



PEEL HOUSING CORPORATION

BOARD OF DIRECTORS

AGENDA

PHC – 5/2018

DATE: Thursday, July 5, 2018

TIME: 8:30 AM – 10:30 AM

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

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

Chaired by President G. Miles or Vice President B. Shaughnessy

1. DELCARATIONS OF CONFLICTS OF INTEREST

2. ADMINISTRATIVE MATTERS

3. APPROVAL OF MINUTES

3.1. Minutes of the Board of Directors (PHC-4/2018) meeting held on June 7, 2018

4. APPROVAL OF AGENDA

5. DELEGATIONS

6. REPORTS

6.1. 2017 Peel Housing Corporation Investment Report (For information)

6.2. Contract Increases Resulting from Changes to Minimum Wage Under the *Fair Workplaces, Better Jobs Act, 2017*

6.3. Workforce Stabilization

- 6.4. PHC Board Redevelopment Update (Oral)
Presentation by Denise Occhipinti, Project Manager, Peel Living
- 6.5. Health and Wellness Engagement Pilot Project Update (Oral)
Presentation by Mary Joe MacCrae, Manager, Housing Operations and
Tenancy Management, Peel Living
- 6.6. Pest Management Pilot (Oral)
Presentation by Mary Joe MacCrae, Manager, Housing Operations and
Tenancy Management, Peel Living
- 6.7. Corporate Asset Management (Oral)
Presentation by Stephen VanOfwegen, Commissioner of Finance and Chief
Financial Officer and Leanne Brannigan, Acting Manager, Corporate Asset
Management

7. COMMUNICATIONS

8. GENERAL MANAGER'S UPDATE

9. IN CAMERA MATTERS

10. OTHER BUSINESS

11. NEXT MEETING

Thursday, September 6, 2018, 8:30 a.m. – 10:30 a.m.
Regional Council Chambers, 5th Floor
Regional Administrative Headquarters
10 Peel Centre Drive, Suite A
Brampton, Ontario

12. ADJOURNMENT



PEEL HOUSING CORPORATION

BOARD OF DIRECTORS

MINUTES

PHC-4/2018

The Board of Directors of Peel Housing Corporation met on June 7, 2018 at 8:38 AM, in the Council Chamber, 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, due to other municipal business

Also Present: D. Szwarc, Chief Administrative Officer, Region of Peel; J. Sheehy, Commissioner of Human Services; P. O'Connor, Corporate Counsel; D. Labrecque, General Manager; S. Nagel, Treasurer; J. Arcella, Deputy Treasurer; A. Macintyre, Corporate Secretary; C. Thomson, Deputy Corporate Secretary; S. MacGregor, Legislative Assistant

Chaired by President Miles.

1. **DECLARATIONS OF CONFLICTS OF INTEREST - Nil**
2. **ADMINISTRATIVE MATTERS - Nil**
3. **APPROVAL OF MINUTES**
- 3.1. **Minutes of the Board of Directors (PHC-3/2018) meeting held on May 3, 2018**

Moved by Director Mahoney,
Seconded by Director Fonseca;

That the minutes of the Peel Housing Corporation (PHC-3/2018) Board of Directors meeting held on May 3, 2018, be adopted.

Carried 2018-31

* See text for arrivals

◆ See text for departures

4. APPROVAL OF AGENDA

Moved by Director Shaughnessy,
Seconded by Director Moore;

That the agenda for the June 7, 2018, Peel Housing Corporation Board of Directors meeting, be approved.

Carried 2018-32

5. DELEGATIONS - Nil

6. REPORTS

6.1. New Procurement Policy

Moved by Director Fonseca,
Seconded by Director Moore;

That the Region of Peel's new Procurement By-law 30-2018, as amended, be adopted as the new procurement policy for Peel Housing Corporation effective as of July 1, 2018, provided that references to "Council" shall be interpreted to mean the Peel Housing Corporation Board, and references to "Chief Financial Officer" shall be interpreted to mean the Treasurer of Peel Housing Corporation.

Carried 2018-33

6.2. Infrastructure and Planning Services (IPS) Functional Review (Oral)

Presentation by Dan Labrecque, General Manager, Peel Living and Hitesh Topiwala, Manager, Infrastructure Planning and Servicing

Received 2018-34

Dan Labrecque, General Manager, advised that the purpose of the Infrastructure and Planning Services (IPS) Functional Review is to review current functional capacity and capability of IPS; assess its effectiveness to meet emerging business threats and opportunities; and, provide recommendations to support the Corporation's objectives. IPS's major roles include contract/vendor management; capital planning and implementation; and, technical services including fire and life safety and major building systems.

Dan Labrecque outlined challenges identified through the review, as well as the desired future state. He highlighted actions that have been taken to date, including the reallocation of maintenance contract oversight to increase accountability; the redistribution of Building Systems Contract management between team members; and, the assignment by Region of Peel

Purchasing of more senior support staff. Additional actions will be brought forward for consideration in the 2019 Budget.

In response to a question from Director Shaughnessy, the General Manager advised that Peel Housing Corporation does not currently have an Asset Management Plan.

Director Moore inquired whether outsourced contracts could be managed by an external service provider to lessen the procurement process burden on PHC staff by reducing the number of contracts they must manage.

The General Manager stated that such outsourcing could be explored; however, there would be implementation costs.

President Miles suggested that staff consider reporting to the next meeting of the Board of Directors with recommendations related to staffing requirements.

David Szwarc, Chief Administrative Officer (CAO), noted that staffing decisions are usually considered as part of the annual budget but that staff could report to the next meeting of the Board of Directors with recommendations related to certain positions that would not impact the budget.

In response to comments from President Miles, the CAO advised that the Region of Peel has a number of asset management systems, and that work is underway to incorporate a comprehensive system for the entire Region, including Peel Living. The required system would be complex and comprehensive and is estimated to be in place in four years.

The CAO undertook to provide an overview of the asset management project at the next meeting of the Board of Directors.

7. COMMUNICATIONS - Nil

8. GENERAL MANAGER'S UPDATE

Received 2018-35

Dan Labrecque, General Manager, provided an update on the Over-housed Initiative; Pest Management Pilot; and, Community Paramedicine pilot being initiated at two sites. He advised that Phase I of the Operational Review is complete and highlighted the progress of projects related to infrastructure and finance.

The General Manager advised that a report would be considered at the June 28, 2018 Regional Council meeting with recommendations related to the governance of the Peel Housing Corporation and the Peel Housing and Homelessness Plan.

In response to a question from President Miles, Janice Sheehy, Commissioner of Human Services advised that staff would determine a process to ensure the Board of Directors are familiar with the governance recommendations prior to the June 28, 2018 Regional Council meeting.

President Miles requested that staff report to the Board of Directors, prior to the end of the current term, with recommendations related to future staffing requirements.

President Miles further requested that staff report to the September 6, 2018 Board of Directors meeting with recommendations to address the need for more focused capital spending.

9. IN CAMERA MATTERS

The Board of Directors of Peel Housing Corporation opted not to move "In Camera".

9.1. Closed Session Report of the Board of Directors meeting held on May 3, 2018

Received 2018-36

10. OTHER BUSINESS - Nil

11. NEXT MEETING

Thursday, July 5, 2018, 8:30 a.m. – 10:30 a.m.
Regional Council Chambers, 5th Floor
Regional Administrative Headquarters
10 Peel Centre Drive, Suite A
Brampton, Ontario

12. ADJOURNMENT

The meeting adjourned at 9:55 a.m.

President

Secretary



REPORT
Meeting Date: 2018-07-05
Peel Housing Corporation

For Information

DATE: June 21, 2018

REPORT TITLE: **2017 PEEL HOUSING CORPORATION INVESTMENT REPORT**

FROM: Stephanie Nagel, 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, 2017, Peel Living had holdings totaling \$29.9 million, of which \$25.6 million was cash held in the bank account and the remaining \$4.3 million invested in Social Housing Investment Funds (SHIF) pooled funds.
- The cash received the Region's earnings rate which averaged 2.5 per cent in 2017.
- The SHIF – Canadian Equity Funds returned 14.4% during 2017.

DISCUSSION

1. Background

The Peel Housing Corporation Board adopted the Investment Policy for Peel Living (the operating entity of Peel Housing Corporation) at the April 19, 2007 meeting. The policy authorizes the Treasurer to utilize all pooled investment funds offered by Social Housing Services Corporation Financial Inc. in accordance with the limitations set out in the policy.

Social Housing Services Corporation Financial Inc. is registered with the Ontario Securities Commission and is subject to regulatory oversight in its role as an investment fund. The firm offers pooled funds to all eligible housing providers in Ontario to assist in investing their capital reserve funds pursuant to section 141(b) of the *Social Housing Reform Act*. With the exception of Peel, Ottawa and Toronto, whose participation is optional, all prescribed housing providers are mandated to participate in this pooled investment program.

