



**THE REGIONAL MUNICIPALITY OF PEEL**  
**STRATEGIC HOUSING AND HOMELESSNESS COMMITTEE**

**AGENDA**

**SHHC - 3/2019**

**DATE:** Thursday, June 20, 2019

**TIME:** 11:00 AM – 12:30 PM

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

**MEMBERS:** G. Carlson; G.S. Dhillon; A. Groves; N. Iannicca; M. Medeiros;  
C. Parrish; P. Vicente

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*Chaired by Councillor A. Groves or Vice-Chair Councillor P. Vicente*

- 1. DECLARATIONS OF CONFLICTS OF INTEREST**
- 2. APPROVAL OF AGENDA**
- 3. DELEGATIONS**
- 4. REPORTS**
  - 4.1. Region of Peel's Housing Master Plan  
Presentation by Aileen Baird, Director, Housing Services and Sue Ritchie  
Raymond, Manager, Housing Supply
- 5. COMMUNICATIONS**
- 6. IN CAMERA MATTERS**
  - 6.1. Proposed Local Planning Appeal Tribunal Settlement Offer - City of Mississauga,  
Ward 1 (A proposed or pending acquisition or disposition of land by the municipality  
or local board)
- 7. OTHER BUSINESS**

**8. NEXT MEETING**

Thursday, September 19, 2019, 9:30 a.m. – 11:00 a.m.  
Regional Council Chamber, 5th Floor  
Regional Administrative Headquarters  
10 Peel Centre Drive, Suite A  
Brampton, Ontario

**9. ADJOURNMENT**

DATE: June 10, 2019

REPORT TITLE: **REGION OF PEEL'S HOUSING MASTER PLAN**

FROM: Janice Sheehy, Commissioner of Human Services

### **RECOMMENDATION**

**That the Region of Peel's Housing Master Plan as outlined in Appendix II of the report from the Commissioner of Human Services, titled "Region of Peel's Housing Master Plan" be approved;**

**And further, as Phase One funding has already been approved, that the \$153.6 million expenditure to fund the projects and activities in Phases Two and Three of the Housing Master Plan as defined in the subject report, be approved;**

**And further, that a capital envelope of \$288.6 million that consolidates Phases One, Two, and Three of the Housing Master Plan be approved, funded by \$38 million in external funding, \$30.5 million in development charges, \$164.3 million from Region of Peel reserves and \$55.8 in debt financing;**

**And further, that the Chief Financial Officer and the Commissioner of Human Services be authorized to sign all funding and all other applicable agreements, and ancillary documents, including but not limited to any federal and provincial agreements required to obtain and fund the construction and administration of housing projects in Phases One, Two, and Three, all on business terms satisfactory to the Chief Financial Officer and Commissioner of Human Services and on legal terms satisfactory to the Regional Solicitor;**

**And further, that Regional staff, in collaboration with the Peel Housing Corporation Board, be authorized to seek Ministerial consent for redevelopment of appropriate PHC sites, where required, as outlined in the plan.**

### **REPORT HIGHLIGHTS**

- The Housing Master Plan is one action within the Peel Housing and Homelessness Plan (2018-2028) designed to increase the supply of affordable housing in Peel.
- The Housing Master Plan is a long-term infrastructure plan to guide how Region of Peel lands and Peel Housing Corporation (PHC) sites will be used to increase the supply of affordable housing in Peel.
- Staff recommends 30 projects for inclusion in the Housing Master Plan: 4 projects that are already approved by Council consisting of Mayfield West Seniors in Caledon, East

## REGION OF PEEL'S HOUSING MASTER PLAN

Avenue Redevelopment and 360 City Centre Drive projects in Mississauga and the relocation of the Brampton Youth Shelter that are funded and underway; and 26 other projects identified through the mapping of housing need and the review of Region of Peel and PHC lands and sites.

- If fully implemented, the Housing Master Plan will add 5,364 new affordable rental units, 226 supportive and 60 emergency shelter beds to the housing stock in Peel by 2034.
- Staff recommends proceeding immediately with the projects and activities in Phases Two and Three of the plan, as outlined in this report at a cost of \$153.6 million.
- Further, staff recommends implementing the projects and activities outlined in this report in Phases One, Two and Three as a portfolio, within a capital envelope of \$288.6 million funded by \$38 million in external funding, \$30.5 million in development charges, \$164.3 million from Region of Peel housing reserves and \$55.8 million in debt financing.
- Regional funding alone can only support the development of a few projects within the plan: the relocation of the Peel Family Shelter (Mississauga), Port Credit West Village (Mississauga) and Chelsea Gardens (Brampton).
- Staff is currently in discussions with the federal and provincial governments to seek funding commitments.
- If these funding commitments are secured, staff will return to the Strategic Housing and Homelessness Committee seeking approval to expand the portfolio of projects and the funding within the capital envelope.

