

Taking a Strategic Approach to Development – Peel Region's Roadmap



HSC SHARE Innovation Event
October 30, 2018
Thunder Bay

This Term of Council

Funding

- \$205.4M operating
 - ❖ 24% Prov/Fed
- \$465.8M 10-Yr ROP capital
 - ❖ 27% new development
 - ❖ 73% State of Good Repair
- \$12.9M ROP Loans
- \$110M Prov/Fed capital funding
 - ❖ 69% new development
 - ❖ 31 % State of Good Repair



Outputs

- 19,000+ system capacity
- State of Good Repair 57 buildings & 7,505 units
- 842 off wait list annually
- 989 new units in development



Desired Outcomes

- Residents in need have a range of housing options
 - ❖ Reduced length of time on centralized wait list
- Homelessness in Peel is prevented

Complex and Changing Environment

WEDNESDAY, MARCH 23, 2016
2 °C

BramptonGuardian.com

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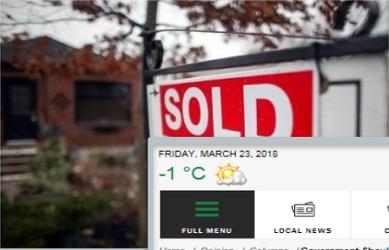
Home / News / Housing Prices On The Rise In Brampton...

Housing prices on the rise in Brampton and Mississauga

Aggregate prices in Peel exceed \$700,000

NEWS Oct 15, 2017 Brampton Guardian

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Mississauga.com

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Home / News / Affordable Housing In Mississauga's...

Affordable housing in Mississauga's downtown crucial to city-building, says Mayor Bonnie Crombie

NEWS Oct 03, 2016 by Rachael Williams Mississauga News

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Home / Opinion / Columns / Government Should Act Now To Make...

Government should act now to make housing affordable for millennials: OREA

OPINION Jul 12, 2017 by Ryan Rocca Mississauga News

With home sales and prices taking a dip in recent months, now is the time for the government to increase the housing supply to make purchasing a home affordable for the millennial generation, according to the CEO of the Ontario Real Estate Association (OREA).

With the average GTA home price standing at \$793,915, up about six per cent from this time last year, purchasing a home in this area is something that is still far from a realistic option for most young people.

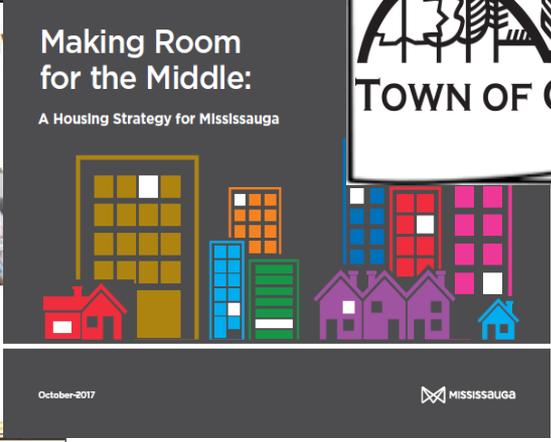
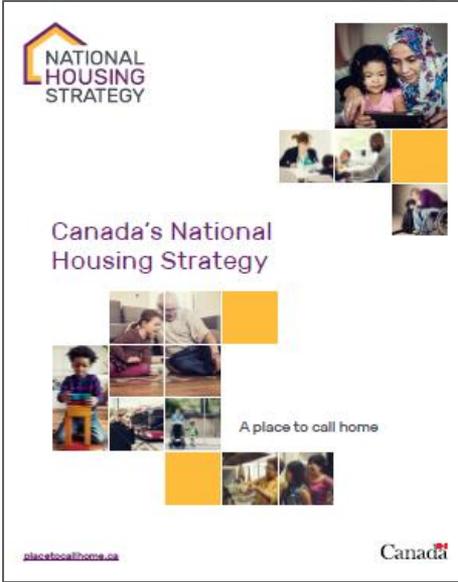
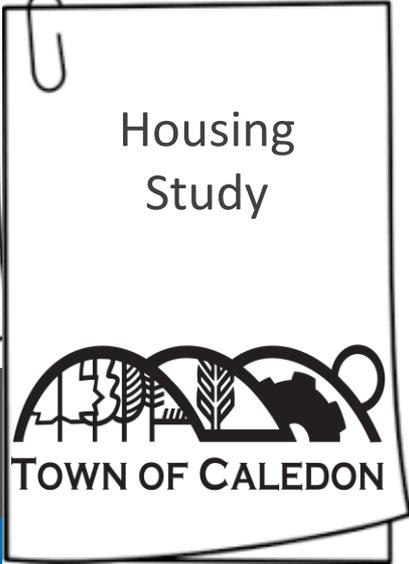
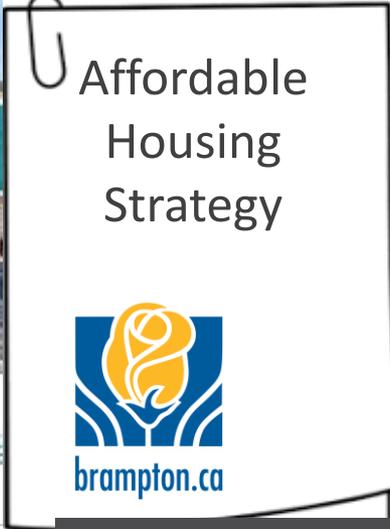
the star.com