Effective November 2014, Social Housing Services Corporation Financial Inc. was reconstituted as Encasa Financial Inc. (Encasa) when its investment base was broadened through an expansion of its ownership through the amalgamation of four key housing organizations (Housing Services Corporation, Co-operative Housing Federation of Canada, Co-operative Housing Federation of BC and BC Non-Profit Housing Association). Encasa has outsourced its investment activities to Phillips, Hager and North (PH&N), part of RBC Global Asset Management. The Encasa board oversees the performance of its investment managers on behalf of Peel Living and other housing providers.

2017 PHC INVESTMENT REPORT

At the end of 2017, PH&N was managing in excess of \$546.0 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)

As at December 31, 2017, Peel Living’s market value included \$119 in SH - Canadian Short Term Bond Fund and \$4.3 million in SH – Canadian Equity Fund. The annualized return since inception is 6.3 per cent.

2. 2017 Overview of Peel Housing Holdings

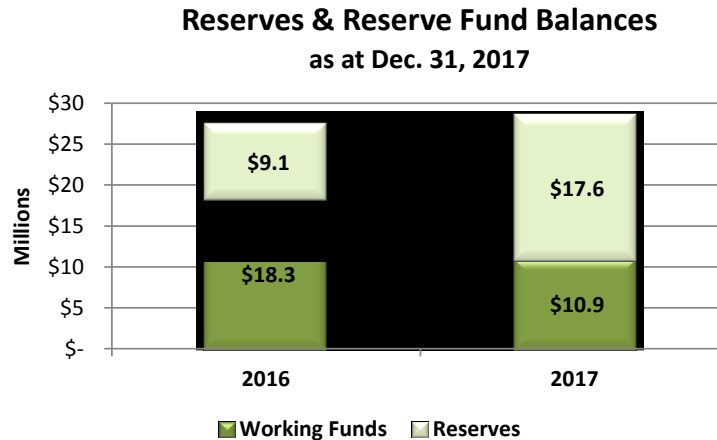
a) Transactions

There was no change to the holdings within the Encasa funds during 2017.

b) Year End Cash Balance

As of December 31, 2017 the Reserve and Reserve Fund balances was \$28.5 million, made up of \$17.6 million in reserves and \$10.9 million in working capital.

Chart A



c) Portfolio Market Value

As noted in the following table, of the total holdings of \$29.9 million, \$4.3 million was held under the SHIF program with Encasa and the balance as cash.

Table A

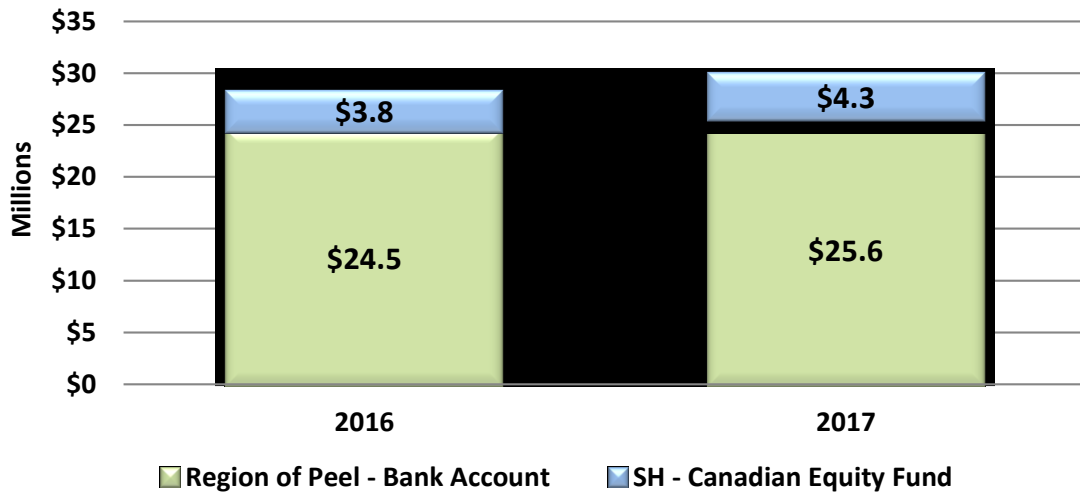
Available Pooled Funds	Market Value as at Dec. 31	
	2016	2017
SH - Canadian Short-Term Bond Fund ⁽¹⁾	\$119	\$119
SH - Canadian Equity Fund	\$3,769,358	\$4,311,739
Total SHIF	\$3,769,477	\$4,311,858
Cash ⁽²⁾	\$24,468,581	\$25,576,042
Total Holdings	\$28,238,058	\$29,887,900

⁽¹⁾ December 19, 2014 Management Fee Rebate.

⁽²⁾ Includes deposit interest earnings of \$652,000.

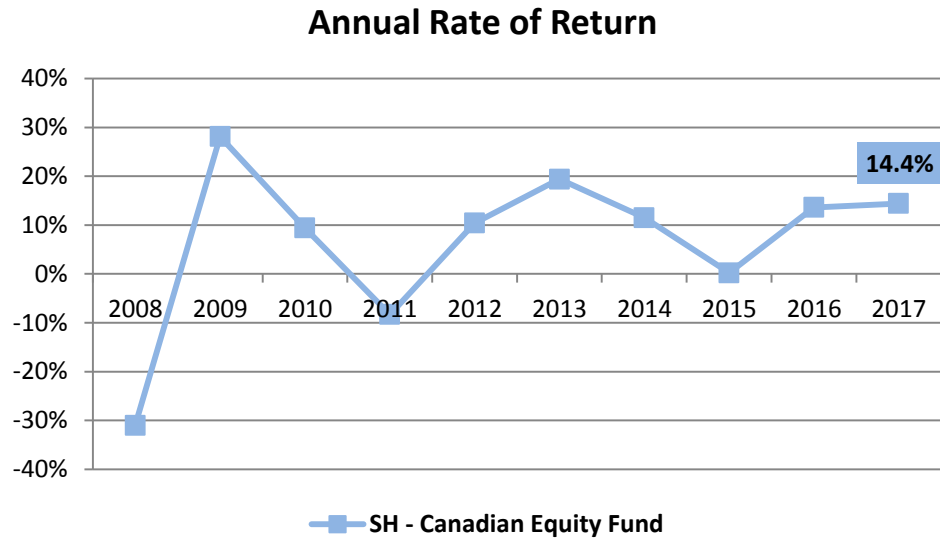
Chart B

**Holdings - Market Value
as at Dec. 31, 2017**



2017 PHC INVESTMENT REPORT

Chart C



- Since the initial investment in the SHIF funds in 2007, the rates of return for the equity fund have fluctuated as noted in the graph above, due to equity market volatility. The annualized return for the Canadian Equity Fund over the last 10 years is approximately 5.4 per cent.

i) Funds held in SH – Canadian Equity Fund

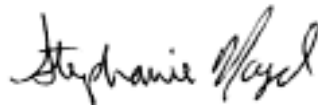
- The investment policy imposes a limit of the lesser of 10 per cent of the reported SH – Canadian Equity Fund balance and \$5 million. At December 31, 2017, the Peel Living portfolio value was \$4.3 million, well within the \$5 million limit (SH – Canadian Equity Fund total value of \$131.9 million).

ii) Funds held with the Region of Peel

- The investment policy also states that a minimum of 25 per cent of total Peel Living funds must be maintained with the Region of Peel.
- In addition to the SHIF investments, Peel Housing held \$25.6 million in cash with the Region representing approximately 86 per cent of the total portfolio. The Region’s earnings rate (average monthly General Fund investment rate less administration fees) was applied to Peel Living average monthly bank balances (ranging from \$23.4 million to \$27.7 million in 2017), averaging 2.5 per cent for the one year period, or interest earnings of \$652,000.
- More information regarding the Region of Peel General Fund can be found in the report entitled “2017 Treasury Report” presented to Region of Peel Council on May 24, 2018.

CONCLUSION

Peel Living 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.

A handwritten signature in cursive script that reads "Stephanie Nagel".

Stephanie Nagel, Treasurer, Peel Living

For further information regarding this report, please contact For further information regarding this report, please contact Stephanie Nagel, Treasurer, Peel Living, ext. 7105.

