1. ELECTION OF THE CHAIR AND VICE CHAIR

2. DECLARATIONS OF CONFLICTS OF INTEREST

3. APPROVAL OF AGENDA

4. DELEGATIONS

5. REPORTS

5.1. Peel Housing and Homelessness Plan: Proposed 2019-2020 Priorities
Presentation by Aileen Baird, Director, Housing Services

6. COMMUNICATIONS

7. IN CAMERA MATTERS

8. OTHER BUSINESS
9. NEXT MEETING

Thursday, April 18, 2019, 11:00 a.m. – 12:30 p.m.
Regional Council Chamber, 5th Floor
Regional Administrative Headquarters
10 Peel Centre Drive, Suite A
Brampton, Ontario

10. ADJOURNMENT
REPORT
Meeting Date: 2019-02-21
Strategic Housing and Homelessness Committee

DATE: February 12, 2019

REPORT TITLE: PEEL HOUSING AND HOMELESSNESS PLAN: PROPOSED 2019-2020 PRIORITIES

FROM: Janice Sheehy, Commissioner of Human Services

RECOMMENDATION

That the proposed 2019-2020 Peel Housing and Homelessness Plan priorities, as described in the report of the Commissioner of Human Services titled, “Peel Housing and Homelessness Plan: Proposed 2019-2020 Priorities” be endorsed.

REPORT HIGHLIGHTS

• The Peel Housing and Homelessness Plan (PHHP), (Appendix I) as endorsed by Council on April 5, 2018 is focused on supporting residents to “get” and “keep” adequate, sustainable and affordable housing.
• The new Strategic Housing and Homelessness Committee was created to advise on the implementation of the PHHP by providing strategic oversight to the Plan’s deliverables and outcomes, and to the broader systems issues of housing and homelessness.
• As such, staff is seeking Committee approval for the proposed PHHP 2019-2020 priorities. These priorities include:
  o Housing Master Plan
  o Incentives Program Pilot
  o Census of housing and homelessness clients
  o Design of new service delivery model for all housing and homelessness clients
  o Private Stock Strategy

DISCUSSION

1. Background

The Region of Peel is the Service Manager for the housing and homelessness system in Peel. As Service Manager, Regional Council has five key responsibilities: system planning, administration of the centralized waiting list for subsidized housing, asset sustainability and operational viability of all social/community housing providers, and the development of new affordable housing.

To fulfill our system planning requirement, the Region is responsible for understanding the need for emergency, transitional, subsidized and affordable housing within our community and developing a housing and homelessness plan to respond to those needs.

On April 5, 2018, Regional Council approved Peel’s renewed 10-year Housing and Homelessness Plan (PHHP) “Home for All: 2018 – 2028” (see Appendix I).
As the Strategic Housing and Homelessness Committee (SHHC) was created to advise on the implementation of the PHHP, staff is seeking Committee endorsement of the proposed PHHP priorities for 2019-2020.

2. PHHP Overview

Supporting the Region of Peel's Strategic Plan, and vision of 'Community for Life', the PHHP provides a 10-year roadmap to address the growing housing and homelessness challenges in Peel.

The PHHP includes two long-term outcomes: Affordable housing is available to all Peel residents and homelessness in Peel is prevented. More simply put, the PHHP was developed to help people in Peel get and keep suitable housing they can afford.

The PHHP also includes five short-term outcomes which are intended to guide our work for this term of Council. The five short-term outcomes include:
- Increased availability of affordable housing for low income families;
- Increased availability of affordable housing for middle income families;
- Increased successful tenancies;
- Increased availability of supportive housing; and,
- Reduction in chronic homelessness.

The five strategies within the PHHP work together holistically to achieve the short and long-term outcomes within the plan. The five strategies include:

**Strategy 1 - Transform Service:** creating a new service delivery model to improve access to subsidies, divert people from shelters, improve successful tenancies and prevent homelessness.

**Strategy 2 - Build More Affordable Housing:** shifting to a more planned approach to affordable housing development, guided by targets and a long-term Housing Master Plan. This strategy also includes building capacity within the non-profit sector to grow the affordable housing stock in Peel.

**Strategy 3 - Incent Building Affordable Housing:** encouraging non-profit and private developers to build purpose built rental and/or affordable homes that meet the affordable housing needs within Peel through a targeted and transparent incentives program.

**Strategy 4 - Optimize Existing Stock:** maintaining existing social/community and affordable housing stock and developing new strategies to leverage existing private stock to create more and different affordable housing options.

**Strategy 5 - Increase Supportive Housing:** working with the Local Health Integration Networks and other partners in Peel to expand the supply of supportive housing and supports provided to existing tenants.
3. Proposed Priorities for 2019-2020

Implementation of the PHHP is well underway with several of the immediate actions completed (see Appendix II). A multi-year implementation plan to deliver on the more strategic changes described in the plan has been developed. The proposed priorities for 2019-2020 include:

1. **Housing Master Plan** which is a long-term infrastructure plan that will include recommendations about the type and location of housing based on need. The plan will focus primarily on regenerating Peel Housing Corporation (PHC) sites. It will also include recommendations about Region of Peel surplus lands that are suitable for affordable housing development. A financing plan will be created along with an advocacy strategy as the plan requires ongoing federal and provincial funding as well as private sector investment to be fully implemented.

2. **Incentives Program Pilot** which includes, subject to budget and business case approvals, the design and piloting of a new targeted incentives program that will encourage non-profit and private sector developers to build affordable housing in locations that best meet community needs.

3. **Client census** to better understand our clients, their core housing needs and the barriers they face to securing stable, suitable housing they can afford.

4. **New Client Service Delivery Model**, which will be co-designed with key stakeholders and clients. The new model will improve access to housing subsidy, divert people from shelters, and better match supports to client need to improve successful tenancies. This work may include recommendations related to:
   - existing service levels
   - the role of the Region vis-à-vis other community-based service providers
   - local policies and rules for the centralized waitlist
   - subsidy administration
   - moving to a Housing First approach to prevent homelessness
   - shelter and transitional housing operations and contracts
   - investments in technology

5. **Private Stock Strategy**, which will include recommendations to better leverage the private rental stock and private homes to achieve our affordable housing goals. This work will also provide recommendations about the future of the Peel Renovates program.