## DISCUSSION

### 1. Background

On April 5, 2018, Regional Council approved Peel's renewed 10-year Housing and Homelessness Plan. The plan aims to achieve two long-term outcomes: Affordable housing is available to all Peel residents and Homelessness in Peel is prevented.

In March 2019, Council approved, through a recommendation from the Strategic Housing and Homelessness Committee (SHHC), five Peel Housing and Homelessness Plan priorities for implementation in 2019-2020. These included:

- Housing Master Plan;
- Incentives Program Pilot;
- Census of housing and homelessness clients;
- Design of new service delivery model for housing and homelessness clients; and
- Private stock strategy.

On April 18, 2019, the SHHC received the first of three reports on the Housing Master Plan. This information report provided an update on the assessment and mapping of housing need and the potential development opportunities on Peel Housing Corporation (PHC) sites and Region of Peel surplus lands.

This report is the second of three reports on the Housing Master Plan. Through this report, staff is seeking approval for the plan, as well as the authority to implement Phase One, Phase Two and Phase Three projects and activities at a portfolio level.

The third and final report on the Housing Master Plan will be tabled at the SHHC meeting in the fall of 2019.

## REGION OF PEEL'S HOUSING MASTER PLAN

### 2. The Housing Master Plan

The Housing Master Plan is a long-term infrastructure plan to guide how Region of Peel lands and Peel Housing Corporation (PHC) sites will be used to increase the supply of affordable housing in Peel. The Housing Master Plan includes projects that the Region of Peel or PHC will own and operate once completed.

The plan is based on a geographic assessment of need and includes a prioritized listing of projects for affordable rental, supportive, transitional and emergency housing to primarily address the needs of low-income households, those in crisis or at-risk of being homeless, and those who require supportive housing.

An executive summary of the Housing Master Plan is provided in Appendix I.

The Housing Master Plan is just one action within the PPHP to increase the supply of affordable housing in Peel. Other actions such as the incentives pilot program and the private stock strategy will be brought to the SHHC later in the year.

#### a) Recommended Projects

A summary of the 30 projects is provided in Appendix II. The recommended prioritization and sequencing of projects can be found in Appendix III.

If fully implemented, the Housing Master Plan will add 5,364 new affordable rental units, 226 supportive and 60 emergency shelter beds to the housing stock in Peel by 2034.

#### i) Criteria

Several criteria were used to prioritize and sequence the projects as described in the table below.

Criteria	Details
Site use	<ul style="list-style-type: none"> <li>PHC sites are considered for affordable housing development/redevelopment</li> <li>Region of Peel sites are considered for affordable housing, and other program area needs such as shelter, transitional, and supportive housing</li> </ul>
Create new units / swing space	<ul style="list-style-type: none"> <li>Projects that create new units are prioritized (create swing space to support other projects to minimize displacement of current tenants)</li> <li>Sites that allow the addition of new units by adding more density</li> </ul>
Minimize the effect of relocation of current tenants	<ul style="list-style-type: none"> <li>Projects that require relocation of existing tenants do not start until new units / swing space is created within the same municipality</li> </ul>
Ease of Implementation	<ul style="list-style-type: none"> <li>Availability of the site – i.e., current lease in place with child care providers</li> </ul>

## REGION OF PEEL'S HOUSING MASTER PLAN

	<ul style="list-style-type: none"> <li>• Whether the Region has a legal title on the lands</li> <li>• Planning and development approvals</li> <li>• Necessity of environmental remediation work</li> <li>• Collaboration with adjacent landowners</li> </ul>
Alignment with Need	<ul style="list-style-type: none"> <li>• Priority projects address the conditions of housing affordability and areas of greatest need</li> <li>• Priority projects address urgent needs of clients in crisis who require emergency shelter</li> </ul>
Alignment with Local Municipal Priorities	<ul style="list-style-type: none"> <li>• Distribution of projects based on need in all three local municipalities</li> <li>• Alignment with local municipal initiatives</li> </ul>
Opportunity to Intensify	<ul style="list-style-type: none"> <li>• PHC sites' current built-form (i.e., townhomes)</li> <li>• Ability to increase density</li> </ul>
State of Good Repair	<ul style="list-style-type: none"> <li>• Building conditions of PHC sites</li> <li>• Levels of investment that would be required to maintain PHC sites in a state of good repair</li> </ul>
Access to services	<ul style="list-style-type: none"> <li>• Consideration of access to transit and community services</li> </ul>

## ii) Recommendations for Immediate Implementation

Based on the criteria above and in collaboration with the three local municipalities, staff is seeking funding and approval to proceed with the 3 priority projects listed under Phase Two of the plan.