Authored by: Julie Pittini, Director, Treasury Services, ext. 7120



REPORT
Meeting Date: 2018-07-05
Peel Housing Corporation

DATE: June 20, 2018

REPORT TITLE: **CONTRACT INCREASES RESULTING FROM CHANGES TO MINIMUM WAGE UNDER THE *FAIR WORKPLACES, BETTER JOBS ACT, 2017***

FROM: Dan Labrecque, General Manager, Peel Living
 Stephanie Nagel, Treasurer, Peel Living

RECOMMENDATION

That the Treasurer and the General Manager be authorized, on a case by case basis, to assess and approve requests for contract price increases to offset impacts resulting from changes to minimum wage under the *Fair Workplaces, Better Jobs Act, 2017*, where such requests are deemed appropriate by the Treasurer and the General Manager having regard for the considerations outlined in the Report of the General Manager and the Treasurer titled “Contract Increases Resulting from Changes to Minimum Wage under the *Fair Workplaces, Better Jobs Act, 2017*”.

REPORT HIGHLIGHTS

- On November 22, 2017, the Government of Ontario passed the *Fair Workplaces, Better Jobs Act, 2017*, which made changes to the employment standards of Ontario, including increases to minimum wage.
- The new legislation has resulted in increased labour costs to businesses from whom Peel Housing Corporation procures goods and services.
- It is appropriate that Peel Housing Corporation consider contract increases where such increases are warranted as a result of the impact of the legislation, having regard to the factors outlined in this report.

DISCUSSION

1. Background

On November 22, 2017, the Government of Ontario passed *The Fair Workplaces, Better Jobs Act, 2017* (the “Act”). The Act amended provisions of the *Employment Standards Act, 2000*, with the intention of bringing more fairness to Ontario workplaces and creating greater security and opportunity for vulnerable workers and their families, and included increases to minimum wage.

As a result of this legislation, many employers in Ontario have experienced an increase in operating costs. Where Peel Housing Corporation has entered into multi-year contracts prior to the passage of this legislation for services which rely mainly on minimum wage labour, the

6.2-2

CONTRACT INCREASES RESULTING FROM CHANGES TO MINIMUM WAGE UNDER THE FAIR WORKPLACES, BETTER JOBS ACT, 2017

Corporation has received requests for contract price increases based upon the increased costs resulting from the provisions of the Act.

2. *The Fair Workplaces, Better Jobs Act, 2017*

The *Fair Workplaces, Better Jobs Act, 2017* enacted the following changes to employment standards in Ontario which have directly impacted the operating costs of employers.

- Ontario's general minimum wage was increased from \$11.60 per hour to \$14 per hour on January 1, 2018, and will be further increased to \$15 per hour on January 1, 2019. Annual increases at the rate of inflation will follow thereafter;
- Ontario workers are now entitled to expanded personal emergency leave;
- Vacation time for Ontario workers is now consistent with the national average ensuring that all workers are entitled to three weeks' vacation after five years of continuous employment with the same employer;
- Ontario employers are mandated to provide equal pay for part-time, temporary, casual and seasonal employees doing the same job as full time employees, including the provision of equal pay for temporary help agency employees doing the same job at the agency's client companies; and,
- Ontario employers are now required to pay for a minimum of three hours of work if a shift is cancelled within 48 hours of its scheduled start time.

Due to the increases in minimum wage resulting from the Act, business sectors where minimum wage labour represents a high component of the workforce have been particularly impacted.

3. *Contract Increase Requests received by Peel Housing Corporation*

As of the date of this report, a total of four requests for price increases have been received from vendors who bid on Peel Housing Corporation contracts prior to the enactment of the legislation. The Region of Peel has also received similar requests from vendors who are similarly situated and bid on Region of Peel contracts. Regional staff are seeking separate authority from Regional Council to address those requests.

All contracts for which increases have been requested to date are for services which rely heavily upon minimum wage labour, primarily security, cleaning and building/grounds maintenance services. One such request was received from a non-profit organization which employs students to carry out odd jobs (painting, grounds maintenance). In all of the requests received to date, PHC has no contractual obligation to provide a price increase as a result of the legislation. In all such cases, the contractual provisions place the risk of increased labour costs on the vendor. While many, but not all, PHC contracts include annual Consumer Price Index (CPI) increases, the increase to minimum wage legislated by the Act significantly exceeds customary CPI escalation. It is fair to assume that vendors who bid contracts well in advance of the legislation could not have reasonably foreseen the impacts.

CONTRACT INCREASES RESULTING FROM CHANGES TO MINIMUM WAGE UNDER THE FAIR WORKPLACES, BETTER JOBS ACT, 2017**4. Environmental Scan**

Region of Peel staff have conducted an environmental scan of 15 other municipalities within Ontario to determine whether they have had similar requests for contract increases, and their approach. All of these municipalities have reported receiving similar requests from the security, janitorial and maintenance sectors. Most of these municipalities are considering each request on a case by case basis to determine the reasonableness of the request. Several municipalities have taken the approach that both the vendor and municipality should share equitably in the economic impacts of the legislation and have negotiated partial contract increases without taking full responsibility for the cost of the minimum wage increase. Other municipalities have generally refused requests for contract increases, but have not compelled the vendors to perform the contracts at the prices bid prior to the legislative changes. Instead, they have agreed with the vendor to terminate the contract and have re-tendered.

5. Proposed Direction

In light of the results of the environmental scan, it is recommended that authority be delegated jointly to the Treasurer and the General Manager to assess and approve requests from vendors for contract increases to offset increases to minimum wage, where such requests are warranted. While staff have relied upon existing authorities under PHC's procurement policy to assess these requests, such authorities are limited and further authorities are sought herein to fully consider and address incoming requests.

Factors for consideration in assessing these requests may include:

- the date of the bid submission relative to the date of the enactment of the legislation;
- the length of the contract;
- the amount of the increase requested;
- the extent to which the contract is reliant upon minimum wage labour;
- the extent to which the increase is necessary to bring labour rates paid under the contract up to the new minimum wage;
- the price escalation provisions of the contract, if any, and the extent to which they may offset the impacts of the legislation;
- the extent to which the contract provisions place obligations on PHC to compensate the vendor for changes in law;
- whether PHC could secure more favourable pricing by agreeing to terminate the contract and re-tendering (rather than increasing the price);
- the principle that, to the extent possible, the economic impacts of the legislation should be borne equitably between the Region and the vendor.

FINANCIAL IMPLICATIONS

While it is not possible at this time to estimate the total financial impact of all potential requests that may be received by Peel Housing Corporation, the additional cost of those requests that have been evaluated to date total approximately \$750,000 when calculated over the remaining

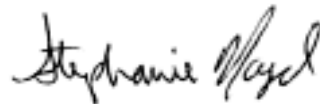
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CONTRACT INCREASES RESULTING FROM CHANGES TO MINIMUM WAGE UNDER THE FAIR WORKPLACES, BETTER JOBS ACT, 2017

life of the contracts. Contract increases resulting from the changes in minimum wage legislation were not accounted for in the 2018 budget. The net impact to Peel Housing Corporation will depend on the housing program impacted as some programs will receive additional subsidy. The source of funds to accommodate these requests will be the Operating Surplus budget.



Dan Labrecque, General Manager, Peel Living



Stephanie Nagel, Treasurer, Peel Living

For further information regarding this report, please contact Patricia Caza, Director Procurement, extension 4742, patricia.caza@peelregion.ca.

Authored By: Patricia Caza, Director, Procurement and Judith Olmsted-Harper, Purchasing Advisor



REPORT
Meeting Date: 2018-07-05
Peel Housing Corporation

DATE: June 20, 2018

REPORT TITLE: **WORKFORCE STABILIZATION**

FROM: Dan Labrecque, General Manager, Peel Housing Corporation

RECOMMENDATION

That staff be authorized to redeploy existing position vacancies to support the conversion of six existing contract position identified in the General Manager's report entitled "Workforce Stabilization" to full-time status.

REPORT HIGHLIGHTS

- Proposed to convert six existing contract positions to stabilize Peel Living's workforce:
 - Three maintenance specialists, supporting major building systems;
 - Two tenant support agents, supporting over-housed tenant case management; and
 - One project manager, to support implementation of business process improvement plans.

DISCUSSION

1. Background

At its meeting held on June 7, 2018, the Board directed the General Manager to report back on options to improve workforce stabilization by redeploying existing vacant positions for the conversion of existing contract positions, in a manner which would not impact the fiscal budget.

2. Discussion

As part of the 2019 budget process, the General Manager's preliminary submission includes the conversion of six existing contract positions that provide ongoing support in helping staff continue to meet the corporation's mandate as an effective and efficient landlord and steward of public assets.

They include the following positions:

- a) Maintenance Specialists (3) - these staff provide support to front line property management staff in overseeing all aspects of the maintenance of our major building support systems including HVAC, elevators, plumbing and electrical.

- b) Tenant Support Agents (2) - these staff have been providing active case management of Peel Living's list of over-housed clients. This initiative supports the Region of Peel's Term of Council Priority as freed up larger units are made available to residents on the Centralized Waiting List.
- c) Project Manager (1) - this staff position, from the Strategic Initiatives Division, supports the implementation of Peel Living's ongoing business process improvement plans.

