



Peel Living

Twin Pines Redevelopment Project

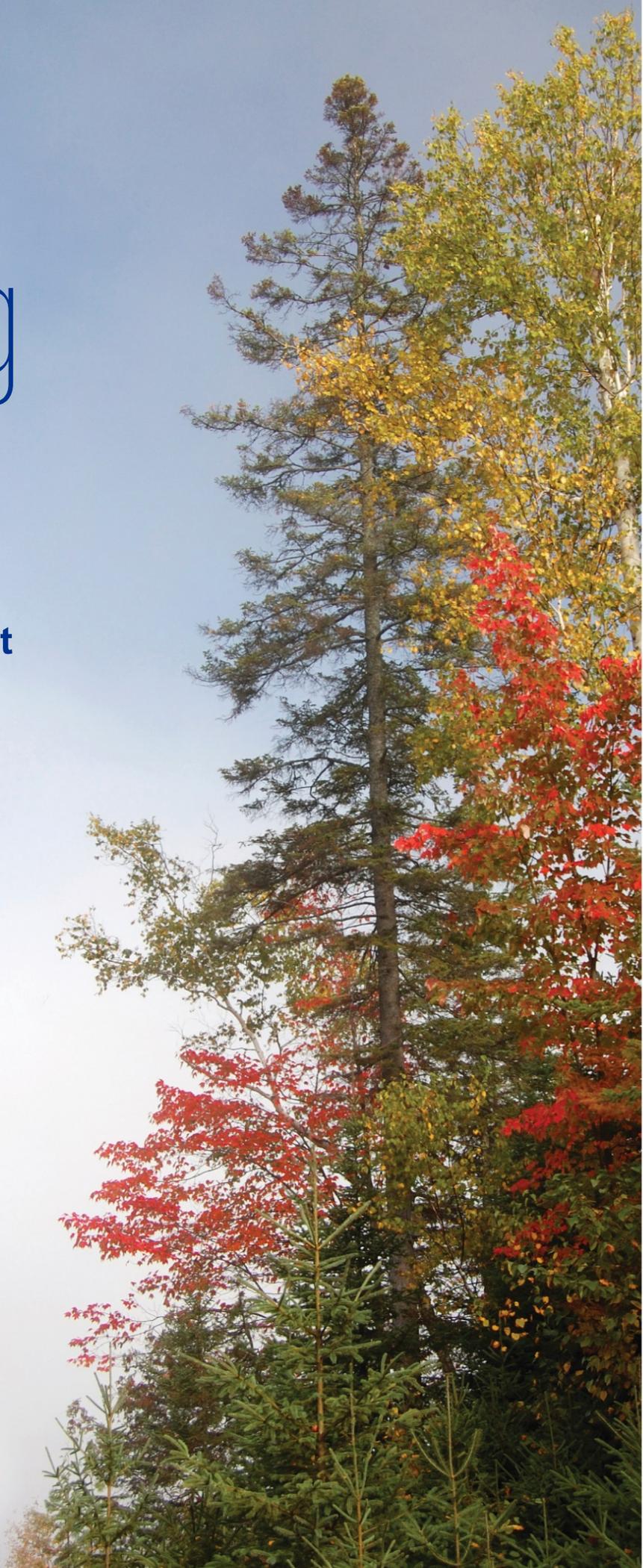
Resident Transition Plan

FINAL REPORT

KPMG LLP

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kpmg.ca



Note to Reader

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1. Executive Summary

1 Executive Summary

1.1 Introduction

In the 1940s, Twin Pines was an apple orchard owned by the Pallet family. The Pallet family originally opened the site to mobile homes to shelter workers, which expanded further, and in the early 1990s looked to sell the property. In 1996, Peel Housing Corporation (or “Peel Living”) purchased the site from the Pallet family, becoming the landlord, and entered into an agreement, a 20-year security of tenure with the Cedar Grove Residents Community Corporation (“Agreement”). The property was renamed the Twin Pines Mobile Home Park and the residents became tenants of Peel Living.

In 2011, the Peel Living Board of Directors (the ‘Board’) confirmed its intent to redevelop the Twin Pines community following the expiration of the security of tenure provided in the Agreement. In order to facilitate the redevelopment, in 2012, the Board adopted six commitments (commonly known as the ‘2012 Commitments’) to guide the community planning process. The 2012 Commitments resulted from a community engagement process, and were intended to assist in the development of a long-term vision for the site.

A key priority for Peel Living is to create a sustainable housing portfolio that helps to address the Region of Peel’s Centralized Wait List for Housing in Peel. In addition, Peel Living’s 2015 Annual Report signaled a transformative goal for the organization to evolve into “a sustainable housing and community assets holder” that contributes “value to the health and well-being of all people and communities in Peel”.

On June 1, 2017, the Board approved the business case (the “Business Case”) for the opportunity to optimize the Twin Pines community and to align it with the shared vision defined in the Total Public Value (“TPV”) Framework. As a result, the Board directed staff to initiate the second phase of the redevelopment of the Twin Pines community that included the selection of a development partner(s), and the acceleration of the Resident Transition Plan (“RTP”). The RTP is being developed as a response to resident requests for greater certainty about their housing options in the redeveloped Twin Pines community.

The RTP is designed to align with the 2012 Commitments and to provide Twin Pines residents with information regarding their housing options and payment amount (i.e. an *ex gratia* or ‘goodwill’ payment). Central to the development of the RTP is Commitment #3 which guides Peel Living to provide an opportunity to current Twin Pines residents to remain in the redeveloped community. This commitment is limited to tenants that are residents of Twin Pines on January 6th, 2018. The housing options and payment amount would only be applicable to households that are tenants on the designated date.

The Resident Transition Plan

The RTP is designed to provide residents with information and details regarding their housing options and a payment amount, in order to assist them in their decision-making process (i.e. to leave or remain in Twin Pines). In particular, the RTP includes:

- An overview of how information and resident feedback was gathered and used in developing the RTP;
- A summary of lessons learned from other mobile home park redevelopments;
- The approach used to develop the housing options and the payment amount;
- An overview of the four options available to residents, including timelines and requirements;
- Information related to transition concerns raised by residents during the consultations; and
- Details on upcoming activities including a transition timelines, availability of information and supports, and an overview of the procurement process.

1.2 Building the Resident Transition Plan

Various inputs guided and informed the development of the RTP, including the 2012 Commitments, TPV Framework, Business Case, previous studies, case studies, and resident surveys and feedback. Specifically:

- The 2012 Commitments informed the resident engagement approach, and the development of the housing options and payment amount.
- The four TPV Guiding Principles (honouring commitments, being responsive, innovative solutions and considerate transformation) and the five TPV Outcomes (housing options, affordable housing sustainability, age-friendly community, environmental responsibility and connected community) guided the approach and planning for the redevelopment.
- The Business Case included a market sounding exercise which provided implementation considerations for the redevelopment, including resident transitions.
- Case studies highlighted leading practices for resident consultation, and the types of services and supports residents found helpful in their transition.
- Previous consultations and recent assessments, provided key insights for the design of the current engagement approach, defining the resident profile and understanding the challenges encountered by the Twin Pines community.
- Resident-specific data and feedback was gathered to understand the needs, concerns, and requests of the Twin Pines residents.

The RTP is designed to provide current Twin Pines residents the opportunity to remain in the community, which is balanced with the overall priorities of the redevelopment that are identified in the TPV Framework. The RTP includes four options for residents that are designed based on five guiding principles which build on the TPV Framework and are tailored for the RTP. The principles include:

- Principle #1: The RTP should align with the **2012 Commitments** and the **TPV Framework**.
- Principle #2: The RTP should be **informed by input and feedback** received from Twin Pines residents.
- Principle #3: The RTP including the housing options and payment amount should be **evidence-based and transparent**.
- Principle #4: The payment amount, or any financial consideration beyond compensation required by legislation, should be **non-negotiable** once approved and should be structured as a **goodwill payment** from Peel Living to Twin Pines residents who are tenants on January 6th, 2018.
- Principle #5: Residents should be eligible to select one of the housing options or payment amount on a **household basis**.

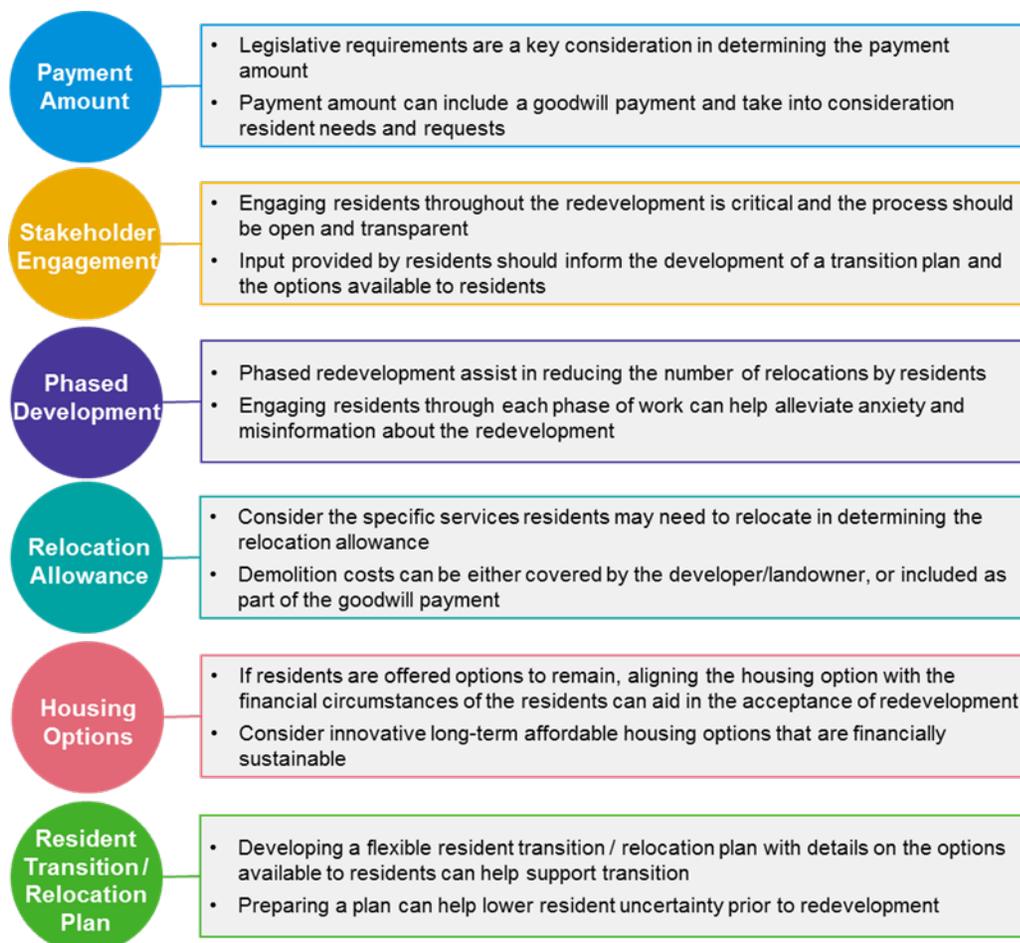
Based on feedback received from residents, three aspects ('building blocks') were noted as important to residents: *value for chattel*, a *resident consideration* and a *relocation allowance*. These building blocks were used to calculate a payment amount of \$31,000 per household.

The value for chattel was determined by calculating an average assessment value for the chattel provided by the Municipal Property Assessment Corporation. The resident consideration was informed by the data collected during the small group meetings in July and August 2017 on tenant age, household size, household income, loan or chattel mortgage and tenure in Twin Pines. The relocation allowance is informed by the median amount provided in the case studies and assumes the approximate cost of retaining a moving company.

To inform the approach and development of the RTP, KPMG conducted secondary research on current and past mobile home park redevelopments, as well as other community redevelopments, to identify key lessons and leading practices from local, national and international case studies.

Each redevelopment has its unique circumstances with respect to the community demographic, residents' needs and personal situations, legislative and policy requirements, redevelopment objectives and the current socio-economic environment at the time of the proposed redevelopment. Therefore, details of each case study should be viewed as informative and not comparative.

Canadian case studies included redevelopments in Ontario, British Columbia and Alberta. Transition supports and the opportunity to remain in the community varied among redevelopments, as well as payment amounts ranging from \$3,000 to \$10,000 with one case study offering up to \$32,000. Similarly, notice periods ranged from legislative minimums up to two year periods. Additional, lessons learned from case studies included:



KPMG also reviewed residential tenancy legislation enacted in Ontario, British Columbia and Alberta to better understand the legislative rights and obligations for the tenant and landlord and the requirement for prescribed compensation, in order to contextualize the outcomes of the above case studies.

Peel Living's total required compensation under the Ontario's *Residential Tenancies Act, 2006* ("RTA") is \$3,000 per household (i.e. \$639,000 for the 213 households) and 12 months' notice of termination. Alternatively, Peel Living may offer the tenant another rental unit that is acceptable to the tenant as compensation.

1.3 Resident Transition Options

Each household that is a tenant of Peel Living on January 6, 2018 is eligible for a choice of one of the four options. Three different housing options have been developed. For residents interested in remaining in the community, there is an ownership opportunity and two types of rental opportunities. The ownership opportunity (Option 2) and one of the rental opportunities (Option 3) include a payment that can be provided directly to the resident to make the housing option more accessible and better aligned with their financial circumstances. The long-term lease (Option 4) is designed to provide ongoing support that is tailored to the financial circumstances of the resident. Due to this unique long term commitment, an opportunity to elect a payment option is not available in Option 4. Additionally, for residents choosing to relocate from the community, a payment option (Option 1) has been included to be responsive to resident requests for the option to leave the community. The chart below summarizes the available options and their accompanying timelines.

	Leave		Remain	
What are the transition options? (one per household)	OPTION 1 Payment	OPTION 2 Own	OPTION 3 Rent	OPTION 4 Long term lease
What can each option provide?	Resident receives payment of \$31,000 upon voluntary termination of tenancy	Resident may purchase a market ownership unit in redeveloped Twin Pines and receive \$31,000 payment	Resident may enter into a market rental unit in redeveloped Twin Pines and receive \$31,000 payment	Ongoing affordable housing in the redeveloped Twin Pines with rent based on household income No payment to be provided
Demolition/disposal costs to be paid by Peel Living (approximately \$10,000)*				
When can the option be selected?	Available starting early 2018**	Available starting late 2019***		

* For those residents choosing to remove their mobile homes from the site, the resident will solely be responsible for the relocation costs and liabilities
 ** Subject to funding approval from the Region of Peel.
 *** To be further defined once a development partner and plan are selected. Peel Living will work with residents who decide to remain in the redeveloped Twin Pines community to identify a temporary housing solution, if needed.
 The Resident Transition Plan only applies to those who are tenants of Twin Pines on January 6, 2018 on a per household basis and will be subject to entering into the appropriate agreements as required by Peel Living. All options are non-transferrable and any payment is structured as a goodwill payment.

An analysis of the financial impacts of the RTP was undertaken in order to estimate the net financial position of Peel Living, assuming the delivery model outlined in the Business Case that was approved by the Board. As presented in the Business Case, the net financial position of Peel Living, considering the value of the affordable rental building after a full year of operation, is approximately \$11 million. In order to estimate the cost range of the RTP, two scenarios were analyzed:

1. All 213 households choosing the payment option
2. All 213 households choosing the long term lease option

Assuming all households choose the payment option, the net financial position of Peel Living is positive, at approximately \$2 million. Whereas, if all 213 households select the long term lease option, the estimated cost would result in a negative net financial position for Peel Living in the amount of approximately \$3 million assuming a tenure of 10 years. However, the details of the housing options will be further defined upon the selection of a development partner(s) and development of the site plan and, as a result, the cost estimates for the long term lease option may be revised based on final rent rate and tenure requirements.

1.4 Looking Ahead

Starting in early 2018, Twin Pines residents should be able to select the payment amount (Option 1) if they wish to leave the Twin Pines community. Details regarding Options 2-4 will be presented to the Board in 2019 or upon the selection of a development partner(s) and the development of a site plan.

Upon the presentation of the RTP, and if approved by the Board, small group meetings will be held with residents in early 2018 to clarify any questions regarding the RTP and provide any additional details on timelines, and the terms and conditions.

These resident engagements will continue to align with the engagement principles of the project that include:

- **Access and inclusivity:** Designing processes that will provide stakeholders the opportunity to inform decisions and develop balanced perspectives.
- **Transparent and open:** Sharing information as soon as possible, encouraging questions and responding to them.
- **Timely communications:** Providing information in a timely, accurate, objective, and easily understood manner.
- **Mutual trust and respect:** Engaging in an equitable and respectful manner that fosters diverse views, values, and interests.
- **Listen and learn:** Engaging with an open-minded approach to inform and enhance activities.

These engagement principles underpinned the development of the RTP and will continue to guide the implementation of the housing options and payment amount.

Additionally, in order to be responsive to resident requests for more information and greater support, the Peel Outreach team have dedicated resources to the Twin Pines community since August 2017 to engage with and support residents through the transition. Peel Outreach staff have been on site to meet with residents and their families in order to connect them to public services and resources in the community.