	Phase One Projects	Phase Two Projects	Phase Three Projects
<b>Description</b>	Projects previously approved by Council and underway <ul style="list-style-type: none"> <li>• 40 beds</li> <li>• 390 units</li> </ul>	Seeking funding and approval through this report to complete these new projects <ul style="list-style-type: none"> <li>• 60 beds</li> <li>• 350 units</li> </ul>	Seeking funding and approval through this report to complete pre-planning work only
<b>Name of Projects</b>	<ul style="list-style-type: none"> <li>• Mayfield West Seniors (60 units in Caledon)</li> <li>• 360 City Centre Drive (174 units in Mississauga)</li> <li>• East Avenue Redevelopment (156 units in Mississauga)</li> <li>• Relocation of the Brampton Youth Shelter (40 beds)</li> </ul>	<ul style="list-style-type: none"> <li>• Relocation of the Peel Family Shelter in order to move forward with Twin Pines project (60 beds in Mississauga)</li> <li>• Port Credit West Village (150 units in Mississauga)</li> <li>• Chelsea Gardens (200 units in Brampton)</li> </ul>	<ul style="list-style-type: none"> <li>• Twin Pines</li> </ul>
<b>Funding</b>	\$135 million in funding already approved	\$147 million <ul style="list-style-type: none"> <li>• \$107.4 million from</li> </ul>	\$6.6 million from Regional reserves

**REGION OF PEEL'S HOUSING MASTER PLAN**

	<ul style="list-style-type: none"> <li>• \$38 million from external sources</li> <li>• \$50.3 million from Regional reserves</li> <li>• \$30.5 million from DC</li> <li>• \$16.2 Debt</li> </ul>	<ul style="list-style-type: none"> <li>Regional reserves</li> <li>• \$39.6 million debt</li> </ul>	
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Together with the four Phase One projects already approved by Council, these projects will add 740 new affordable rental units to the housing stock in Peel.

Staff is also seeking approval for \$6.6 million of funding to complete the planning, pre-development and design work required for Twin Pines to move this project forward to the construction phase. The complexity related to the implementation of the resident transition plan as approved by the Peel Housing Corporation Board in December 2017, the relocation of the Peel Family Shelter to optimize opportunities for the site, and the magnitude and scale of redevelopment requires significant upfront pre-planning work. Key activities would include conducting a feasibility study and completing a master plan for the site, procuring a development partner, developing the operational proforma, completing architectural and structural design of the building(s), and getting planning approvals and permits to commence the construction work. When completed, Twin Pines project can add up to 450 affordable rental units, in addition to market units.

Further, staff is seeking the Strategic Housing and Homelessness Committee's support to begin preliminary work in assessing new opportunities recently identified in Malton and in Brampton.

**3. Partnering with the Federal and Provincial Governments**

Regional funding alone can only support the completion of a few projects within the Housing Master Plan. Ongoing and long-term funding from the federal and provincial governments is required to address most of the affordable housing needs in Peel.

As such, staff is in discussions with representatives from the Canada Mortgage and Housing Corporation (CMHC) to leverage funding available through various funding streams of the National Housing Strategy. CMHC is supportive of Peel's long-term approach to affordable housing development introduced through the Housing Master Plan and is working with the Region to negotiate a multi-year funding commitment tailored to Peel's needs by the fall of 2019.

Regional staff is also working with the provincial Ministry of Municipal Affairs and Housing to discuss funding that would align and support the Housing Master Plan implementation.

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### 4. Authority to Implement at a Portfolio Level

Through the Housing Master Plan, the Region is moving to a more strategic and long-term approach to affordable housing development, replacing the project-by-project approach used in the past.

As such, staff is seeking authority from Council to implement the Housing Master Plan at a portfolio level, operating within the Council approved capital envelope. Progress will be reported to Council on an annual basis and any changes to the plan or its funding will be brought back to Council through the annual budget process or on an ad hoc basis as required.

At this time, staff is seeking the authorities required to implement the projects and activities outlined in this report in Phases One, Two and Three as a portfolio, within a capital envelope of \$288.6 million.

If the funding commitments from both the federal and provincial are finalized, staff will return to SHHC seeking approval to expand the portfolio of projects and the funding within the capital envelope.

If the portfolio approach is approved through this report, staff would only return to Council for additional approvals when any of the following occurs:

- There is a change to the projects included in the approved portfolio (that is, a new project is added or an existing project removed)
- There is a material change to the sequencing of projects within the portfolio (that is, if a project moves into a different phase)
- There is a change in the total cost of the portfolio (that is, an increase in the cost of one project cannot be offset by cost savings or contingency from other projects)
- There is a change in the mix of financing for the total portfolio (% from reserves vs. % from debt vs. % from external funding, etc.)

There are many advantages to operating at a portfolio rather than on a project-by-project basis. It provides Council with the information needed to approve longer-term outcomes and targets for affordable housing development in Peel. A portfolio approach optimizes return on investment and provides staff with the flexibility to move funds and resources among projects as required while staying within the Council approved funding envelope. This approach also provides the flexibility to achieve affordability, energy and accessibility targets at a portfolio, as opposed to individual project level.

Additionally, having projects in various states of readiness positions the Region to take advantage of any funding opportunities announced by the federal and provincial governments, often with very short delivery timeframes.

### 5. Next Steps

In the coming months, discussions will continue with the federal and provincial governments to secure funding.