Staff is seeking Committee approval of these strategic priorities, which will become the Committee’s work plan for 2019-2020. Operational issues and information reports related to ongoing service delivery, maintaining the existing stock and current development projects, will continue to be reported directly to Council.
PEEL HOUSING AND HOMELESSNESS PLAN: PROPOSED 2019-2020 PRIORITIES

RISK IMPLICATIONS

There are several operational risks that need to be managed when implementing a long-term transformational plan.

A significant risk for the PHHP is that the Region cannot achieve our affordable housing outcomes without ongoing involvement and cooperation from many partners and all levels of government. The federal and provincial governments need to modernize their legislation and policy frameworks, while also providing sustainable, allocation-based funding that Service Managers can administer to meet local needs. Private sector investment is also required to achieve our development targets.

The province is involved in many areas that affect housing and homelessness including health care, mental health, supportive housing, and programs to address violence against women. Their continued engagement in local planning efforts will be necessary, as will the matching of operational and capital funding.

The federal government needs to operationalize the commitments outlined in the National Housing Strategy.

Ongoing collaboration with the local municipalities is critical to success. Brampton, Caledon and Mississauga are taking important steps through their affordable housing studies and plans. Continued alignment between the local municipalities and the Region is essential.

Coordination is also required with community partners including developers, non-profit housing providers, social services agencies and community groups. The knowledge, relationships and resources of all partners need to be effectively leveraged.

FINANCIAL IMPLICATIONS

This report provides a proposed set of priorities for 2019-2020. Implementing these priorities will have financial implications. These details will be brought forward to Council through the reports on each priority.

CONCLUSION

The Peel Housing and Homelessness Plan (PHHP) is the Region’s 10-year roadmap to address our growing housing and homelessness challenges.

Through this report, staff is seeking Committee approval for the 2019-2020 proposed strategic priorities.

Janice Sheehy, Commissioner of Human Services
Approved for Submission:

D. Szwarc, Chief Administrative Officer

APPENDICES

Appendix I – Peel’s renewed 10-year Housing and Homelessness Plan (PHHP) “Home for All: 2018 – 2028”
Appendix II - Summary of Completed PHHP Actions

For further information regarding this report, please contact Aileen Baird, Director, Housing Services, extension 1898, aileen.baird@peelregion.ca.

Authored By: Joyce Nielsen

Reviewed in workflow by:

Financial Support Unit
# Table Of Contents

What is the Peel Housing and Homelessness Plan? ..... 2
How was the PHHP Developed? ..... 3
What We Learned: Findings of the Needs Assessment ..... 3
Housing Needs ..... 5
Intentional Changes ..... 6
Housing targets 2018 – 2028 ..... 7
Outcomes and Strategies – Visual Depiction ..... 8
Outcomes, Strategies – Alignment Chart ..... 10

Strategies, Immediate Actions,
Longer-Term Fundamental Changes:

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - Transform Service</td>
<td>11</td>
</tr>
<tr>
<td>2 - Build More Affordable Housing</td>
<td>13</td>
</tr>
<tr>
<td>3 - Provide Incentives to Build Affordable Housing</td>
<td>15</td>
</tr>
<tr>
<td>4 - Optimize Existing Housing Stock</td>
<td>17</td>
</tr>
<tr>
<td>5 - Increase Supportive Housing</td>
<td>19</td>
</tr>
<tr>
<td>Immediate Actions – 2018</td>
<td>21</td>
</tr>
<tr>
<td>Community for Life</td>
<td>22</td>
</tr>
</tbody>
</table>
What is the Peel Housing and Homelessness Plan?

The Peel Housing and Homelessness Plan sets the renewed direction for the work of the Region of Peel and its partners over the next 10 years to make affordable housing available and to prevent homelessness for all Peel residents.

As Service Manager for Housing and Homelessness, the Region has an important role to play in creating a sustainable and integrated affordable housing system, but it cannot do this work alone. Making progress on the outcomes contained in the plan will involve coordination with local municipalities, other levels of government, private developers, non-profit housing providers, community agencies and residents.

The 2018 PHHP is a renewal of the 2013 plan and fulfils the Province’s requirement for Municipal Service Managers to review their long-term strategies to address affordable housing and homelessness every five years.

Beyond the provincial requirement, the time was right to review the original plan. Changes in the housing market and economy were making housing less affordable to many households. As well, the new National Housing Strategy and policy changes at the provincial level required the Region to revisit its approach.

This document provides a summary of the needs assessment that informed the review and identifies targets for affordable housing. It also shines a spotlight on the amount of work and resources required over the next 10 years to address housing needs in the community. It then lays out the outcomes the plan intends to achieve and the strategies that will help achieve them.

The theme, a “Home for All” in Peel, is the keystone that drives this work. It recognizes that affordable housing is the foundation for a strong resilient community, sustainable economy and a place where people can thrive. “Home for All” aligns with the Region’s strategic plan, “Community for Life,” that focuses on creating a community where people can live and thrive.

For more information on Peel’s affordable housing needs assessment, Council reports, programs and initiatives, visit peelregion.ca/housing and peelregion.ca/planning/officialplan/focus-housing.htm.
How was the Peel Housing and Homelessness Plan Developed?

The review of the PHHP was conceived as an integrated planning process to meet the Province of Ontario’s expectations for Housing and Homelessness Plans laid out in the Housing Services Act, 2011 and the Service Manager Policy Statement released in June 2016. In addition, an updated Regional Housing Strategy was developed consistent with the requirements set out in the Growth Plan for the Greater Golden Horseshoe, 2017. The updated Regional Housing Strategy aligns to the renewed PHHP, with focused consideration for the land use planning context. These documents lay the groundwork for future Regional Official Plan housing policies, as part of the Peel 2041 Regional official Plan Review.