2. The Twin Pines Redevelopment Project

2 Twin Pines Redevelopment Project

This chapter outlines the history of the site, the agreement between Peel Living and Twin Pines residents, Peel Living's mandate and objectives, reasons for redevelopment, and the vision and the project approach for the redevelopment of Twin Pines. It also provides a summary of KPMG's scope of work.

2.1 Background

2.1.1 History of the Twin Pines Community

In the 1940s, Twin Pines was an apple orchard owned by the Pallet family. The Pallet family originally opened the site to mobile homes to shelter workers from the nearby Trans-Canada pipeline that needed affordable housing. They expanded it further in the aftermath of Hurricane Hazel.

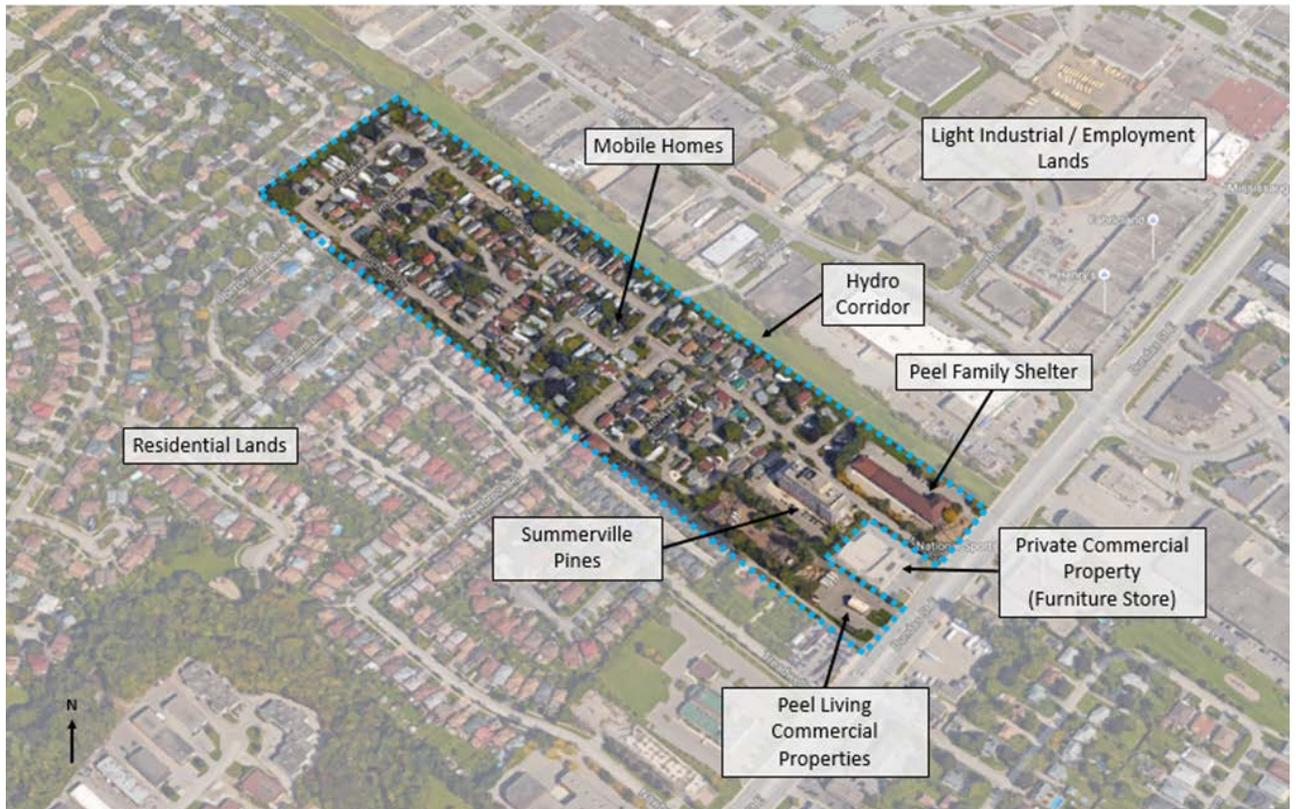
In the early 1990s, the Pallet family looked to sell the lands to a private developer. In 1996, Peel Housing Corporation (or "Peel Living") purchased the site from the Pallet family, becoming the landlord. The property was renamed the Twin Pines Mobile Home Park (commonly known as "Twin Pines") and the residents became tenants of Peel Living.

2.1.2 The Twin Pines Community

The Twin Pines community is an approximately 25-acre (11.2 hectares) site located at 1749 Dundas Street East in Mississauga. It consists of 219 lots, with 213 resident-occupied, three vacant mobile homes, and three vacant lots. Also located on the site is Summerville Pines, an eight-storey senior's residence. Peel Family Shelter is an emergency family shelter owned by the Region of Peel and is located adjacent to Summerville Pines. There are also three commercial properties fronting Dundas Street East, two of which are presently owned by Peel Living and leased to businesses (a food retailer and a tree cutting business). There is an adjacent piece of land that houses a furniture store, which is privately owned.

Along the north and west border of Twin Pines, there are residential communities made up of primarily detached and semi-detached homes. Presently, there is only pedestrian access between the site and the neighbouring residential areas. Along the eastern border of the site, there is an active hydro corridor owned by Hydro One. Adjacent to the hydro corridor are light industrial and employment lands. An informal road connects Twin Pines to the industrial park to its east. The primary access point to the site is from Dundas Street East.

Figure 1: Annotated Map of Current Twin Pines Mobile Home Park



2.1.3 The Agreement between Peel Living and Cedar Grove Residents Community Corporation

In 1996, Peel Living entered into an agreement (“Agreement”) with the Cedar Grove Residents Community Corporation (“CGRCC” or “CGRB”), which represented a majority of Twin Pines residents. The Agreement provided Peel Living with a \$1 million loan from CGRB in exchange for annual interest payments. The Agreement also provided that all tenants who occupied their premises at Twin Pines when Peel Living became the owner in 1996, and who joined the CGRB residents’ association (by paying a loan of approximately \$5,000 to the CGRB to be repaid by CGRB upon the member moving out) were granted 20 years of security of tenure.

As a result, Peel Living was restricted from terminating the tenancy of any tenant for redevelopment purposes until October 1, 2016. Under the Agreement, Peel Living would be able to charge rent to CGRB members based upon a pass-through of all costs and expenses incurred by Peel Living to operate Twin Pines.

Peel Living fully repaid the loan on September 30, 2016, along with the applicable annual interest payments. The 20-year security of tenure provided in the Agreement expired on October 1, 2016. Tenancy agreements are now maintained on a monthly basis and are subject to the *Residential Tenancies Act, 2006*.

2.2 Redevelopment Objectives

2.2.1 Peel Living Mandate and Priorities

Established in 1976, Peel Housing Corporation, operating under the name of Peel Living, is a not-for-profit social housing provider owned by the Region of Peel. Peel Living provides affordable housing to low and moderate income families and individuals in the Region, and is the third largest social housing provider in Ontario, with 70 different sites in its affordable housing portfolio.

The Peel Living portfolio consists of high and low-rise apartments, townhouses, two transitional shelters, and three group homes. Peel Living also manages four Regionally-owned buildings, two transitional housing properties and three emergency homeless shelters. Peel Living is committed to building stronger communities and providing well-maintained living environments in its facilities.

Peel Living's 2015 Annual Report signaled a transformative goal – “to evolve the organization into a sustainable housing and community assets holder” that contributes “value to the health and well-being of all people and communities in Peel”. In addition, a key priority for Peel Living is to create a sustainable housing portfolio that helps to address the Region of Peel's Centralized Wait List for Housing in Peel.

In 2011, the Board confirmed its intent to redevelop the Twin Pines community following the expiration of the 20-year security of tenure provided in the Agreement. At that point in time, Peel Living began more detailed future-focused conversations and data gathering activities to develop a long-term plan that optimized the Twin Pines lands and increase its sustainability through a redevelopment.

2.2.2 Addressing the Affordability Gap

One of the most significant challenges nationally, provincially, and locally is the growing affordability gap. As the Government of Canada, through the Canadian Mortgage and Housing Corporation, consulted with Canadians to develop the National Housing Strategy, a re-occurring message was heard from nearly a majority of participants:

“...respond to increasing affordability challenges of low- and middle-income Canadians by ensuring an array of housing options in sufficient quantities and surfacing innovative financing models for affordable rental and homeownership that will serve Canadians' varied housing needs.”

The recently updated *Provincial Long-Term Affordable Housing Strategy (2017)* also identified the erosion of affordability as a key barrier to be addressed due to increased housing and rental prices, lagging household incomes, and increased levels of household debt. Locally, the challenge of affordability is also identified in the *City of Mississauga Housing Gap Assessment (2016)*. The report suggested that the gap should be considered from two perspectives – income and supply – and that the City of Mississauga focus on influencing the supply gap.

The *City of Mississauga Housing Gap Assessment* noted that:

- A large portion of renters (42%) are facing affordability problems compared to owners (27%);
- Mississauga's vacancy rate in 2015 was 1.6%, well below the requisite vacancy rate of 3% (In 2016, the vacancy rate decreased to 1.3% further supporting the need for affordable housing)

The *City of Mississauga Housing Gap Assessment* also highlighted a number of issues related to affordable housing, specifically the need to increase the supply of rental housing that is affordable to low income households and the need to increase the supply of affordable ownership housing units, including units suitable for larger households. Therefore, the need for affordable housing for low to moderate income households is critical and a key priority for Twin Pines redevelopment.

2.2.3 Affordable Housing Options – A Call to Action

The fundamental need to enhance affordable housing options is a common public policy issue. For the Region of Peel, it represents one of the goals of its *2015-2035 Strategic Plan* and is the key driver behind an important *Term of Council Priority* outcome – to reduce the length of time on the CWL before being housed. Supporting the achievement of this goal is *Peel’s Housing and Homelessness Plan 2014-2014* that recognizes the need for innovative and cost-effective solutions to increase the supply of housing across the full housing continuum, which includes shelters, transitional housing, social and subsidized housing, rental housing and home ownership.

2.3 Redevelopment Approach

On October 6, 2016, the Board approved a three-phased approach for the redevelopment of the Twin Pines community that included, at the time, a project definition phase; a transaction implementation phase and a project delivery phase. Through subsequent work and presentations to the Board of Directors, the phases of work evolved to the descriptions listed below.

Figure 2: Project Timeline



Phase 1: Vision for the Future

The first phase of the redevelopment concluded on June 1, 2017 and was focused on developing the vision for the future Twin Pines community through the development of the TPV Framework and the Business Case.

Phase 2: Partnerships and Planning

Since June 2017, the second phase of the redevelopment has focused on the development of the RTP, a Memorandum of Understanding between Peel Living and the Region of Peel highlighting the strategic relationship and commitment to the redevelopment, and the completion of a procurement plan and process to select a development partner(s). Completion of the second phase is anticipated in late 2019 with the selection of a development partner(s).

Phase 3: Building the Vision into Reality

The third phase of the redevelopment will focus on the delivery of the shared vision for the new Twin Pines community outlined in the TPV Framework. This phase of work may include Peel Living’s development partner(s) creating a detailed design for the site, obtaining planning approvals, permits, and completing construction. Phase 3 is expected to begin in late 2019 or early 2020.

2.4 KPMG's Scope of Work

In September 2016, KPMG was engaged by Peel Living to assist with the redevelopment of Twin Pines. KPMG's scope of work for the second phase of the redevelopment includes the development of the RTP and supporting the procurement process to select a development partner(s). This report describes activities and work undertaken to develop the RTP.

KPMG's in-scope work included the following:

- A detailed review and analysis of previous work, including the 2012 Commitments and the TPV Framework to guide the development of the RTP;
- Ongoing engagement with the CGRB, and Twin Pines residents in the development of the RTP through community, small group, and individual meetings;
- Survey of Twin Pines residents to update previously collected data and to capture key considerations for the development of housing options and a payment amount;
- A case study analysis of previous or current redevelopments to inform the process and key RTP components;
- The development of housing options and a payment amount for tenants that are Twin Pines residents on January 6, 2018, for Peel Living's consideration and approval by the Board; and,
- The estimated financial impact of the RTP.

KPMG is unable to provide information or analysis to definitively support the following items related to the RTP:

- In accordance with the Municipal Freedom of Information and Protection of Privacy Act, R.S.O.1990, c.M.56, all personal information collected by KPMG LLP, on behalf of Peel Living, will not be shared as part of this report. All information gathered has been aggregated into themes and cannot be traced back to a specific individual;
- Information and details of case studies were obtained from publicly available documentation at the time of report development. While efforts were made to verify the accuracy and completeness of data and information included in this report, some discrepancies may exist that may require further analysis and research;
- Details on built forms or site plan of the redeveloped Twin Pines community and additional details regarding the housing options due to the ongoing process for selecting a development partner(s); and
- Assessment of the state of good repair of the capital and infrastructure on the site.

3. The Resident Transition Plan

3 The Resident Transition Plan

This chapter outlines the reasons for developing the RTP, overview of the key components, and how the 2012 Commitments and TPV Framework guided the development of the RTP.

3.1 The Need for a Resident Transition Plan

On June 1, 2017, the Board directed staff to accelerate the development of the RTP. Originally contemplated as an activity in Phase 3 of the redevelopment, the Board recognized the importance of having a formal transition plan and expressed their desire to respond to resident requests for greater clarity about their future options in the redeveloped Twin Pines community.

The importance of a formal transition plan was initially identified during the 2012 Charrette process and reaffirmed through the case study review undertaken for the TPV Framework. During public consultations, Twin Pines residents underlined the importance of having clear and definitive information to assist them in planning for their futures.

The RTP provides Twin Pines residents with an opportunity to be informed about future housing options, a payment amount that could be offered, transition supports, associated timelines, and a structured approach to guide decision-making prior to the redevelopment. The RTP aims to provide greater clarity to residents regarding the future housing options, however the details of the built form and associated ownership opportunities and rent rates will be shared once a development partner(s) is selected.

3.2 What is in the Resident Transition Plan?

The RTP is designed to provide residents with information and details regarding their housing options and a payment amount, in order to assist them in their decision-making to leave or remain in Twin Pines. In particular, the RTP includes:

- An overview of how information and resident feedback was gathered and used in developing the RTP;
- A summary of lessons learned from other mobile home park redevelopments;
- The approach used to develop the housing options and the payment amount;
- An overview of the four options available to residents, including timelines and requirements;
- Information related to transition concerns raised by residents during the consultations; and
- Details on upcoming activities including a transition timelines, availability of information and supports, and an overview of the procurement process.

3.3 RTP Guiding Principles

Peel Living adopted five key principles to inform the development of the RTP, the design of the housing options and payment amount. (Note: Housing options refers to types of rental or ownership options that could be available to Twin Pines residents, and payment amount refers to any financial consideration beyond compensation required by legislation). These five principles build on the Guiding Principles included in the TPV Framework and are tailored for the RTP.

Principle #1: Guided by the 2012 Commitments and the TPV Framework

The RTP should align with the 2012 Commitments and the TPV Framework. Specifically, the housing options should be aligned with Commitment #3 to provide Twin Pines residents (those that are tenants on January 6, 2018) the option to remain in the future Twin Pines community. In addition, the payment amount should also consider residents' financial circumstances.

Principle #2: Resident Input

The RTP should be informed by input and feedback received from Twin Pines residents. The RTP builds on and incorporates previous resident engagements, resident surveys, 2012 Charrette, 2015 Housing Needs and Financial Impact Assessment (HNFA) and the TPV Framework. An extensive resident engagement process, including community and individual meetings were conducted to support the development of the RTP.

Principle #3: Evidence-Based & Transparent

The RTP, housing options, and payment amount should be evidence-based and transparent. The RTP must be anchored in a significant fact base gathered on the housing and financial needs of Twin Pines residents, as well as case study research of mobile home park redevelopments and transitions. Through active engagement with the CGRB and Twin Pines residents, information should be continuously shared and discussed to assist in the development of the RTP.

Principle #4: Non-Negotiable and a Goodwill Payment

The payment amount, any financial consideration beyond compensation required by legislation, should be non-negotiable once approved and should be structured as a goodwill payment from Peel Living to Twin Pines residents who are tenants on January 6th, 2018.

Principle #5: Household Basis

Residents should be eligible to select one of the housing options or payment amount on a per household basis. A household is considered as the resident who is the tenant and signatory on the Tenancy Agreement with Peel Living, and all other persons occupying the mobile home as listed in the Tenancy Agreement.

3.4 2012 Commitments

3.4.1 The 2012 Charrette Report

Following the July 7, 2011 decision to redevelop the Twin Pines community, Peel Living retained CIVIS (formerly known as the Institute without Boundaries) to assist in the development of a long-term vision for the site.

CIVIS organized a series of community engagement workshops, or charrettes, to brainstorm ideas and options for the future Twin Pines community. These workshops took place with residents and other stakeholders, including the neighbouring community and professionals. The engagement identified a number of shared priorities among stakeholders, including:

- Maintaining the unique character of the Twin Pines community;
- Identifying the financial circumstances of Twin Pines residents; and,
- Supporting residents through the transition process.

On September 28, 2012, the Board endorsed the 2012 Charrette report as a starting point for a long-term plan for the Twin Pines community. The Board also adopted six commitments (the “2012 Commitments”) to guide the community planning process for Twin Pines. The 2012 Commitments resulted from a community engagement process, set out in more detail below.