## **REGION OF PEEL'S HOUSING MASTER PLAN**

Staff will continue discussions with the local municipalities to explore opportunities to consider portfolio-level planning considerations and approvals to assist with expediting Housing Master Plan projects.

Staff will also continue to explore alternative solutions in locations identified through the mapping exercise as having high levels of housing need but no suitable Region of Peel or Peel Housing Corporation sites to meet that need. These locations include Malton in Mississauga and the area around Shopper's World in Brampton. Staff will bring recommendations to SHHC about these locations as they become finalized.

### **RISK CONSIDERATIONS**

The gap between the supply and demand for affordable housing in Peel continues to grow. Addressing this gap requires substantial levels of investment from all levels of government as well as the non-profit and private sectors. In a changing fiscal and policy environment at the national and provincial levels, there is uncertainty about long-term dedicated funding for affordable housing. As such, the portfolio-level approach proposed through the Housing Master Plan is prudent, as it allows Peel to be strategic about affordable housing development.

Implementing the Housing Master Plan may require additional resources within the Housing Development Office as well as in key support areas such as Finance, Purchasing and Legal Services. In a year of possible budget contraction, all efforts will be made to fund staff resources from within existing budgets. However, additional resources may be required and resource recommendations, if necessary, will be brought to the SHHC and Regional Council in September for consideration.

### **FINANCIAL IMPLICATIONS**

Capital expenditures of \$135 million for Phase One projects were previously approved by Council. Costs for Phase Two projects are estimated at \$147 million and pre-planning work under Phase Three is estimated at \$6.6 million. As outlined in the report, staff proposes the three phases be managed as a portfolio or capital envelope to provide staff with the flexibility to move funds between projects as required while staying within the approved funding envelope. It is therefore recommended that a capital envelope of \$288.6 million that consolidates Phases One, Two, and Three be approved, funded by \$38 million in external funding, \$30.5 million in development charges, \$164.3 from Region of Peel housing reserves and \$55.8 in debt financing.

Funding for further implementation of the plan beyond this envelope, relies heavily on significant investment from the provincial and federal governments.

However, continued implementation of the plan could create opportunities for state-of-good repair cost savings at several Peel Housing Corporation communities. Staff will be returning with a capital financing strategy in the fall of 2019.

### **CONCLUSION**

The Housing Master Plan is a long-term infrastructure plan that will guide how the Region of Peel, together with the Peel Housing Corporation, will maximize the use of land and assets to

## REGION OF PEEL'S HOUSING MASTER PLAN

increase the supply of affordable housing. The plan, if fully implemented, could have a significant impact on availability of affordable housing and can create approximately 5,650 new affordable units, (including rental, supportive and transitional housing and emergency shelters).

In an era of a changing national and provincial policy landscape, the plan will allow Peel to strategically plan for affordable housing developments and related investments.

Staff will be working through the summer months to finalize the financing strategy and an implementation plan. These will be tabled at the Strategic Housing and Homelessness Committee in the fall.



Janice Sheehy, Commissioner of Human Services

### Approved for Submission:



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D. Szwarc, Chief Administrative Officer

## APPENDICES

Appendix I: Executive Summary of the Housing Master Plan

Appendix II: Housing Master Plan Development Opportunities - Summary of Estimated Units

Appendix III: Housing Master Plan Development Opportunities - Project Sequencing and Phases

*For further information regarding this report, please contact Aileen Baird, Director, Housing Services, at [Aileen.Baird@peelregion.ca](mailto:Aileen.Baird@peelregion.ca) or at 905-791-7800, Ext: 1898.*

*Authored By: Aileen Baird, Director, Housing Services, and Archana Vyas, Advisor, Housing Master Plan*