News · GTA

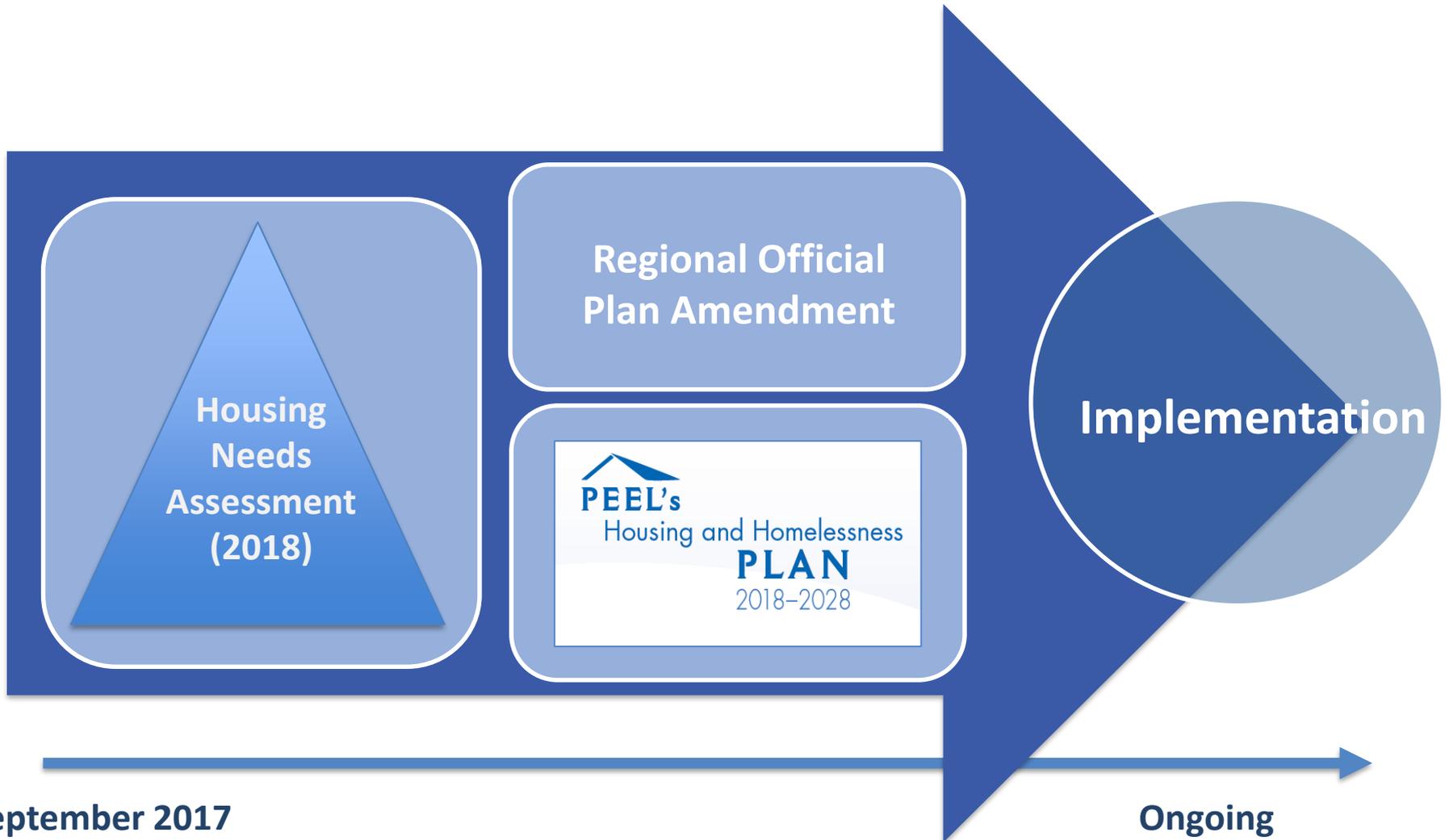
Rental vacancy rates lowest in 16 years

Rents across the GTA continue to rise as vacancies diminish.