Vacancies currently exist to support the proposed redeployment. Vacancies have been generated through the past decision to shift our building cleaning function to external providers, through attrition.

FINANCIAL IMPLICATIONS

There is no financial impact resulting from the conversion of the six contract positions as budgets already exist in the 2018 budget.

CONCLUSION

The proposal to recognize the permanent status of the six contract positions provides enhanced workforce stabilization as we continue to roll out improvements to our systems and services towards our objective of improving our residents' overall quality of life.



Dan Labrecque, General Manager, Peel Housing Corporation

For further information regarding this report, please contact Dan Labrecque, General Manager, Peel Housing Corporation Ext. 3549.

Authored By: Dan Labrecque



Peel Housing Corporation Redevelopment Update

July 5, 2018

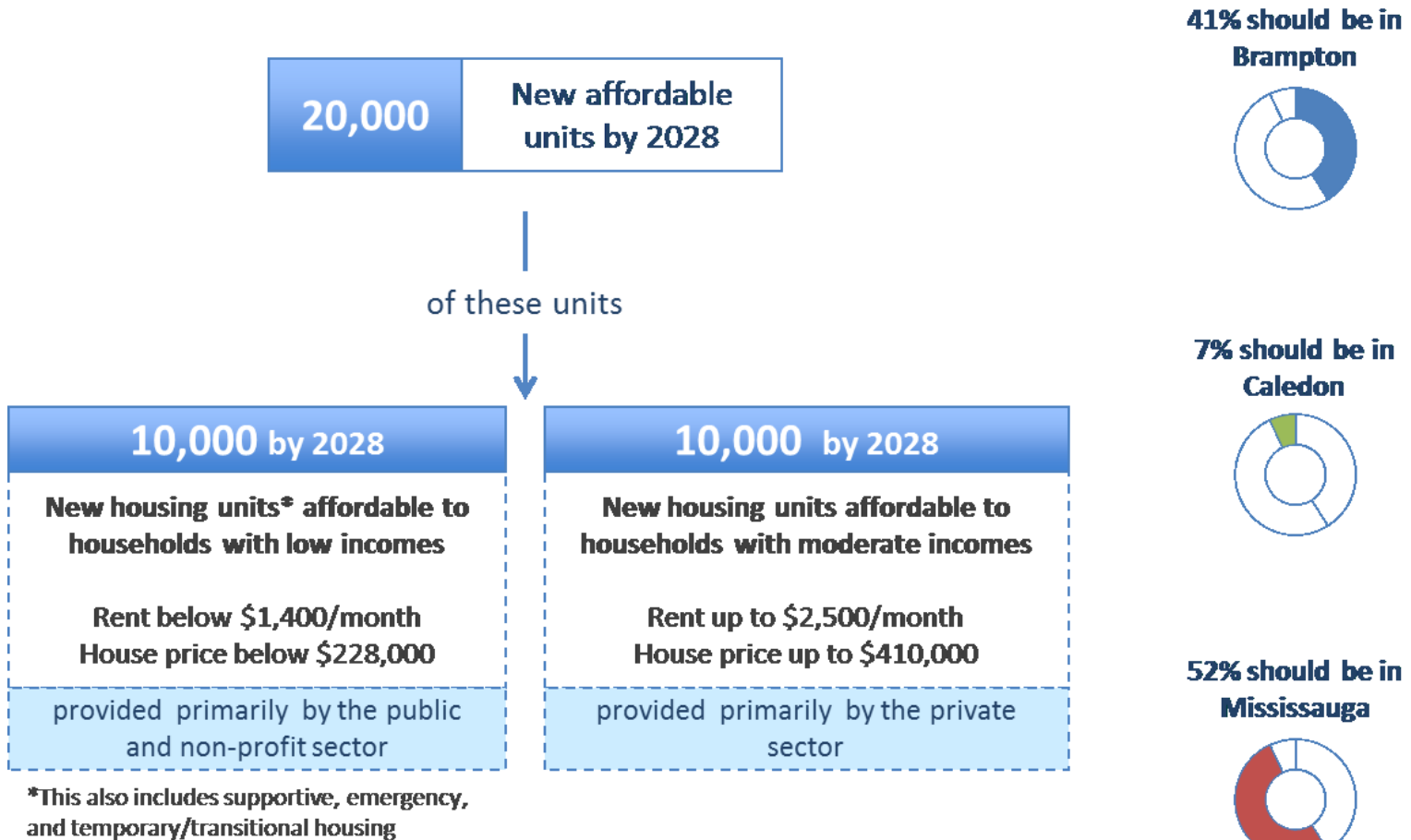
Peel's Housing and Homelessness Plan: Home for All

Delivering results through...

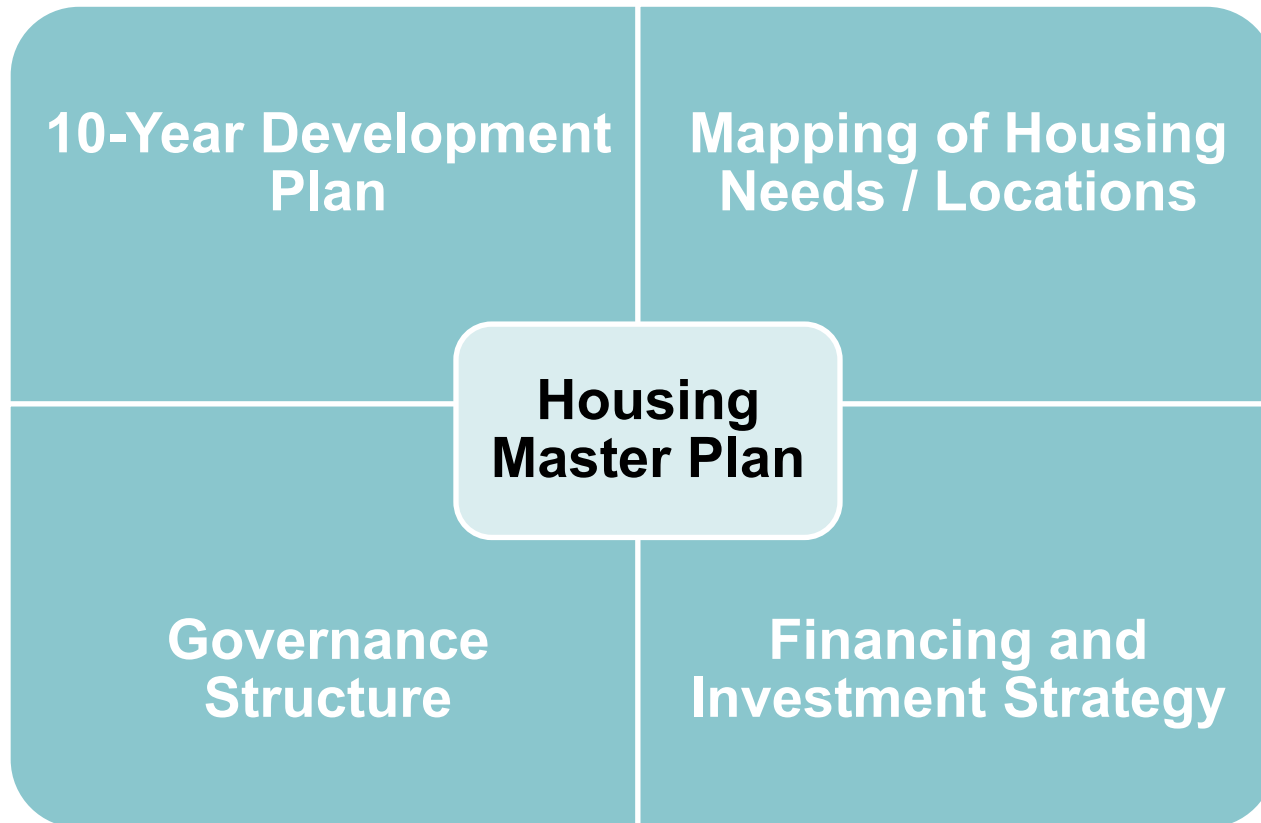
- ✓ Systems thinking
- ✓ Evidence-informed decision making
- ✓ Working with clients and stakeholders to co-design
- ✓ Innovation