# Region of Peel Housing Master Plan



## What is the Housing Master Plan?

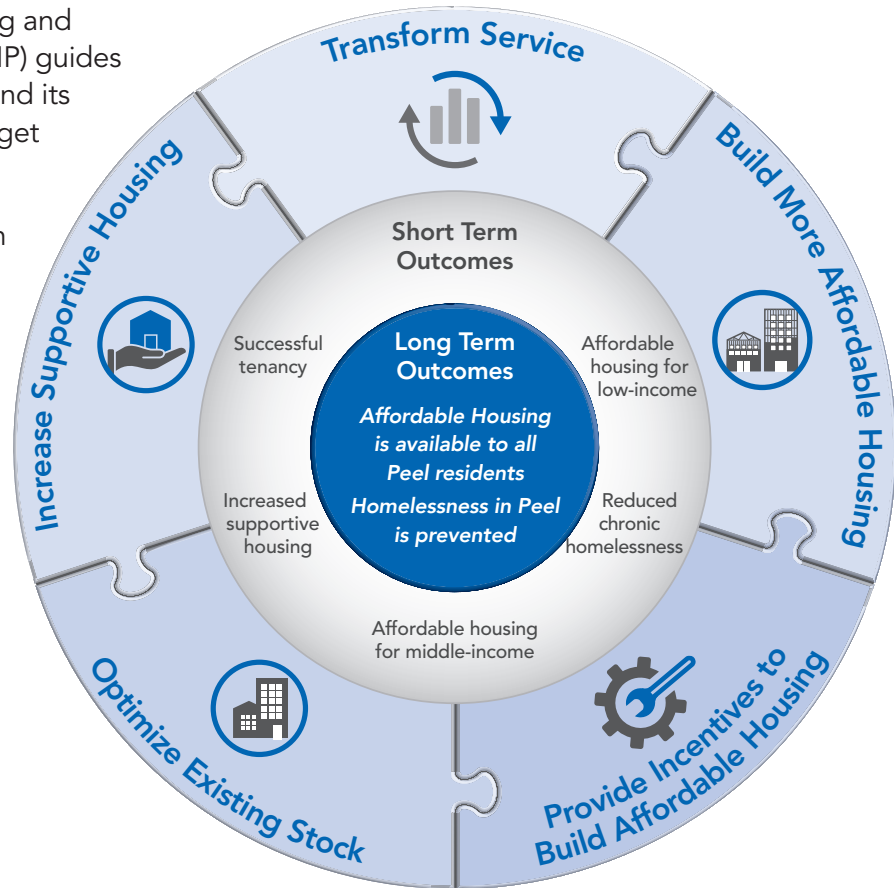
A long-term capital infrastructure plan to guide the Region's new affordable housing developments to meet current and future housing needs in Peel:

- Focuses on Regional surplus lands and Peel Housing Corporation (PHC) sites that are suitable for redevelopment
- Provides portfolio-level planning for affordable, supportive and transitional housing, and emergency shelters
- Supports the achievement of the Peel Housing and Homelessness Plan outcomes that **affordable housing is available for all Peel residents**, and **homelessness is prevented in Peel**

## Supports the PPHP

The 10-year Peel Housing and Homelessness Plan (PHHP) guides the work of the Region and its partners to help people get and keep housing.

The Housing Master Plan supports successful implementation of the PPHP to build more affordable housing and increase supportive housing.



## Components of the Housing Master Plan

Mapping of Housing Needs/Locations	Development Opportunities	Funding and Financing Strategy
Mapping to understand where need is greatest and how those areas of need relate to Regional surplus lands and PHC sites	Identifying development opportunities on Regional and PHC lands, and establishing a pipeline of projects	Sustainable funding and financing strategy that includes leveraging federal and provincial funding and private and non-profit sector funding and partnerships

### Enabling Structure and Policy Framework

Roles, decision making authorities and housing development structures to support successful implementation of the Housing Master Plan

# Our **Commitment** to Affordable Housing

The work of the Housing Master Plan is driven by our commitment to build sustainable, affordable housing in the Region of Peel that is fiscally responsible for current and future residents.

## We support the development of complete communities that are:

**Diverse and inclusive**  
so that all residents can access services, engage with their community and maintain healthy lifestyles throughout their various stages of life

**Connected**  
to provide residents with access to all modes of transportation, community supports and services through programming and public space

**Environmentally friendly**  
to ensure long-term, efficient sustainability



## Our **guiding principles** are:

Resilient enough to withstand the changing landscape

Responsive, open and transparent

Innovative, practical and realistic in our approach

Engaged with the community and our partners

Predictable and consistent in our streamlined processes

Respectful and dignified in the way we conduct ourselves



## Desired Outcomes of the Housing Master Plan

Long-term capital infrastructure plan to guide the Region's new affordable housing development, including shelters, transitional and supportive housing	Improved coordination with Local Municipalities to work at a project portfolio level
Portfolio of projects to allow the Region and partners to do long-term planning and maximize resources	Sustainable funding and financing strategy to support projects
Pipeline of projects aligned with affordable housing needs of the community	Alignment with state of good repair capital planning
Improved readiness for provincial and federal funding announcements	Optimized value for tax dollars and return on investment
Enabling framework including policies and streamlined processes to implement projects	Ability to position funding needs and advocate for long-term funding commitments from federal and provincial governments



