions challenges, each year.

Affordable and Subsidized Rental Housing Operations and Maintenance: There are 5,600 affordable rental and over 10,000 subsidized units in the affordable housing system in Peel. These units are managed by the Region of Peel (750 units), Peel Housing Corporation (PHC), which is owned by the Region of Peel (6882 units), 46 other non-profit and co-operative housing providers (5000 units) and private landlords (3800 units). Currently, 77% of the 15,600 units of housing stock that the Region or PHC is responsible to maintain is in a good/fair state of repair. For the PHC portfolio a significant financial investment will be required to maintain the portfolio at a minimum of fair status given the age of the buildings in the portfolio.

Programs to Increase Affordable Supply: The Region of Peel is building affordable rental housing on lands owned by the Region and Peel Housing Corporation (PHC). These projects can be found in the Region's Housing Master Plan (HMP). If fully funded, the HMP can add over 5600 new emergency, supportive, transitional, or affordable rental units to Peel's affordable housing supply by 2034. To date, \$689 million of Regional, provincial, and federal funding has been secured for these projects. Since 2018, two projects or 234 units have been completed and 10 projects with a combined total of 965 units are underway.

The Region also supports the development of affordable and supportive housing that is built and operated by non-profit developers and providers. Earlier this year, Indwell Community Homes opened their new 4-storey supportive housing project, Lakeshore Lofts, which has added 68 new supportive units. Brampton Bramalea Christian Fellowship Residence opened their new project in February 2021, which added 90 new affordable and market rental units to Peel's stock, providing homes for families, seniors, and singles, 45 of whom came from the Region's Centralized Waiting List.

In 2021, the Region of Peel launched the Peel Affordable Rental Incentives Program (PARIP), as a pilot program. PARIP provides grants to private and non-profit developers to add affordable units to their purpose-built rental projects. To date, 130 new affordable rental units for middle income households have been funded through this pilot program.

Finally, the Region operates a Second Units Renovation Assistance Program. This program currently has an annual budget of \$1.7 million and access to additional one-time funding, which can add up to 60 safe and registered second units annually in private homes each year.

Trends

Lack of federal and provincial funding. The Region of Peel alone cannot solve the affordable housing crisis. In 2023, just 24% of the operating budget and 0% of the capital budget is funded by the federal and provincial governments. Chronic underfunding from the federal and provincial government prevents the Region of Peel from operating at a scale that meets our community's needs.

Unprecedented growth in need. Peel, like all major urban centres across Canada and around the world, is in the midst of an affordable housing crisis. Since 2018, average resale prices in Peel have risen about 50% while rental rates have risen about 20%, outpacing income gains. The failure of the market to provide affordable housing options for a growing number of households, is causing unprecedented pressure on the affordable housing system. The gap between current service levels and need is large and growing. 17,700 households live in the affordable housing system in Peel and an additional 11,500 receive emergency shelter, financial assistance, and other supports. We estimate that current service levels meet less than 30% of need, given that an estimated 91,000 households in Peel are in core housing need.

Aging infrastructure. Aging infrastructure remains a concern for housing, with an estimated funding gap of \$858 million to maintain our assets in the state of good repair. We are modernizing our approach to asset management to ensure sustainability of the system while maintaining affordability. Increased funding is required to address these challenges and opportunities.

Cost of Land. Given the high and growing cost of land in Peel, we are building on land owned by the Region of Peel and Peel Housing Corporation. Our Housing Master Plan has identified over 30 projects to add over 5600 emergency, affordable rental, and supportive housing by 2034. Approximately 32% of the plan is currently funded.

Inflation. Rising inflation rates disproportionately impacts our clients, while also creating challenges to deliver services and build new supply, cost effectively. Inflationary pressures are expected to continue throughout this term of Council.

Climate Change. Contributing to the Region’s climate change goals is an important endeavour within the housing system. Increased funding will be required to ensure modernized building components and design can be incorporated into existing and new builds. PHC is partnering with the Region to implement the climate change master plan and reduce carbon emissions. Energy improvements to reduce heat loss, including building sealants and insulation are underway at eligible sites through a provincial program.

COVID-19. The COVID-19 pandemic created the need for enhanced operating procedures and infection control practices in our shelters and buildings. These enhanced practices are here to stay. The pandemic also revealed how important it is for the housing and health systems to work together to better address the health needs of the homeless and precariously housed. Partnerships with the health care system, developed during the pandemic must be adapted and sustained.

More clients with complex health needs. A growing number of homeless residents and tenants in the affordable housing system require physical and mental health supports to maintain stable housing. It is estimated that 50% of the need for supportive housing in Peel goes unmet. Peel’s shelter system requires low-barrier solutions for clients with drug or alcohol addictions.

Diversity, Equity, and Inclusion. Peel’s affordable housing crisis is racialized. Staff estimate that households identifying as Black, Filipino, Arab/West Asian, or Latin American, are approximately 1.5 to 2.5 times more unlikely to own a home as compared to non-visible minority households. The Region of Peel is examining our housing policies and programs to combat systemic racism. The Region is also committed to addressing the discrimination and negative attitudes directed towards marginalized populations within our community.

Performance Measures and Results

The Region of Peel is committed to delivering services effectively and efficiently. The Region's performance measures help assess how well we are doing at achieving our goals and where we need to improve. The results also inform decision-making and strengthen accountability.

Customer Measures:

In 2021, Peel's affordable housing system housed or supported 28,793 households. Of these households, 17,700 live in the affordable housing system, while an additional 7,900 were provided with financial assistance and supports and approximately 3600 families, single adults and youth are served each year at the 7 emergency shelters owned or funded by the Region or by our street outreach team.

In addition, the Region of Peel manages an outreach program that provides almost 5000 annual in-person visits to those experiencing homelessness and living on the streets.

Peel Housing Corporation (PHC) recently completed a tenant satisfaction survey, which found that 2 out of 3 tenants say they take pride in where they live and feel connected to supports and services in the community. However, overall client satisfaction has declined as have tenant's perceptions of security and cleanliness. PHC is committed to addressing tenant concerns.