Peel's Housing and Homelessness Plan: Home for All



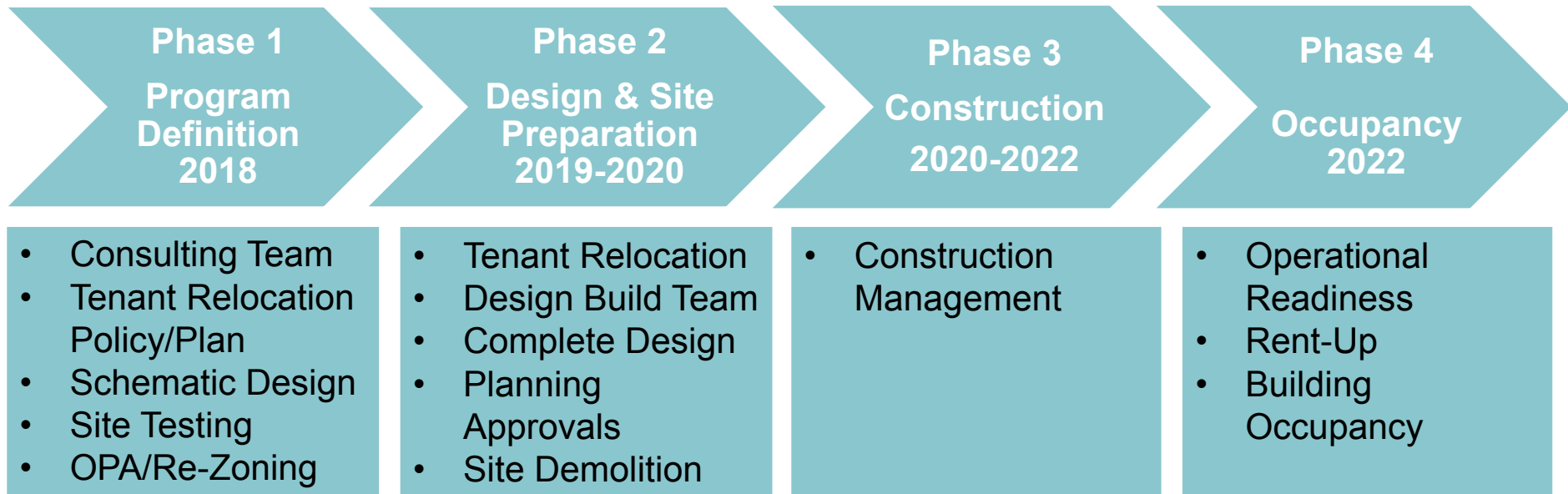
Peel's Housing & Homelessness Plan: Housing Master Plan





East Avenue Redevelopment

2017 - Preliminary Concept Plan



Twin Pines Redevelopment

Twin Pines Redevelopment Project Timeline



*Dependent on the outcomes of Phase 2 and includes finalization of Resident Transition Plan offerings.

Feasibility Assessments

Mississauga

- Mason's Landing
- Queen Frederica
- Riley Court
- Sydenham Place

Brampton

- Chelsea Gardens
- McHardy Court/Place & Fair Oaks
- Newhaven Manors
- **NEW:** 175 Central Park
- **NEW:** 1 Knightsbridge



Next Steps

- Continue to progress active projects
 - East Avenue Consultant Selection Q3 2018
 - East Avenue Tenant Engagement & Relocation Planning commencement Q3 2018
 - Twin Pines RFQ initiation Q4 2018
- Feasibility assessment completion
- Housing Master Plan – Spring 2019



Health and Wellness Engagement Pilot Project Update

Mary Jo MacCrae
**Manager of Housing Operations
& Tenancy Management of Peel Living**

July 2018

Background

- Early 2017, Board approved 1 year pilot with Services and Housing in the Province (formerly known as Supportive Housing in Peel)
- Included 3 Components:
 - Support Staff to address complex mental health tenancy breaches
 - Support Tenants to maintain their Tenancy
 - Staff knowledge transfer
- Board also approved staff to extend the pilot for additional year upon staff assessment and demonstration of positive results



Knowledge Transfer

- Community Resources & Guide
- Email tips
 - Identifying Mental Illness
 - Self-care & Stress Management
- 6 Session of Presentations including:
 - Mental Health 101
 - Psychotic Disorder Hoarding
 - Hoarding
 - Disorders: i) Depressive and Anxiety ii) Personality
 - Substance Abuse and Harm Reduction

On average 27 staff attended each sessions



Supporting Tenants

Commenced August 2017

- To date staff made 58 referrals
 - 18 Active
 - 20 Declined
 - 17 Discharged
 - 3 Supported during meetings

Types of referrals made to program: Mental Health, Addictions, Aging, Trauma, Domestic Violence, Disability, Hoarding, Conflicts – Landlord or Other Tenants, Tenant Annual Review documents



Range of Supports

Examples of the range of supports offered to Clients from referrals:

- Specialists, Hoarding
- Counselling Services and Case Management
- Nurse and Personal Support Workers
- Peer Support Groups
- Accessibility Devices
- Active Assistance – funding for recreational programs
- Financial income supports
- Relocation to Long Term Care



What We Learned

- No magic wand
- Mental health is complex
- No “one approach” but multiple approaches
 - Persistence required
 - Numerous attempts to engage tenants
- Challenges: 1/3 of tenancy referrals declined support



Success

- Decreased incidents of conflict
- Improved tenant ability of participant to fulfill landlord/ tenant obligations
- Enhanced utilization of available community supports
- Ensure appropriate housing/ institution – one tenant moved to long-term care as a result
- Reduction in Tenancy Support Agent time spent on managing challenging cases



Next Steps

- Exercise option and extend Pilot for an additional one year
- Hiring Community Initiatives Specialist
 - Reinforcing the value of the data by setting more specific outcomes
 - Portion of work will involve producing a more comprehensive report for the Board
 - Success & Challenges will be shared with Region of Peel to support the Peel Housing & Homelessness Master Plan





Pest Management Pilot

Mary Jo MacCrae
Manager of Housing Operations
& Tenancy Management of Peel Living

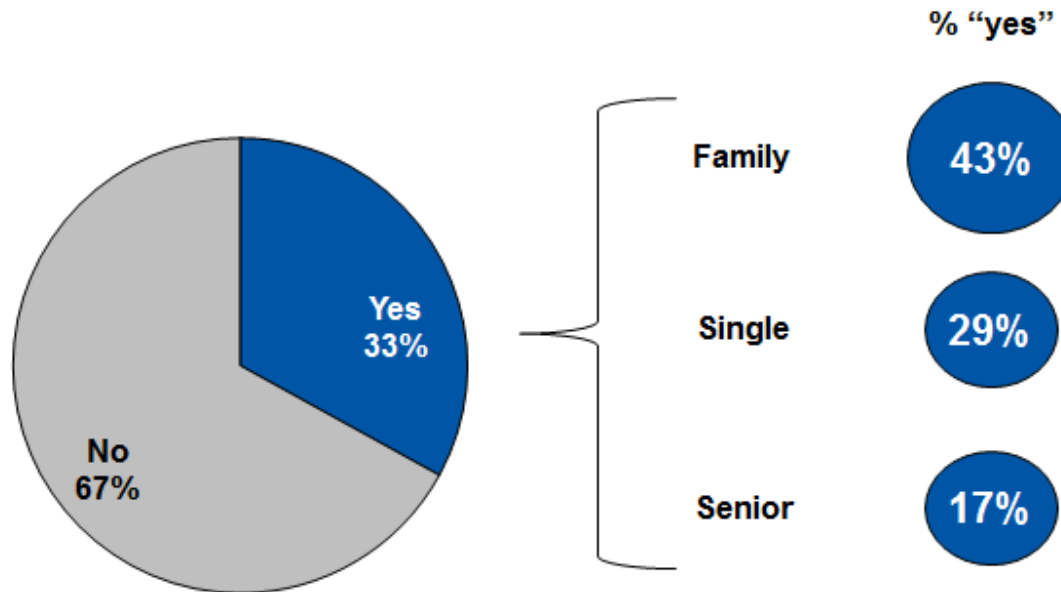
July 2018



Background

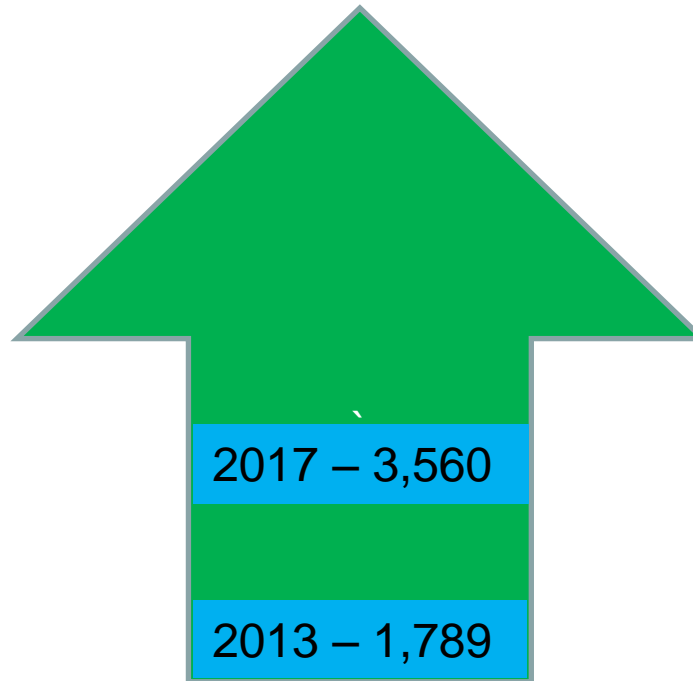
2017 Client Survey

Does your unit have insect or animal problems?