Study and Plan Reviews

The starting point for the review of the Peel Housing and Homelessness Plan was the annual reports which provided summaries of progress on implementing the original plan. The review was also informed by a thorough review of studies and plans that had been developed since the original plan was developed in 2013. This included work that had been done by and for the Region of Peel such as Understanding the Homeless Serving System in Peel and the Supportive Housing Demand Study and Action Plan. These plans included significant consultation with stakeholders including service providers, residents and people with experience of homelessness. The review also included plans developed by local municipalities such as the City of Mississauga’s Affordable Housing Strategy “Making Room for the Middle.”

Needs Assessment

A thorough needs assessment was undertaken with the assistance of SHS Consulting. The needs assessment included analysis of census data, housing market data from several sources and service delivery data. The data analysis was complemented by consultations that were undertaken by Regional staff with groups such as the Peel Alliance to End Homelessness, Peel Elder Abuse Prevention Network Peel Poverty Action Group and representatives of agencies that serve the indigenous community. A series of workshops were held with representatives from the local municipalities, an array of community agencies, provincial staff, private sector developers and non-profit housing providers.

The resulting needs assessment, working targets, outcomes and strategies were approved by Regional Council on April 5, 2018.

What We Learned – Findings of the Needs Assessment

The targets and strategies identified in this plan were informed by a comprehensive assessment of the affordable housing needs across the housing continuum, ranging from emergency and temporary housing to affordable permanent housing.

Data

This plan incorporates quantitative data from the most reliable and relevant sources available. Some of the data sources used include: Statistics Canada Census custom tabulation data and Census Profiles for Peel Region, CMHC Housing in Canada Online and Housing Market Information Portal, Canadian Observatory on Homelessness, Peel Data Centre, and the Toronto Real Estate Board. The tables and figures in this report contain source citations to indicate the relevant sources attributed to each finding.
Changes in Peel

- Between 2011–2016, Peel’s population grew by 6.5%. A significant part of this growth was driven by immigration.
- Between 2011–2016, the number of households living with low income grew by 8%.
- The residential rental vacancy rate fell to 1% in 2017, down from 1.4% in 2016 (compared to a healthy vacancy rate of 3%).
- Average market rent increased by 3% from $1,175 in 2015 to $1,211 in 2016.
- Average resale home price in Peel Region remained high at $722,428, up 17.2 per cent from the previous year. Only 31% of new ownership housing stock created in Peel by the private market between 2011 to 2016 was affordable for middle and low income families.

Emergency Housing Needs

The needs assessment confirmed growing levels of unmet need for emergency shelter, affordable housing for low and middle income households and for supportive housing. The assessment noted some gaps in emergency and transitional housing for several groups. It highlighted the needs of youth for emergency shelter and transitional housing as well as the family shelter functioning in overflow. Victims of Human Trafficking are also noted as a group whose needs are not currently being met. Emergency shelters are frequently in overflow, which highlighted the need to work with people experiencing chronic homelessness to end their homelessness.

Affordable Housing Needs

Census data was analyzed for low income households (deciles* one to three) and middle income households (deciles* four to six). The largest gap exists for low-income households or households that earn $59,156 per year or less. Seventy per cent (70%) of these households (just over 90,000 households in Peel) are living in housing that is not affordable, i.e., housing that costs less than 30 per cent (30%) of their income. A relatively smaller gap exists for middle income households. Twenty-nine per cent (29%) of these households, defined as households that earn $59,156 – $106,002 per year, are living in housing that is not affordable. The existing supply of supportive housing meets just 50 per cent (50%) of the demand for this housing type. Emergency shelters, which serve a smaller population, are often in overflow.

Only one third of new ownership housing stock created in Peel by the private market between 2011 to 2016 was affordable for middle and low income families.

* Deciles were created by dividing Peel’s population into 10 equal groups based on income.
The results of the needs assessment are summarized below. The detailed needs assessment appears in SHS Consulting’s report at [http://www.peelregion.ca/planning/officialplan/focus-housing.htm](http://www.peelregion.ca/planning/officialplan/focus-housing.htm)

## Housing Needs

<table>
<thead>
<tr>
<th>Emergency/Temporary Housing</th>
<th>Affordable Permanent Housing</th>
<th>Supportive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who they are</td>
<td>Low Income (Households with earnings of $59,156 or less)</td>
<td>Middle Income (Households with earnings of $59,157 – 106,002)</td>
</tr>
<tr>
<td>129,054 households in 2016 (income deciles* 1 – 3)</td>
<td>129,054** households in 2016 (income deciles* 4 – 6)</td>
<td></td>
</tr>
<tr>
<td>26.9% shelter use increase</td>
<td>70% of households are in housing that is unaffordable</td>
<td>29% of households are in housing that is unaffordable</td>
</tr>
<tr>
<td>• Shelters at capacity</td>
<td>• Larger households</td>
<td>• Homeowners</td>
</tr>
<tr>
<td>• Insufficient beds for Victims of Family Violence and no beds for Victims of Human Trafficking</td>
<td>• Multiple family households</td>
<td>• Larger households</td>
</tr>
<tr>
<td>• Lack of upfront diversion / prevention</td>
<td>• Couples with children / lone parent families</td>
<td>• Couples with children</td>
</tr>
<tr>
<td>• Lack of transitional support for Youth / Victims of Family Violence</td>
<td>• Immigrant households</td>
<td>• Multiple family households</td>
</tr>
<tr>
<td>70% of households are in housing that is unaffordable</td>
<td>• Youth households</td>
<td>• Immigrant households</td>
</tr>
<tr>
<td>• Seniors</td>
<td>• Person living alone</td>
<td></td>
</tr>
<tr>
<td>• 2 or more unrelated people living together</td>
<td>• People with a disability</td>
<td></td>
</tr>
<tr>
<td>• Safe, stable temporary housing to address immediate needs</td>
<td>• Rental housing which costs $1,259 or less per month***</td>
<td>• Rental housing which costs no more than $2,650 per month***</td>
</tr>
<tr>
<td>• Quicker access to permanent housing</td>
<td>• Home ownership no more than $235,291****</td>
<td>• Home ownership which costs no more than $421,617****</td>
</tr>
<tr>
<td>• Transitional units for youth and Victims of Family Violence</td>
<td>• 1 and 2 bedroom units for smaller households</td>
<td>• Units with 3+ bedrooms for larger households</td>
</tr>
<tr>
<td></td>
<td>• 3+ bedroom units for larger households</td>
<td></td>
</tr>
</tbody>
</table>