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### Contacts

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**APPENDIX II  
REGION OF PEEL'S HOUSING MASTER PLAN**

**Housing Master Plan Development Opportunities - Summary of Estimated Units**

	Sites	Planned Use	New Units / Beds	Total* Estimated Units / Beds	Anticipated Timing
Caledon	Mayfield West Seniors (Affordable, Seniors) [ROP]	Rental	60	60	2019
	Mayfield West Phase 1 (Affordable, Family Site) [ROP]	Rental	50	50	2020-2024
	Emil Kolb Pkwy + King West (Affordable) [ROP]	Rental	62	62	2021-2025
	Emil Kolb Pkwy + Chickadee Ln (Affordable) [ROP]	Rental	62	62	2024-2028
	Mayfield + O'reilly's Lane (Transitional/Supportive) [ROP]	Supportive	29	29	2024-2028
Brampton	Brampton Youth Shelter Replacement (1358 Queen St. W) [ROP]	Shelter	0	40	2019-2022
	Chelsea Gardens (Affordable) [PHC]	Rental	200	200	2019-2023
	Peel Manor A (Supportive) [ROP]	Supportive	93	93	2019-2025
	Peel Manor B (Supportive) [ROP]	Supportive	104	104	2019-2025
	Brampton Family Shelter (Emergency)	Shelter	60	60	2020-2024
	Chamney Court (Affordable) [PHC]	Rental	283	347	2022-2028
	9996 Kennedy Rd CC, Parkholme Place (Affordable) [ROP, PHC]	Rental	364	395	2022-2028
	McHardy + Fair Oak (Affordable) [PHC]	Rental	444	783	2026-2032
	New Haven Manors (Affordable) [PHC]	Rental	311	454	2026-2032
	175 Central Park (Affordable) [PHC]	Rental	175	220	2028-2033
Knightsbridge, Knightsbridge CC (Affordable) [PHC, ROP]	Rental	302	392	2028-2034	
Mississauga	360 City Centre Drive (Daniels) (Affordable) [ROP]	Rental	174	174	2020
	East Avenue Redevelopment (Affordable) [PHC]	Rental	156	156	2017-2023
	Port Credit West Village (Affordable) [ROP]	Rental	150	150	2019-2023
	Replacement Peel Family Shelter (Emergency)	Shelter	0	60	2019-2023
	Twin Pines (Affordable) [PHC]	Rental	450	450	2019-2026
	Riley Court (Affordable) [PHC]	Rental	138	138	2020-2024
	1320 Williamsport CC (Affordable) [ROP]	Rental	72	72	2021-2026
	114 Falconer CC (Affordable) [ROP]	Rental	81	21	2021-2026
	Sydenham (Affordable) [PHC]	Rental	103	180	2022-2027
	Glenway Court (Affordable) [PHC]	Rental	675	785	2024-2030
	Mason's Landing (Affordable) [PHC]	Rental	155	305	2024-2030
	Forster Terrace (Affordable) [PHC]	Rental	301	453	2024-2030
	The Meadows (Affordable) [PHC]	Rental	198	323	2025-2031
	Queen Frederica (Affordable) [PHC]	Rental	398	472	2028-2034
<b>Total Number of Units</b>			<b>5,650</b>	<b>7,090</b>	

\* The Total includes replacement and new units.

**APPENDIX III  
REGION OF PEEL'S HOUSING MASTER PLAN**

**4.1-14**

**Housing Master Plan Development Opportunities - Project Sequencing and Phases**

REGION OF PEEL		Term of Council				Term of Council				Term of Council				Term of Council				Net New Rental Units by Project	Net New Shelter Beds by Project	Net New Transitional / Supportive Units by Project
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034			
Phase	Site																			
1	Mayfield West Seniors (Affordable) [ROP]	60																60		
	360 City Centre Drive (Daniels) (Affordable) [ROP]		174															174		
	Brampton Youth Shelter Replacement (Emergency) [ROP]				40														0	
	East Avenue Redevelopment (Affordable) [PHC]					156												156		
2	Replacement Peel Family Shelter (Emergency) [ROP]					60													0	
	Port Credit West Village (Affordable) [ROP]					150												150		
	Chelsea Gardens (Affordable) [PHC]					200												200		
3	Peel Manor A (Supportive) [ROP]							93												93
	Peel Manor B (Supportive) [ROP]							104												104
	Twin Pines (Affordable) [PHC]								450									450		
	Brampton Family Shelter (Emergency) [ROP]					60													60	
	Mayfield West Phase 1 (Affordable, Family Site) [ROP]					50												50		
4	Riley Court (Affordable) [PHC]					138												138		
	Chamney Court (Affordable) [PHC]					-64				347								283		
5	Emil Kolb Pkwy + King West (Affordable) [ROP]							62										62		
	1320 Williamsport CC (Affordable) [ROP]								72									72		
	114 Falconer CC (Affordable) [ROP]								81									81		
	9996 Kennedy Rd CC, Parkholme Place (Affordable) [ROP, PHC]							-31			395							364		
6	Sydenham (Affordable) [PHC]							-77		180								103		
	Glenway Court (Affordable) [PHC]								-110			785						675		
	McHardy + Fair Oak (Affordable) [PHC]									-294				738				444		
7	Emil Kolb Pkwy + Chickadee Ln (Affordable) [ROP]									62								62		
	Mayfield + O'reilly's Lane (Transitional/Supportive) [ROP]									29										29
	Mason's Landing (Affordable) [PHC]								-150			305						155		
	Forster Terrace (Affordable) [PHC]								-152			453						301		
	The Meadows (Affordable) [PHC]									-125			323					198		
New Haven Manors (Affordable) [PHC]										-143			454				311			
8	175 Central Park (Affordable) [PHC]														220			175		
	Knightsbridge, Knightsbridge CC (Affordable) [PHC, ROP]															392		302		
	Queen Frederica (Affordable) [PHC]															472		398		
<b>TOTAL UNITS BY YEAR</b>		<b>60</b>	<b>174</b>	<b>0</b>	<b>40</b>	<b>566</b>	<b>76</b>	<b>259</b>	<b>191</b>	<b>55</b>	<b>396</b>	<b>0</b>	<b>1,334</b>	<b>323</b>	<b>1,192</b>	<b>220</b>	<b>864</b>	<b>5,364</b>	<b>60</b>	<b>226</b>