New Approaches Are Required



Peel's Response



Needs Assessment

	Emergency / Temporary Housing	Affordable Permanent Housing		
		Low Income (Households with earnings of \$57,421 or less)	Middle Income (Households with earnings of \$57,422 – 103,345)	Supportive
Who they are	Households / persons without permanent housing	129,054* households in 2016 (income deciles 1 – 3)	129,054* households in 2016 (income deciles 4 – 6)	Households / persons with need for permanent supportive housing
What is the need	26.9% shelter use increase <ul style="list-style-type: none"> Shelters at capacity Insufficient beds for Victims of Family Violence and no beds for Victims of Human Trafficking Lack of upfront diversion / prevention Lack of transitional support for Youth / Victims of Family Violence 	70% of households are in unaffordable housing <ul style="list-style-type: none"> Larger households Multiple family households Couples with children / lone parents Immigrant households Youth households Seniors Persons living alone 2 or more unrelated people living together People with a disability 	29% of households are in unaffordable housing <ul style="list-style-type: none"> Homeowners Larger households Couples with children Multiple family households Immigrant households 	50% of demand unmet <ul style="list-style-type: none"> Mental Illness (4 times more people on waitlist than units) Physical disabilities Acquired brain Injury Intellectual disabilities Autism spectrum Frail health Substance abuse - addictions
Type of housing required	<ul style="list-style-type: none"> Safe, stable temporary housing to address immediate needs Quicker access to permanent housing Transitional units for youth and Victims of Family Violence 	<ul style="list-style-type: none"> Rental housing which costs \$1,259 or less per month* Home ownership no more than \$228,389** 1 and 2 bedroom units for smaller households 3+ bedroom units for larger households 	<ul style="list-style-type: none"> Rental housing which costs no more than \$2,584 per month* Home ownership which costs no more than \$411,047** Units with 3+ bedrooms for larger households 	<ul style="list-style-type: none"> Affordable supportive Housing units

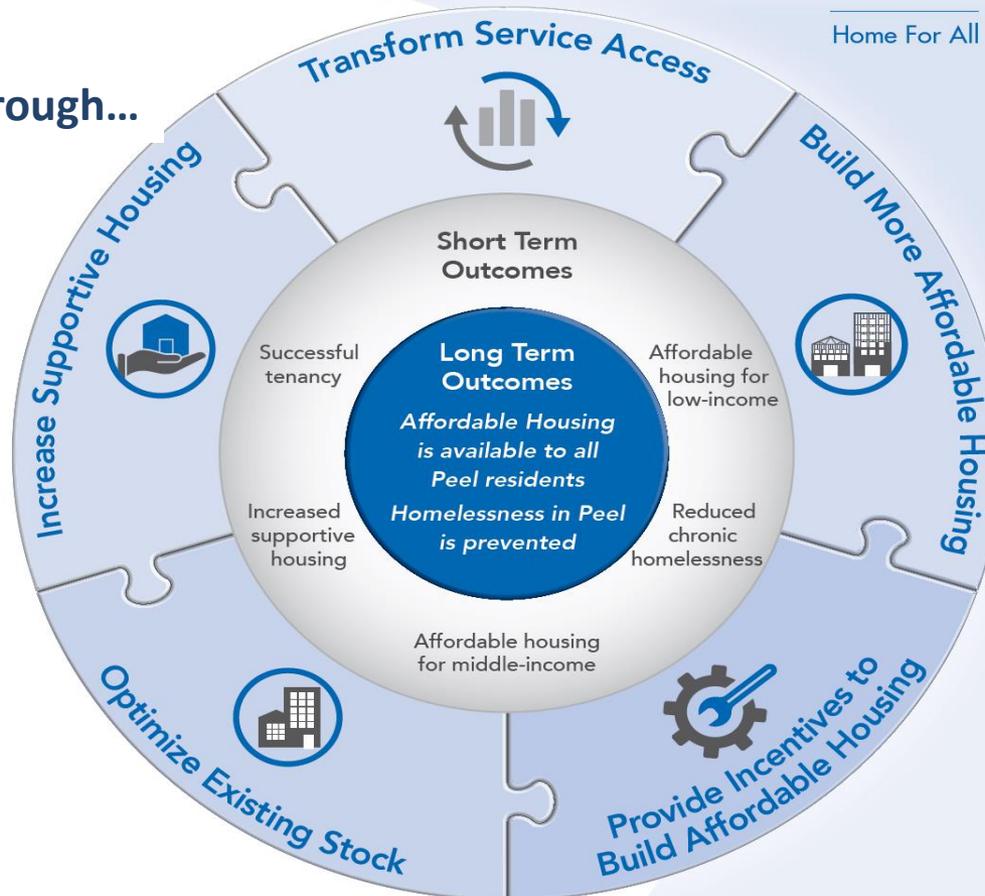
* based on 30% of monthly estimated average household income (2016) for households within this earnings segment and other housing cost factors

** based on 30% of maximum expenditure on ownership housing for households within this earnings segment

PHHP 2018-2028

Delivering results through...