* Deciles were created by dividing Peel’s population into 10 equal groups based on income.
** Low income and moderate income households are based on 3 income deciles, therefore they have the same amount of households in each income group
*** Based on 30% of monthly estimated average household income (2017) 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
Intentional Changes

- **Address housing needs of low and middle-income households**
- **Adopt new approach to development**
- **Leverage private housing stock**
- **Transform Service**
- **Build housing provider capacity to increase supply**

This renewed Peel Housing and Homelessness Plan, Home for All, lays out a strategic roadmap for fundamental change to housing and homelessness in Peel. Through the planning process, it became apparent that many services are not meeting needs as they are currently structured. These intentional changes reflect the Region’s new directions:

- **Address housing needs of low and middle-income households** - The Region of Peel will enhance its focus on the affordable housing needs of households with low-incomes to include middle-income households experiencing affordability challenges. While households with low-incomes remain the primary focus, there is an important role for the Region to work with the private sector and local municipalities to meet the housing needs of middle income households.

- **New development approach** - The Region is taking a new approach to affordable housing development through longer range planning and increased use of public land for development.

- **Optimize Existing Stock** - The plan recognizes that more needs to be done to leverage the existing private housing stock which means working with private home owners and private landlords on home sharing, creative development of second units, and other approaches.

- **Transform Service** - Transformation is needed – incremental improvement is not enough! We need to work differently with clients to better understand their needs and help those at the greatest risk access services quickly.

- **Housing Providers** - Build capacity for development and shift from rules-based to an outcomes-focused, modern system.
Housing Targets 2018 – 2028

7,500 new units annually
- 2,000 affordable units
  - 1,000 for low income households
  - 1,000 for middle income households
- 5,500 market units
  - for middle income households and greater

The plan includes a set of affordable housing targets that identify the number and type of affordable housing units needed to support Peel’s population growth over the next 10 years and aligns to the results within the Region’s updated 2018 Housing Strategy. The alignment between the PHHP and Updated Housing Strategy satisfy the requirements of the Growth Plan for the Greater Golden Horseshoe, 2017. The targets will also inform a future Regional Official Plan Amendment.

Partnering to Achieve Targets

These targets are only achievable with funding and policy support from all levels of government as well as participation from private developers, non-profit housing providers, community agencies and residents.

Annual Housing Targets

<table>
<thead>
<tr>
<th>Overall Housing Stock</th>
<th>7,500 new housing units annually in Peel: 2000 affordable units, 5500 middle income and greater (private sector)</th>
<th>- 25% of all new housing development is rental</th>
<th>- 50% of all new housing development is medium or high density</th>
</tr>
</thead>
<tbody>
<tr>
<td>Segment</td>
<td>Emergency Temporary / Transitional Housing</td>
<td>Low Income</td>
<td>Middle Income</td>
</tr>
<tr>
<td>Provider</td>
<td>Public, Nonprofit</td>
<td>Public, Nonprofit, Private Sector</td>
<td>Nonprofit, Private Sector</td>
</tr>
<tr>
<td>Average # of units /year</td>
<td>30</td>
<td>770</td>
<td>1,000</td>
</tr>
<tr>
<td>Mississauga</td>
<td>10</td>
<td>400</td>
<td>520</td>
</tr>
<tr>
<td>Brampton</td>
<td>18</td>
<td>316</td>
<td>410</td>
</tr>
<tr>
<td>Caledon</td>
<td>2</td>
<td>54</td>
<td>70</td>
</tr>
</tbody>
</table>
The revised Peel Housing and Homelessness Plan is designed to align to the Region of Peel’s Integrated Planning Framework and Region of Peel’s 20-Year Strategic Plan, “Community for Life.”

The PHHP’s Long Term Outcomes are the service outcomes for Housing Support and Homelessness Support services.
Long Term Outcomes

- Affordable housing is available to all Peel residents
- Homelessness in Peel is prevented

Short Term Outcomes

Each outcome has a set of definitive strategies and actions to achieving the desired results. The outcomes include:

- Increased availability of affordable housing for low-income residents
- Increased availability of affordable housing for middle-income residents
- Increased successful tenancies; supports to maintain housing and prevent eviction
- Increased availability of supportive housing
- Reduced chronic homelessness.

Five Strategies

We have identified five Complete Solutions to make progress on our targets

Each strategy has a set of actions that shape our work

These include immediate actions and longer term fundamental changes

The strategies and actions align with the Region’s Official Plan to manage our community’s growth while creating connected and inclusive communities, working with the Cities of Brampton and Mississauga and the Town of Caledon to:

- ensure efficient use of existing infrastructure
- create densities that support transit and affordable housing
- minimize financial impact to residents and businesses
- protect environmental and agricultural resources
- develop a long-term employment strategy
Our five strategies describe how we will make progress on our short term outcomes to achieve our housing targets.

<table>
<thead>
<tr>
<th>Short Term Outcomes</th>
<th>Strategies</th>
</tr>
</thead>
</table>
| • Increased successful tenancies; supports to maintain housing and prevent eviction | Transform Service  
  • Transform the delivery of programming through a new service model to prevent homelessness, divert people from shelters and match them with the right services  
  • Increase supports to existing tenants |
| • Reduced chronic homelessness                                                     | Build More Affordable Housing  
  • Increase capacity for affordable housing development and reduce costs of development                          |
| • Increased availability of affordable housing for low-income residents             | Provide Building Incentives  
  • Encourage the market to produce purpose-built rental and affordable home ownership through a program of incentives and tools |
| • Increased availability of affordable housing for middle-income residents         | Optimize Existing Stock  
  • Maintain existing social and affordable housing stock  
  • Leverage existing private stock to create more and varied affordable housing |
| • Increased availability of supportive housing                                     | Increase Supportive Housing  
  • Expand the supply of supportive housing  
  • Increase supports provided to existing tenants |

APPENDIX I
PEEL HOUSING AND HOMELESSNESS PLAN: PROPOSED 2019-2020 PRIORITIES

5.1-16
Five Strategies to Achieve our Outcomes
Immediate Actions and Longer-Term Fundamental Changes

STRATEGY 1
Transform Service
Transform the delivery of programming through the creation of a new service model to prevent homelessness, divert people from shelters and match people with the right service.