Business Process Measures:

In 2022, requests for service increased over 200% compared to 2021. As of January 2022, average response time for service is 10-12 weeks, which exceeds the expected service standard. Solutions to address demand pressures will be presented to Council in 2023.

Across the housing portfolio, building condition assessments (BCAs) are completed every 5 years to reflect actual building conditions, up-to-date costing, new building and fire code requirements, and health and safety concerns. All housing provider buildings are included in this cycle. As of 2022, 20% of the community housing portfolio has been assessed.

PHC renewed a portfolio wide building condition assessment program to improve the capital planning process. As of 2022, 80% of the portfolio has been assessed. The 10-year capital plan is updated annually based on the current condition assessments completed.

Employee Measures:

The 2022 employee engagement survey reveals that almost 80% of Housing staff perceive the organizational culture as favourable, reporting that they feel well supported by their people leader. On the other hand, just 39% of housing staff believe that the amount of work expected of them was reasonable. Finding solutions to support employees who are experiencing burnout due to the pandemic and other workload pressures is a top priority.

Awards and Achievements

Guided by our 10-year housing and homelessness plan, we are improving service and adding affordable supply. In the last term of council alone, 8 new initiatives were implemented.

- Increased street outreach program
- Coordinated access for housing supports and services
- Needs-based subsidy administration
- Improved shelter standards and a new approach to managing shelter overflow
- Improved access to health supports for the homeless
- Housing Master Plan
- Affordable Housing Incentives Pilot Program
- Redesigned Second Units Renovation Assistance Program

In 2021, over 2,400 clients were permanently housed and an additional 7,900 were provided with financial assistance and supports.

Housing Services, in collaboration with many internal and external partners, managed the Region's COVID-19 pandemic response for the homeless. This included isolation and recovery sites, additional shelter overflow hotels, out of the cold programs, additional drop-in centres, mobile showers and washrooms, and the administration of additional funding for the nonprofit sector serving the vulnerable.

This response involved the administration of over \$80 million of temporary emergency federal and provincial funds, which not only diverted people from more expensive interventions such as hospitals but saved lives and decreased infections amongst the homeless and other vulnerable residents in Peel.

Peel Housing Corporation, as part of their pandemic response, implemented the seniors connect program, which provided senior tenants with ongoing connection to volunteers, community agencies and supports. In partnership with Peel Public Health COVID vaccinations were provided at 24 seniors' buildings.

The breadth, scope and innovative nature of our work is often highlighted at provincial and national conferences and events. Below are a few examples:

- "Towards Affordable Housing in the Suburbs – The Region of Peel's Housing Master Plan" presented at the 2022 Canadian Institute of Planner's National Conference
- Peel Talks Housing Podcasts – Innovative Housing Solutions, 2022 OMSSA Exchange Conference
- PHC Mobile Recovery Team - Innovation Nomination, 2022 ONPHA Conference and selected presenter at Showcase

The 2023 -2026 Business Plan Outlook

Planning for the Future

As previously mentioned, the failure of the market to provide affordable housing options for a growing number of households in Peel, is causing unprecedented pressure on the affordable housing system. The gap between current service levels and need is large and growing. We estimate that current service levels meet less than 30% of need for affordable housing in Peel.

As we respond to these pressures by implementing Peel's 10-year Housing and Homelessness Plan, more operating and capital investments will be required to enable the Region of Peel to operate at a scale that will result in meaningful change and improved housing outcomes for those who cannot afford to live in the private housing market.

Priorities for 2023-2026 include:

Service Level Review

Housing is undertaking a comprehensive service level review to better understand the gap between current service levels and need. The review will also determine the mix of programs and services that will deliver the greatest return on investment. The results of this review will be presented to Council in the spring of 2023, in advance of 2024 budget deliberations.

Service Transformation

Work that began in the previous term of Council to transform how housing and homelessness services are delivered will continue. This work is creating modernized and enhanced service options for our clients, while also improving access. The goal is to help more residents get and keep housing they can afford. Service Transformation is a multi-year initiative that involves enhanced street outreach to the homeless, improved shelter standards and oversight, faster access to housing subsidies and enhanced case management supports.

In addition, PHC introduced the Landlord and Tenant Promise which is a commitment to working with tenants to have successful tenancies while outlining each party's responsibilities. Through the cornerstone of the promise, PHC reinforces client-centred service, based on communication, accountability, respect, and equity (CARE).

To improve services available to PHC tenants, a Community Partnership Plan is being developed.

Improving access to health services and other supports for the homeless and precariously housed

The COVID-19 pandemic created opportunities to work more closely with a variety of community health organizations. Improving access to physical and mental health supports for the homeless and precariously housed, while introducing low-barrier options into Peel's shelter system are important priorities for this term of Council.

Increasing Supply

The Region of Peel will continue to increase the supply of affordable housing in a variety of ways including building on Region of Peel and Peel Housing Corporation (PHC) sites, funding third-party development projects, providing incentives to private and non-profit developers, administering the second units program and working with the local municipalities on a Vacant Homes Tax and Inclusionary Zoning. More funding will be required to scale-up and implement all opportunities that have been identified.

Maintaining Existing Assets

The Region of Peel and Peel Housing Corporation recognize the importance of well-maintained assets. Aging infrastructure and inadequate funding are pressing concerns for the entire affordable housing system. Significant investment is needed over the next several years to ensure the sustainability and quality of existing assets and to meet the Region's climate change goals.

Advocacy

The Region of Peel cannot solve the affordable housing crisis on its own. As such, advocacy to the federal and provincial governments will continue to be a top priority as we seek policy change and funding that: 1) encourages the use of housing for homes; 2) Increases the supply of new affordable housing in complete communities while ensuring the longevity of existing affordable housing; 3) Expands the scope of social programs to assist families in carrying high housing costs; and; 4) strengthens the capacity of the Service Manager and community housing sector to respond to rapidly growing need.

Finding Efficiencies

The Region of Peel is committed to delivering efficient services. Examples of continuous improvement projects and efficiencies gained through new technology are summarized below.

Continuous Improvement

The objective of the Region's Continuous Improvement Program is to optimize service delivery and maximize value for tax dollars spent. The completion of continuous improvement initiatives positively impacts client experience, employee engagement, cost savings and cost avoidance.

