Peel Region

Housing Support

2025–2028 Business Plan and 2025 Budget

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Executive Summary

Mission: Together with Peel Housing Corporation, we provide emergency, subsidized and affordable housing options and supports to residents who are homeless, unstably housed and unable to afford housing within the private market.

Services We Provide

- Oversee the Region of Peel's affordable housing system.
- Along with our community partners, we build, fund, own and operate emergency, transitional, supportive, subsidized, and affordable rental housing.
- Administer housing subsidies and financial assistance.
- Provide case management supports.
- Provide street outreach to the homeless living rough.

Interesting Facts About This Service

- In Peel, there is an estimated 97,000 households living in core housing need.
- In 2023, the system provided housing, financial assistance or supports to over 33,000 households in Peel.
- Over $114.5 million in subsidies were administered in 2023 to over 10,500 households, with more than 32,000 households waiting for subsidized housing in Peel.
- $3.3 billion of housing assets are owned by Peel Housing Corporation (Peel Living).
- Capital investments of over $1.1 billion are in the 10-year plan to maintain existing assets and build new infrastructure.

Highlights of the Business Plan

- The lack of affordable housing is a challenge for a growing number of Peel residents. The demand for housing supports has increased significantly.
- Peel Region is steadily increasing its investment in community housing and homelessness supports, over this term of council, since 2022, a 34 per cent increase in capital and 51 per cent in operating has been committed.
- The housing needs of our community cannot be funded through property tax alone. Significantly more investment from federal and provincial governments in community housing is required.

Table 1. Budget Summary

	2025	2026	2027	2028
Operating Net Investment (in $ thousands)	219,281	227,210	237,397	246,486
Capital Net Investment (in $ thousands)	75,302	135,981	244,113	167,031
Full Time Equivalents	213.7	213.7	213.7	213.7
Full Time Equivalents Peel Living	163.0	163.0	163.0	163.0

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

A community for life where all residents are affordably housed, and chronic homelessness is eliminated.