3.4.2 2012 Commitments

The commitments responded to input and feedback received through the various resident engagements. The six commitments are:

1. Peel Living is committed to the Twin Pines neighbourhood, ensuring that it remains affordable and offers a mix of housing options, for current and future residents.
2. Peel Living will explore the creation of more housing and will examine the viability of ownership options in the future Twin Pines, as a reflection of the character of the community.
3. Residents will be offered the option to remain in the future Twin Pines community. (Revised by the Peel Housing Corporation Board of Directors on December 1, 2016, Commitment #3 shall not apply to persons who become residents of the Twin Pines Community after January 6, 2018).
4. Peel Living is committed to undertaking a HNFIA for each resident to understand the personal financial issues of the residents and to take that into consideration when developing options in a future plan for Twin Pines.
5. In a master planning process for Twin Pines:
 - The planning process will clearly outline when each stage will happen and what decisions will be made at each stage
 - A collaborative approach will be undertaken that is sensitive to resident concerns, including their housing needs and financial circumstances
 - A community involvement strategy will outline how local residents will have input at each stage of the process
 - The process will also include a plan on how residents and neighbouring stakeholders will be communicated with going forward, so they can stay updated on the process and key developments.
6. Any other commitments with legal implications will be considered by the Peel Living Board of Directors and communicated.

3.5 Total Public Value Framework

In February 2017, the Board endorsed the TPV Framework. The purpose of the TPV Framework is to assist Peel Living and Twin Pines stakeholders to create a shared understanding of the vision for the future of the Twin Pines community. Activities and proposals related to the redevelopment of the Twin Pines community, including the RTP, should be measured against the guiding principles and outcomes set out in the TPV Framework. The TPV Framework consists of four Guiding Principles and five Outcomes. The TPV Framework has been included in Section 7.3

3.5.1 TPV Guiding Principles

The purpose of the four Guiding Principles is to inform the redevelopment process and stakeholder engagement, and to provide a structured approach to the project's planning, development and implementation phases. The TPV Framework is a key tool in the development of the RTP.

Honouring Commitments

- This Guiding Principle provides that the 2012 Commitments, as amended, are incorporated into the TPV Framework and will continue to drive the planning process. It is focused on turning the intent of the six commitments made by Peel Living to Twin Pines residents into a reality.

Being Responsive

- The redevelopment process must be agile and responsive to change. The redevelopment of the Twin Pines community will be a multi-year project, and flexibility throughout the phases of work should be a core element of the redevelopment approach. The area around Twin Pines is also undergoing significant change, including shifting demographics and infrastructure renewal. Success will require the redevelopment process to respond to these and other unanticipated changes.

Innovative Solutions

- Innovation must be incorporated throughout the redevelopment journey. Innovation may include non-traditional built forms and housing options; unique partnerships with other levels of government and the not-for-profit sector; and tailored approaches to housing options that reflect the unique needs of the Twin Pines community.

Considerate Transformation

- This Guiding Principle notes that for current and neighbouring residents, a focus on minimizing disruption during the redevelopment period will be a key consideration. This can include minimizing disruption during construction and actively engaging with the community. The accelerated development of the RTP helps to reduce the ambiguity associated with the redevelopment and provides clarity on housing options in the future Twin Pines community.

3.5.2 TPV Outcomes

The TPV Outcomes define the vision for the future of Twin Pines.

- The first two outcomes, “Housing Options” and “Affordable Housing Sustainability,” are key drivers for the redevelopment. They require a careful balance. The redeveloped Twin Pines community should have a mix of housing options that respond to community needs while improving and supporting the sustainability of Peel Living’s affordable housing portfolio now and in the future.
- The final three outcomes define key priorities that support the creation of a complete community in the new Twin Pines. The future Twin Pines must be an “Age-Friendly” community where residents can age in place, and one that supports active and healthy living. The future Twin Pines must also be “Connected,” a place that fosters the inclusivity of all residents and incorporates space to provide residents access to services that are in line with community needs. Finally, the redeveloped Twin Pines community should uphold its “Environmental Responsibility,” and the redevelopment should enable the long-term sustainability of a green, efficient, and resilient community.

4. Building the Plan

4 Building the Plan

Peel Living accelerated the development of the Resident Transition Plan in order to respond to resident requests for more information and transparency. Peel Living directed the development of housing options and a payment amount to offer residents for their transition. This chapter outlines the approach and methodology undertaken to develop the options and the various inputs used in creating the Resident Transition Plan.

A key commitment by the Board was that residents would be offered the option to remain in the future Twin Pines community (commonly referred to as Commitment #3). A Staff Report to the Board dated September 28, 2012 suggested that the intent of the commitment was to ensure that residents who were eligible for the option to 'remain' would be provided a 'first right of refusal' in the redeveloped Twin Pines community.

In order to better align the redevelopment with the 2012 Commitments, Peel Living committed to developing the RTP. The RTP includes a set of housing options and a payment amount for Twin Pines residents that are in a tenancy agreement with Peel Living on January 6, 2018. Residents have the opportunity to remain in the redeveloped Twin Pines community by either selecting an ownership or rental housing option. Additionally, for those residents choosing to leave the community, they would be able to receive a payment amount (i.e. an *ex gratia* or 'goodwill' payment) from Peel Living. The housing options and the payment amount are described in more detail in Chapter 5.

This chapter provides an overview of the inputs used in developing the RTP and its accompanying housing options and payment amount. The inputs described in this chapter include the Business Case; case study research; resident consultations and feedback; and research on the local housing market and affordability. The chapter concludes by outlining the payment calculation methodology and the journey in developing the housing options.

4.1 Inputs

4.1.1 Business Case

On June 1, 2017, the Board approved the Business Case that outlined a preliminary development concept (which describes what could be developed in Twin Pines) and a preferred delivery model (which describes how the project is to be delivered). In addition to providing housing options for Twin Pines residents (who are tenants of Twin Pines on January 6, 2018), the Board expressed their desire to increase the number of affordable units on the site to support the broader affordable housing objectives of the Region of Peel and the City of Mississauga, and align with Peel Living's mandate. The development of the Business Case also included a market sounding exercise which involved soliciting information on potential service delivery models and project-specific feedback from potential developers. The market sounding also helped gauge the potential developers' interest in redeveloping the site.

The preliminary development concept was created to provide a basis for analyzing the financial implications of redeveloping the site, and to assess risk models that would provide Peel Living with control and oversight during the redevelopment process. The Business Case outlined key considerations that informed the development of the RTP. The following

considerations identified within the Business Case were significant to the development of the RTP and its accompanying housing options and payment amount.

- Consideration for a phased redevelopment approach, where affordable rental buildings could be constructed first to minimize transition time for current Twin Pines residents that choose to remain within the community;
- Identifying site requirements for the procurement that ensure a mix of housing options that align with the 2012 Commitments and the vision of the future community;
- The projected demolition and site preparation costs for the redevelopment may vary significantly depending on the number of abandoned mobile homes and any extraordinary costs related to the remediation of contaminated soil, and the removal of hazardous building materials;
- The affordability range of Twin Pines residents may not be within the average end price for the market townhouses and stacked townhouses;
- The timelines of the housing options would require alignment with the planning approvals required for the site plan and correspond with the approvals of Dundas Connects Master Plan. As a result, the housing options would be dependent on the site plan and the subsequent planning approvals.
- The need for robust stakeholder engagement plan with specific activities and tools in order to keep residents, the neighbouring community and stakeholders informed.

4.1.2 Case Studies

Similar to Twin Pines, mobile home parks across North America are grappling with the high costs related to aging infrastructure and the increased demand for optimized use of lands to meet future housing needs. The case studies demonstrate that most redevelopments required residents to relocate during the redevelopment period. In addition, they highlighted leading practices for engagement activities, and the types of services and supports residents found useful for the transition. To inform the approach and development of the RTP, KPMG conducted secondary research on current and past mobile home park redevelopments, as well as other community redevelopments, to identify key lessons and leading practices from local, national and international case studies. Specifically, the research was focused on case studies that had at least one of the following characteristics and were relevant for the development of the RTP:

- Redevelopment of a mobile home site into a mixed-income or a mixed-use community;
- Redevelopment of a site in Ontario, Canada and the United States which resulted in the relocation of residents;
- Included a key element to inform the resident engagement and transition approach such as compensation, housing options, stakeholder consultations, relocation allowance, etc.; or
- Provided innovative long-term affordable housing solutions.

Each redevelopment has its unique circumstances with respect to the community demographic, residents' needs and personal situations, legislative and policy requirements, redevelopment objectives and the current socio-economic environment at the time of the proposed redevelopment. Therefore, details of each case study noted below should be viewed as informative and not comparative. Additional details on each case study can be found in Section 7.3.

Table 1: Mobile Home Park Redevelopment Case Studies

Mobile Home Park Redevelopment Case Studies		
Name	Details	Lesson(s) Learned
Burton Avenue Mobile Home Park – Barrie, Ontario (2013)	The park, consisting of 93 mobile home units and occupied by approximately 200 residents, was proposed for redevelopment into a community with 96 townhomes and a three-storey walk-up building. Residents were provided a one-year notice of termination and were offered \$7,500 (which included the \$3,000 mandated by the <i>Residential Tenancies Act, 2006</i>). Residents indicated that the level of compensation provided did not reflect the investment they made in purchasing and renovating their units.	<ul style="list-style-type: none"> ✓ Consider the needs and concerns of residents when determining the payment amount
Confederation Parkway - Mississauga, Ontario (2007)	In 2007, the mobile home park, which housed about 100 residents in 47 mobile homes, was closed for redevelopment. Residents were given a one-year notice of termination and were offered \$3,000 compensation, if they removed their trailers. In addition, there were no transition supports or alternative housing options offered to residents	<ul style="list-style-type: none"> ✓ Stakeholder engagement can help to understand the transition supports and alternative options that should be available to residents
Hiawatha Mobile Home Park - Kelowna, British Columbia (2013)	Council approved the redevelopment of an 18-acre property, which housed 94 mobile homes, into a mixed-use community. The initial proposed plan was to include 19 buildings ranging in height from 3 to 11 storeys. The developer held several consultations with residents to inform the transition plan. The resident transition packages ranged in value but on average a payment amount of \$32,000 was provided. Other options included the relocation of the mobile home to another park; a 5% reduction on the purchase of a unit on the new site; and support for finding affordable housing.	<ul style="list-style-type: none"> ✓ Providing various housing and transition options assist residents with their decision-making ✓ Consider providing residents an opportunity to select a housing option on the redeveloped site
Midfield Mobile Home Park – Calgary, Alberta (2017)	Due to aging and irreparable infrastructure, the 17-acre mobile home park which housed 183 mobile home units was ordered for closure by the City of Calgary in 2017. Residents were offered \$10,000 in compensation and up to an additional \$10,000 for the cost of moving. The mobile home park has been proposed for redevelopment as a mixed-use and residential area with affordable housing.	<ul style="list-style-type: none"> ✓ Consider residents' needs to determine an appropriate goodwill payment in addition to the legislative requirements
Rochester Place Golf Club and Resort – Windsor, Ontario (2015)	Approximately 50 residents at Rochester Place were given six months to relocate to make way for the redevelopment of 188 modular units in the park. Some residents had renovated or extended their mobile homes which made relocating their mobile homes to another park difficult. As part of the redevelopment, residents were offered four options: buy a new modular unit; move their trailer to the south end of the resort; remove their trailer from the grounds or leave their trailer (at an expense of \$1,500).	<ul style="list-style-type: none"> ✓ Providing residents appropriate advance notice of redevelopment assists them in planning for the future ✓ Provide meaningful opportunities to return to the redeveloped community

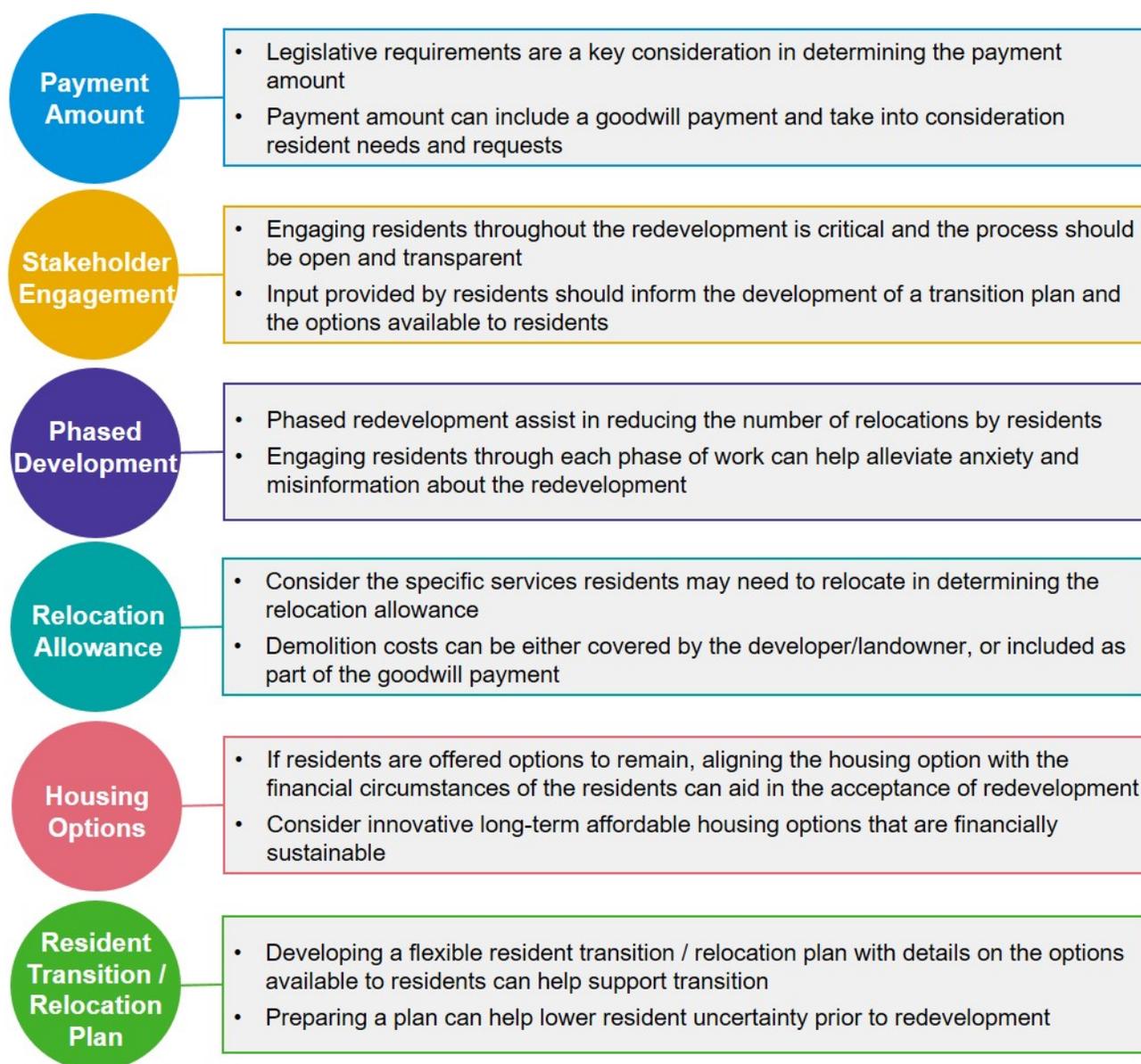
Mobile Home Park Redevelopment Case Studies		
Name	Details	Lesson(s) Learned
<i>Thetis Lake Campground</i> – Victoria, British Columbia (2017)	The campground was occupied by 17 long-term mobile home residents. The landowner is currently proposing a redevelopment to create two 70-unit five storey apartment buildings, two 60-unit five storey apartment buildings and 46 townhouse/duplex units. In consideration of the community demographic (mostly seniors) and direction received from city council, the landowner offered \$10,000 to residents as part of compensation, which was beyond the legislative requirements. As of July 2017, 16 of 17 residents have accepted the landowner's offer	<ul style="list-style-type: none"> ✓ Regional and municipal political leaders can help inform the development of transition plan and future options for residents
<i>Belmont and Shady Nook Mobile Home Parks</i> – Denver, Colorado (2014)	Two adjacent mobile home parks were slated for redevelopment to create a seven-storey 197-unit affordable housing complex. Residents were notified of redevelopment plans one year prior to construction and were engaged throughout the process. All residents received approximately \$30,000 in transition compensation and were also offered options to rent at the redeveloped site. Community organizations and the local councilor guided residents through the transition.	<ul style="list-style-type: none"> ✓ Community organizations can help guide residents through the transition ✓ Continuous engagement with residents can help alleviate anxiety and uncertainty related to the transition.
<i>Boulder Mobile Manor</i> - Boulder, Colorado (2007)	Due to deterioration in infrastructure, the 66-unit mobile home park was identified for redevelopment. Guiding principles were established to preserve affordability, minimize displacement of current residents and establish a mixed-income community over time. The redevelopment was phased to reduce the number of residents that would need to be transitioned off the site.	<ul style="list-style-type: none"> ✓ Guiding principles can provide residents a vision of the redeveloped site ✓ Phased development can minimize the number of transitions by the residents
<i>Nick's Trailer Court</i> – Sunnyvale, California (2016)	A 1.8-acre site was proposed for redevelopment into a 108-unit rental property that would have a mix of high-income and mixed-income housing. The developer provided residents with a closure package including the appraised value of their mobile home, a payment amount equivalent to two years of rent, a security deposit for their new apartment, first and last month's rent at a new location, moving expenses, and assistance services for relocation. The City of Sunnyvale's mobile home park conversion ordinance provides residents first priority to relocate to affordable units on the redeveloped site. Throughout the transition planning process, community organizations, non-profit organizations and community outreach helped residents understand the options available to them.	<ul style="list-style-type: none"> ✓ Outreach support was critical in understanding the needs and concerns of the community ✓ Affordable housing options to support existing residents were developed through extensive stakeholder engagement