The current service model focuses largely on the Centralized Wait List and determining eligibility. Transformation will focus on better assessing clients’ needs and triaging those who are high priority with the right service in a timely manner. This includes improving transitions for people leaving provincial systems.

This strategy focuses on improved housing outcomes and prevention by better assisting people who are at risk of homelessness to maintain their existing housing.

Developing and implementing a Housing First approach to serving people experiencing chronic homelessness will be critical to success, including the assessment, prioritization and targeting of services. Where program flexibility exists, such as rent supplement and housing allowances, the shift will be to one of greater emphasis on portability so the financial support follows the person and is not tied to the unit.

Technology will be critical as this type of service coordination requires increased ability for various programs internal and external to the Region, to share information. Initiatives such as coordinated intake will be helpful in working with partners to better support people transitioning from provincially-funded systems to avoid homelessness.
STRATEGY 1
Transform Service

Transform the delivery of programming through the creation of a new service model to prevent homelessness, diverting people from shelters and matching people with the right service.

<table>
<thead>
<tr>
<th>Immediate Actions</th>
<th>Fundamental Changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Begin implementation of an Action Plan Toward Ending Youth Homelessness pending Council approval on March 29, 2018.</td>
<td>1.6 Build emergency shelter and transitional beds for families, youth and victims of human trafficking to meet the targets beginning with the replacement of the temporary 40 bed Regional Youth Shelter in Brampton.</td>
</tr>
<tr>
<td>1.2 By summer 2018, undertake enumeration of the homeless population in Peel to better understand the extent of homelessness and their needs.</td>
<td>1.7 Convene a table consisting of community providers of homelessness services to plan and coordinate services and address system gaps.</td>
</tr>
<tr>
<td>1.3 By fall 2018, implement a by-name list of homeless clients to prioritize them for the highest intensity of services.</td>
<td>1.8 Redesign and implement a new model for clients accessing housing and homelessness services to better help clients avoid homelessness, achieve stable housing, or increased income.</td>
</tr>
<tr>
<td>1.4 By the end of 2018, bring forward an action plan on human trafficking in Peel Region.</td>
<td>1.9 Reorient services and policies to reflect a Housing First approach.</td>
</tr>
<tr>
<td>1.5 By summer 2019, house 50 people experiencing chronic homelessness through the Home for Good Housing First program.</td>
<td>1.10 Redirect a larger share of Rent Supplement and Housing Allowance funding to support the homeless population and/or those in crisis.</td>
</tr>
</tbody>
</table>
STRATEGY 2

Build More Affordable Housing

Increase capacity for affordable housing development and reduce costs of development.

Key components of this strategy are as follows:

• Focusing on Regional/Peel Housing Corporation (PHC) land, and surplus land from other levels of government/non-profit organizations.

• Building the capacity and readiness within the non-profit sector to grow the affordable housing stock.

• Changing the model, approach and structure for housing development, learning from leading practices around the world.

• Introducing innovative financing and investment strategies.

The Region is making progress in the development of affordable housing; however, significantly increasing the annual amount of affordable housing produced will require a new approach.

This includes strategies such as exploring how to expand the Region’s capacity for affordable housing development, focusing more development on PHC’s lands, starting with a number of priority sites identified by the PHC Board, and building the capacity of other non-profit housing providers to become active in the development of new affordable housing.

Developing a Housing Master Plan will help ensure that what we are developing meets community needs. The needs assessment identifies a variety of specific needs that should be addressed through particular housing forms.

Harmonization with the local municipalities will be important to ensure that land use planning policies and processes support these goals.
STRATEGY 2
Build More Affordable Housing

Increase capacity for affordable housing development and reduce costs of development.

<table>
<thead>
<tr>
<th>Immediate Actions</th>
<th>Fundamental Changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 By the end of 2018, proceed with pre-development planning of Peel Housing Corporation’s East Avenue property in Mississauga.</td>
<td>2.5 Work with PHC to regenerate/repurpose its seven priority sites.</td>
</tr>
<tr>
<td>2.2 By summer 2019, host an Innovation Lab in partnership with the University of Toronto Mississauga’s Masters of Public Policy Program, to develop innovative approaches to creating and financing affordable home ownership for low income individuals and families.</td>
<td>2.6 Identify and build the capacity of two or three non-profit housing providers to become adept in the development of new affordable rental housing for households with low-income in Peel.</td>
</tr>
<tr>
<td>2.3 By the end of 2019, work with local municipalities to rezone PHC’s seven priority sites and Twin Pines for Redevelopment.</td>
<td>2.7 Prepare and implement a Housing Master Plan and financing strategy that describes how and where emergency shelter, transitional, supportive and affordable housing development.</td>
</tr>
<tr>
<td>2.4 Provide program design and evaluation support to the SHIP/TRCA Tiny Housing Village at Innovation Park.</td>
<td>2.8 Bring forward recommendations to Council about the preferred model/structure for housing development in Peel.</td>
</tr>
</tbody>
</table>
STRATEGY 3
Provide Incentives to Build Affordable Housing

Encourage the private market to produce affordable rental and affordable home ownership through a targeted and modest program of tools and incentives.

Increasing the amount of affordable housing developed annually must be supported by coordinated application of land use planning tools and incentives for private and non-profit organizations wanting to build new affordable units.

Coordinating land use planning tools will require collaboration with the local municipalities and engagement with developers to ensure the tools are appropriate to Peel’s context.

Financial incentives will need to be carefully targeted, so that the funding is focused on units that would not have otherwise been produced by the market.