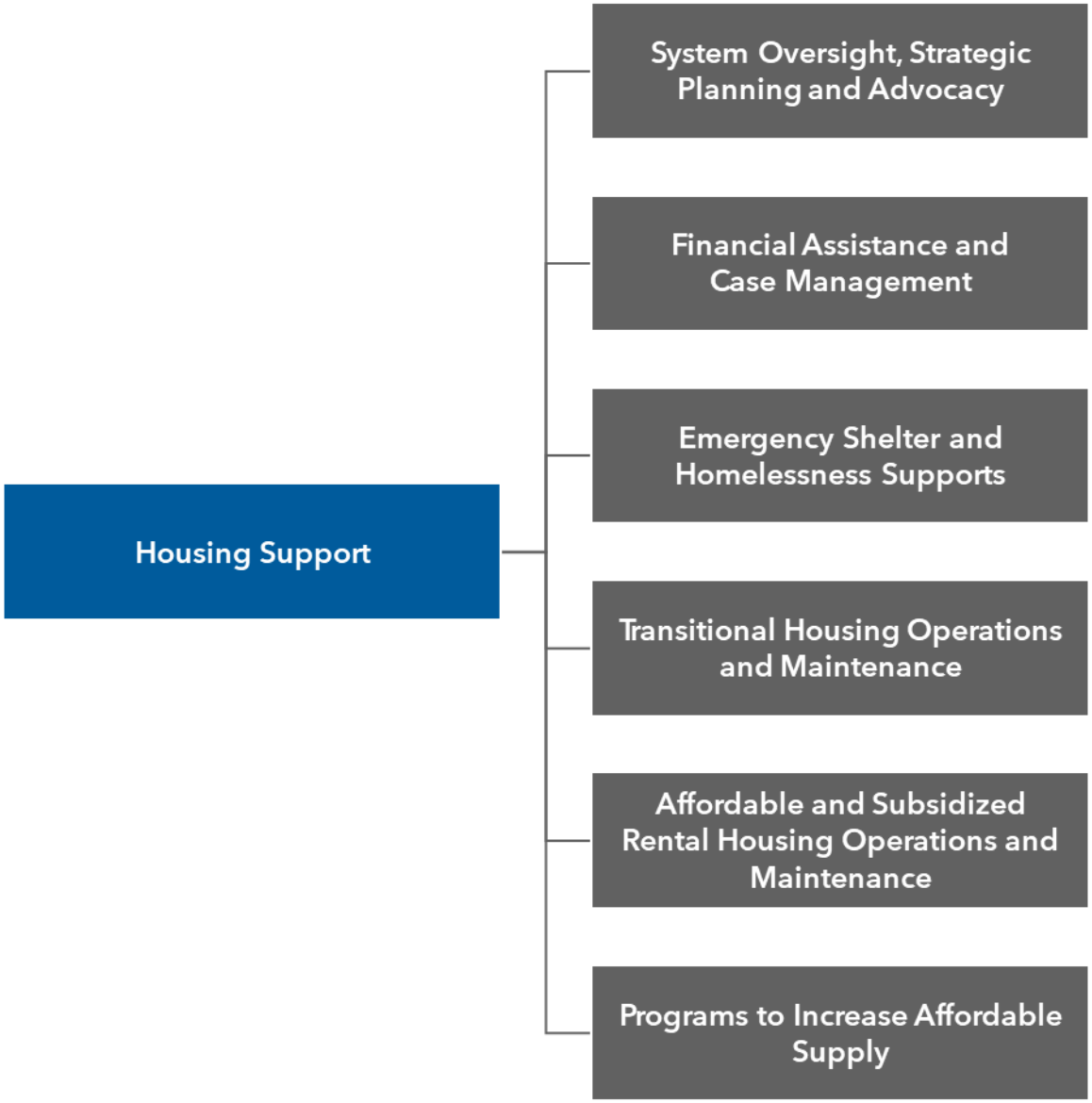
Mission

Together with Peel Housing Corporation, we provide well-maintained emergency and affordable housing options and supports to residents who are homeless, unstably housed, and unable to afford housing in the private market.

Goals of Service

1. Increase the number of Peel residents who are affordably and stably housed through community housing.
2. Prevent homelessness by supporting successful tenancies.
3. Provide effective emergency shelter and homelessness supports.
4. Deliver modern services that all clients and tenants can easily navigate.
5. Maintain assets in a state of good repair, reducing GHG (Greenhouse Gas) emissions.
6. Cultivate a positive, inclusive culture that attracts and retains talented employees.

Service Delivery Model



Service Levels and Trends

Service Levels

System Oversight, Strategic Planning and Advocacy

As Service Manager, the Region of Peel oversees Peel's affordable housing system. In 2023, the system provided housing, financial assistance or supports to over 33,000 total households in Peel. As Service Manager, our 10-Year Housing and Homelessness Plan strategically responds to Peel's affordable housing challenges. The current plan, approved by Council in April 2018, has 35 actions, of which 21 are complete with an additional 9 actions underway.

Financial Assistance and Case Management

Peel provides case management supports and financial assistance to households to avoid eviction by paying off arrears and/or to provide low-income households with funding needed to secure new housing. In 2023, over 4,500 households were provided with case management services, and over 4,800 households received financial assistance.

Emergency Shelter and Homelessness Supports

The Region manages or funds 8 emergency shelters. In 2023, the shelters provided emergency housing and supports to approximately 6,000 people experiencing homelessness, which included approximately 1,900 asylum claimants. In addition, Peel's outreach program provided supports over 1,800 times to individuals experiencing homelessness and living on the streets.

Transitional Housing Operations and Maintenance

The Region provides or funds 4 transitional housing sites. Last year, temporary housing and supports were provided to 96 clients which includes women fleeing domestic violence, youth, survivors of human sex trafficking and men dealing with mental health and addictions challenges.