History

- Service Requests Increasing



2017: 16 entire building treated for various pests (22% of portfolio)

Reasons for Pilot

Determine why continuous and repeated treatments were not effective in addressing ongoing bedbug issues at this site:

Review and identify gaps in:

- Internal operational protocol/ practices
- Tenant engagement challenges
- Pest Management Contract Scope of work
- Vendor performance
- Explore alternate pest elimination options



Pilot – Site Selection

Criteria

- Site with high degree of infestation and repeated calls for treatments
- Negative site reputation (Bed Bugs)
- Decrease tenant satisfaction / Marketability challenges
- Staff frustration



Pilot Logistics

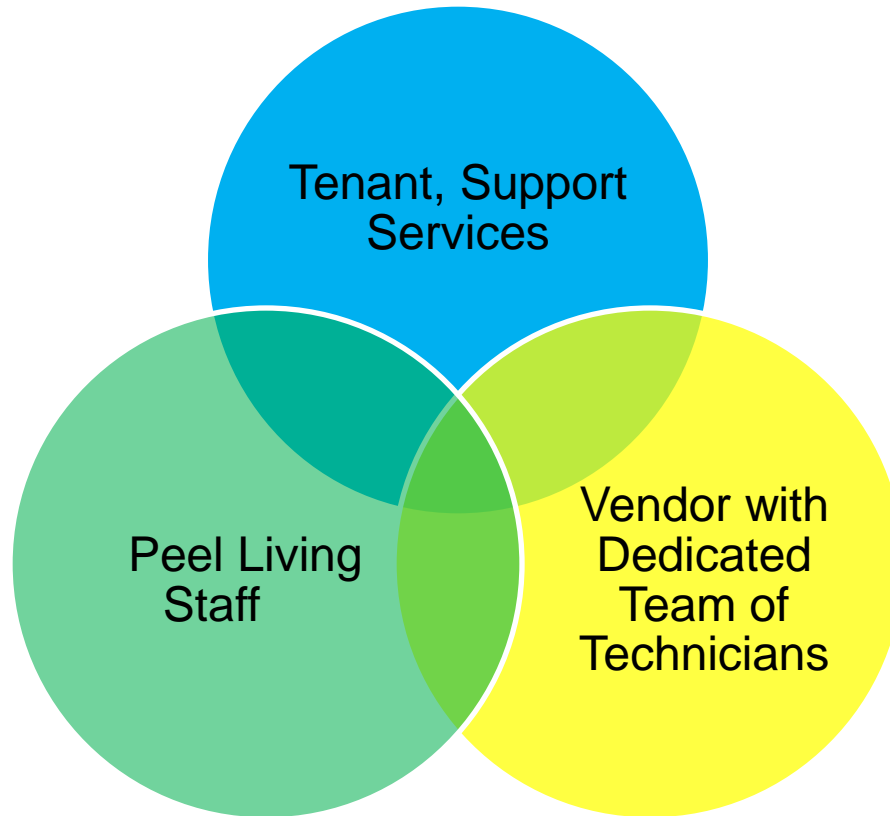
Tactic

Dedicated Staff person assigned

- Tenant & Staff engagement/ education
- Plan, coordinate and execute
 - Entry to units (multiple visits)
 - Pre/Post – Inspections
 - Unit preparations support
 - Vendor management
 - Set & meet timelines



Pilot - Team Effort



Working together, each member has a critical role.



Pilot - Time Lines

Multi-staged phased approach included:

1. Pre-inspections, Planning, Unit Preparation – March 5-26
2. Two-stage spray treatment – March 27,28 and April 10, 11
3. Inspections – April 24, 25 revealed 80% success rate
4. Followed-up with residual challenging clients to change behaviour or tenancy status

Ongoing preparation and follow-up's throughout stages



Pilot – Goals

- Eliminate/ Containment Bedbug infestation
- Reduce need for repeated treatments
- Update Operational protocol/ practice
- Improve pest management contract scope of work
- Improve vendor management
- Communication tool for Tenant education / awareness / prevention strategies



Pilot – Outcome

- 80% improvement (2/two-stage treatments)
- Validated effective Operational protocol
- Update and Improve Pest Management contract
- Draft Tenant Education communication
- Need to have dedicated resource for Pest Management (sole focus)

To date: One unit outstanding



Q & A



Corporate Asset Management



Presentation to Peel Housing Corporation

Stephen VanOfwegen

Commissioner of Finance and CFO

Leanne Brannigan

Acting Manager,

Corporate Asset Management




Supports Financial Sustainability


APPENDIX I
2018 ANNUAL UPDATE ON REGION OF PEEL'S FINANCIAL CONDITION

2018 Financial Scorecard


APPENDIX I




We are on track with **9 of 12** targets







We have maintained our **AAA credit** rating by S&P and Moody's



The 2017 Focus GTA survey indicates that **75 per cent** of our residents consider the programs and services offered by us are **good value** for their tax dollars



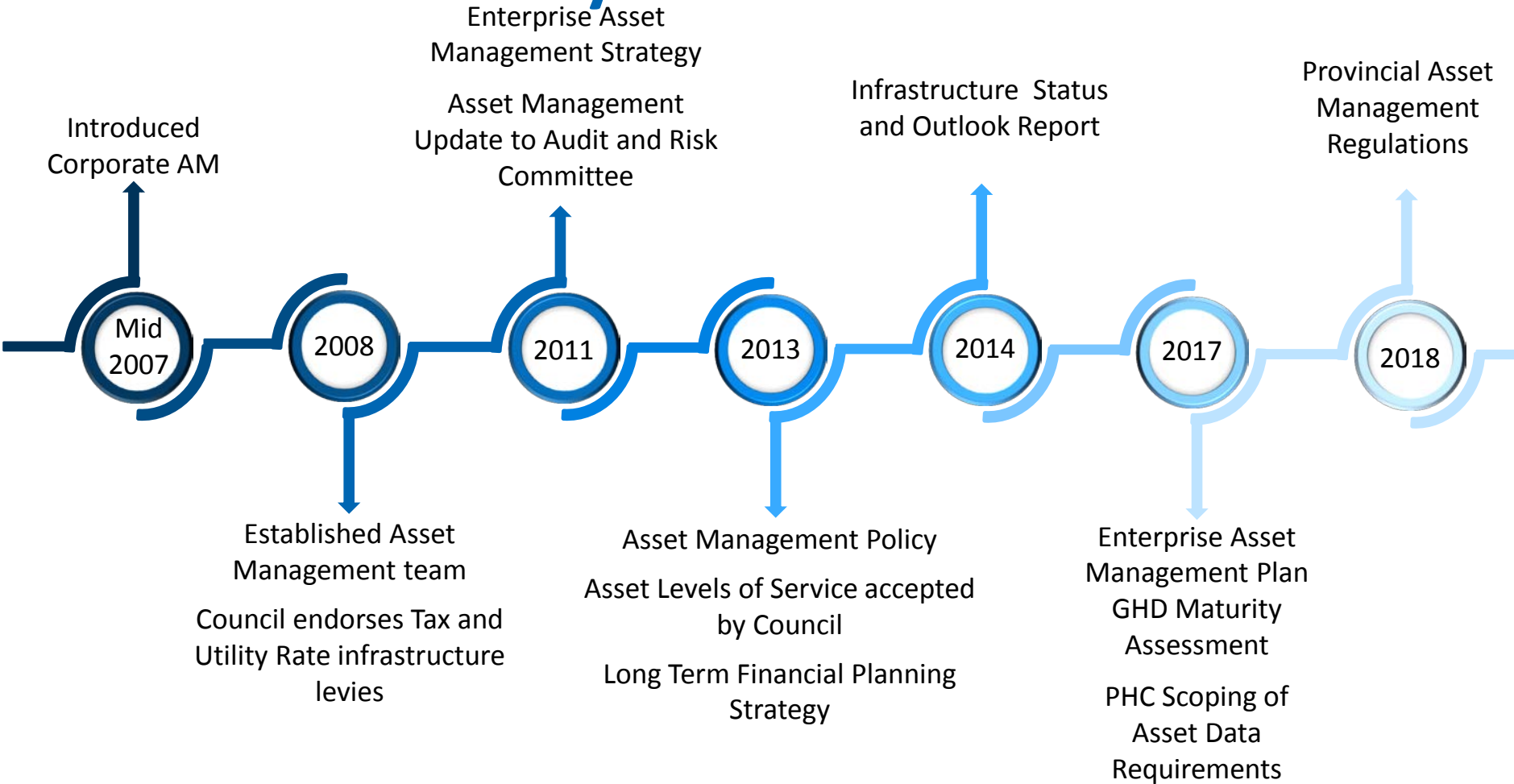
net tax levy increase in line with inflation **target 1-3%**