Highlights of the many projects and improvements completed include:

- Increased service levels for the street outreach program, increasing the hours of the Street Helpline to 24/7, while also increasing the number of van-hours from 57 to 84 each week.
- Historically, access to Housing subsidies has only been available through the provincially mandated centralized waiting list. Through service transformation, we've introduced needs-based, portable subsidies to those in greatest need, providing an alternative to the waitlist. Over 1200 households have been provided with a needs-based, portable subsidy. This represents a 94 per cent increase in portable subsidies since April 2018.

- Developed Peel's Housing Master Plan to build more affordable rental housing on Region of Peel and PHC lands. By building on our own land and therefore removing the cost of land from our projects, staff estimate we are saving up to \$100,000 per unit.
- Launched Peel's Affordable Rental Incentives Program, a competitive program that provides grants to private and non-profit developers that commit to delivering affordable units in new rental housing developments. The average cost per unit in the first round of the program was \$65,000, making this a cost-effective solution to increasing the supply of affordable rental housing in Peel.
- Housing Services, in collaboration with PHC, has implemented a maintenance model at the ROP owned emergency shelters. As specialized staff, these individuals can triage and respond to maintenance orders which enables the shelters to proactively address maintenance issues, focus on the safety and security of clients, monitor the maintenance of the shelters and overall save on costs. While this model has not been formally evaluated yet, initial data shows that the number of work orders overall has decreased by almost 60%.

Transforming Our Business with Technology

Housing Services and Peel Housing Corporation (PHC) have made significant investments in technology over the past term of council. The Housing Enabling Technology has allowed for the replacement of several outdated legacy programs.

The impact of our new technology is currently being measured, but preliminary benefits include a reduction in the number of applications that clients need to fill out from sixteen to one. The new technology was also designed to enhance the protection of privacy, to support Housing Services' journey to becoming a Health Information Custodian and Health Information Network Provider. Moreover, and in support of the Region's environmental goals, the amount of printing required for monthly landlord statements, multiple application forms and accompanying documents has also been reduced. It is estimated that over 1,500 sheets of paper per month, or over 18,000 per year, are being saved.

The replacement of the legacy systems has allowed PHC to improve decision making and the overall tenant experience, including launching a self-service tenant portal. The new technology will enhance service delivery through focused technology on asset, tenancy and financial management systems. These technology solutions will reduce manual scheduling in spreadsheets which will better manage staff coverage, building and equipment bookings, on-call and after hours scheduling and improve service delivery.

Maintaining our Infrastructure

To ensure our infrastructure is responsibly maintained, we must define a reasonable state of good repair and set priorities to maintain existing service levels. This involves addressing growth concerns and developing an economic lens for infrastructure.

A review of the State of Good Repair (SOGR) needs across the community housing system and of regionally owned housing assets (including affordable housing, transitional housing, and shelters) is being completed. Increased funding is required to maintain the buildings and keep affordable units in the housing system.

Highlights of the major state of good repair projects for the 2023 Capital Budget include:

Chapelview: installation of additional security and detection systems in common areas.

Mayfield Seniors: installation of additional intercom at front entrance and a new generator to ensure power provided to the entire building.

Millbrook Place: replacement of interior finishes and exteriors window sealants and caulking.

Nance Horwood: replacement of interior common area finishes and replacement of sloped roof shingles.

Norton Lake: replacement of some existing components in parking garage ramps and replacement of flooring in 2 common rooms and approximately 12 units.

Snelgrove: replacement of interior building lighting.

PHC has forecasted \$720M state of good repair (SOGR) work required over the next 10 years. PHC is requesting \$70.8 million from the Region in 2023 to fund SOGR work for its housing stock to bridge the gap, mitigate risk of infrastructure failure, and to ensure tenant safety. \$12.2 million of this request is being made to support climate change initiatives and align with targets established in the Climate Change Master Plan. PHC will also allocate \$4.6 million in reserve contributions to address the funding gaps for a total investment of \$75.4 million for 2023.

Highlights of the major investments in the 2023 PHC Capital Budget by work categories are:

- Shell – exterior walls balconies, windows and exterior doors
- Interior – flooring, carpets, kitchens, bathrooms, doors
- Siteworks – fencing, paving, playgrounds, landscaping
- Services – elevators, plumbing, HVAC, electric baseboards, chillers, make up air units, electric panels, fire systems, lighting, generators
- Sub-structure – foundations, underground parking garage foundations

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2023-2026 Business Plan. Information is provided by major expenditures and revenue. The costs to maintain existing service levels and operationalize prior decisions are identified in the base budget changes separately from proposed changes. The net cost for the service in 2022 was \$66.8 million and the proposed budget for 2023 is \$76.3 million.

Net Expenditures: \$155.2 million (Total Expenditures: \$257.1 million)

Description	Proposed 2023 Budget	Approved 2022 Budget	\$ Change Over 2022	% Change Over 2022
Operating Costs	24,812	23,442	1,370	5.8%
Labour Costs	27,782	26,479	1,303	4.9%
Reserve Contributions	23,331	23,165	166	0.7%
Debt Charges	1,800	1,793	7	0.4%
Grant Payments	170,640	159,746	10,894	6.8%
Facility, IT, HR and other support costs	18,491	18,529	(38)	(0.2%)
Recoveries	(9,764)	(10,390)	(624)	(6.0%)
Total Expenditures	257,090	242,764	14,326	5.9%
Grants and Subsidies	(61,884)	(61,825)	(59)	0.1%
Supplementary Taxes	-	-	-	0%
Fees and Service Charges	(39,192)	(37,076)	(2,116)	5.7%
Transfer from Development Charges	-	-	-	-
Contributions from Reserves	(795)	(1,145)	350	(30.6%)
Total Revenues	(101,871)	(100,046)	(1,825)	1.8%
Total Net Expenditure	\$155,219	142,717	12,501	8.8%