Table 2: Other Community Redevelopments & Housing Case Studies

Other Community Redevelopments & Housing Case Studies		
Name	Details	Lessons Learned
Georgian Court Redevelopment – Burlington, Ontario (2017)	A 1,450 residential rental complex comprised of townhouses, mid-rise and high-rise buildings has been proposed for redevelopment, with the first phase of construction starting in late 2019. A six-phase construction plan has been drafted with the final one phase of work anticipated for 2029-2030; allowing current residents to stay on site during the construction. A number of resident consultations were conducted to inform the future plan of the site. Residents will be offered the opportunity to relocate within the community and also receive a prioritized opportunity to lease units when they are completed. In addition, residents were offered rental options which are aligned with their existing rental agreement.	<ul style="list-style-type: none"> ✓ Stakeholder engagement can inform the future development of the site to align with the existing community fabric ✓ Providing residents housing options at the redeveloped site can help ease anxiety to find alternative accommodations
Good Samaritan Society – Kelowna British Columbia	The Good Samaritan Society is a non-profit social service organization that provides seniors (over 55 years of age) with access to a mix of life leases (149 units) and assisted living (129 suites) options. This housing solution enabled seniors to continue living an independent lifestyle at a cost that is below market levels. Residents paid an initial entrance fee equivalent to approximately 35% of the unit cost and a monthly fee of the remaining unit cost spread out over a period of time. At the time of their departure from the housing complex, the resident or their estates, receive the same amount as they paid when they moved in.	<ul style="list-style-type: none"> ✓ Providing long-term affordable housing options offered individuals security and enabled them to focus on their health needs
Revitalization of Regent Park – Toronto, Ontario (2005 - 2025)	Redevelopment of a 69-acre community into a more integrated and socially cohesive community with a full spectrum of affordable housing, market units, community buildings and green space. A relocation-and-return program was created and implemented to support residents through the transition. The redevelopment also occurred in phases to generate revenues that could support the revitalization of rent-geared-to-income units.	<ul style="list-style-type: none"> ✓ A relocation plan that incorporates the residents rights and their needs can assist in increasing the likelihood of a smoother transition ✓ Phased development can minimize the need for frequent transitions
Roxborough Park Housing Development – Hamilton, Ontario (2017)	A 60-year old subsidized housing complex has been proposed for redevelopment into a mixed-income community of up to 650 townhomes, rental apartments and condos. The development partners leading the redevelopment indicated that future tenants will offer 'layers' of affordability by evenly splitting the number of rental and owned units (townhomes and small apartment buildings). The developers are currently in the process of preparing a transition and communication plan for residents in the existing 91 townhome units and 16 senior apartments.	<ul style="list-style-type: none"> ✓ Importance of mixed-income community redevelopments to drive socio-economic benefits ✓ Preparing a transition and communication plan for residents is critical to the success of the redevelopment

The following graphic provides a summary of the lessons learned from the case studies noted above:

Figure 3: Case Studies Lessons Learned Summary



KPMG also reviewed residential tenancy legislation enacted in Ontario, British Columbia and Alberta to better understand the legislative rights and obligations for the tenant and landlord and the requirement for prescribed compensation, in order to contextualize the outcomes of the above case studies.

International case studies were only used to further inform our understanding of leading practices and not indicative of a benchmark due to the differing legal environments between Ontario and the international jurisdiction. As a result, a legislative comparison between Ontario and the international jurisdiction was not conducted. The following table provides a comparative view of the legislative requirements in the three Canadian provinces, which were used to inform the development of the housing options and payment amount for Twin Pines residents.

Table 3: Comparison of Legislative Requirements

	Ontario	British Columbia	Alberta
Legislation	<i>Residential Tenancies Act, 2006, S.O. 2006, c.17</i>	<i>Manufactured Home Park Tenancy Act, SBC 2002, c. 77</i>	<i>Mobile Home Sites Tenancies Act, RSA 2000, c. M-20</i>
Notice period of termination for redevelopment (mobile-homes)	12 months	12 months	12 months
Compensation on termination for redevelopment (mobile-homes)	The lesser of 12 months' rent or \$3,000. A landlord may also offer the tenant another rental unit acceptable to the tenant as compensation.	12 months' rent payable on or before the termination date. A penalty provision applies which increases compensation to six times monthly rent if, after a "reasonable time" following the termination date, the landlord has not taken steps to redevelop the site.	None
Requirements to remove mobile home upon termination	None	Landlord may request tenant to provide proof of third party liability insurance in case of damage caused by moving a mobile home on/off site. Tenant must leave site reasonably clean and undamaged, except wear and tear.	Tenant must ensure that moving of the mobile home does not create a danger to persons or damage property.
Abandonment of mobile homes	Applies where tenant has vacated mobile home following notice of termination/agreement to terminate. Landlord must provide 60 days notice (registered mail/publication in newspaper) before disposing of mobile home, if tenant has not made a claim. A landlord is not liable to any person for selling, retaining or otherwise disposing of a tenant's mobile home in accordance with this section.	Applies where tenant has vacated site following end of tenancy agreement, among other circumstances. Landlord must inventory and store property for at least 60 days, and maintain record of disposition for 2 years. Landlord must provide 30 days notice to any registered owners and those with registered interests as well as public notice in local newspaper. Regulation also imposes duty of care on landlord related to storage and sale of tenant's property.	Landlord must obtain court order prior to disposing of mobile home. Court will include notice provisions in court order. Proceeds of sale (minus costs) must be paid to Minister. Funds retained for one year and, if not claimed by tenant, paid to surplus revenue.

Peel Living's total required compensation under the RTA is \$3,000 per household (i.e. \$639,000 for the 213 households) and 12 months' notice of termination. Alternatively, Peel Living may offer the tenant another rental unit that is acceptable to the tenant as compensation.

4.1.3 Previous Data Collections

2000 Building for Our Future Survey

In May 2000, Peel Living staff sent all residents living at Twin Pines a survey, entitled "Building for Our Future". The purpose of the survey was to obtain both interest and input from Twin Pines residents, regarding the proposed development of Summerville Pines. The survey asked residents a number of questions pertaining to interest in living in the proposed building, bedroom size, current housing costs, and building amenities.

A total of 218 surveys were delivered, 88 surveys were completed (i.e. 40% of households). Forty-two percent of the respondents indicated that they were very interested in moving to the new building, however, fewer than 5 households moved into the new building. One of the key concerns raised by residents was the need to maintain rents at an affordable level. Fifty percent of the respondents noted that their annual household income was below \$20,000.

2015 Housing Needs and Financial Impact Assessment (HNFIA)

In 2015, Peel Living conducted a HNFIA of Twin Pines residents. 65% of all Twin Pines households took part in the assessment, which was focused on five key topics: *aspirations, housing, community, affordability, and transitioning*. The results of the assessment are a snapshot of the Twin Pines community in July 2015. They are indicative to the extent the responses could be validated, and participation was voluntary. As a result, the information may not be representative of the entire community.

Resident Profile from 2015 HNFIA

- More than three quarters of surveyed residents have been living in Twin Pines for less than 20 years (specifically, 22% of respondents lived in the community when Peel Living purchased the site in 1996).
- A majority of surveyed residents live in one-person households, while slightly fewer reported living in two-person households.
- A third of residents surveyed live in units between 800-900 square feet.
- Two thirds of surveyed residents are over the age of 60.
- 40% of surveyed residents carry a loan or chattel mortgage on their mobile home.
- A near majority of surveyed residents are retired, while less than a third work full time.
- Approximately one half of surveyed residents reported a gross household income of less than \$30,000.
- Nearly all surveyed residents own at least one vehicle.
- A majority of surveyed residents identified health issues. The most commonly reported health-issues in one-person households were mobility and chronic illness.

4.1.4 Resident Engagement and Feedback

In 2016, KPMG conducted several consultations with residents to develop the TPV Framework to guide the redevelopment process for Twin Pines. In 2017, KPMG continued to engage with residents and facilitated several sessions to inform, consult and engage residents in the development of the RTP. The format of these sessions were a combination of community, small group and individual meetings. The following list represents the series of resident consultations that informed the development of the RTP.

Community Meetings (May)	Date: May 30, 2017
	Purpose: Two community sessions were hosted to provide residents with information about the key findings from the Business Case and informed of the acceleration of the development of the RTP.

Small Group Meetings (July- August)	Dates: July 11-13, 2017; August 15, 2017
	Purpose: Shared resident engagement approach for the development of RTP and receive individual feedback about key priorities for the transition. KPMG conducted voluntary, individual discussions with each household to understand the needs and concerns of the residents and the types of support they may require to transition. The individual sessions were also used to gather household information about the age, health-related issues, household size, household income, outstanding loan or chattel mortgage and tenure at Twin Pines.
	20 sessions were held over four days with a total attendance of 125 households out of 213 households (representing 59% of the community).
	Feedback summary: Residents inquired about their options in the redeveloped community and highlighted concerns about affordability in future Twin Pines community, moving costs, health-related concerns, availability of long-term housing, and financial certainty. Following these conversations, KPMG analyzed the information and feedback gathered to develop the draft housing options and payment amount for the Board and consideration by the residents. Below is a brief summary of the collected information. Additional details about the survey results can found in Section 7.5

Figure 4: Small Group Meeting Summary (July-August 2017)

 Tenure <ul style="list-style-type: none"> 19% of respondents have lived in Twin Pines for 20-40 years, 30% for 10-20 years, 19% for 5-9 years and 15% for five or less years 	 Age <ul style="list-style-type: none"> 14% of households have an average age under 50, 30% have an average age between 50-64 and 56% have an average age over 65
 Household Size <ul style="list-style-type: none"> 50% of respondents live in one-person households, 40% live in two-person households and 9% live in households with three or more persons 	 Loan or Chattel Mortgage <ul style="list-style-type: none"> Approximately 25% of respondents carry a loan or chattel mortgage on their mobile homes
 Health <ul style="list-style-type: none"> 24% of respondents reported one health-related challenge, 36% reported multiple health challenges and 35% reported no health challenges 	 Income <ul style="list-style-type: none"> The average annual household income reported by respondents is approximately \$30,000

Community Meetings (October)	Date: October 3, 2017
	Purpose: KPMG conducted three community meetings with residents to share the draft housing options and the contemplated household payment. KPMG also provided an overview of the approach and methodology used to determine the contemplated household payment of \$31,000, as well as the housing options. Key considerations related to removal costs, temporary housing and administration costs were also discussed as part of the draft presentation Three sessions were held with a total attendance of 98 households out of 213 households (representing 46% of the community).

Small Group Meetings (October)	Dates: October 16-18, 2017; October 24, 2017
	<p>Purpose: Following the community meetings, KPMG conducted small group meetings to gather additional individual feedback about the draft resident options. During these sessions, residents were also provided a second opportunity to share information about their age, health-related issues, household size, household income, loan or chattel mortgage and tenure at Twin Pines to inform the development of the RTP. However, no additional households elected to complete the survey.</p> <p>18 sessions were held with a total attendance of 96 households out of 213 households (representing 45% of the community)</p>
	<p>Feedback summary: Residents shared individual feedback in response to the draft resident options. Below is a summary of the feedback shared by residents. Please refer to Section 7.4 for additional details on feedback received.</p> <ul style="list-style-type: none"> – Centralized Wait List: Residents expressed concerns about the requirement to apply to the centralized wait list for affordable housing and their eligibility in qualifying for the support. – Contemplated Household Payment: Some residents noted that the amount was insufficient to cover their future housing costs and raised questions regarding taxation of the payment and the impact on their government funded benefits. – Contemplated Relocation Allowance: Residents noted that \$3,500 would not be sufficient to move their units since many of them are no longer mobile. – Demolition Costs: Peel Living should be responsible for demolition and disposal costs with no impact to the contemplated household payment. – Municipal Property Assessment Corporation (MPAC) Assessment: Residents raised concerns about MPAC’s methodology to assess the value of their homes, and believed that the unit was undervalued compared to current market sales. – Remain Options: Residents inquired about the affordability of housing options available at the future site and other key considerations to selecting the ‘remain’ options. – Outreach Services: Some residents expressed a lack of awareness of outreach support services available to them. – Personal Finances: Some residents shared that the contemplated household payment may limit their future financial sustainability. – Staged Development: Residents expressed their preference for a staged approach to the redevelopment to minimize the potential number of relocations. – Temporary Housing: Residents were seeking clarity on temporary housing options and supports available to them as part of the transition.
	<p>Resident feedback from the October small-group meetings was used to further refine the draft resident transition options</p>

Community Meetings (December)	Date: December 5, 2017
	Purpose: KPMG will host three sessions to share the final resident options, if approved, with residents. Additional details based on feedback provided during October sessions will also be addressed.

CGRB Engagement

In addition to resident consultations, CGRB was also actively engaged throughout the development of the RTP. The CGRB is comprised of seven Board of Directors that are Twin Pines residents. CGRB played a key role in providing feedback on the resident engagement approach, newsletters, consultation summaries, and the approach and methodology used to develop the housing options and payment amount. A complete list of CGRB engagements can be found Section 7.4

Peel Living Board of Directors

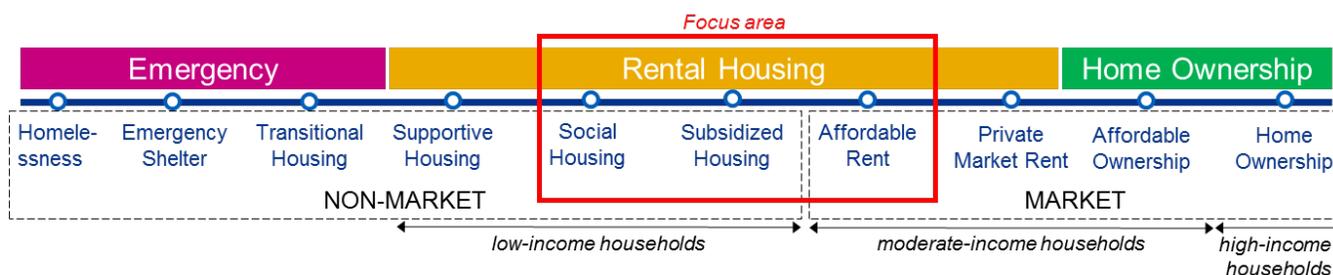
The Board was actively engaged in the framing, development and design of the RTP, which included formal presentations to the Board and direct correspondence with Directors. Additionally, the Project Team provided interim updates to the Board including the sharing of survey results and consultation feedback summaries.

4.2 Development of Resident Transition Options

4.2.1 Affordability of Housing Options

In developing the housing options for Twin Pines residents, key consideration was given to the affordable housing options on the housing continuum. The housing continuum, as noted in City of Mississauga’s Housing Gap Assessment (2011), consists of a range of housing and includes different types of housing for different needs and economic circumstances provided solely by government and non-profit organizations at one end of the spectrum, and by the private sector at the other end.

Figure 5: Housing Continuum



Definitions for housing elements noted in the focus area have been noted below.

Social Housing	This housing is generally comprised of public housing managed by a service provider, non-profit housing, and social housing where units have rent supplement agreements.
Subsidized Housing	Rental housing which is subsidized through government subsidy
Affordable Rent	Rental housing which does not exceed 30% of the household's annual income

In developing the housing options for Twin Pines residents, the approach was focused on providing affordable rental options for residents that choose to remain in the redeveloped Twin Pines community. The intent of this approach was also to support the housing objectives of Region of Peel and City of Mississauga, and the importance of access to an affordable housing option on the new site as indicated by current Twin Pines residents. The approach was also aligned with the City of Mississauga’s goal of providing affordable housing for moderate income households with annual incomes between \$55,000 and \$100,000; *Making Room for the Middle: A Housing Strategy for Mississauga*.

4.2.2 Household Payment

Commitment #4 undertook to “understand the personal financial issues of the residents and to take them into consideration, when developing options in a future plan for Twin Pines”. Based on feedback received from residents on aspects that were most critical to residents during the transition, three elements were noted of significant value to residents. The building blocks of the contemplated household payment included the *value for chattel*, the *resident consideration* and the *relocation allowance*. Each element is described in more detail in the table below.