Financial Principles	Target	Assessment	Summary of Action
 Overall Financial Condition	High level credit rating	<input checked="" type="checkbox"/>	AAA credit rating reaffirmed by S&P and Moody's
 Sustainability			
<ul style="list-style-type: none"> Respect the tax and utility rate payer Maintain Assets Ensure Capital Plan is sustainable Deliver value for money 	<ul style="list-style-type: none"> 1-3% Net tax levy increase in line with inflation 100% Adequate Capital Reserves - Tax 100% Adequate Capital Reserves - Utility >70% Focus GTA Survey - Value for Tax 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> 	<ul style="list-style-type: none"> <input type="checkbox"/> Continue 1.0 per cent Infrastructure levy in 2019 Continue 5.0 per cent Infrastructure levy in 2019 <input type="checkbox"/>
 Vulnerability			
<ul style="list-style-type: none"> Users pay where appropriate Work with area municipalities to support economic viability of the community Prudently invest 	<ul style="list-style-type: none"> <20% DC rate increase required <50% of budget funded by property tax 35-45% Non-residential tax revenue 100% compliant with investment policy 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> 	<ul style="list-style-type: none"> <input type="checkbox"/> <input type="checkbox"/> Work with local municipalities to address changing nature of employment <input type="checkbox"/>
 Flexibility			
<ul style="list-style-type: none"> Mitigate significant fluctuations in tax and utility rates Borrow only for substantial long term assets at affordable rates 	<ul style="list-style-type: none"> 5-10% Adequate Rate Stabilization Reserves - Tax 100% Adequate cash to fund annual debt payments 5-10% Adequate Rate Stabilization Reserves - Utility <25% Annual debt payments as % of own source revenue 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> 	<ul style="list-style-type: none"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

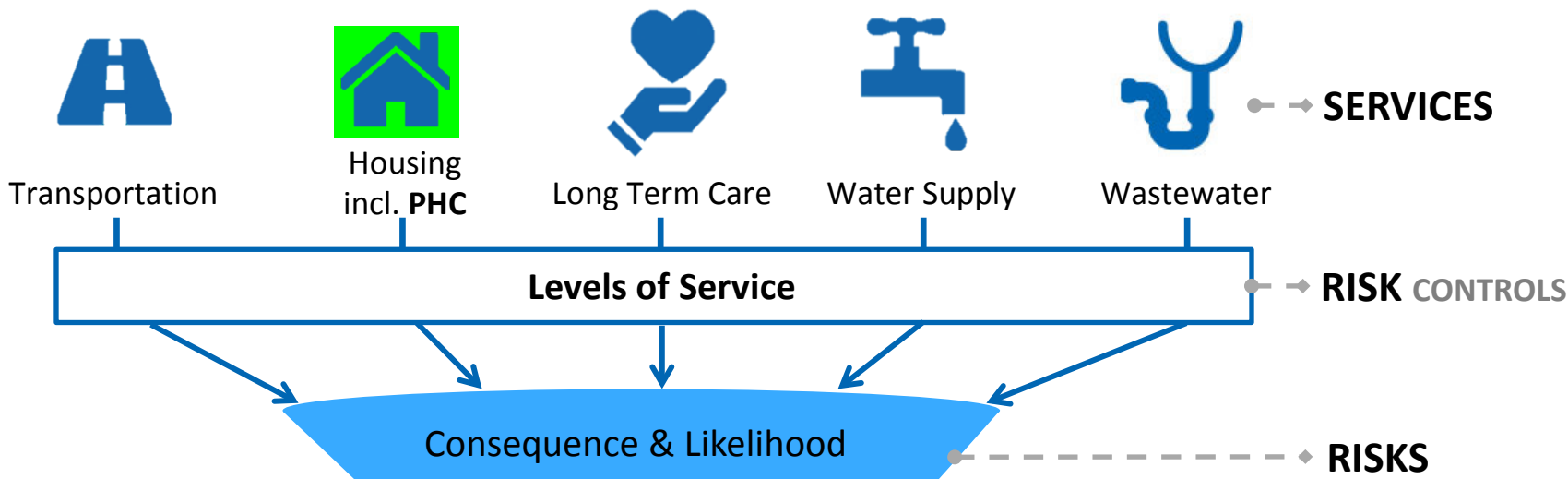
Legend - On track Action Recommended No action required



Peel's AM Journey



PEEL'S ASSET MANAGEMENT STRATEGY ^{6.7-4}



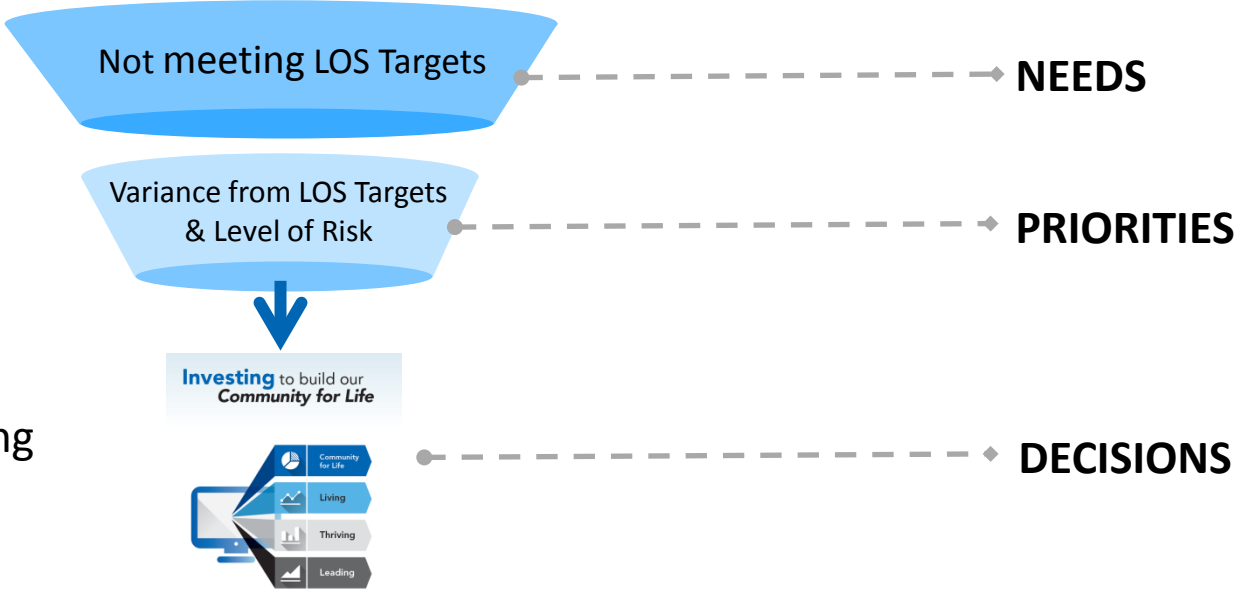
PHC Assets

- Davis Centre *
- Peel Youth Village
- Angela's Place
- 65 Affordable Housing Properties

Region-Owned Assets

- 7 Affordable Housing Buildings *

* Full asset management in place



2017 Infrastructure Status and Outlook Report

Overall
92%
of the portfolio meets or exceeds the asset requirements set by Council

Building new infrastructure and maintaining the existing assets in a state of good repair is critical to the success of **the Region of Peel**. The goal for the Region is to have most of the assets achieve their condition and performance targets in order to provide efficient and reliable services at affordable rates to the taxpayer. **The Region of Peel** is committed to strong stewardship of the public's assets.