2023 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2023 vs 2022	
2022 Revised Cost of Service	242,764	100,046	142,717	%
Cost of Living/Inflation				
Labour costs	228	193	35	
Goods and services	37	621	(584)	
Subsidy	4,251		4,251	
Agency Contract	332		332	
Base Subsidy/Recoveries				
Federal Funding decrease as per Ontario Gazette	-	701	(701)	
Region owed buildings, operations	509	941	(433)	
Community Housing Provider Subsidy, including Peel Living	(146)		(146)	
Various funding changes (HPP, PL loan, COCHI, Inclusionary Zoning, SIF, OW personal needs, Reaching Home)	(146)	(917)	771	
Cost Mitigation¹				
Cost Containment	(402)	-	(402)	
Base Budget Changes Subtotal	4,663	1,539	3,124	
Service Level Demand²				
Increased demand for Homelessness supports (4 FTE)	430		430	
Service volume increases – shelter/overflow facility mngt (3 FTE)	1,323		1,323	
Affordable Housing Incentives Program (1 FTE)	7,625		7,625	
State of Good Repair Project Manager for PHC (1 FTE)	143	143	-	
Asset Maturity Initiatives for PHC – (1 Contract)	144	144	-	
Service Level Changes Subtotal	9,663	287	9,378	
Total 2023 Budget Change	14,326	1,826	12,502	
2023 Proposed Budget	\$257,090	101,872	155,219	8.8%

Note: May not add up due to rounding

Operating budget pressure notes:

Cost Mitigation¹

- Miscellaneous savings of \$402 thousand resulting from the ongoing review of budgets; these reductions will not impact service levels.

Service Level Demand²

- Increased demand for Homelessness supports (4 FTE)
- Service volume increases – shelter/overflow facility management (3 FTE)
- Affordable Housing Incentives Program (1 FTE)
- State of Good Repair Project Manager for PHC (1 FTE)
- Asset Maturity Initiatives for PHC – (1 Contract)

Staffing Resources to Achieve Level of Service

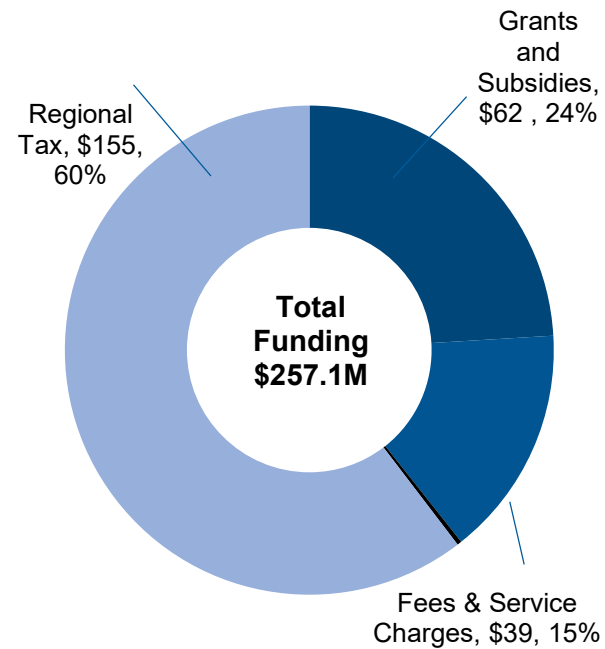
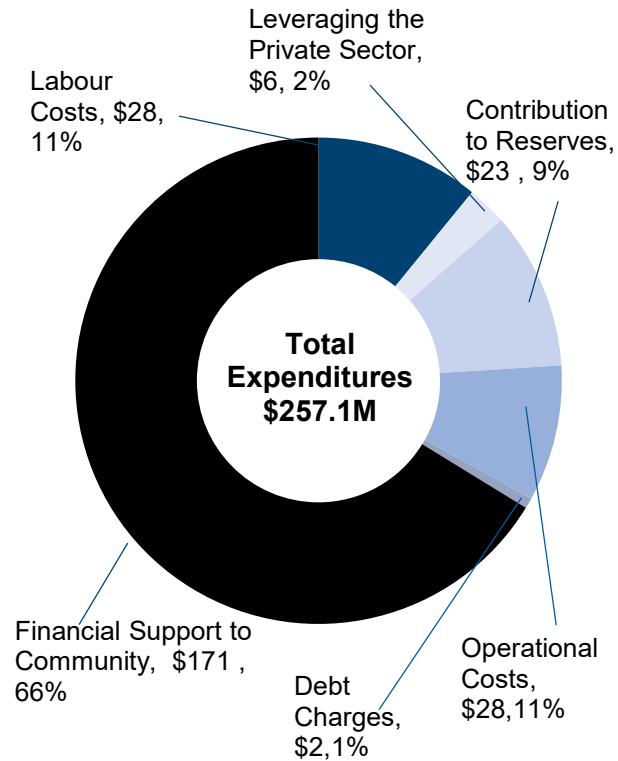
2022	2023	2024	2025	2026
271.0	280.0	280.0	280.0	280.0

Note: Staffing resources are regular positions (Full Time Equivalent, FTE)

	2022	2023	2024	2025	2026
Housing – Admin	154	162	162	162	162
Peel Living – Admin	61	62	62	62	62
Sub-Total	215	224	224	224	224
Peel Living Site Staff	56	56	56	56	56
Total	271	280	280	280	280

Note: Staffing resources are regular positions (Full Time Equivalent, FTE)

2023 Total Expenditures & Funding Source (In \$M)



2023 Budget Risks

- Unprecedented Demands on Affordable Housing System
- Lack of funding from federal and provincial governments
- More clients with complex needs
- Aging infrastructure
- Inflation
- Equitable access and inclusive communities

2024 - 2026 Operating Forecast

	Budget			Forecast					
	2022	2023		2024		2025		2026	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
Total Expenditure	242,764	257,090	5.9%	253,548	(1.4%)	253,834	0.1%	256,769	1.2%
Total Revenue	(100,046)	(101,871)	1.8%	(90,747)	(10.9%)	(86,998)	(4.1%)	(83,634)	(3.9%)
Net Expenditure	142,717	155,219	8.8%	162,801	4.9%	166,837	2.5%	173,135	3.8%

Note: May not add up due to rounding

- Reaching Home funding – unknown beyond first quarter of 2024, \$8.7M was removed both expense and revenue in 2024
- Wilkinson Redevelopment capital project has operating impacts in 2024, \$3.5M for relocation costs and \$1.7M in 2026 for additional operating costs due to increase in capacity the redevelopment will provide
- Federal funding decrease – 2024 (1.6M), 2025 (\$4.1M), 2026 (4.0M)
- SIF, IAH funding ended in first Quarter of 2024 – (\$1.2M)

Proposed Capital Budget

Capital Budget: \$169.1 million (Ten Year Plan: \$1,523.6 million)

2023 Capital Budget Overview

The following table provides a summary of Housing Support Service’s planned capital project activity for 2023, including funding sources for both new capital project requests in 2023 and projects carried forward to 2023.