Full disclosure as to the cost of the incentives is necessary to understand the impact of foregoing property tax revenue or development charges, thereby enabling the calculation of an accurate return on investment.
**STRATEGY 3**  
Provide Incentives to Build Affordable Housing

Encourage the market to produce purpose built rental and affordable home ownership through a modest program of tools and incentives.

<table>
<thead>
<tr>
<th>Immediate Actions</th>
<th>Fundamental Changes</th>
</tr>
</thead>
</table>
| 3.1  
By summer 2019, bring forward a framework in principle for a Community Improvement Plan (CIP) to direct and stimulate private-sector investment in affordable housing through an incentive-based program. | 3.2  
Work with local municipalities to develop a modest program of land use planning tools and financial incentives to support the development of affordable housing. |
| 3.3  
Work with local municipalities to develop Official Plan policies that support the development of affordable rental and diverse housing types. | 3.4  
Work with local municipalities to review and revise zoning by-laws to align with targeted corridors, strategic growth areas, and other areas identified for intensification. |
| 3.5  
Work with local municipalities to review and apply land use planning tools to rezone, and ensure development readiness, opportune areas for affordable housing such as for surplus lands, Peel Living and other appropriate sites. | 3.6  
Develop a Region-wide approach to securing land for affordable housing development including exploring a policy to give priority to affordable housing development in the disposition of surplus land and land banking. |
| 3.7  
Collaborate with local municipalities to evaluate emerging Inclusionary Zoning regulations to determine appropriateness for future use. |
STRATEGY 4

Optimize Existing Stock

Maintaining existing social and affordable housing stock and leveraging existing private stock to create more and varied affordable housing options.

Maximizing opportunities to maintain social and affordable housing while increasing affordable units within existing private stock is essential to providing Peel residents with increased housing options.

This includes exploring new approaches such as creating innovative second unit designs, home sharing, co-housing and other approaches.

This represents a shift for Peel as these strategies are relatively new and challenge assumptions about community density and valuing independence.

It is critical for the Region to strengthen relationships with the non-profit and private sector. The Region, as Service Manager, cannot mandate that non-profit housing providers remain within the social housing system once operating agreements end. Further, many rent supplement and housing allowance programs rely on private landlords. Increased efforts will be required to appeal to existing and new landlords.

In addition, taking advantage of innovative programs such as home sharing and new approaches to second units is essential, but it will not happen if attitudes are not supportive. Skillful marketing of these programs will be required to bridge some of these concerns.
STRATEGY 4
Optimize Existing Housing Stock

Maintaining existing social and affordable housing stock and leveraging existing private stock to create more and varied affordable housing options.

<table>
<thead>
<tr>
<th>Immediate Actions</th>
<th>Fundamental Changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 By summer 2018, deliver information to Regional Council regarding State of Good Repair for the social housing system.</td>
<td>4.4 Collaborate with non-profit housing providers and cooperatives as operating agreements and mortgages expire to develop a new Partnership Framework and agreements to replace existing Operating Agreements.</td>
</tr>
<tr>
<td>4.2 By summer 2018, explore purchase and repurposing of several Peel Children’s Aid Society properties for use as transitional housing.</td>
<td>4.5 Examine the current criteria for Peel Renovates and explore options to expand the program to fund private landlords to improve safety, accessibility, energy efficiency and creation of second units.</td>
</tr>
<tr>
<td>4.3 By spring 2019, review evidence and best practices in order to identify opportunities to maximize existing stock including home-sharing, cohousing and creating additional second units in Peel designs.</td>
<td>4.6 Work with the local municipalities to adopt Official plan policies and zoning changes to support diverse housing types (co-housing, home-sharing, etc.).</td>
</tr>
<tr>
<td></td>
<td>4.7 Develop programs to create movement through the affordable housing stock by supporting those who are “over housed” to move to alternative accommodations and helping people to improve employment opportunities.</td>
</tr>
</tbody>
</table>
STRATEGY 5

Increase Supportive Housing

Expand the supply of supportive housing and supports provided to existing tenants.

Supportive Housing is a critical intersection between affordable housing and the permanent supports needed to maintain housing and achieve a high quality of life for our most vulnerable residents.

Many systems, including hospitals and the emergency shelter system, experience capacity issues because appropriate Supportive Housing is not available.

A coordinated approach needs to be taken with the Ministry of Health and the Local Health Integration Networks to ensure that capital funding can be aligned with support funding. Supportive Housing systems currently function in silos with each responding to its own funders’ mandates.

It is important to build on the initial coordination efforts that have already been undertaken to develop concrete commitments for the Local Health Integration Networks, community agencies and the Region to plan together.
STRATEGY 5
Increase Supportive Housing

Expand the supply of supportive housing and supports provided to existing tenants.

<table>
<thead>
<tr>
<th>Immediate Actions</th>
<th>Fundamental Changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 By summer 2018, award funding for a new Supportive Housing project.</td>
<td>5.2 Work with supportive housing providers and local municipalities to identify and address barriers to the development of supportive housing.</td>
</tr>
<tr>
<td></td>
<td>5.3 Work collaboratively with provincial ministries and Local Health Integration Networks to develop a plan to meet the supportive housing targets established in this plan.</td>
</tr>
<tr>
<td></td>
<td>5.4 Work with social housing providers, tenants and support agencies to develop a framework to better connect tenants with support services.</td>
</tr>
</tbody>
</table>
Immediate Actions – 2018

The plan includes a number of actions that are being taken within the first year of the plan. These actions have been prioritized because they lay the groundwork for future components of the plan:

- On April 5, 2018 Council approved an Action Plan Towards Ending Youth Homelessness. The Action Plan is one of the first deliverables of the new Peel Housing and Homelessness Plan and embodies many of the plan’s new directions.
- Everyone Counts, the required enumeration of people experiencing homelessness was completed in April, 2018.