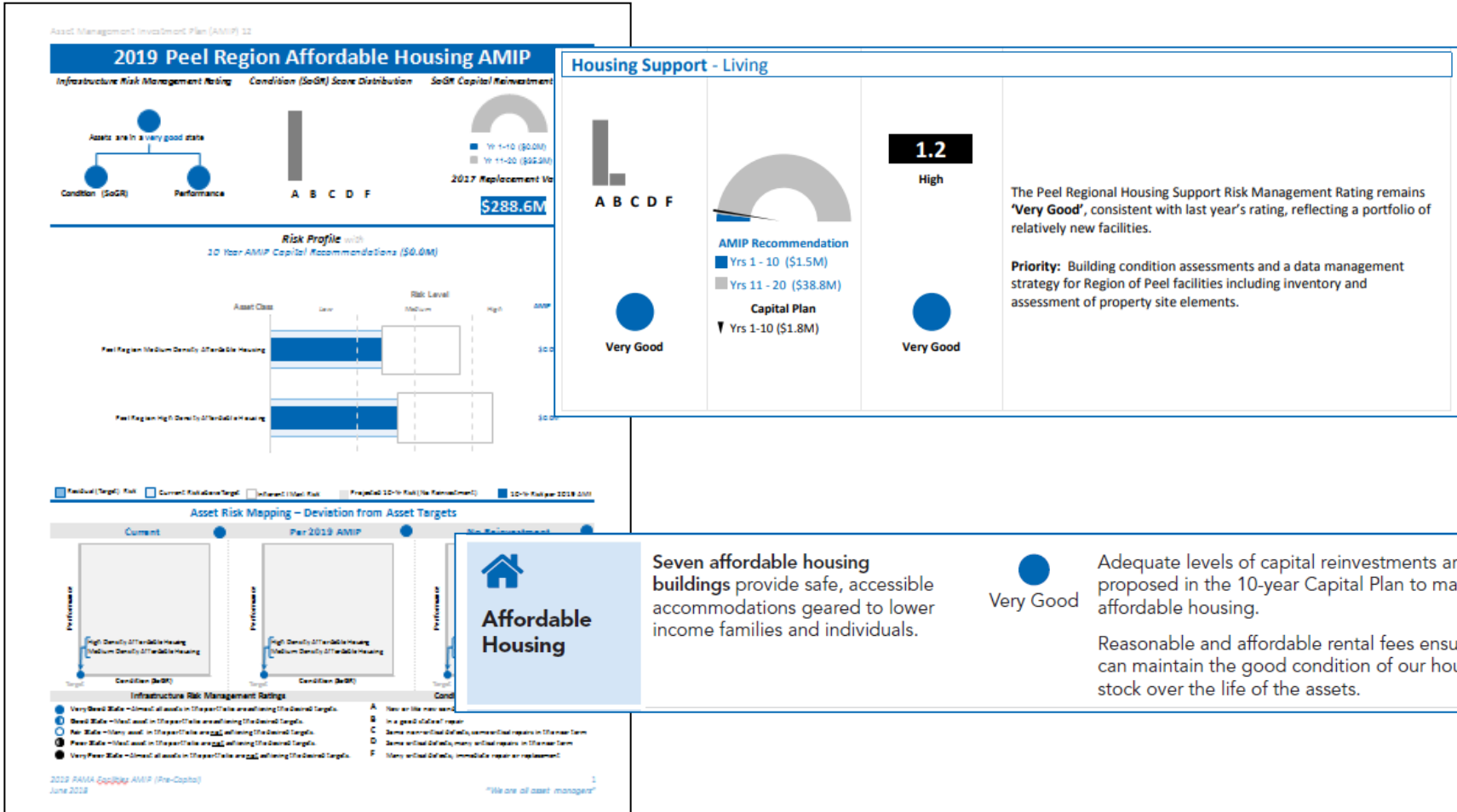
The Region's infrastructure is a public investment with a replacement value of approximately \$26.2 Billion. This report outlines the current state of the Region of Peel's infrastructure and highlights some of the organization's major improvement priorities.

What do the symbols mean?

	Very Good State	Almost all assets in the portfolio are achieving the desired targets
	Good State	Most assets in the portfolio are achieving the desired targets
	Fair State	Many assets in the portfolio are not achieving the desired targets
	Poor State	Most assets in the portfolio are not achieving the desired targets
	Very Poor State	Almost all assets in the portfolio are not achieving the desired targets



Peel's Asset Management – Region Owned Affordable Housing



Affordable Housing

Seven affordable housing buildings provide safe, accessible accommodations geared to lower income families and individuals.

Very Good

Adequate levels of capital reinvestments are proposed in the 10-year Capital Plan to maintain affordable housing.

Reasonable and affordable rental fees ensure we can maintain the good condition of our housing stock over the life of the assets.

Building Blocks for Enterprise Asset Management

2 DELIVERY

- Capital Project Mgmt.
- Inspections
- Service Management
- Maintenance Mgmt. - Corrective
- Preventive
- Predictive
- Work orders, Inventory
- Dispatching
- Staff Scheduling
- Field Worker Enablement
- Partner Fulfillment

1 PLANNING

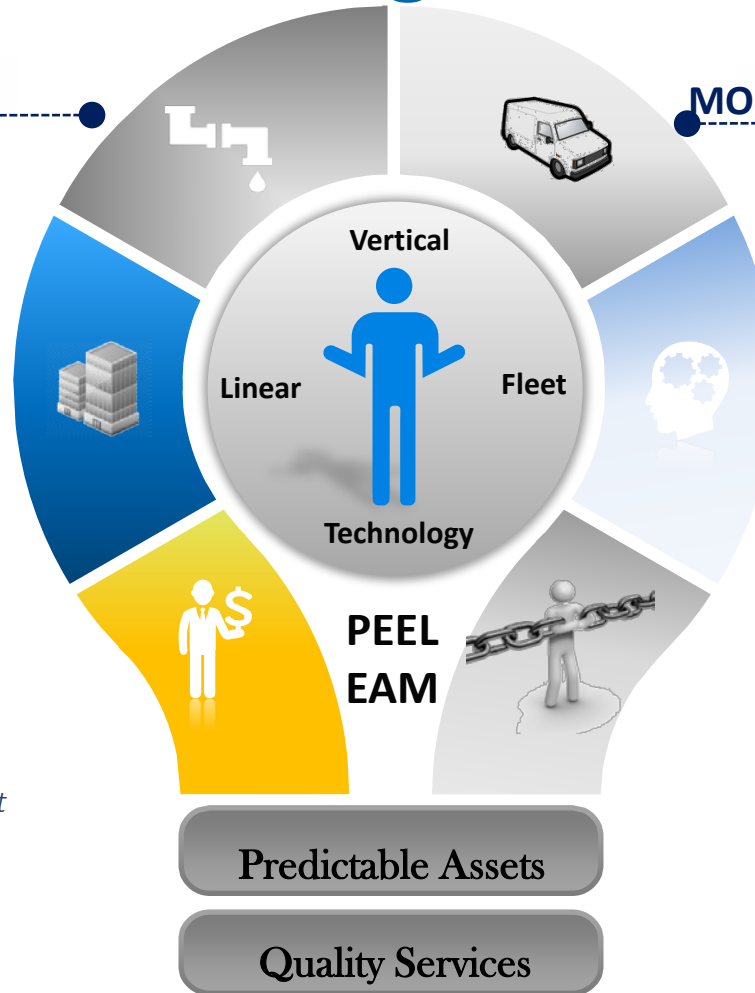
- Long Term Planning
- Develop Risk Profiles
- Capital Planning, Budgets & Forecast
- Real Estate Portfolio Planning
- IPFS, IPF

3 MONITORING & REPORTING

- Condition Assessments
- Smart City, Building & Infrastructure Design & Rollout
- Sensors, Wireless Connectivity
- Predictive Performance Monitoring
- Risk & Failure Profile Monitoring
- Data Analytics
- Tangible Capital Asset Reporting

4 SUPPORT SERVICES

- Finance
- Human Resources - Time Entry
- Procurement
- Document Management
- GIS
- Business Intelligence



Peel's Asset Management Roadmap

Practice Area	Initiative	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6 to 10	
PLANNING	P1	Update AM Policy, AM Framework and AM Strategy						Ongoing Improvements
	P2	Formalize planning workflows						Ongoing Improvements
DELIVERY	D1	Update / establish and document business processes related to Maintenance, Operations and Work & Resource Management based on leading practices						Ongoing Improvements
	D2	Update / create and document standard project management processes						Ongoing Improvements
MONITORING & REPORTING	MR1	Revise the Region's AM Performance Management Framework and review existing level of service indicators and targets						Ongoing Improvements
	MR2	Update the Performance Assessment workflows and include provision for continuous improvement and external benchmarking						Ongoing Improvements
MONITORING & REPORTING	SS1	Select and Implement an Enterprise Work Management System(s)						Ongoing Improvements
	SS2	Select and implement an Asset Management System / Decision Support System						Ongoing Improvements

Next Steps

- New Asset Management regulations (O.Reg.588/17) requiring;
 - Asset Management Policy – July 2019
 - Asset Management Plans & Levels of Service – July 2023
- Annual infrastructure scorecard
- Inform risk based decision making on state of good repair investments
- Integrate with PHC Long Term Financial Planning

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