Table 4: Payment Amount Methodology

Building Block	Description
<p>Value for Chattel</p>	<p>Value for chattel was determined by calculating an average assessment value of the chattel provided by Municipal Property Assessment Corporation (“MPAC”). MPAC is an independent, not-for-profit corporation and its role is to accurately assess and classify all properties in Ontario in compliance with the Assessment Act and regulations set by the Government of Ontario.</p> <p>The MPAC assessments of 213 mobile homes ranged from \$11,500 to \$41,500, an average value of approximately \$23,000 was determined.</p> <p>Based on direction by the Board, KPMG retained CDC Inc. to develop an appraisal of the value of the chattels related to mobile homes on site for comparative purposes. CDC Inc. arrived at values ranging from \$14,000 to \$131,000 per unit before deducting for costs related to relocation, while indicating that the physical characteristics of the units were critical in understanding the value of the units. It should be noted that CDC Inc.’s appraisal is subject to a number of limitations, including no assessment by CDC Inc. on the ability to relocate the units, which would require an engineering assessment. Further, CDC Inc. indicated that there are limited or no mobile home parks in the GTA that would accommodate the mobile homes. The lack of the ability to move the physical asset – due to the fact that either there may be no place to go or the physical asset is not in a condition to be relocated - can have a significant negative impact on the value of the chattel, possibly reducing it to a negligible value.</p> <p>Methodology used to assess and appraise mobile homes by third parties (MPAC and CDC Inc.) was not evaluated by KPMG.</p> <p>Based on the above, the MPAC value more closely aligns with the intrinsic value of the physical asset as a result it was used as a consideration to calculate a component of the goodwill payment.</p>
<p>Resident Consideration</p>	<p>The resident consideration was informed by the data provided during the small group meetings in July and August 2017. The data was categorized into six elements: average household age, health-related issues, household size, household income, loan of chattel mortgage, and tenure in Twin Pines. All data was gathered on a per household basis and anonymized during the data analysis.</p> <p>The survey also tested with the resident the relative importance of the elements to be considered in the development of the RTP. Based on resident feedback, the health issues element was excluded from the final resident consideration as it was deemed to be subjective in comparison to the other five elements, and was not included as part of the analysis.</p> <p>In order to monetize the feedback, a community profile was developed through the grading of the responses against a high, medium and low thresholds. Each threshold level was assigned a percentage based on their importance (i.e. creating a weighting of the elements), with the highest</p>

	<p>threshold percentages for each of the five elements totaling 40% of the average value for chattel. As an example, a high threshold profile would demonstrate the following characteristics:</p> <ul style="list-style-type: none"> - Has lived in Twin Pines for more than 20 years; - Is over the age of 65; - Has more than three members in their household; - Has a chattel loan balance greater than \$23,000; and - Receives a gross annual income of less than \$20,000 <p>Based on the community profile developed using the collected data, an average value of \$4,500 was determined for each household.</p>
<p>Relocation Allowance</p>	<p>The amount is informed by the median amount provided in the case studies. The relocation allowance assumes the cost of retaining a moving company for the relocation of personal property from the resident’s current residence to the permanent housing option for a typical 3-bedroom home. These estimates were collected through secondary research of moving companies. Also, recognizing that many of the mobile homes are one- or two-bedroom homes, the relocation cost was over-estimated in order to incorporate the various materials that may be stored on the property. Also, moving costs may vary depending on the time of year for the relocation, and if there is coordination of relocations across the community in order to leverage a discounted rate through a single supplier.</p> <p>Since demolition cost consideration were excluded from the contemplated amount, it was not included as part of the relocation allowance. KPMG conducted secondary research to obtain an understanding of potential demolition costs for mobile homes. The research and information about demolition is further described in Section 5.2.</p> <p>As a result, an amount of \$3,500 for the relocation allowance was determined.</p>

The figure below outlines the values for each of the building blocks used to calculate the household payment.

Figure 6: Household Payment

	Range	Value
<p>Value for Chattel <i>(Municipal Property Assessment Corporation 2016-2020 Assessment Value)</i></p>	\$11,500 - \$41,500	\$23,000 ¹
<p>Resident Consideration <i>(includes: age, chattel loan balance, household size, income & tenure)</i></p>	\$1,400 - \$9,300	\$4,500 ¹
<p>Relocation Allowance</p>	\$3,000 - \$10,000	\$3,500
<p>Payment per Household</p>		\$31,000

¹ Based on an average assessment of Twin Pines households

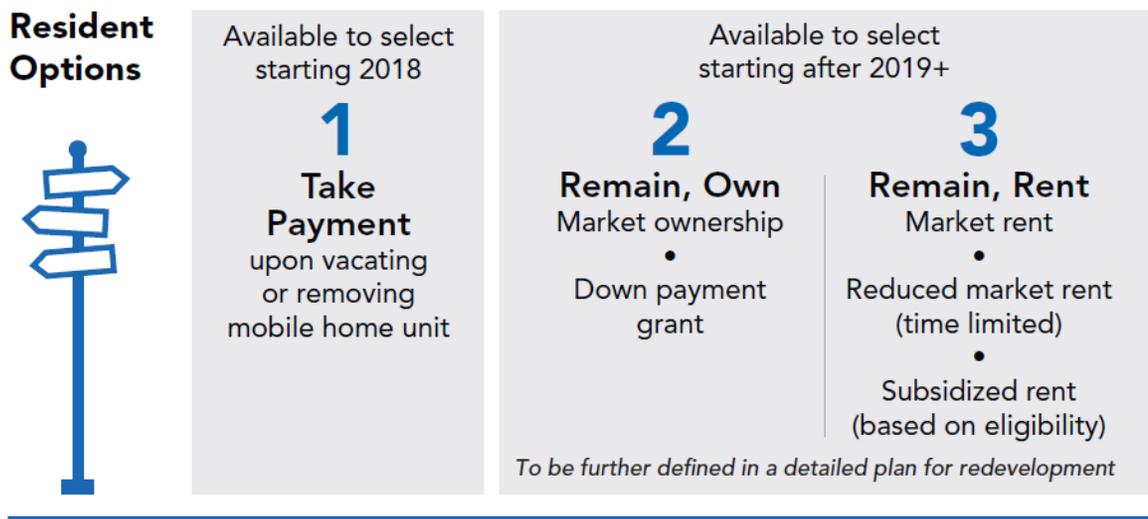
4.2.3 Development of Housing Options

Based on the data received through the voluntary survey, the majority of residents have incomes of less than \$49,999. The average end price of the market units assumed in the Business Case to be developed in the new Twin Pines community (described in more detail in Chapter 5) are well in excess of the affordability range for current residents. As a result, ownership opportunities were explored, but the viability of the options for the residents are very limited.

A review of various ownership options included an assessment of shared equity models, life leases and rent to buy approaches. While market ownership options will be available to both current and future Twin Pines residents, only a down payment support is being considered as part of the ownership option at this time. Depending on the needs of Peel Living and/or the Region of Peel, there is an opportunity to request the potential development partner(s) through the procurement process to explore additional ownership options.

The figure below outlines the draft resident options that were presented to residents in October, in order to receive feedback on the approach. As noted in Section 4.1.4, KPMG held several sessions to receive feedback regarding the proposed resident options. As a result of resident responses, the resident options were redesigned into three housing options and a payment option. A notable change is the creation of a long-term lease option. This option was developed directly in response to resident requests for affordable housing that included the opportunity for an extended tenure are described in detail in the next chapter.

Figure 7: Draft Resident Options



5. Resident Transition Options

5 Resident Transition Options

The Resident Transition Plan is designed to provide current Twin Pines residents the opportunity to remain in the community, while recognizing their personal financial circumstances and balancing the priorities with the overall outcomes identified in the TPV Framework.

This chapter outlines the housing options that could be made available to residents in the new Twin Pines community. Three different housing options have been developed. For residents interested in remaining in the community there is an ownership opportunity and two types of rental opportunities. The ownership opportunity (Option 2) and one of the rental opportunities (Option 3) include a payment that can be provided directly to the resident to make the housing option more accessible and better aligned with their financial circumstances. The long-term lease (Option 4) is designed to provide ongoing support that is tailored to the financial circumstances of the resident. Due to this unique long term commitment, an opportunity to elect a payment is not available in Option 4. Additionally, for residents choosing to relocate from the community, a payment option (Option 1) has been included to be responsive to resident requests for the opportunity to leave the community. The chart below summarizes the available options and their accompanying timelines.

Figure 8: Resident Options

	Leave	Remain		
What are the transition options? (one per household)	OPTION 1 Payment	OPTION 2 Own	OPTION 3 Rent	OPTION 4 Long term lease
What can each option provide?	Resident receives payment of \$31,000 upon voluntary termination of tenancy	Resident may purchase a market ownership unit in redeveloped Twin Pines and receive \$31,000 payment	Resident may enter into a market rental unit in redeveloped Twin Pines and receive \$31,000 payment	Ongoing affordable housing in the redeveloped Twin Pines with rent based on household income No payment to be provided
Demolition/disposal costs to be paid by Peel Living (approximately \$10,000)*				
When can the option be selected?	Available starting early 2018**	Available starting late 2019***		

* For those residents choosing to remove their mobile homes from the site, the resident will solely be responsible for the relocation costs and liabilities
 ** Subject to funding approval from the Region of Peel.
 *** To be further defined once a development partner and plan are selected. Peel Living will work with residents who decide to remain in the redeveloped Twin Pines community to identify a temporary housing solution, if needed.
 The Resident Transition Plan only applies to those who are tenants of Twin Pines on January 6, 2018 on a per household basis and will be subject to entering into the appropriate agreements as required by Peel Living. All options are non-transferable and any payment is structured as a goodwill payment.

5.1 Housing Options and Payment Amount

The following sections provide additional detail about each option and describe the key aspects of each. Peel Living currently maintains a tenancy agreement with the tenants of 213 households at Twin Pines. The options described in the RTP will only be available to the tenants of current tenancy agreement for each household that is a resident on January 6th, 2018.

Reading the options

The following provides details related to the housing options and payment amount for Twin Pines residents. Each option is described independently. Key elements of each option have been described in the following manner:

- **Description:** Provides an overview of the option
- **Reasons:** Background information and context for developing the option
- **Timeline:** Date and timeline for the option to be available to residents
- **Implementation Considerations:** Required actions by the resident or tasks for Peel Living to satisfy the objectives of the option
- **Key Considerations:** Unique considerations specific to the option

General considerations that are consistent across all options have been described in Section 5.2.

Option #1: Payment

Description:

For resident choosing to leave the Twin Pines community, they should have the opportunity to receive a goodwill payment amount of \$31,000.

Timeline:

Twin Pines residents should be able to select this option starting early 2018.

Reasons:

Commitment #3 guides Peel Living to provide an opportunity to current Twin Pines residents to remain in the redeveloped community. However, through the recent consultations, residents shared a strong preference in knowing their transition options earlier in the redevelopment process. Residents also requested an option be developed for those choosing to leave the Twin Pines community.

In order to be responsive to resident requests, Peel Living accelerated the development of the RTP and added the development of a payment amount. The building blocks of the payment were designed using considerations identified as important by the residents. The payment amount was also informed by key findings from the case studies, secondary research regarding comparable values for the building blocks, the 2012 Commitments and the TPV Framework.

As a result, the payment value is underpinned through an understanding of the value for chattel (i.e. their current mobile home), key personal factors (i.e. the resident consideration) and an amount to facilitate the transition to the new housing option (i.e. the relocation allowance). These core elements were monetized into a payment amount and should serve as the 'leave' option in order to be responsive to resident requests. (The previous chapter outlines in more detail the overall approach to developing the three building blocks of the payment.)

Implementation requirements:

- Resident should voluntarily terminate tenancy with Peel Living prior to the receipt of funds.
- Peel Living should not require receipts or monitor the use of the funds provided as a payment.
- A contract releasing Peel Living of any future commitment with the resident should be required.
- Peel Living should deduct any amount owing for rent, taxes or services to the mobile home prior to disbursing the payment.
- If the resident elects to relocate their mobile home, Peel Living should require an indemnification by the resident for the costs of any damage caused to the site or neighbouring mobile homes.
- If the resident elects to abandon the mobile home and vacate the unit, Peel Living should inspect the premises to ensure all services have been cancelled and personal property has been removed prior to disbursement of the funds.
- Peel Living, upon 60 days of the abandonment of the mobile home, should issue notice of disposition of the mobile home.

Key considerations:

- Peel Living could disburse the payment in whole and should do so only upon the resident vacating the mobile home or upon the complete removal of the mobile home from the site.
- Consideration may be given to advance funds of up to \$3,500 of the payment in order to assist the resident in arranging supports or resources for the relocation, which may include, but are not limited to, retaining a moving service for personal property or the mobile home, cancellation or relocation of services, or fees associated with municipal permits for removing the mobile home from the site.
- If the resident elects to relocate the mobile home, the resident will be solely responsible for the relocation costs, retaining of the moving company, obtaining any necessary municipal permits and ensuring notice of relocation of the mobile home is provided to the immediate and impacted neighbours, including Peel Living.

Option #2: Ownership

Description:

Resident is provided a prioritized opportunity to purchase a market unit from the development partner(s) or their designate. The resident can elect to receive the payment amount of \$31,000 directly or apply it as a down-payment for the purchase of the market unit in the redeveloped Twin Pines community.

Timeline:

Details of the option, including payment approach and defined built form, to be confirmed in 2019 or upon selection of development partner(s) and development of the site plan.

Reasons:

Commitment #2 guides Peel Living to examine the viability of ownership options in the future Twin Pines. The viability of ownership must be understood through the resident's financial capacity to access and maintain the built form, along with Peel Living's ability to offer a built form that would create a sustainable housing solution and a complete community in the redeveloped Twin Pines.

Based on the development concept included in the Business Case and approved by the Peel Living Board of Directors, the redeveloped Twin Pines may include purpose-built rental units, townhouses and stacked townhouses. Only the anticipated townhouses and stacked townhouses would be available to residents as an ownership opportunity. Based on analysis completed for Business Case, the average end price of the market units to be developed in the new Twin Pines community are well in excess of the affordability range for current residents.

The 2015 HNFIA and recent surveys of residents indicate that a majority of Twin Pines residents had household incomes ranging between \$10,000 and \$49,999. A recent report by the City of Mississauga identified affordable ownership based on the following household income ranges:

Income Group	Income Range	Affordable Ownership
Low	Less than \$55,500	Less than \$221,000
Moderate	\$55,500 to \$100,000	\$221,000 to \$398,000

As a result, ownership opportunities were explored, but the viability of the option for the residents is very limited. While market ownership options will be available to both current and future Twin Pines residents, only a down payment support is being considered as part of the ownership option at this time.

Implementation requirements:

- Resident should voluntarily terminate tenancy with Peel Living prior to the receipt of funds.
- A contract releasing Peel Living of any future commitment with the resident would be required.
- Resident should be provided a prioritized opportunity to access units designated for market housing.
- Resident should engage directly with the sales agent for the purchase of the market housing, in particular with regard to the price and other aspects relating to the built form.
- Peel Living should not be responsible for temporary housing if the resident is required to relocate prior to the availability of the market housing.
- Resident should have the opportunity to remove or vacate their mobile home upon the signing of the agreement to receive funds.
- If the resident elects to vacate the unit and abandon the mobile home, Peel Living should inspect the premises to ensure all services have been cancelled and personal property has been removed prior to disbursement of the funds.
- Peel Living, upon 60 days of the abandonment of the mobile home, should issue notice of disposition of the mobile home.

Key considerations:

- Residents electing the opportunity to apply the payment amount as a down-payment should be required to provide a mortgage pre-approval certificate with an eligible amount that would be sufficient for the purchase price of the unit.
- Residents electing to directly receive the payment amount should be transferred the payment upon entering into a Purchase and Sale Agreement for the unit located within the Twin Pines community.
- If the resident elects to relocate their mobile home upon the signing of the agreement to receive funds, then the resident would be responsible for all costs and for ensuring the necessary approvals have been received for the relocation.

Option #3: Rent

Description:

Resident is provided a prioritized opportunity, based on availability of units, to select a market rental unit in a Peel Living owned building. Alternatively, there may be an opportunity to select a unit from a market rental building, which will be confirmed upon the selection of the development partner(s) and development of a site plan. The resident can elect to receive the payment amount of \$31,000 directly or apply it as a time-limited rent reduction for the market rental unit in the redeveloped Twin Pines community.

Timeline:

Details of the option, including payment approach and defined built form, to be confirmed in 2019 or upon selection of development partner(s) and development of the site plan.

Reasons:

Commitment #1 guides Peel Living to offer a mix of housing options to current and future residents. In addition to ownership opportunities, a rental opportunity provides residents a housing option that may better align with their financial circumstances.

A recent report by the City of Mississauga identified affordable rent based on the following household income ranges:

Income Group	Income Range	Affordable Ownership
Low	Less than \$55,500	Less than \$1,390 per month
Moderate	\$55,500 to \$100,000	\$1,390 to \$2,500 per month

Housing is considered affordable for low and moderate income households when it does not exceed 30% of the household income. The City of Mississauga report highlighted the average rent prices in the primary rental market as the following:

Type	Average Rent (Monthly)
Bachelor	\$827
1-bedroom	\$1,067
2-bedroom	\$1,243
3-bedroom	\$1,442

Based on the Business Case, an average monthly rent of \$982 per unit was assumed for the purpose-built affordable rental building that includes at-grade retail and commercial space.

A significant percentage of respondents to the resident survey conducted by KPMG identified an income range of \$20,000 to \$29,999, and, as such, many of the market rental opportunities may not be accessible without a rent reduction.