Future actions in 2018 include:

- An initiative on anti-human trafficking in Peel Region.
- A proposal to establish a Community Improvement Plan and program of incentives to support the development of affordable housing.
- By the end of 2018, 50 people experiencing chronic homelessness will be housed through the Home for Good Housing First Program.
- A report will be brought to Council outlining the capital needs to maintain social housing units.

Implementation Supports

To support the required work in this plan, Regional staff have begun to develop:

- a full implementation plan
- governance structure
- a complete set of performance metrics
- a structure for governing the work moving forward

Communication

Implementing the plan and achieving its outcomes will require the participation of all levels of government and all stakeholders in the housing system. It is important that everyone is aware of the plan and especially the changes it contains for how the Region will work. The Region has communicated with partners through the planning process. Communication efforts will continue including updating the Region’s website and creating annual updates.
Community For Life

Where people have affordable housing and do not experience homelessness

The renewed 10-year Peel Housing and Homelessness Plan sets the foundation for the Region’s directions and strategies to create a housing and homelessness system in which people have access to affordable housing, and homelessness is prevented.

The renewed plan is also tied into the Region’s broader vision for a Community for Life, and makes efforts to coordinate with other components of the system that affect people’s well-being (e.g. employment, child care).

A Place to Thrive

Only with a home that is affordable can people thrive. Having an affordable place to live significantly contributes to an individual’s peace of mind and sense of place and belonging.

The actions in this plan, when accomplished, will represent major milestones to creating that sense of place for many individuals and families in Peel.

A Community for Life is the Region of Peel’s vision for creating such a place. A place with adequate affordable housing and supports where no one needs to be homelessness. A place where people can live and thrive.

For more information on Peel’s affordable housing needs and initiatives, visit peelregion.ca/housing
APPENDIX I
PEEL HOUSING AND HOMELESSNESS PLAN: PROPOSED 2019-2020 PRIORITIES

Summary of Completed Actions

The following provides a summary of the completed immediate actions by Strategy that were identified in the Peel Housing and Homelessness Plan.

Strategy 1 - Transform Service:

<table>
<thead>
<tr>
<th>Immediate Actions</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Begin implementation of an Action Plan Toward Ending Youth Homelessness pending Council approval on March 2, 2018</td>
<td>Implementation started in the summer of 2018</td>
</tr>
<tr>
<td>1.2 By summer 2018, undertake enumeration of the homeless population in Peel to better understand the extent of homelessness and their needs</td>
<td>Completed fall 2018</td>
</tr>
<tr>
<td>1.3 By fall 2018, implement a by-name list of homeless clients to prioritize them for the highest intensity of services.</td>
<td>Completed fall 2018</td>
</tr>
<tr>
<td>1.4 By the end of 2018, bring forward an action plan on human trafficking in Peel Region.</td>
<td>Completed fall 2018</td>
</tr>
</tbody>
</table>

Strategy 2 - Build More Affordable Housing:

<table>
<thead>
<tr>
<th>Immediate Actions</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 By the end of 2018, proceed with pre-development planning of Peel Housing Corporation's East Avenue property in Mississauga</td>
<td>Pre-development commenced end of 2018</td>
</tr>
</tbody>
</table>

Strategy 4 - Optimize Existing Stock:

<table>
<thead>
<tr>
<th>Immediate Actions</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2 By summer 2018, explore purchase and repurposing of several Peel Children's Aid Society properties for use as transitional housing.</td>
<td>Completed - two sites purchased</td>
</tr>
</tbody>
</table>

Strategy 5 - Increase Supportive Housing

<table>
<thead>
<tr>
<th>Immediate Actions</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 By summer 2018, award funding for a new Supportive Housing Project</td>
<td>Completed – awarded to Indwell</td>
</tr>
</tbody>
</table>
Peel Housing and Homelessness Plan: Overview and Priorities

Aileen Baird, Director Housing Services

February 21, 2019
Service Managers

Strategic Management of the Service System

Region of Peel Council
Service System Manager for Peel Housing System

Five Key Accountabilities

1. System Planning
2. Centralized Wait List
3. Asset Sustainability
4. Operational Viability
5. New Development

Housing Providers*

Role 1 – Steward
Council is the steward of housing providers

Role 2 – Custodian
Council is the custodian of Region of Peel owned housing

Role 3 - Shareholder
Council serves as sole shareholder of Peel Living

Community based housing providers
57 buildings

Region of Peel
6 buildings

Peel Housing Corporation (Peel Living)
94 buildings

*does not include shelters or transitional and supportive housing
### The Housing Continuum

<table>
<thead>
<tr>
<th>Type</th>
<th>Number (#)</th>
<th># Beds/Units</th>
<th># Visits**</th>
<th># Clients**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency*</td>
<td>4</td>
<td>245 beds, 60 units</td>
<td>13,519</td>
<td>5,897</td>
</tr>
<tr>
<td>Transitional*</td>
<td>3</td>
<td>86</td>
<td>600+</td>
<td>156</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Type</th>
<th># Subsidized Units</th>
<th># Affordable Market Units</th>
<th>Housing Provider</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social/ Affordable Rental</td>
<td>686</td>
<td>324</td>
<td>Region of Peel</td>
</tr>
<tr>
<td></td>
<td>3,943</td>
<td>2,759</td>
<td>Peel Housing Corporation</td>
</tr>
<tr>
<td></td>
<td>3,040</td>
<td>2,944</td>
<td>Community Non-Profit***</td>
</tr>
<tr>
<td></td>
<td>3,899</td>
<td>N/A</td>
<td>Private rental market</td>
</tr>
<tr>
<td>Total</td>
<td>11,568</td>
<td>6,027</td>
<td>17,595</td>
</tr>
</tbody>
</table>

* Regionally-owned or 100% Regionally-funded
** Between Jan. 1 – Sept. 30, 2018
*** Federal Co-operatives (1,350) are not included
Note: Estimated 18,025 client shelter stays/visits for all of 2018 (based on current use)
## Housing Development