	Carry-forward from Prior Years (WIP) (\$'000)	2023 Capital Budget (\$'000)	Total Capital in 2023 (\$'000)
DC Growth	378,254	-	378,254
Externally Funded	22,771	-	22,771
Non-DC Internal	11,633	169,050	180,683
Total Expenditures	412,658	169,050	581,708
# of Projects	31	6	37

Existing Capital Projects - \$412.7M

- \$378.3M for Housing Master Plan (13 projects, 2 are completed)
- \$21.2M for Housing Development (3 projects)
- \$10.4M for State of Good Repair (13 projects)
- \$2.8M for Housing for Other such as technology (2 projects)

2023 Capital Budget - \$169.1M

Key highlights:

- \$70.8M Peel Living State of Good Repair
 - \$66.9M Housing Master Plan
 - \$23.7M Wilkinson Road Men's Shelter Redevelopment
 - \$5.0M loans for Housing Provider State of Good Repair
 - \$2.7M Region owned Housing and Shelters State of Good Repair
- See Appendix I for details.

2023 Budget Risks

Implementation of capital projects may be impacted by COVID-19 and increased inflationary pressures above the 5% assumption used

Operating Impact of 2023 Capital Budget

- None for 2023, operational impacts will be seen for Wilkinson Road, anticipated in 2024

Proposed Capital Plan

2023 - 2032 10-Year Capital Plan - \$1,523.6M

By Project Classification:

State of Good Repair \$686.1M	DC Funded Growth \$813.8M	Non-DC Funded Growth & Other \$23.7M
--	--	---

Key Highlights:

- \$813.8M Housing Master Plan
- \$594.6M Peel Living Provider State of Good Repair
- \$77.6M Housing Provider Capital Loan for State of Good Repair
- \$23.7M Wilkinson Road Men's Shelter Redevelopment
- \$13.9M for Shelter and Affordable Housing State of Good Repair

See Appendix II for details.

Service : Housing Support

Appendix I

2023 Financing Sources and Funding Status (\$'000)

2023				
<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>

Project	Name	Description		
075040	Providers' Capital Loan-Other	Capital loan relating to reserve shortfall for housing providers (non Peel Living) for SOGR	5,017	5,017
215030	Housing Master Plan	Affordable Housing Initiatives	66,864	66,864
230100	Shelters Capital Repair	Shelters capital repairs	100	100
230199	Wilkinson Road Men's Shelter Redevelopment	Shelter Redevelopment	23,650	23,650
235034	Region Housing Capital Repairs	SOGR repairs to Region owned Buildings	2,607	2,607
235037	Peel Living SOGR		70,811	70,811
Housing Support			169,050	169,050

Appendix II

Service: Housing Support

2023 Ten Year Combined Capital Program (\$'000)

			2023	2024	2025	2026	2027	Yrs 6-10	Gross
Project	Name	Description							
075040	Providers' Capital Loan- Other	Capital loan relating to reserve shortfall for housing providers (non Peel Living) for SOGR	5,017	18,070	10,424	9,837	5,932	28,373	77,652
195031	Provider Capital Loan- Peel Living	Capital Loan relating to reserve shortfall for Peel Living SOGR	0	139,883	87,601	72,783	46,534	176,973	523,774
215030	Housing Master Plan	Affordable Housing Initiatives	66,864	140,027	0	466,105	140,769	0	813,766
215035	Condo Capital Repairs	SOGR repairs to Region owned Condo's	0	0	240	0	0	0	240
230100	Shelters Capital Repair	Shelters capital repairs	100	1,377	595	202	331	1,159	3,764
230199	Wilkinson Road Men's Shelter Redevelopment	Shelter Redevelopment	23,650	0	0	0	0	0	23,650
235034	Region Housing Capital Repairs	SOGR repairs to Region owned Buildings	2,607	2,959	454	765	872	2,331	9,989
235037	Peel Living SOGR		70,811	0	0	0	0	0	70,811
Housing Support			169,050	302,316	99,314	549,693	194,438	208,837	1,523,647

Budget Requests

This table presents the costs by Budget Request for proposed new initiatives. Each Budget Request is numbered. Detailed descriptions of the budget requests can be found in the pages following the table.

Proposed Initiative	Division	Budget Request #	FTEs Requested	Contract FTE Requested	Net Operating Impact \$	Capital \$
Increased Demand for Homelessness Supports	Housing Support	01	4.0	0.0	430,519	0
Service Volume Increases - Shelter/Overflow Facility Management	Housing Support	02	3.0	0.0	1,322,777	0
State of Good Repair Project Manager - Interiors	Peel Housing Corporation	03	1.0	0.0	0	0
Wilkinson Road Men's Shelter Redevelopment	Housing Services	04	0.0	0.0	0	23,650,000
Peel Affordable Rental Incentives Program	Housing Services	05	1.0	0.0	7,624,721	0
Peel Housing Corporation State of Good Repair & Low Carbon Project Support	Peel Housing Corporation	06	0.0	0.0	0	75,355,482
Asset Maturity Initiatives	Peel Housing Corporation	07	0.0	1.0	0	0
TOTAL			9.0	1.0	9,378,017	99,005,482

Budget Request #: 01

Proposed Initiative	Department	Division	Service Area
Increased Demand for Homelessness Supports	Human Services	Housing Support	Housing Support

Description of Budget Request

The housing affordability crisis is placing unprecedented pressures on the affordable housing system. At the end of 2021, there were 28,227 households on the centralized wait list for subsidized housing, an 88% increase from June 2019. In 2022, service requests increased over 200%. Shelter occupancy averages 117% each week. To address these pressures, Housing Services is transforming how we deliver service. This involves new work that requires 4 new full-time equivalent (FTE) positions.

Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	430,519	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
Total Expense	430,519	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
Total Revenue	-	-	-	-
Net Impact -Tax	430,519	-	-	-
Net Impact - Utility Rate	-	-	-	-
FTEs	4.0	-	-	-
New Contracts	-	-	-	-

No Capital Investment Required

Why Staff Recommend this Initiative

The housing crisis is placing unprecedented pressures on the affordable housing system. In 2022, service requests increased by 200%. Shelter occupancy averages 117%. We are working with community agencies to coordinate access to available supports. A coordinated access system has been designed, approved by Council and partially launched. Housing Services is the backbone organization and this role involves new work. We cannot implement coordinated access without the 4 FTE.

Details of Service Change

In response to significant increases in demand for housing and homelessness supports, and in order to comply with new federal funding requirements, Housing Services is transforming how we deliver our services to the homeless. A new coordinated access system was designed and partially launched in 2022. Housing Services is the backbone organization for the coordinated access system. Fulfilling our mandate involves new work that requires 4 new full-time equivalent (FTE) positions. The new work includes: maintaining electronic files, managing new data sharing agreements, managing access to a new centralized database, managing the legislated 'By-Name List', where participating individuals and families are placed and then prioritized for service according to vulnerability, scheduling and facilitating case conferences between participating service providers, following enhanced privacy guidelines and standards in order to comply with PHIPA (Personal Health Information Protection Act), managing new contracts with participating service providers and completing new federal reporting requirements.

The 4 FTE positions include:

- 1 Administrative Support Representative (supports all new work)
- 1 Housing Program Analyst (new contracts, facilitates case conferences, federal reporting)
- 1 Privacy Coordinator (compliance with PHIPA)
- 1 Advisor, Housing Programs and Technology (new technology)

Service Impact

Housing Services will continue to transform our service to meet growing need, working with our community partners to fully implement the coordinated access system in 2023. Once operational in the Housing Services Technology Platform, Housing Services will utilize the real-time data to fulfill reporting obligations and to work with internal partners to monitor outcomes and to inform system planning and improvement. We expect the coordinated access system will help us house more families and individuals experiencing chronic homelessness faster, alleviating pressures on the shelter system and reducing the number of street homeless. Housing Services staff is working with the Peel Alliance to End Homelessness to formalize a communications campaign to build client and community awareness and understanding of coordinated access.

Staff will return to Council in 2024 to report on the first year of operation.

Budget Request #: 02

Proposed Initiative	Department	Division	Service Area
Service Volume Increases - Shelter/Overflow Facility Management	Human Services	Housing Support	Housing Support

Description of Budget Request

In 2022, service requests in Housing increased over 200%. Shelter occupancy now averages 117% each week. We are housing over 50 families a week in overflow hotels, in addition to refugees, families from the Ukraine and others facing emergencies. An increase of \$1.3 million, which includes 3 full-time equivalent (FTE) positions is requested to manage this increase in work, in order to properly manage our shelter and overflow facilities.

Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	1,322,777	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
Total Expense	1,322,777	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
Total Revenue	-	-	-	-
Net Impact -Tax	1,322,777	-	-	-
Net Impact - Utility Rate	-	-	-	-
FTEs	3.0	-	-	-
New Contracts	-	-	-	-

No Capital Investment Required

Why Staff Recommend this Initiative

In 2022, service requests in Housing increased over 200%. Shelter occupancy is 117%. Use of overflow hotels for shelter clients and refugees is growing. The team has experienced significant increases in workload: the number of contracts has increased 113%; provincial requirements have increased the time spent on procurement, inspection and monitoring activities and issues now require daily intervention. More supplies, equipment and staff are required to keep up with the increased volume of work.

Details of Service Change

Shelter operations and facility maintenance are contracted-out services. In 2021, Housing Services improved our shelter facility maintenance contract management practices, which included more direct oversight of the contracts with our overflow hotels. Over the last few years the volume of work has increased significantly. The increase has been driven by a number of factors: 1) growing occupancy at Regional shelters which now averages 117% with regular use of overflow hotels; 2) 113% increase in the number of contracts being managed from 30 to 64; 2) shift from occasional to constant need for emergency housing and supports to refugees and others fleeing violence, natural disasters; 3) more stringent infection prevention and control standards at our Dundas Street shelter that provided enhanced health services and for all congregate-care settings mandated by the province; 4) constant churn with hotel partners, and; 5) sharp increase in damages and safety concerns on-site and with neighbouring properties. To address these pressures and to achieve desired outcomes \$1.3 million is being requested to be used as follows:

\$700,000 - enhanced cleaning

\$130,000 - ventilation equipment and monitoring, PPE and other infection prevention supplies

\$100,000 - security services at all shelters

1 Contracts Coordinator (currently contract position)

1 Housing Supply Specialist - (currently contract position)

1 Supervisor (currently contract position)

Service Impact

The requested investments will help to ensure that Regional shelters operate with appropriate infection prevention and control and health and safety standards appropriate in a post-pandemic world. The requested FTE will address the increases in service volume, so that the increased number of contracts are managed appropriately, and on-site shelter inspections are completed in a timely manner. The additional staff will also ensure that facility related issues at Regional shelters and overflow hotels are responded to and rectified in a timely manner. The impact will be compliance with provincial requirements, reduced costs/increased value due to shift from reactive to preventative response and better service, client and neighbour satisfaction due to enhanced security, and timely response to issues.

Budget Request #: 03

Proposed Initiative	Department	Division	Service Area
State of Good Repair Project Manager - Interiors	Human Services	Peel Housing Corporation	Housing Support

Description of Budget Request

Requesting a Project Manager position within Infrastructure Planning and Servicing to manage a combination of minor capital, operational and tenant turnover work. This position will help fill the gap of addressing the multiple program demands that often result in project management needs. Specifically, there is a growing demand for capital replacements during tenant turnover.

Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	143,000	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
Total Expense	143,000	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	143,000	-	-	-
Total Revenue	143,000	-	-	-
Net Impact -Tax	-	-	-	-
Net Impact - Utility Rate	-	-	-	-

FTEs	1.0	-	-	-
New Contracts	-	-	-	-

No Capital Investment Required

Why Staff Recommend this Initiative

Identified resource constraints for various project work including minor capital, operational, and climate change related.

Details of Service Change

Infrastructure Planning and Servicing has been managing multiple ad-hoc projects both small and large in value that have been in addition to the approved capital projects annually. There is a need for addressing these projects in a structured manner where a dedicated resource can plan and execute the work with the proper level of attention.

The position will reside within Infrastructure Planning and Servicing but will be highly connected and integrated with Operations as both the initiators and receivers of the work.

Examples of potential work include projects related to tenant turnover, minor property repairs, safety and security, climate change initiatives.

Service Impact

Given the large State of Good Repair needs at Peel Housing Corporation, this additional resource is required to support projects related to minor capital and unit turn-over in order to improve project delivery timelines, meet expected service levels and improve tenant housing availability.

Budget Request #: 04

Proposed Initiative	Department	Division	Service Area
Wilkinson Road Men's Shelter Redevelopment	Human Services	Housing Services	Housing Support

Description of Budget Request

Housing Services is seeking to redevelop the Wilkinson Road adult men's shelter in Brampton to better meet the growing need for low-barrier, safe, emergency shelter for adult homeless men. The project will increase the number of beds from 85 beds to 150, meet provincial congregate setting requirements, reduce reliance on overflow hotels, enhance safety and privacy and improve on-site support services, including mental health and substance use in a low barrier setting.

Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	-	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
Total Expense	-	3,557,580	-	1,684,490
Reserves	-	-	-	-
Other Revenue	-	-	-	-
Total Revenue	-	-	-	-
Net Impact -Tax	-	-	-	-
Net Impact - Utility Rate	-	-	-	-
FTEs	-	-	-	-
New Contracts	-	-	-	-

Required Capital Investment

	2023 \$
Total Expenditures	23,650,000
Reserves (Tax Rate Stabilization)	23,650,000
Development Charges	-
External Funding	-
Debt	-
Total Funding	23,650,000

Why Staff Recommend this Initiative

Redeveloping the Wilkinson Street shelter will help to serve more clients in our shelter system, reduce street homelessness, reduce overflow costs, improve access to mental health and addictions supports (primary cause of homelessness amongst men is mental health and addictions challenges), connect homeless men faster to Housing Support Workers who can help them find permanent housing solutions, while also contributing to our climate master plan goals.

Details of Service Change

Wilkinson Shelter is a dorm style shelter that has the capacity to serve 85 adult males. Prior to the pandemic, Wilkinson shelter was at 100% occupancy for 48 weeks in 2019. During the pandemic, the shelter operated at 50% capacity to maintain physical distancing, but still experienced 7 outbreaks for a total of 98 days of isolation. Staff procured a consultant to conduct a feasibility assessment, proposing options to increase the size of the shelter. The preferred option adds a second floor, increasing capacity to 150 beds. Other benefits of the project include: meeting provincial requirements for congregate settings such as physical distancing, increasing safety, creating a low-barrier setting with improved access to mental health and addictions supports, and adding more accessible beds/washrooms. The base design of the project will achieve a 40% reduction in energy consumption and green house gas emissions as assessed against the National Energy Code for Buildings 2015. This will be a significant contribution towards addressing the Region's Climate Change Master Plan. The estimated cost for the project is \$16.5 million, plus 30% for contingency, and an additional 10% to meet the Region's proposed Net Zero Emission building standard for new construction (increment percentage provided by the Office of Climate Change & Energy Management) for a total of \$23.65 million.

Service Impact

A new capital project will be created and added to the workplan of the Housing Development team within Housing Services to manage.

Budget Request #: 05

Proposed Initiative	Department	Division	Service Area
Peel Affordable Rental Incentives Program	Human Services	Housing Services	Housing Support

Description of Budget Request

With 80% of Peel households unable to afford a new home, Peel piloted an affordable rental incentives program to provide grants to developers to create more affordable rental units within their purpose-built projects. Staff is requesting \$7.6 million to make the program permanent. This includes \$7.5 million in grants and funding for one full time equivalent (FTE). The program will add 100 affordable rental units for middle income households each year in Peel.

Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	7,624,721	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
Total Expense	7,624,721	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
Total Revenue	-	-	-	-
Net Impact -Tax	7,624,721	-	-	-
Net Impact - Utility Rate	-	-	-	-
FTEs	1.0	-	-	-
New Contracts	-	-	-	-

No Capital Investment Required

Why Staff Recommend this Initiative

Council has previously endorsed the Peel Housing and Homelessness Plan (PHHP) including Pillar 3, which includes the development of the Affordable Housing Incentives Pilot Program. Following the endorsement of the Pilot Program framework (Resolution #2020-549) an approval of projects through the successful Pilot in 2021 (Resolution #2021-1133), this business case would enable the permanent program. Staff is requesting the program be made permanent through a report to Regional Council on July 7, 2022.

Details of Service Change

Peel's housing crisis is affecting an ever-increasing number of households, including middle-income households. In addition, Peel is seeing limited new rental stock, and of the new stock, only a small percentage is affordable. The provision of financial incentives to support the creation of affordable housing has been recognized by municipalities across Ontario, and most was recently demonstrated by the Region through the successful implementation of the Affordable Housing Incentives Pilot Program in 2021.

Housing Services is requesting an increase of \$7.62 million in the budget to cover the cost of grants to be provided for affordable rental through an annual competitive call for applications (the Peel Affordable Rental Incentives Program), as well as 1 FTE to support the implementation of the program. The grants may be provided to one or more developers as determined through the established review process. The program targets middle-income households but may also support low-income households depending on the types of applications submitted.

The FTE requested is a Specialist who will be responsible for developing and revising program materials, outreach to industry stakeholders, leading communications, conducting research on the housing market to identify program refinements, administering legal contracts in collaboration with Legal Services, monitoring the program in accordance to the performance measurement framework, and reporting to Council annually.