Affordable and Subsidized Rental Housing Operations and Maintenance

There are over 16,000 affordable rental, subsidized and supportive housing units in the affordable housing system in Peel. These units are managed by Peel Housing Corporation (PHC), which is owned by the Region of Peel (6,873 units), the Region of Peel and 51 other community housing providers (7,419 units) and private landlords (2,205 units). In 2023, 71 per cent of all community housing stock, including transitional housing and emergency shelters that the Region or PHC is responsible to maintain is in a good/fair state of repair. Continued investment for state of good repair is needed for

the PHC portfolio. The average age of the portfolio is 38 years old, the time that buildings require significant capital investment to maintain. Long-term funding for the capital repair program is included in the Region's infrastructure levy.

Programs to Increase Affordable Supply

The Region administers a number of programs to increase the supply of affordable market, community and supportive housing. The Region of Peel is building community and supportive housing on lands owned by the Region and Peel Housing Corporation (PHC). The Peel Community Housing Development Program includes 12 projects that, if fully funded, will create 1,400 new units/beds over the next 10 years. Eight projects have sufficient funding to proceed. This budget includes a capital ask that will fund planning work for three projects under this program that will enable development should future funding become available.

In 2021, the Region of Peel launched the Peel Affordable Rental Incentives Program (PARIP). PARIP provides grants to private and non-profit developers to add affordable units to their purpose-built rental projects. To date, 175 new affordable rental units for middle- and lower-income households have been funded through this program.

Trends

Persistent Lack of Federal and Provincial Funding

The Region of Peel alone cannot solve the affordable housing crisis. Decades of underfunding from the federal and provincial governments for both community and supportive housing continues to prevent the Region of Peel from operating at a scale that meets our community's needs. In addition, critical social services provided by Peel's non-profit agencies are also severely underfunded. Metamorphosis, a collective of over 100 Peel non-profit community agencies, confirmed through a recent commissioned study that "Peel Region municipalities receive less per-capita support for social services from the province than the Ontario average across all channels by which the province funds social services" which results in "an average of $578 less, annually, per person, for municipal and social services overall, than the average resident of Ontario municipalities receives." The cumulative and unacceptable effect of this gap is "over $868 million per year".

Inflation

Elevated inflation and higher consumer prices disproportionately impact our clients, while also creating challenges to deliver services and build new supply, cost effectively. Inflationary pressures, while showing signs of potential easing, continue to exaggerate affordability challenges for basic

needs, rent and home prices for our community's most vulnerable and those with lower incomes.

Challenging Inter-Governmental Dynamics

Over the last year, disputes and disagreements between our provincial and federal governments have plagued relations, while changes in policy and funding for housing for local municipalities have complicated the housing sector landscape. Both the provincial and federal governments are focussed on market housing, underinvesting in the community and supportive housing sectors. Uncertainty regarding upcoming federal and provincial elections has exacerbated existing challenges and will no doubt persist during this term of council.

Growing Poverty and Need

The number of people living in poverty is increasing, as illustrated by the 50 per cent year-over-year increase in Ontario Works caseloads in Peel, the alarming number of households now using food banks to meet their basic needs and the growing number of homeless encampments. At the same time, ongoing geo-political tensions across the globe are causing large numbers of refugees and asylum seekers to come to Ontario and the Greater Toronto Area, putting extraordinary pressures on social services and housing supports in Peel.

More Clients with Complex Health and Other Needs

The number of homeless and precariously housed residents who require heath and other supports to remain stably housed is increasing. It is estimated that one third of households in core housing need in Peel require additional supports to maintain stable housing. This stark reality confirms that our housing and health systems need to work together to get better outcomes at an individual and system level.

An increasing number of PHC tenants require supports to successfully meet their tenancy obligations. Mental health challenges including addiction, trauma and cognitive decline can contribute to issues in maintaining unit conditions including hoarding and issues with pests. This trend has contributed to staff workload pressures, while tenants wait for supportive housing, long-term care or agency programs available through community partners. Increasingly these also include supports for personal care and/or food security. Staff continue to engage with community partners to provide connection and offer supports outside of the traditional landlord relationship.