**LEGEND**

<span style="background-color: red; width: 15px; height: 10px; display: inline-block;"></span> Project Planning, Design, and Resident Relocation	<span style="background-color: lightgrey; width: 15px; height: 10px; display: inline-block;"></span> No Activity
<span style="background-color: yellow; width: 15px; height: 10px; display: inline-block;"></span> Construction	<span style="background-color: lightpink; width: 15px; height: 10px; display: inline-block;"></span> Funded, Ongoing Projects
<span style="background-color: lightgreen; width: 15px; height: 10px; display: inline-block;"></span> Occupancy	[ ] Indicates Site Owner





# Housing Master Plan

**Strategic Housing and Homelessness  
Committee**

June 20, 2019



# Purpose





- Seek approval from the Strategic Housing and Homelessness Committee (SHHC) for:
  - The Housing Master Plan
  - The priority projects to be funded immediately
  - Shift to a portfolio level approach to housing development
- Update the SHHC Committee on Next Steps

# PHHP Priorities 2019 - 2020

Priority	Description
<b>Housing Master Plan</b>	<ul style="list-style-type: none"> <li>• Long-term infrastructure plan for RoP and PHC sites</li> <li>• Creates affordable housing that the Region or PHC owns and operates</li> </ul>
<b>Incentives Program Pilot</b>	<ul style="list-style-type: none"> <li>• Design &amp; Pilot targeted incentives program to encourage non-profit /private sector developers to build affordable housing</li> <li>• Creates affordable market housing or affordable Housing owned and operated by non-profit sector</li> </ul>
<b>Private Stock Strategy</b>	<ul style="list-style-type: none"> <li>• Creates affordable housing by leveraging private rental stock and private homes</li> </ul>
<b>Client Census</b>	<ul style="list-style-type: none"> <li>• Collect more information about all housing and homelessness clients to inform redesign of client pathway and improve effectiveness of programs and services</li> </ul>
<b>New Client Service Delivery Model</b>	<ul style="list-style-type: none"> <li>• Co-designed with stakeholders &amp; clients</li> <li>• Improves access to housing subsidies</li> <li>• Diverts from shelters</li> <li>• Supports to clients to improve successful tenancies</li> </ul>

# Increasing Supply of Affordable Housing

Allocating Funding to Optimize Return on Investment (ROI)

10,000 Homes for Low Income Households		10,000 Homes for Middle Income Households	
Target: XXX units	Target: XXX units	Target: XXX units	Target: XXX units
 Provide Rent Subsidy	 Optimize use of RoP and PHC Sites	 Leverage Private Stock	 Provide Incentives to Build Non-Profit Private
Client Pathway Subsidy Administration	Housing Master Plan	Private Stock Strategy	Incentive Pilot Program
Operating Costs: \$XM	Capital Costs: \$XM Operating Costs: \$XM	Capital Costs: \$XM Operating Costs: \$XM	Operating Costs: \$XM
ROI Calculation: XXXX/unit	ROI Calculation: XXXX/unit	ROI Calculation: XXXX/unit	ROI Calculation: XXXX/unit

# Housing Master Plan (HMP)

## What is it?

- A long-term capital/infrastructure plan that will guide the Region's 'new builds', including regeneration of PHC sites, supportive and transitional housing and emergency shelters

## What is it not?

- Does not address other ways to increase housing supply, e.g., using existing housing stock in private and secondary market.

## Benefits of a Housing Master Plan

- Strategic long-term infrastructure plan for the Region to meet current and future housing needs
- Planning at a portfolio level will assist in improving Peel's readiness to respond to funding announcements
- Improve coordination with the local municipalities
- Align with Region of Peel and PHC's State of Good Repair capital planning
- Optimize value for tax dollars and Region's return on investment (ROI)
- Plan will support advocacy to all levels of government for partnerships, including portfolio funding commitments and planning

# HMP Components

## Mapping of Housing Needs / Locations

- Assessment of housing needs and future demand by geographic areas using key variables (including other Regional priorities and community benefits)
- Map Region owned lands and PHC sites with potential for redevelopment
- Identify affordable housing gaps, needs and neighbourhoods where ROP / PHC opportunities don't exist

## Development Opportunities

- Feasibility analysis of opportunities on existing PHC sites and ROP surplus lands
- Prioritized pipeline of projects
- Design standards, principles and policies for development

## Funding and Financing Strategy

- Sustainable financing plan to support the implementation of prioritized pipeline of projects
- Leverage Federal, provincial and regional funding and programs
- Define other approaches to financing:
  - Explore opportunities to leverage private and non-profit sector funding and partnerships.