Service Impact

By funding the Peel Affordable Rental Incentives Program, the Region will be supporting households in need of affordable housing options through partnerships with the development industry. Staff will achieve this outcome by holding a clear and effective Call for Applications, and working with successful developers to secure affordable rental units for 25+ years for middle-income households (and lower).

By launching in 2021 as a Pilot Program, staff were able to test the conditions of the program to ensure it would both support the Region's housing goals and be suitable for private and non-profit developers. In addition, the budget request in this business case reflects the funding committed through the Pilot Program.

As part of the evaluation of the Pilot Program, in addition to the above measures and targets, staff developed a complete performance measurement framework to track year over year metrics related to program goals and objectives. Staff are committed to using this framework to ensure the program is meeting its outcomes or adjusting accordingly.

Budget Request #: 06

Proposed Initiative	Department	Division	Service Area
Peel Housing Corporation State of Good Repair & Low Carbon Project Support	Human Services	Peel Housing Corporation	Housing Support

Description of Budget Request

Peel Housing Corporation (PHC) has forecasted \$720 million in State Of Good Repair (SOGR) work over the next 10 years. PHC is requesting \$70.8 million (includes \$12.2 million Net Zero Climate Change) from the Region in 2023 to fund SOGR work to bridge the gap, mitigate infrastructure failure, and tenant safety. Additionally, PHC will contribute \$4.5 million in reserve contributions.

Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	-	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
Total Expense	-	-	-	-
Reserves	-	-	-	-
Other Revenue	-	-	-	-
Total Revenue	-	-	-	-
Net Impact - Tax	-	-	-	-
Net Impact - Utility Rate	-	-	-	-
FTEs	-	-	-	-
New Contracts	-	-	-	-

Required Capital Investment

	2023 \$
Total Expenditures	75,355,482
Reserves (Tax Rate Stabilization)	70,811,380
Development Charges	-
External Funding (Peel Housing Reserve)	4,544,102
Debt	-
Total Funding	75,355,482

Why Staff Recommend this Initiative

Peel Housing Corporation is looking to fund critical State of Good Repair requirements through this request in order to move forward on building repairs and replacements, where several projects are approaching urgency.

The Region's Climate Change Master Plan has an approved greenhouse gas emissions reduction target of 45 percentage reduction below 2010 levels by 2030. Peel Housing Corporation assets account for 16 percent of the Region's total greenhouse gas inventory.

Details of Service Change

Through the capital planning process State of Good Repair work has been vetted and prioritized. Staff arrived at a substantially higher \$ figure and have consequently reduced the amount to \$75.3M (inclusive of Office of Climate & Energy Management requirements) by right-sizing to an amount that can be feasibly implemented. Through this right-sizing approach, the nature of the projects includes a mixture of full replacements, major repairs and strategically phased work to extend service lives of its assets.

The projects consist of multiple asset disciplines (mechanical, structural, etc.). Projects include replacing building plumbing supply systems and sprinkler systems, restoring building facades and roof assemblies, replacing major heating and ventilation equipment, correct existing hazards for site structures including roadways, sidewalks and underground parking garages.

Several projects have replacement strategies to support climate change initiatives. Through investigative work, the projects and buildings are selected where there is opportunity to reduce greenhouse gas emissions. These projects are aligned with State Of Good Repair work such as building heating and domestic water systems, ventilations systems and exterior cladding.

Service Impact

Real Property Asset Management and Peel Housing Corporation measure project performance on an ongoing basis utilizing the triple constraints measurement. All capital projects will need to operate within the boundaries of scope, schedule and budget. Ongoing monitoring and progress reporting will be required to ensure the capital projects are within the constraints. The core State Of Good Repair project performance measures will be determined based on the triple constraints measurements of scope, schedule and budget. Over top of this, emissions reduction will be tracked per project. Ongoing monitoring and progress reporting will be required to ensure the capital projects are within the constraints and achieving targets.

Budget Request #: 07

Proposed Initiative	Department	Division	Service Area
Asset Maturity Initiatives	Human Services	Peel Housing Corporation	Housing Support

Description of Budget Request

Requesting a 3-year extension of the Advisor - contract position for Asset Management Maturity (AMM) Initiatives. Peel Housing Corporation (PHC) established an Advisor position to support the implementation and roll-out of the Corporate Enterprise Asset Management (EAM) technology tool and lead the AMM journey for the Division. The position plays a significant role as the lead to help implement the Maximo solution. In addition, the 5-year AMM roadmap requires a resource to support the implementation of AM initiatives

Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	144,000	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
Total Expense	144,000	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	144,000	-	-	-
Total Revenue	144,000	-	-	-
Net Impact -Tax	-	-	-	-
Net Impact - Utility Rate	-	-	-	-
FTEs	-	-	-	-
New Contracts	1.0	-	-	-

No Capital Investment Required

Why Staff Recommend this Initiative

O Reg 588/17 requires Municipalities and Municipally owned organizations are required to enhance their asset management practices for municipally owned infrastructure. PHC has established business plan goals to support this. The Region has adopted the ISO 55000 Asset Management (AM) standard as its goal for enhancing AM practices and is targeting to be at the "Competent" level of AMM. 16 initiatives have been identified for PHC to achieve the "Competent" level of the ISO 55000.

Details of Service Change

The Corporate EAM team completed an AMM evaluation for PHC and it was determined that we are the "establishing" level of maturity and the Corporate target is to be at the "Competent" level of Asset Management(AM) as per International Organization for Standardization (ISO) 55000. 16 AM initiatives through a 5-year roadmap need to be implemented for PHC to achieve the "Competent" level of AMM. In addition, the corporate EAM team is going through a resourcing exercise for Maximo roles. There is a need for a resource to play multiple Maximo Roles such as Maximo Championing, Quality Assurance (QA) co-ordination, Subject Matter Expert (SME) and staff trainer. Further, there are multiple overlapping technology projects such as the Enterprise Resource Planning technology and the Housing Technology Initiative Phase 3 that will need a SME from the Maximo system perspective to support the appropriate integration of various systems. The Advisor position is best suited to be the PHC resource to meet all the above service level needs.

Service Impact

The outcome will be achieved through implementation of the AM initiatives and with a philosophy of continuous improvements and enhancement to PHC's Asset Management practices.