Implementation requirements:

- Resident should enter into new tenancy agreement with Peel Living prior to the receipt of funds.
- A contract releasing Peel Living of any future commitment with the resident would be required.
- Resident should be provided a prioritized opportunity, and as they become available, to access units designated for market rent within the building(s) owned by Peel Living within the new Twin Pines community.
- Resident should not be able to sublet or assign the tenancy without consent of the Peel Living and at the market rent amount.
- Resident should be required to abide by the rules and policies governing the Peel Living owned building with regard to the presence of animals in or about the residential complex.
- Resident should be responsible for paying out any current obligations on the mobile home or services to the mobile prior to the commencement of the new tenancy with Peel Living.

The resident could elect to apply the payment amount of \$31,000 as a rent reduction in an amount that would align with their spending needs and for a period until the payment amount has been depleted.

The rent reduction amount should be established upon signing of the agreement to receive the funds. However, the resident could request special consideration to modify the rent reduction upon the renewal of the lease. All leases should be on an annual basis or as defined in the agreement to receive funds.

Key considerations:

- All rental housing options should be provided at market rent. A resident may elect to subsidize their market rent using the payment amount.
- Resident could select the amount of subsidization of their rent on a monthly or annual basis as determined upon the signing of the agreement to receive funds. Peel Living should directly apply the payment as a rent reduction directly to the rental amount for the defined period and resident should be responsible to the difference owing after subsidization of the rent for the defined period.
- If a resident leaves the community prior to the payment amount being depleted, the outstanding amount should be paid either directly to the resident or their estate.

Option #4: Long-Term Lease

Description:

Resident is provided a prioritized access to affordable housing based on availability of units in a Peel Living owned building. Alternatively, there may be an opportunity to select a unit from a market rental building, which will be confirmed upon the selection of the development partner(s) and development of a site plan. The rent amount should be proportional to the tenant's annual household income.

Timeline:

Details of the option, including rent amounts and defined built form, to be confirmed in 2019 or upon selection of development partner(s) and development of the site plan.

Reasons:

Commitment #4 guides Peel Living to take into consideration the personal financial circumstances of each resident in the community when developing housing options in the new Twin Pines community. Additionally, Commitment #1 guides Peel Living to ensure the new Twin Pine community is affordable.

These two commitments are core of the development of the long-term lease housing option and reflect resident feedback received upon the sharing of the draft resident options. Residents expressed the need for a housing option that would be accessible and affordable for residents that had limited financial ability or were on fixed incomes.

The TPV Framework highlighted two key outcomes for the redevelopment of the Twin Pines community: creating a mix of housing options that respond to community needs and that ensuring Peel Living's affordable housing portfolio can be sustained and improved now and in the future. These key outcomes inform the development of the long term lease option, however a tenure limit may be required in order to ensure sustainability for Peel Living. Additionally, the rent amount should be the greater of: the average maintenance and operating cost for the building equally divided among the units or the amount proportional to the tenant's annual household income.

The above noted conditions would provide stable housing for current Twin Pines residents in the new community and provide consistency for personal financial planning.

Implementation requirements:

- Resident should enter into a new tenancy agreement with Peel Living.
- A contract releasing Peel Living of any future commitment with the resident would be required.
- Resident should be assigned a prioritized opportunity and as they become available to access units designated within a building(s) within the new Twin Pines community.
- Resident should not be able to sublet or assign the tenancy without consent of the Peel Living and at the market rent amount.
- Resident should be required to abide by the rules and policies governing the Peel Living owned building with regard to the presence of animals in or about the residential complex.
- Resident should be responsible for paying out any current obligations on the mobile home, services to the mobile home, and arrears owing to Peel Living prior to entering into a new tenancy agreement with Peel Living.

Key considerations:

- Peel Living should enter into a lease with the tenant of the current lease for the term as defined in the agreement.
- The rent amount should be an amount proportional to the tenant's annual household income or at least the amount determined to be the average maintenance and operating cost for the building equally divided among the units within the residential complex owned by Peel Living.

- The tenancy agreement should be on an annual basis for a period that could provide housing for the tenants listed in the tenancy agreement.
- The tenancy agreement and associated rent amount could be required to be re-evaluated on an annual basis in order to reflect any changes in household income.
- If the resident has fluctuating income, the Housing in Peel policy and procedure should be applied in determining an average monthly income. Similarly, the Housing in Peel policies and procedures for confirming household income should be applied.
- Peel Living in order to ensure sustainability, could explore a maximum period for the tenancy agreement and restricting the opportunity to sublet or the assignment of the lease.

5.2 General considerations and assumptions

Centralized Wait List managed by the Region of Peel

Twin Pines residents should not be required to apply or qualify through the Peel Access to Housing program or associated supports. Residents, who qualify under the 2012 Commitments, should be supported directly by Peel Living. Residents requiring additional housing supports beyond the amounts defined within the Resident Transition Plan could apply to the appropriate programs and services in order to receive further support.

With the creation of a 'Peel Living Rent Supplement Program', defined further below, the need for Twin Pines residents to be prioritized on the CWL is reduced and may not require special consideration within or amendments to current Housing in Peel policies or procedures.

Additionally, the income and asset limits as defined by the Region of Peel should not apply to the housing supports provided by Peel Living to the residents due to the development of a Peel Living Rent Supplement Program.

Demolition and disposal costs

The resident should not be responsible for the demolition or disposition of the mobile home. However, if the resident chooses to remove the mobile home from the site, the resident should be responsible for the full costs of the removal of the mobile home and for obtaining the necessary permits and authorizations from local and regional authorities.

Estimates from demolition companies for the cost of demolition and disposal of the mobile homes are approximately \$10,000 per mobile home unit. Costs per unit may vary based on size. However, the cost assumption does not take into account any extraordinary costs related to remediation of contaminated soils, nor the removal of hazardous building materials.

For discussion purposes, we can reasonably assume the demolition and disposal cost to be approximately \$2.1M. This cost estimate does not include extraordinary costs and could be substantially greater depending on the required remediation of contaminated soils or removal of hazardous materials.

Household payment

Residents should be eligible to choose only one of the three housing options or the payment option on a per household basis. A household consists of the resident that is the registered tenant on the current tenancy agreement with Peel Living on January 6, 2018 and all other persons listed as occupying the mobile home.

Only the tenant(s) should be eligible to select and enter into the agreement to receive payment or to select a housing option with Peel Living (for those tenants that are Twin Pines residents on January 6, 2018). All payments should be made to the tenant and any lease renewals or new leases with Peel Living should only be with the tenant currently listed on the tenancy agreement. If a rent reduction amount is selected, the tenant should advise on the annual reduction amount. If a long term lease housing option is selected, the term of the lease should be for the tenure of the tenant only or up to a maximum as defined in the details of the option to be confirmed in 2019 or upon the selection of the development partner(s) and development of the site plan.

Peel Living owned building

For the purposes of our analysis, and in designing the options, it was assumed that Peel Living will continue to own at least a rental building in the redeveloped Twin Pines community. As a result, the tenancy agreements described in Option 3 and Option 4 are calculated based on Peel Living market rents and Peel Living's ability to prioritize Twin Pines residents for access to the housing options. The ownership option (Option 2) assumes that Twin Pines residents are offered the opportunity for priority access to market units owned by the development partner(s) or designate in the redeveloped Twin Pines community. For analysis purposes, Peel Living is assumed not to engage in any shared equity or shared ownership models with the Twin Pines residents.

Relocation allowance and support

The relocation allowance should be provided as part of the household payment to residents choosing to vacate or remove their mobile homes (Option 1). Whereas, residents choosing to own (Option 2) or rent (Option 3) could receive the relocation allowance as an advance payment or apply it to the down payment or the rent reduction. For residents choosing a long term lease housing option (Option 4), Peel Living could assist in the management of the relocation.

The relocation supports should be further defined in the report sharing the details of the housing options to be presented in 2019 or upon the selection of a development partner(s) and development of the site plan.

Residential Tenancies Act, 2006

All rents and tenancy agreements suggested within this report are assumed to be subject to the requirements and allowable rent increases as defined within or by the *Residential Tenancies Act, 2006*. Peel Living is assumed to be the landlord and the tenant listed on the current tenancy agreement with Peel Living is assumed to be the tenant on the new tenancy agreement with Peel Living.

No liability of disposition

In accordance with the *Residential Tenancies Act, 2006*, Peel Living as the landlord is not liable to any person for selling, retaining or otherwise disposing of a tenant's mobile home upon providing 60 days of notice to the resident and published in a newspaper having general circulation.

Peel Living Rent Supplement Program

Peel Living should establish a Rent Supplement Program (RSP) in order to provide payments and resources to residents as defined in the RTP. The RSP would allow Peel Living access to funding that could be dispensed as needed either directly to residents, to the development partner or their designate, or for the purposes of rent reduction.

Taxation of the payment

The core elements of the payment were designed using considerations identified as important by the residents. The payment amount was also informed by the key findings from case studies, research regarding comparable values for the core elements and in balancing the reasonableness of the core elements with the 2012 Commitments and the TPV Framework.

Though the payment by Peel Living is understood to be a goodwill payment to the resident, there is support for the position that the payment could be treated as a tax-free receipt (windfall). However, the specific implications for each resident would be dependent on their personal financial circumstances.

KPMG notes though that the Canada Revenue Agency could potentially challenge this conclusion based on the position that the payment is compensation for a resident abandoning his/her rights to compensation for termination. However, a resident is not entitled to receive the compensation unless notice of termination has been provided and an order of termination has been issued.

Temporary housing

The procurement process could explore the opportunity for phased development which might allow residents to relocate directly to their permanent housing option in the redeveloped Twin Pines community. If required at the time of construction, or in preparation for construction, the details of the temporary housing including its location, costs, and timelines should be provided in 2019 or upon the selection of the development partner(s) and development of the site plan.

5.3 Alignment with 2012 Commitments and TPV Framework

The 2012 Commitments inform the planning and development of the RTP. Central to the development of the RTP is its alignment with Commitment #3, which guides Peel Living to provide an opportunity to current Twin Pines residents to remain in the redeveloped community. This commitment is limited to residents on January 6th, 2018 and as a result the housing options and payment amount would only be applicable to households that are tenants on the designated date.

The housing options have been designed to incorporate the key elements and factors identified within the commitments and can be understood through the following operative terms:

- ‘Housing Needs and Financial Impact Assessment’ is intended to assist in “understanding residents’ ongoing concerns (including personal financial impacts), disruption to residents or displacement due to redevelopment, staging and timing of the redevelopment”, as per Staff Report to the Peel Living Board of Directors dated September 28, 2012.
- ‘mix of housing’ means a range of housing options that are accessible to a spectrum of household incomes within the redeveloped Twin Pines community.
- ‘option to remain’ means that “all tenants who wish to remain part of the future Twin Pines community will have a first right of refusal”, as per Staff Report to the Peel Living Board of Directors dated September 28, 2012.
- ‘personal financial issues’ means the resident’s contribution to their housing.
- ‘remains affordable’ should be interpreted for the present day application when “housing is affordable for low and moderate income households when it does not exceed 30% of household income”. Low and moderate-income households are households with incomes in the lowest 60% of the income distribution for the regional market area as defined by the Canada Mortgage and Housing Corporation.
- ‘resident’ means a person who is the tenant on the tenancy agreement with Peel Living and occupies the mobile home within the Twin Pines community on January 6, 2018.
- ‘viability of ownership options’ means exploring the development of affordable ownership options in the redeveloped Twin Pines community that ensures sustainability of the housing option by Peel Living, the Region of Peel and/or the development partner(s) selected to redevelop the site.

The operative terms informed the development of the housing options and assisted in the alignment with the 2012 Commitments. The 2012 Commitments informed the approach and the TPV Framework helped optimize the housing options in order to achieve the desired outcomes of the redevelopment. Additionally, the guiding principles of the TPV Framework were key inputs in the development of the housing options. The desired outcomes of developing more housing options and creating affordable housing that was sustainable by Peel Living underpinned the analysis in developing the RTP.

5.4 Financial Impacts of the Resident Transition Plan

An analysis of the financial impacts of the RTP was undertaken in order to estimate the net financial position of Peel Living, assuming the delivery model outlined in the Business Case that was approved by the Peel Living Board of Directors on June 1, 2017. The key metrics in the financial analysis presented in the Business Case were Peel Living’s *cash position* at the end of development and its *net financial position* after considering the value of the 200 units of affordable rental housing in a single building as assumed in the Business Case.

As presented in the Business Case, the residual land value from the market housing is not sufficient to cover the development costs for constructing 200 units in an affordable rental building. The net financial position of Peel Living, considering the value of the affordable rental building after a full year of operations is positive at approximately \$11 million. The table below summarizes the cash and net financial position, as detailed in the Business Case.

Table 5: Net Position to Peel Living

<i>000's</i>	<i>NPV</i>
Residual Land Value Generated by Market Housing	\$44,928
Cost of Affordable Rental Apartment Building	(\$66,358)
Value of Development Charge Credit	\$13,681
Total Other Costs	(\$18,186)
Cash Position	(\$25,936)
Value of Affordable Rental Building to Peel Living	\$36,652
Net Financial Position	\$10,716

As described in Chapter 5, further details regarding the housing options will be provided in 2019 or upon the selection of a development partner(s) and development of a site plan. However, in order to estimate cost range of the RTP, two scenarios were analyzed:

1. All 213 households choosing the payment option
2. All 213 households choosing the long term lease option

In both scenarios, there may be a need to provide compensation as defined in section 164 of the RTA for the termination of a lease. Based on the RTA, if a notice of termination is given under section 50 with respect to a tenancy agreement between the landlord and a tenant who owns a mobile home, the amount of the compensation shall be equal to the lesser of one year's rent or \$3,000.

As a result, Peel Living, upon providing notice of termination, may be responsible for providing the tenant \$3,000. The total RTA compensation for 213 households is estimated to be \$639,000.

Additionally, in both scenarios, if the mobile home is abandoned on the site, there may be a need to demolish or dispose of the unit. For discussion purposes, we can reasonably assume the demolition and disposal cost to be approximately \$10,000 per unit or approximately \$2.1M for all 213 mobile homes on site. This cost estimate does not include extraordinary costs and could be substantially greater depending on the required remediation of contaminated soils or removal of hazardous materials.

Payment Option Scenario

In a payment option scenario, we assume that all 213 household choose the payment option in 2018, and that they abandon their mobile homes and that notice of termination has not been provided. As a result, the estimated costs of the payment option includes the goodwill payment to all 213 households and the costs of the demolition and disposal of the mobile homes on the site. The table below summarizes the estimated costs for the scenario.

Table 6: Estimated Costs – Payment Option Scenario

<i>Cost</i>	<i>NPV (000's)</i>
Goodwill Payment	\$6,603
Demolition and Disposal Costs	\$2,130
Total Estimated Costs	\$8,733

Long Term Lease Scenario

In a long term lease scenario, we assume that all 213 household choose the long term lease option with an assumed occupancy date of 2022, and that they abandon their mobile homes and that notice of termination has been provided. As a result, the estimated costs of long term lease option include the RTA compensation amount, the costs of maintaining the long term lease for all 213 households for a tenure of 10-years based on the historic average tenure of residency; and the costs of the demolition and disposal of the mobile homes on the site. The table below summarizes the estimated costs.

Table 7: Estimated Costs – Long Term Lease Scenario

Cost	NPV (000`s)
RTA Compensation due to Termination of Lease	\$639
Housing Option	\$11,258
Demolition and Disposal Costs	\$2,130
Total Estimated Costs	\$14,027

For analysis purposes only, the above scenario assumes the following: a rental rate of \$1,101 per month for the full tenure period and a subsidization rate that allows the tenants to maintain a housing cost of 30% of their household income; and a household income distribution that is extrapolated for 213 households based on data gathered through the voluntary survey conducted by KPMG. The income distribution was also validated using the data collected during the 2015 HNFIA. Also, it was assumed that only residents with household incomes less than \$50,000 would choose the long term lease option within the new Twin Pines community.

As a result, the net financial position of Peel Living, assuming all residents choose the payment option, results in a positive position of approximately \$2 million. Whereas, if all 213 households select the long term lease option, the estimated cost of the RTP would result in a negative net financial position for Peel Living in the amount of approximately \$3 million assuming a tenure of 10 years. However, the details of the housing options will be further defined upon the selection of a development partner(s) and development of the site plan and, as a result, the cost estimates for the long term lease option may be revised based on final rent and tenure requirements.

6. Looking Ahead

6 Looking Ahead

This chapter provides an overview of relevant next steps for Twin Pines residents and the Twin Pines Redevelopment Project. In early 2018, Twin Pines residents will be able to select the payment option (Option 1) if they wish to leave Twin Pines. Details regarding Options 2-4 will be presented to the Board in 2019 or upon the selection of a development partner(s) and the development of a site plan. The timelines noted below are estimates only and may change upon the development of an implementation plan for the RTP or upon the selection of a development partner(s).

6.1 Transition Timelines

Transition timelines for each of the four options have been noted in Chapter 5. Details regarding the terms and conditions for selecting each option should be released at least 30 days prior to being requested to make a decision, and should be noted in concert with the high-level timelines noted below.