### Housing Development Projects in Progress as of October 19th, 2018

<table>
<thead>
<tr>
<th>Name</th>
<th>Status</th>
<th># of Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mayfield West</td>
<td>Under Construction</td>
<td>60</td>
</tr>
<tr>
<td>Phase 2 Condos</td>
<td>Under Construction</td>
<td>5</td>
</tr>
<tr>
<td>Wawel Conversion</td>
<td>Planning</td>
<td>3</td>
</tr>
<tr>
<td>360 City Centre Drive</td>
<td>Under Construction</td>
<td>174</td>
</tr>
<tr>
<td>Armagh</td>
<td>Planning</td>
<td>10</td>
</tr>
<tr>
<td>Indwell</td>
<td>Planning</td>
<td>66</td>
</tr>
<tr>
<td>BBCF</td>
<td>Planning</td>
<td>89</td>
</tr>
<tr>
<td>PHC East Avenue</td>
<td>Planning</td>
<td>156</td>
</tr>
<tr>
<td>Twin Pines</td>
<td>Pre-Planning</td>
<td>400</td>
</tr>
<tr>
<td>Reside/Caffi</td>
<td>Under Construction</td>
<td>2</td>
</tr>
</tbody>
</table>

**TOTAL** 965
# Growing Levels of Unmet Need

<table>
<thead>
<tr>
<th>Emergency / Temporary Housing</th>
<th>Affordable Permanent Housing</th>
<th>Supportive</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who they are</strong></td>
<td><strong>Low Income</strong></td>
<td><strong>Middle Income</strong></td>
</tr>
<tr>
<td>Households without permanent housing</td>
<td>129,054* households in 2016</td>
<td>129,054* households in 2016</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>What is the need</strong></th>
<th>Low Income</th>
<th>Middle Income</th>
<th>Supportive</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>26.9% shelter use increase</strong></td>
<td>70% of households are in unaffordable housing</td>
<td>29% of households are in unaffordable housing</td>
<td>50% of demand unmet</td>
</tr>
<tr>
<td>• Shelters at capacity</td>
<td>• Larger households</td>
<td>• Homeowners</td>
<td>• Mental Illness</td>
</tr>
<tr>
<td>• Insufficient beds for at risk groups</td>
<td>• Multiple family households</td>
<td>• Larger households</td>
<td>• Physical disabilities</td>
</tr>
<tr>
<td>• Lack of supports for diversion, prevention, transition</td>
<td>• Diverse mix of households</td>
<td>• Immigrant households</td>
<td>• Intellectual disabilities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Type of housing needed</strong></th>
<th>Low Income</th>
<th>Middle Income</th>
<th>Supportive</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Stable temporary housing</td>
<td>• Rental housing which costs $1,259 or less per month*</td>
<td>• Rental housing which costs (less than $2,584/month*</td>
<td>• Affordable supportive Housing units</td>
</tr>
<tr>
<td>• Quicker access to permanent housing</td>
<td>• Home ownership (no more than $228,389**)</td>
<td>• Home ownership which costs less than $411,047**</td>
<td></td>
</tr>
<tr>
<td>• Transitional units for youth and Victims of Family Violence</td>
<td>• 1, 2, 3 bedroom units</td>
<td>• Units with 3+ bedrooms for larger households</td>
<td></td>
</tr>
</tbody>
</table>

* 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
Commissioner Human Services
Janice Sheehy

Housing System Manager / Housing Services
Provides system planning and oversight, grows supply of affordable housing, and provides subsidy and supports to help stabilize people experiencing homelessness and housing clients

Director Housing Services
Aileen Baird

Housing Development Office (HDO)
Builds new housing stock by implementing Housing Master Plan

Director HDO
TBD

Peel Housing Corporation (PHC)
Provides safe, well maintained living environments for tenants in Peel Living and Region of Peel owned properties

General Manager PHC
Dan Labrecque

2018

Capital Budget
$8.4M
($455.5M)

Operating Budget
$172.8M

Staff Count
135.64
Long Term Outcomes

Affordable Housing is available to all Peel residents

Homelessness in Peel is prevented
PHHP 2018-2028

Short Term Outcomes

- Affordable housing for low-income
- Reduced chronic homelessness
- Affordable housing for middle-income
- Increased supportive housing
- Successful tenancy
<table>
<thead>
<tr>
<th>Priority</th>
<th>Description</th>
<th>Anticipated Benefit</th>
<th>Update to Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Master Plan</td>
<td>• Long-term Development Plan</td>
<td>Increased / optimized affordable housing stock</td>
<td>June 2019</td>
</tr>
<tr>
<td></td>
<td>• Regeneration of PHC sites</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Proposed financing Plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Incentives Program</td>
<td>• Design &amp; Pilot targeted incentives program</td>
<td>Increase in affordable housing stock by non-profit and private sector</td>
<td>September 2019</td>
</tr>
<tr>
<td>Pilot</td>
<td>• Encourage non-profit/private sector developers to build affordable housing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Client Census</td>
<td>• Issue census to all clients of Housing Services to gather data to inform service delivery</td>
<td>Improved understanding of client needs / barriers related to housing for improved tenancies</td>
<td>June 2019</td>
</tr>
</tbody>
</table>
# PHHP Priorities 2019 - 2020

<table>
<thead>
<tr>
<th>Priority</th>
<th>Description</th>
<th>Anticipated Benefit</th>
<th>Update to Committee</th>
</tr>
</thead>
</table>
| **New Client Service Delivery Model** | • Co-designed with stakeholders & clients  
• Improve access to housing subsidies  
• Divert from shelters  
• Supports to clients to improve successful tenancies | Streamlined access to “right sized” supports for housing & homelessness clients | September 2019      |
| **Private Stock Strategy**   | • Leverage private rental stock and private homes                           | Increased affordable housing options                                                | November 2019       |
Orientation

Proposed Committee Supports:

- Overview of Orientation Binder
- Individual 1:1 orientation
- Tour of shelter, PHC building, etc.
- Other?
For questions or further information, please contact:

Janice Sheehy, Commissioner, Human Services  
janice.sheehy@peelregion.ca | 905-791-7800 ext. 4939

Aileen Baird, Director, Housing Services  
aileen.baird@peelregion.ca | 905-791-7800 ext. 1898