## Enabling Structure and Policy Framework

- Recommend roles, decision making authorities and housing development structures that will support:
  - Creating new affordable units and regeneration of existing sites with priority focus on Region of Peel lands and Peel Housing Corporation sites first
  - Leveraging external investment
  - Catalyzing development

# HMP Development Opportunities by Municipality

Mississauga	Brampton	Caledon			
<p>Riley Court (PHC)  Mason's Landing (PHC)  Sydenham Place (PHC)  Queen Frederica (PHC)  Forster Terrace (PHC)  Glenway Court (PHC)  The Meadows (PHC)  Twin Pines (PHC)  Peel Family Shelter (Twin Pines – PHC)  114 Falconer CC (ROP)  1320 Williamsport CC (ROP)  Port Credit West Village Lands (To be ROP)</p>	<p>Knightsbridge and Knightsbridge CC (PHC + ROP)  175 Central Park (PHC)  McHardy + Fair Oak (PHC)  Newhaven Manor (PHC)  Chelsea Gardens (PHC)  Chamney Court (PHC)  Parkholme Place and 9996 Kennedy CC (PHC + ROP)  Peel Manor A (ROP)  Peel Manor B (ROP)  1358 Queen St (ROP)  Proposed Brampton Family Shelter</p>	<p>Mayfield West Phase 1 (Family Site) (ROP)  Emil Kolb Pkwy + Chickadee Ln (ROP)  Emil Kolb Pkwy + King West (ROP)  Mayfield + Oreilleys Ln (ROP)</p> <table border="1" data-bbox="1248 862 1875 1138"> <tr> <td data-bbox="1248 862 1875 969">Environmental Remediation Required / Very Long-term projects</td> </tr> <tr> <td data-bbox="1248 969 1875 1055">Shelter / Supportive / Transitional</td> </tr> <tr> <td data-bbox="1248 1055 1875 1138">Residential Rental</td> </tr> </table>	Environmental Remediation Required / Very Long-term projects	Shelter / Supportive / Transitional	Residential Rental
Environmental Remediation Required / Very Long-term projects					
Shelter / Supportive / Transitional					
Residential Rental					

# Prioritizing Development Opportunities

## Criteria

- Site use
  - PHC sites for affordable rental
  - Regional surplus sites/lands for affordable rental, and other uses such as shelter, transitional, supportive housing
- Creation of new units / swing space
- Minimize the effect of relocation of current tenants
- Opportunity to intensify
- Ease of implementation
  - Availability of the sites, planning approvals, etc.
- Alignment with the Housing Affordability Need Map
- Alignment with Local Municipal priorities
- Access to transit and services
- State of Good Repair



# Development Priorities

## **Phase 1 – Projects previously approved by Council and underway**

- Currently 3 regionally owned development projects underway and relocation of Brampton Youth Shelter
- Outcome = Creation of 390 new affordable rental units and replacement of 40 beds (i.e., Brampton Youth Shelter)
- Projects funded

## **Phase 2 – Seeking Funding and Approval**

- Relocation of Peel Family Shelter (PFS) site
- Port Credit West Village (150 units in Mississauga)
- Chelsea Gardens (200 units in Brampton)
- Outcome = Creation of 350 new affordable rental units and replacement of 100 beds (i.e., PFS Site)
- Funding approval for \$147 million

## **Phase 3 – (Seeking funding and approval to commence planning and pre-development work)**

- Twin Pines site (PHC)
- Funding approval of \$6.6 million

# Partnering with Federal and Provincial Governments

- **Federal Government**

- Discussions underway with Canada Mortgage and Housing Corporation (CMHC) to leverage funding available through various funding streams of the National Housing Strategy
- Staff will be working through the summer months to reach a funding commitment from the CMHC

- **Provincial Government**

- Seeking long-term and sustainable funding to support the implementation of the plan
- Meeting planned in June to further discussions

# Portfolio Level Decision-Making Authorities to Implement HMP

- Objectives
  - Operate within the Council approved HMP funding envelope
  - Annual reporting on achievement of outcomes or any changes to the Plan or its funding
- The “Asks”
  - The Chief Financial Officer and the Commissioner of Human Services be authorized to:
    - Sign funding agreements with federal and provincial governments
  - The Director of Housing Services, acting on behalf of Regional Council as Service Manager, be authorized to:
    - In Collaboration with PHC Board, seek Ministerial Consent for redevelopment of appropriate PHC sites

## Next Steps

- Continue working with the Federal and Provincial Government to secure long- term funding commitments
- Continue working with the Local Municipalities
  - Find solutions where Regional surplus lands or PHC redevelopment ready sites do not exist
  - Planning approvals
- Finish the financing strategy to support the plan
- Develop an Implementation Plan



**For questions or further information, please contact:**

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