Table 8: Transition Timelines

	Option	Option Available	Decision Timeline	Transition Timeline	Receipt of payment
1	<i>Payment</i>	Early 2018	Early 2018 – Late 2019	10-15 business days after agreement documents are signed	10 -15 business days after execution of agreement and fulfillment of closing requirements
2	<i>Ownership</i>	After selection of development partner(s). Anticipated for late 2019	Late 2019 (or after selection of development partner(s) and development of site plan).	Following the selection of development partner(s) and before initiation of construction	10-15 days after execution of agreement and fulfillment of closing requirements
3	<i>Rent</i>	After selection of development partner(s). Anticipated for late 2019	Late 2019 (or after selection of development partner(s) and development of site plan).	Following the selection of development partner(s) and before initiation of construction	10-15 days after execution of agreement or on mutually agreed upon rent reduction schedule and fulfillment of closing requirements
4	<i>Long-term lease</i>	After selection of development partner(s). Anticipated for late 2019	Late 2019 (or after selection of development partner(s) and development of site plan)	Following the selection of development partner(s) and before initiation of construction	Not applicable

6.2 Implementation Information and Support

As noted in this report, residents were actively engaged throughout the development of the RTP to inform them of key updates related to the redevelopment. Upon the presentation of the RTP and if approved by the Board, small group meetings will be held in early 2018 to clarify any questions regarding the RTP and provide any additional details on timelines, and the terms and conditions. These resident engagements will continue to align with the engagement principles of the project that include:

- **Access and inclusivity:** Designing processes that will provide stakeholders the opportunity to inform decisions and develop balanced perspectives.
- **Transparent and open:** Sharing information as soon as possible, encouraging questions and responding to them.
- **Timely communications:** Providing information in a timely, accurate, objective, and easily understood manner.
- **Mutual trust and respect:** Engaging in an equitable and respectful manner that fosters diverse views, values, and interests.
- **Listen and learn:** Engaging with an open-minded approach to inform and enhance activities

These engagement principles underpinned the development of the RTP and will continue to guide the implementation of the housing options and payment amount.

Additionally, in order to be responsive to resident requests for more information and greater support, the Peel Outreach team dedicated resources to the Twin Pines community since August 2017 to engage with them and support them through the transition. Peel Outreach staff have been on site to meet with residents and their families in order to connect them to public services and resources in the community.

6.3 Procurement Process

The second phase of the Twin Pines redevelopment process includes the completion of the procurement process to select a development partner(s). The development of a procurement strategy and approach is underway and the procurement process is expected to begin in early 2018. The TPV Framework as well as the 2012 Commitments, will inform the Request for Proposal requirements and guide the procurement process.

The completion of the second phase and the selection of a development partner is expected in late 2019. Residents may be provided additional information regarding the housing options upon the selection of a development partner(s) and development of the site plan. The third and final phase may include the development partner(s) creating a detailed design for the site and obtaining planning approvals and permits, along with the start of the construction.

7. Appendices

7 Appendices

7.1 Works Cited

The following documents guided and informed the information presented in this report:

- Affordable Housing In Ontario: Mobilizing Private Capital in an Era of Public Constraint, IMFG & Thinkfresh Group (2013)
- Business Case – Twin Pines Redevelopment Project. KPMG (2017)
- City of Mississauga Housing Gap Assessment. City of Mississauga (2016)
- Peel Living Annual Report. Peel Housing Corporation (2015)
- Official Strategic Plan. Region of Peel (2014)
- Housing and Homelessness Plan. Region of Peel (2014)
- Total Public Value Framework – Twin Pines Redevelopment Project. KPMG (2017)
- Twin Pines Community Survey – Housing Needs & Financial Impact Assessment. SvN Consultants (2015)
- Twin Pines Report – Developing Solutions for 2016 and Beyond. Institute without Boundaries (2012)

7.2 2012 Commitments

In September 2012, the Peel Living Board of Directors adopted six commitments (the “2012 Commitments”) to guide the redevelopment of Twin Pines. The six commitments are:

1. Peel Living is committed to the Twin Pines neighbourhood, ensuring that it remains affordable and offers a mix of housing options, for current and future residents.
2. Peel Living will explore the creation of more housing and will examine the viability of ownership options in the future Twin Pines, as a reflection of the character of the community.
3. Residents will be offered the option to remain in the future Twin Pines community. (Revised by the Peel Housing Corporation Board of Directors on December 1, 2016, Commitment #3 shall not apply to persons who become residents of the Twin Pines Community after January 6, 2018).
4. Peel Living is committed to undertaking a Housing Needs and Financial Impact Assessment for each resident to understand the personal financial issues of the residents and to take that into consideration when developing options in a future plan for Twin Pines.
5. In a master planning process for Twin Pines:
 - The planning process will clearly outline when each stage will happen and what decisions will be made at each stage
 - A collaborative approach will be undertaken that is sensitive to resident concerns, including their housing needs and financial circumstances
 - A community involvement strategy will outline how local residents will have input at each stage of the process
 - The process will also include a plan on how residents and neighbouring stakeholders will be communicated with going forward, so they can stay updated on the process and key developments.
6. Any other commitments with legal implications will be considered by the Peel Living Board of Directors and communicated.

7.3 Total Public Value Framework



7.4 Case Studies

This section provides additional details on the case studies researched to inform the development of the RTP for Twin Pines.

7.4.1 Mobile-home Park Redevelopments

Canadian case studies

Burton Avenue Mobile Home Park (2013)	Barrie, Ontario
<p>Overview</p> <p>In July 2013, the 93 mobile home unit park occupied by approximately 200 residents, was proposed for redevelopment. The proposal included developing a community with 96 townhomes and a three-storey walk-up building. The residents, many of whom were low-income and elderly residents, were given one year to relocate or find a new home. The land owner was planning to retire and wanted to sell the land for private development.</p>	
<p>Approach & Solution</p> <ul style="list-style-type: none"> – The owners of the park offered \$7,500 as a settlement per property (which included the \$3,000 mandated by the <i>Residential Tenancies Act, 2006</i>). In addition, the owner also offered an extra \$1,500 to any residents who vacated the site before May 31, 2014. – 22 residents remained onsite post the eviction date to fight the eviction order. Ultimately, a settlement was reached and the residents agreed to take the \$7,500 payment, in addition to the \$3,000 mandated under the <i>RTA</i>. 	
<p>Lessons Learned</p> <ul style="list-style-type: none"> – The landowner's actions were legal under the <i>Residential Tenancies Act, 2006</i>. – Alternate housing options were not provided to residents, and with a growing wait list, the City of Barrie affordable housing system may not be able to accommodate those residents in need. – Consider the needs and concerns of residents when determining the payment amount. 	
Confederation Parkway (2007)	Mississauga, Ontario
<p>Overview</p> <p>In 2007, the mobile home park which housed about 100 residents in 47 mobile homes was closed to make way for future redevelopment.</p>	
<p>Approach & Solution</p> <ul style="list-style-type: none"> – Residents were given a one-year notice and were offered \$3,000 compensation, if they removed their trailers. – Residents were not offered any transition supports or alternative housing options 	
<p>Lessons Learned</p> <ul style="list-style-type: none"> – Stakeholder engagement can help to understand the transition supports and alternative options that should be available to residents 	

Hiawatha Mobile Home Park (2013)

Kelowna, British Columbia

Overview

Hiawatha Mobile Home Park is an 18 acre property in Kelowna, British Columbia, originally home to 94 mobile homes. A private developer, Westcorp, bought Hiawatha in 2008. It planned to redevelop the park to include an 11-storey boutique hotel, an eight-storey apartment building, stacked townhouses, and 50,000-square-feet of commercial space.

Approach & Solution

- The private developer created a comprehensive relocation plan in 2010 (two years after purchasing the park).
- The options in the relocation plan included (1) buying the mobile homes, (2) subsidizing the cost to residents of moving mobile homes to other parks, (3) decreased rent to residents in the new development, (4) offering a 5% discount on purchasing a new home in the park.
- The planning period became protracted and development was halted due to a group of residents that refused to move.
- The last mobile home residents were vacated July 2016 due to health and safety issues related to the state of their mobile homes.
- Redevelopment of the park by the private developer continues today.

Lessons Learned

- Residents will likely oppose the relocation plan offered by the developer if they perceive the amount of compensation offered is less than the assessed value of the homes.
- In addition to the residents, the neighboring community will tend to oppose a redevelopment if there are concerns of increased density and traffic.
- Stakeholder engagement, particularly with impacted residents, is vital to project success.
- The creation and distribution of a relocation guide can be useful in mitigating resident concerns prior to redevelopment
- Providing various housing and transition options assist residents with their decision-making.
- Consider providing residents an opportunity to select a housing option on the redeveloped site

Midfield Mobile Home Park (2017)

Calgary, Alberta

Overview

Due to unfeasible infrastructure repair requirements, the Midfield Mobile Home Park was closed by the City of Calgary. Relocation and social housing were provided to all residents. The mobile home park has been proposed for redevelopment as a mixed use commercial and residential area with affordable housing.

Approach & Solution

- Midfield Mobile Home Park was established in 1968, and the 17 acre park became home to 183 mobile home units. Due to rising infrastructure costs, the City of Calgary (the 'City') looked to redevelop the land.

- The City's proposed approach was to relocate the current residents to a new site at the eastern edge of the city, but this was cancelled due to pressure from the residents and other groups. Instead, the City offered the residents \$10,000 plus up to and up to an additional \$10,000 for the cost of moving their units.
- Due to deficiencies in the infrastructure, the City decided to close the property and evict the residents as of September 30, 2017. The Court (Queen's Bench) granted an injunction to restrict the City from closing the mobile home park until November 22, 2017 pending a court hearing.

Lessons Learned

- Enhanced communications and engagement with residents in order to develop a flexible and responsive transition plan is critical for minimize disruption.
- Necessity to develop a reasonable transition approach, goodwill payment and relocation allowance for residents
- Consider residents' needs to determine an appropriate goodwill payment in addition to the legislative requirements

Rochester Place Golf Club and Resort (2015)

Windsor, Ontario

Overview

Rochester Place was established in 1976. In 2013, Paul St. Pierre and Guy St. Pierre purchased the property under their company, Landscape Effects group. At that time, Paul St. Pierre expressed his intention of renovating the on-site restaurants and campground area. In April 2015, approximately 115 tenants were given six months to relocate their mobile homes to make way for development of 188 modular units. Tenants were on a seasonal lease from May 1 to November 1, and were required to sign one every year. There were no multi-year leases.

Approach & Solution

- Residents were on a seasonal lease (May 1 to Nov 1), and many of them had renovated or extended their mobile homes; making the relocation to another area difficult.
- Residents were offered four options: buy a new modular unit that's being built, move their trailer to the south end of the resort, remove their trailer from the grounds or leave their trailer (at an expense of \$1,500).

Lessons Learned

- Providing residents appropriate advance notice of redevelopment assists them in planning for the future
- Provide meaningful opportunities to return to the redeveloped community

Thetis Lake Campground (2017)

Victoria, British Columbia

Overview

The landowner was planning to retire and initiated talks with a developer who wanted to create two 70-unit five storey, and two 60-unit five storey apartment buildings on the five-hectare property. The campground was previously occupied by 17 long-term mobile home residents, many of whom were low-income and with disabilities, with few supports.

Approach & Solution

- The landowner offered \$10,000 to residents as part of compensation, which was accepted by 16 of 17 residents on July 2017.

- The Town of View Royal had no mobile home bylaws nor were there any additional legal protections available to residents.

Lessons Learned

- Stakeholder engagement and access to services can aid in successful transition
- Regional and municipal political leaders can help inform the development of transition plan and future options for residents

International Case Studies

Belmont and Shady Nook Mobile Home Parks (2014)

Boulder, Colorado

Overview

In 2009, Belmont and Shady Nook Mobile Home Parks were identified to be in a state of disrepair by the City of Denver and required significant investment in order to bring the park up to current standards. In 2014, the owner of the mobile homes parks sold the parks to St. Charles Holding Company, a local affordable housing developer. Construction began in 2016 on a seven building, 197-unit affordable housing complex. The \$42 million project is expected to be completed in 2018.

Approach & Solution

- Residents were notified of redevelopment plans over a year prior to construction was to begin. Although residents were aware of redevelopment plans and estimated timelines, the official notice period was 90 days
- A relocation team of affordable housing providers, neighbourhood-serving groups, and human services agencies was established. Residents were offered counselling throughout the process. The local councillor was a long-time advocate for the well-being of the residents and was identified as a critical part.
- All residents received approximately \$30,000 in transition compensation. This payment was financed by the City of Denver and the developer. Residents used the compensation to purchase a new trailer, move into a new apartment, or put a down payment on a home. Additionally, residents were given preference if they wished to rent at the redeveloped site. All residents were relocated to decent, safe, and sanitary homes.
- The residential complex is reserved for renters making 60 percent of the area median income. Rent maximums have been set in place to support affordable housing.

Lessons Learned

- Community and outreach support services were critical in aiding residents through the transition and helping them obtain a better understanding of the options available to them.
- Compensation offered can be applied to housing options available at the redeveloped site; encouraging residents to continue living in the community they have lived in.
- Demonstrating commitment to build a community that aligns with the desires and needs of the current residents, can help ease anxiety related to the future development of the site.
- Continuous stakeholder engagement between residents and councillors to identify options available to residents, specifically related to temporary or relocation housing.

Overview

Boulder Mobile Manor, a 66 unit mobile home park was purchased by Boulder Housing Partners, Boulder, Colorado's housing authority, in 1997. Due to deterioration in infrastructure the site was identified for redevelopment in 2007. The redeveloped site opened in 2011.

Approach & Solution

- Guiding principals were established that include preserving affordability, minimizing displacement of current residents and establishing a mixed income community over time. Existing residents were given the first right of refusal to a unit on the redeveloped site.
- It is unclear what consultation was done with residents, however, a charrette was held to support the planning of a potential phase 2 that will include neighbouring commercial properties.
- The project was phased to reduce the number of residents that would need to be transitioned off the site. It was expected that 25% of existing residents would return to the redeveloped site. Rents were capped at 50% of market rental rates, with some options available for rents at 30% and 40% of market rent.
- 59 affordable rental housing units were built on site (duplexes, triplexes and single family homes). The number of residents that moved back into the redeveloped site cannot be verified at this time.
- The buildings feature solar panels and energy efficiency feature to reduce utility costs and environmental impact.
- The community also features a green space, playground, Community Centre, and has access to public transportation routes, education and social services

Lessons Learned

- Guiding principles can provide residents a vision of the redeveloped site
- Phased development can minimize the number of transitions by the residents

Overview

Nick's Trailer Court opened in 1959. It is a 1.8 acre site located near Silicon Valley, California. The planning and transition period took approximately two years and resulted in a proposal for a 108 unit rental property with mixed-income housing.

Approach & Solution

- A City of Sunnyvale ("City") ordinance related to mobile home park conversions provides residents 90 days to negotiate a purchase of the land. The residents chose not to pursue a purchase.
- The City and developer contracted a relocation firm, Autotemp Inc., for 18 months to inform residents of their options. The firm was able to provide services in English, Spanish and Chinese.
- The City brought in non-profits and community organizations to educate residents on items ranging from food banks to meditation.
- The developer conducted community outreach to the existing residents and broader community to understand the needs and desires of the community. This led to the combination of luxury building and mixed-income building.

- The developer provided residents with a closure package including the appraised value of their mobile home, two years rent, a security deposit for their new apartment, first and last month's rent at a new location, and moving expenses.
- The City's mobile home park conversion ordinance provides residents first priority to relocate to any below market units on the redeveloped site. At a recent meeting, of the 20 residents that attended more than half were interested in signing up for an affordable unit.

Lessons Learned

- Community and non-profit organizations can help inform residents of their options
- Outreach support was critical in understanding the needs and concerns of the community
- Housing options suitable for existing residents were developed, which was informed through extensive stakeholder engagements

Other Community Redevelopments & Housing Case Studies

Georgian Court Redevelopment (2017)

Burlington, Ontario

Overview

A 1,450 residential rental complex comprised of townhouses, mid-rise and high-rise buildings has been proposed for redevelopment, with the first phase of construction starting in late 2019. A six-phase construction plan has been drafted with the final phase of work targeted for 2029-2030; allowing current residents to stay on site while the construction takes place. Residents will be offered the first opportunity to relocate within the community and also receive the first chance to lease units when they are completed.

Approach & Solution

- A number of resident consultations were conducted to inform the future plan of the site.
- Residents were offered the first opportunity to relocate within the community and are also expected to receive the first chance to lease units when they are completed.
- Due to the phased construction, impacted residents will be moved into the redeveloped buildings or units on site.
- Residents were offered rental options which was aligned with their existing rental agreement. For example, if a resident currently resides in a two-bedroom unit, their rent would remain unchanged if they picked a two-bedroom unit on the redeveloped site. However, if a resident chooses a one-bedroom or three-bedroom unit, their rent may decrease or increase, respectively.

Lessons Learned

- Phased development can minimize the impact of frequent transitions
- Stakeholder engagement can inform the future development of the site; to align with the existing community fabric
- Providing residents housing options at the redeveloped site can help ease anxiety to find alternative accommodations

Overview

The Good Samaritan Society is a non-profit social service organization that provides quality accommodations, health, and community care services and programs to aging individuals in need. The organization partnered with Comprehensive Home Option of Integrated Care for the Elderly which provides seniors with complex medical conditions the advantage of living at home while utilizing the support services made available at the sites.