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



Intentional Change

Region's Focus and Role

- Affordable housing for low and middle income households

New Development

- Guided by targets and the Housing Master Plan, with a focus on Peel Housing Corporation, Region of Peel and other public sector lands

Private Housing Stock

- Needs to be leveraged in new and innovative ways

Service Delivery

- Transformation is needed.... incremental improvement is not enough!

Housing Providers

- Build capacity for development and shift from rules-based to outcomes-focused, modern system

Housing Master Plan

Develop a comprehensive 10-year Capital Infrastructure Plan to:

- Facilitate long term capital planning
- Expedite development process
- Leverage existing stock for new housing development and regeneration of existing stock
- Align community needs, while generating an optimal social, financial and environmental return on investment.

The Housing Development Master Plan will...

- **Align** with Peel's Community for Life Strategic Plan and the Renewed 10 year Housing and Homelessness Plan as well as Long-Range Transportation Master Plan; Regional Official Plan; Climate Change Master Plan; Growth Management initiatives; Early Years and Child Care Programs and Services Plan; etc.
- Deliver an **ACTION PLAN to achieve results**
 - **Priorities** for new housing development and regeneration in Peel along the entire housing continuum
 - **Preferred housing types/forms** most suited to meet community need along the housing continuum
 - **Desired locations** for new affordable housing development, regeneration and sale with an initial focus on optimizing use of existing PHC and ROP lands and assets

Housing Master Plan Components

10-Year Development Plan

- Action plan to address affordable housing, transitional and supportive housing needs – pipeline of projects
- Identify planning concepts for key sites to be developed
- Design standards, principles and policies for development
- Deliver on the Renewed PHHP targets – approved portion of 20,000 affordable units by 2028
- Leverage ROP/PHC owned land for priority developments

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.

Financing and Investment Strategy

- Finance strategy to support the 10 year development plan optimizing federal, provincial and regional funding, programs and other strategies to increase affordable housing
- Explore opportunities to leverage private sector funding and partnerships with stakeholders to achieve affordable housing units in Peel

Governance

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

Housing Development Structure

Current Structure	Proposed Structure
Lack of a long-term development plan and strategy	Housing Master Plan will guide the affordable housing development in Peel from 2019-2029.
Multiple points of contact regarding housing development	One-stop shop, single-point of contact
Housing development related skill-sets and expertise scattered throughout the Corporation	Integrated Team with dedicated staff and expertise related to housing development
Decision-making delayed due to approval levels including council	Delegated authority and streamlined process internally and with Local Municipalities
No high profile senior leadership position to manage key stakeholder relationships for housing development	New Division for housing development, lead role and more engagement with senior leaders

Proposed Structure

- Create a Peel Affordable Housing Office (Peel AHO)
 - Mandate
 - ✓ Clear mandate to implement the Housing Master Plan – Build and Catalyze housing development
 - Core Expertise – integrated team
 - ✓ Housing development and programs
 - ✓ Construction management
 - ✓ Legal
 - ✓ Financial (proforma, lending, etc.)
 - ✓ Procurement
 - ✓ Planning
 - ✓ Real estate
 - ✓ Government and stakeholder relations
 - Director led, direct report to a Commissioner, at minimum
 - Reports to the proposed Sub-committee of Council
 - Effective January 2, 2019

Progress to Date

During the 2014-2018 Term of Council:

- Number of units acquired – 73
- Number of units constructed – 33
- Number of units under construction – 244
- Number of units in pre-development phase – 721
- Number of households receiving a Second Unit renovation assistance – 66
- Number of down payment assistance loans provided – 249 (Home in Peel loans)
- Number of affordable homes constructed for ownership – 53 (will be 59 before the end of this year) (Habitat for Humanity Affiliates grants)

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

Aileen Baird, Director, Housing Services

aileen.baird@peelregion.ca | 905-791-7800 ext. 1898

Sue Ritchie, Manager, Housing Services

sue.Ritchie@peelregion.ca | 905-791-7800 ext. 8605

[Peel's Housing and Homelessness Plan](#)

www.peelregion.ca