Approach & Solution

- The organization provides seniors (over 55 years of age) with access to a mix of life leases (149 units) and assisted living (129 suites) options.
- The housing solution enabled seniors to continue living an independent lifestyle at a cost that is below market levels.
- Residents pay an initial entrance fee equivalent to approximately 35% of the unit cost and a monthly fee of the remaining unit cost is spread out over a period of time (long-term).
- At the time of their departure from the housing complex, the resident or their estates, receive the exact same amount as they paid when they moved in.

Lessons Learned

- Providing long-term affordable housing options offered individuals security and enabled them to focus on their health needs
- The housing option provided long-term security to tenants on the initial investment, which may not be achievable for some mobile home investments

Overview

Regent Park is a neighbourhood located in downtown Toronto, built in the late 1940s as a public housing project. More than a half-century old, the Regent Park projects were aging rapidly and in need of costly repairs. The Regent Park Revitalization Plan began in 2005 by the City of Toronto with fellow development, government and community partners, with the focus of rebuilding the neighbourhood. The Plan involves turning what was once solely a social housing development into a self-sufficient mixed-income, multi-use community.

Approach & Solution

- In 2005, the City of Toronto agreed to redevelop the 69 acre community, replacing 2,083 rent-geared-to-income units, adding 310 new rent-geared-to-income units, and building 5,400 market-priced condominium units, with some affordable ownership opportunities. The project was expected to take between 15 and 20 years
- The objective of the redevelopment was to turn an isolated and depressed affordable housing project into an integrated, socially cohesive, and dynamic community with a full spectrum of affordable housing, market units, community buildings and green space, to create a self-sufficient and sustainable community.
- To achieve its goal, the Toronto Community Housing partnered with the Daniels Corporation, a private developer, to revitalize the community over 15 years.

- To support the existing 7,500 residents of Regent Park during the revitalization, a relocation-and-return program was created and implemented.
- A key part of the revitalization project was the integration of Regent Park into the transit system. The redevelopment sought to connect Regent Park to transit links into order to integrate it into the city and provide easier access to employment and support services.
- Regent Park's redevelopment included the introduction of retailers and restaurants, providing employment opportunities and creating a more complete community.
- To fund the redevelopment, the private developer sold market price condo units, which served to finance the costs of building the new and modernized affordable housing units.

Lessons Learned

- The revitalization of an affordable housing community into a mixed and self-sufficient space can be successful. Seniors housing, social housing, and market priced units can all thrive together in an integrated community if the right housing mix is achieved and a complete community is established
- From the start of the 15-20 year redevelopment process, the existing community and surrounding neighborhoods were extensively engaged to gain a better understanding of what the future of Regent Park should look like. Even after the planning phase, stakeholder engagement remained a key element of the redevelopment.
- Work directly with affected residents to build support for revitalization and communicate the benefits of redevelopment for their quality of life through, for example, hiring resident Community Animators.
- A relocation plan that incorporates the residents rights and their needs can assist in increasing the likelihood of a smoother transition
- Phased development can minimize the need for frequent transitions

Roxborough Park Housing Development (2017)

Hamilton, Ontario

Overview

A 60-year old subsidized housing complex has been proposed for redevelopment into a mixed-income community of up to 650 townhomes, rental apartments and condos. The three-developer partnership group leading the redevelopment has indicated that future tenants will be offered 'layers' of affordability by evenly splitting the number of rental and owned units (townhomes and small apartment buildings).

Approach & Solution

- The developers are currently in the process of preparing a transition and communication plan for residents in the existing 91 townhome units and 16 senior apartments.

Lessons Learned

- Increasing trend of mixed-income community redevelopments to drive socio-economic benefits
- Preparing a transition and communication plan for residents is critical to redevelopment success

7.5 Stakeholder Engagement: Meetings and Dates

KPMG conducted a number of consultations with residents, Peel Living Board and CGRB to inform the development of the RTP and support the decision-making process over the course of the project. Please see below for a comprehensive set of dates and descriptions of all engagement activities that informed this Report.

Resident Meetings	Attendees: Twin Pines Residents, Peel Living Project Team, PHC Director Chris Fonseca, KPMG
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Meeting Dates & Objectives

- **May 29, 2017:** Communicated the acceleration of the Resident Transition Plan
- **July 11-13, August 15, 2017:** Conducted small group meetings as well as one-on-one meetings to understand residents' needs and concerns
- **October 3, 2017:** Shared the draft housing and payment options, as well as the approach and methodology used to develop the RTP
- **October 16-18, 24, 2017:** Conducted one-on-one meetings to gather residents' feedback on the draft housing and payment options
- **December 5, 2017:** Shared final housing and payment options with residents, including the final RTP for Peel Living Board approval

Peel Living Board	Attendees: Peel Living Board of Directors, Peel Living Project Team, KPMG
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Meeting Dates & Objectives

- **June 1, 2017:** Obtained approval for Business Case and share RTP approach
- **October 5, 2017:** Shared draft housing and payment options, as well as the approach and methodology used to develop the RTP
- **December 7, 2017:** Obtained approval for final RTP report, and the housing and payment options for Twin Pines residents

Cedar Grove Resident's Association Board Meetings	Attendees: CGRB, Peel Living Project Team, KPMG
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Meeting Dates & Objectives

- **May 29, 2017:** Shared the draft Business Case to be presented to the Peel Living Board
- **June 27, 2017:** Shared and discussed the resident small group meeting approach
- **August 18, 2017:** Shared small group meeting summary, outreach approach, and planned for October resident consultations
- **October 2, 2017:** Shared draft housing and payment options, as well as the approach and methodology used to develop the RTP
- **October 20, 2017:** Shared resident feedback summary from one-on-one resident consultations
- **November 3, 2017:** Shared approach to undertaking third party appraisals
- **December 4, 2017:** Shared final RTP including housing options and payment amount to be presented to the Board

7.6 Stakeholder Engagement Summaries & Survey

Listed below are the summary documents for the resident consultations held between July 2017 and December 2017.

July and August Small Group Meeting Summary

On behalf of Peel Living, KPMG held 20 small group meetings with Twin Pines residents over four days in July 2017. This short document provides a summary of the discussions that took place during the meetings.

Purpose of the Small Group Meetings

The purpose of the small group meetings was to gather information and input from residents to help develop the Resident Transition Plan.

Through the development of the Resident Transition Plan, KPMG will recommend a set of transition options for Twin Pines residents to the Peel Living Board. A draft Resident Transition Plan will be shared with Twin Pines residents and the Peel Living Board in October 2017. The final Resident Transition Plan Recommendations Report will go to the Peel Living Board in December 2017 for approval.



Meeting Format & Overview

90 households participated in the meetings, representing 42% of the total number of households in the community.

Following a brief group presentation, KPMG team members conducted voluntary, individual discussions with each household. The individual discussions focused on understanding the challenges residents face and the types of support residents may require to transition. The individual discussions were also used to gather information related to several factors that are important for us to consider in developing the Resident Transition Plan – number of years lived at Twin Pines, household size, health, age, loan or chattel mortgage and income.

Summary of Information Gathered & Discussions

Below is a high-level summary of some of the key information gathered.

 <p>Tenure</p> <ul style="list-style-type: none"> • 30% of respondents have lived in Twin Pines for 10-20 years, 19% for 5-9 years and 15% for five or less years 	 <p>Age</p> <ul style="list-style-type: none"> • 14% of households have an average age under 50, 30% have an average age between 50-64 and 56% have an average age over 65
 <p>Household Size</p> <ul style="list-style-type: none"> • 50% of respondents live in one-person households, 40% live in two-person households and 9% live in households with three or more persons 	 <p>Loan or Chattel Mortgage</p> <ul style="list-style-type: none"> • Approximately 25% of respondents carry a loan or chattel mortgage on their mobile homes
 <p>Health</p> <ul style="list-style-type: none"> • 24% of respondents reported one health-related challenge, 36% reported multiple health challenges and 35% reported no health challenges 	 <p>Income</p> <ul style="list-style-type: none"> • The average annual household income reported by respondents is approximately \$30,000

Residents also identified a number of challenges related to the transition, including:

Affordability: More than one third of households identified the affordability of transitional and long-term housing as a significant challenge, particularly for those with fixed incomes. Residents also noted the high cost of market-based housing, the potential loss of home equity, the importance of home ownership and the need for help finding affordable short- and long-term accommodation.

Moving: More than one third of households, particularly those with health and mobility challenges, identified the costs and logistics of moving as a major challenge. A range of moving-related issues were discussed, including packing, storage, the accommodation of pets, change of address costs and disruption.

Housing: One quarter of households emphasized the difficulty of finding suitable transitional and long-term housing. While individual priorities varied, important considerations included:

- Proximity to services such as schools, hospitals, transit and restaurants
- Size of housing options
- Access to outdoor space and parking
- Accessibility (e.g., a preference for single floor accommodation)

- 61% of households indicated that they would like to receive more information about affordable housing options.
- 39% said that they would like to see more information about subsidized rental options.

Certainty: Nearly one quarter of households identified the lack of certainty related to financial assistance, housing options and project timelines as a key challenge. Many noted that greater certainty was critical to their ability to plan and prepare for the transition.

Residents were also asked about their interest in returning to the new Twin Pines.

- 64% of households indicated that they were either “very interested” or “interested” in returning, 14% were “somewhat interested” and 12% were either “slightly interested” or “not interested.”
- Overall, 47% of households indicated that their interest in returning was contingent on a variety of factors, including new housing options and the duration of the transition period.

Data Summary of July and August Small Group Meetings

On behalf of Peel Living, KPMG held small group meetings with Twin Pines residents in July and August 2017 to gather information and input from residents to help develop the Resident Transition Plan. A total of 124 households (out of 213 households) participated in the small group meetings. This document provides a summary of the data collected from the one-on-one sessions with residents.

Please note that participation in small group meetings was voluntary. Participants may have chosen not to provide an answer to a question. As a result, survey response totals may not total 100%.

1. How long have you lived in Twin Pines?

- 3% of respondents have lived in Twin Pines for less than a year.
- 12% of respondents have lived in Twin Pines between 1 and 4 years
- 18% of respondents have lived in Twin Pines between 5 and 9 years
- 32% of respondents have lived in Twin Pines between 10 and 19 years
- 14% of respondents have lived in Twin Pines between 20 and 29 years
- 5% of respondents have lived in Twin Pines between 30 and 39 years
- 4% of respondents have lived in Twin Pines between 40 and 49 years
- 6% of respondents have lived in Twin Pines for over 50 years

2. If you own your mobile home, do you currently carry a loan or a chattel mortgage on it?

- 28% of respondents currently carry a loan or a chattel mortgage on their mobile home
- 60% of respondents do not carry a loan or a chattel mortgage on their mobile homes
- 6% of respondents chose 'no answer'

3. If you carry a loan or chattel mortgage on your mobile home, what is the approximate current outstanding balance of the loan or chattel mortgage?

- 2% of respondents currently have an outstanding balance between \$5,000 and \$9,999
- 1% of respondents currently have an outstanding balance between \$10,000 and \$19,999
- 2% of respondents currently have an outstanding balance between \$20,000 and \$29,999
- 4% of respondents currently have an outstanding balance between \$30,000 and \$39,999
- 7% of respondents currently have an outstanding balance between \$40,000 and \$49,999
- 5% of respondents currently have an outstanding balance between \$50,000 and \$59,999
- 2% of respondents currently have an outstanding balance between \$60,000 and \$69,999
- 5% of respondents currently have an outstanding balance of over \$70,000

4. Does anyone in your household have health-related challenges?

- 39% of respondents have no health-related challenges
- 25% of respondents have a single health-related challenge
- 27% of respondents have multiple health-related challenges
- 3% of respondents chose 'no answer'

5. Please tell us if you currently require the following health services or supports?

- 19% of respondents currently require a walker, wheelchair or scooter
- 1% of respondents currently require in-home care
- 2% of respondents currently require assisted living
- 1% of respondents chose 'don't know'
- 69% of respondents chose 'no answer'

6. What was your total gross household income in 2016?

- 15% of respondents had a total gross household income between \$10,000 and \$19,999 in 2016
- 19% of respondents had a total gross household income between \$20,000 and \$29,999 in 2016
- 14% of respondents had a total gross household income between \$30,000 and \$39,999 in 2016
- 10% of respondents had a total gross household income between \$40,000 and \$49,999 in 2016
- 4% of respondents had a total gross household income between \$50,000 and \$59,999 in 2016
- 3% of respondents had a total gross household income between \$60,000 and \$69,999 in 2016
- 2% of respondents had a total gross household income of \$70,000 or more in 2016
- 2% of respondents chose 'don't know'
- 24% of respondents chose 'no answer'

7. How many people currently reside in your mobile home?

- 50% of respondents have one person in their mobile home
- 36% of respondents have two persons in their mobile home
- 7% of respondents have three or more persons in their mobile home
- 1% of respondents chose 'don't know'

8. What is the average age in your household?

- 12% of respondents indicated an average age of less than 50 years
- 31% of respondents indicated an average age between 50 and 64 years
- 45% of respondents indicated an average age of over 65 years

9. Please rate your interest in returning to the new Twin Pines community?

- 9% of respondents indicated that they were not interested in returning
- 2% of respondents indicated that they were slightly interested in returning
- 15% of respondents indicated that they were somewhat interested in returning
- 14% of respondents indicated that they were interested in returning
- 46% of respondents indicated that they were very interested in returning

October Small Group Meeting Summary

On October 16th, 17th, and 18th, KPMG hosted individual meetings for Twin Pines residents to share their feedback about the draft resident housing options that were presented at the community meetings held at Summerville Pines on October 3rd. The following is a summary of the feedback shared by Twin Pines residents. A total of 91 households attended the meetings over the three days. Additional, individual meetings have been scheduled for October 24th.

A. Centralized Wait List:

- Residents noted that they should not be required to apply to the centralized wait list and that they should be prioritized for subsidized units in the redeveloped community.

B. Contemplated Household Payment

- Some residents believe that the amount is not sufficient to cover their future housing costs, while other residents were pleased that the payment was beyond the required RTA compensation of \$3,000.
- Residents inquired about details related to the taxation of the payment and the impact on their government funded benefits. There were also questions about the timelines related to the household payment.

C. Contemplated Relocation Payment

- Residents noted that \$3,500 would not be sufficient to move their units since many of them are no longer mobile.
- Residents requested that the relocation allowance be provided regardless of the selected option.

D. Removal Costs

- It was noted that Peel Living should be responsible for removal costs and that it not impact the contemplated payment amount.

E. Municipal Property Assessment Corporation (MPAC) Assessment

- Concerns were expressed that the MPAC assessment of the unit was undervalued compared to current market sales.
- Residents noted that an equal payment to all households does not take into consideration the individual investments into their units.

F. Remain Options

- Residents requested that the “remain” options provide more affordable choices.
- Some residents expressed concerns that the payment is not a goodwill gesture if residents have to use the payment to reduce their rent.
- Some residents inquired if there would be a discount on the new units for Twin Pines residents who decide to buy a new unit.
- Residents continued to share their dislike for apartment buildings.

G. Outreach Services

- Some residents noted their lack of awareness of services offered by Outreach Services.

H. Personal Finances

- Some residents noted that the contemplated household payment may limit their ability to pay-off on their chattel loans.
- Residents inquired about the information to share with their lenders at the time of the loan renewal.

- It was also noted that obtaining a second mortgage at their age and income may not be possible.
- Residents were concerned about future rental applications if they had filed personal bankruptcy.

I. Return on Investment

- Residents noted that the contemplated household payment did not reflect their initial investment in their units.

J. Staged Development

- Majority of residents voiced their preference for a staged approach for Twin Pines redevelopment.
- Residents noted their preference for staying in temporary housing that would be onsite and minimizing the number of relocations.

K. Temporary Housing

- Residents were seeking clarity on type of temporary housing that might be provided, proximity to the current site, costs, accommodations for their pet, requirements to change their government identification, accessibility options, and the timelines.
- Residents indicated that the quality of the temporary housing, if provided, will be a strong consideration for them to relocate.

L. Other Feedback

- Residents inquired about the materials and items they would be responsible for upon vacating their units (i.e. could they remove the large appliances or leave the behind unwanted furniture, etc.)
- Residents inquired if Peel Living will coordinate movers, demolition companies, and cancelling of services to support their relocation.
- Some residents requested an extension of the January 6, 2018 commitment deadline due to a lack of awareness of the site plan.



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This document has been prepared by KPMG LLP ("KPMG") for Peel Living ("Client") pursuant to the terms of our engagement agreement with Client dated September 27, 2017 (the "Engagement Agreement") and draws upon information and analysis from prior work completed pursuant the engagement agreement dated October 19, 2016. KPMG neither warrants nor represents that the information contained in this document is accurate, complete, sufficient or appropriate for use by any person or entity other than Client or for any purpose other than set out in the Engagement Agreement. This document may not be relied upon by any person or entity other than Client, and KPMG hereby expressly disclaims any and all responsibility or liability to any person or entity other than Client in connection with their use of this document.

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