Community Housing End of Mortgage and State of Good Repair

Under the *Housing Services Act, 2011*, all community housing providers in Peel are legislatively required to provide subsidized housing as part of their operating agreements. These agreements aligned with their mortgages are coming to an end. By the end of 2024, PHC will have 30 sites with expired mortgages, with the rest expiring annually until 2030. Other community housing providers have agreements that began expiring in 2024 and annually until 2032. As Service Manager, all new agreements must be negotiated with community housing providers to keep them in the affordable housing system. While this presents opportunities to stabilize providers and encourage them to stay in our system, it is not without risk, if providers choose to exit the system at the end of their mortgages. Increased investment to fund state of good repair capital will be required for providers to thrive in Peel.

Climate Change

New Peel owned community housing projects include modernized designs and building components in keeping with Council's climate change goals. In addition, PHC is partnering with the Region to implement affordable housing retrofits to achieve Council approved targets. Staff developed a tool to optimize financial investment to maintain state of good repair for PHC assets while simultaneously reducing GHG emissions to develop the Capital Plan. This integrated approach to develop the capital plan, allows funding requests for capital investment to be optimized in years 1–3 of the plan, while maintaining tenant health and safety across the PHC portfolio.

Diversity, Equity, and Inclusion

Peel's affordable housing crisis is deep, enduring, and inequitable. Households that immigrated to Peel within the last 5 years are 150 per cent more likely to be in core housing need, with Black households being the most likely to be in core housing need compared to all other households. In 2024, Peel began using core housing need data to prioritize access to prevention-based, needs-based portable subsidies to equitably provide access to households in need. In addition, equity tools are being used to examine our housing policies and programs to combat systemic racism. The Region is also committed to addressing the discrimination and negative attitudes directed towards marginalized and equity-seeking populations within our community.

Performance Measures and Results

The Region of Peel is committed to delivering services effectively and efficiently. The Region's performance measures help assess how well we are doing at achieving our goals and where we need to improve. The results also inform decision-making and strengthen accountability.

Customer Measures

In 2023, the Region supported 33,897 households with housing and supports. Of these households, 16,497 live in the affordable housing system, while an additional 2,538 households benefit from a regional or provincially funded portable housing subsidy. 6,007 families, single adults and youth (which includes asylum claimants) were served in an emergency shelter or overflow hotel in 2023.

Moreover, the Region of Peel manages an outreach program that provided 1,817 interactions with clients who are experiencing homelessness and living on the streets with supports.

For PHC, the portfolio includes 6,873 owned units. The stable occupancy rate of 99.2 per cent highlights that PHC is a landlord of choice. When a unit is vacated, staff have been able to prepare the unit for a new tenancy on average in 25 days, allowing new tenants to call Peel Living home.

Business Process Measures

Housing Services continues to experience an increase in new service requests. From 2022–2023, service requests increased by 15 per cent. A total of 16,836 requests for service were received in 2023 which continues to drastically impact service response times. Solutions to address demand pressures include removal of duplicate requests and ongoing process streamlining and prioritization are helping to achieve better response times closer to our required service standards. The average number of days for an applicant to have their intake appointment in 2022 was 101 days vs. applicants waiting on average 43 days to get their intake with staff in 2023.

The overall improvement in response time from housing screening to intake from 2022–2023 was 80 per cent. This drastic improvement in wait time from request to intake appointment is a result of the increased staffing resources, approved as part of the 2024 budget and implementation of additional technology solutions.

Across the housing portfolio, building condition assessments (BCAs) are completed every 5 years to reflect actual building conditions, up-to-date costing, new building and fire code requirements, and health and safety concerns. All housing provider buildings are included in this cycle. As of 2024, the entire community housing portfolio has been assessed. 71 per cent of properties in the community housing system, including region owned

emergency shelters were in a good state of repair; compared to 78 per cent in 2022. Significant investment to avoid a further decline and support capital projects to remain in a state of good repair is required to ensure a healthy and safe environment for residents.

The 10-year capital plan is updated annually based on the current condition assessments completed. The condition of PHC assets is included in Peel's annual asset reporting and the forecasted risk rating is very good. Currently PHC requires $884.1million to maintain the portfolio over the next 10 years,- which does not include funding to achieve climate change mitigation targets.

Employee Measures

A 2023 engagement survey reveals that 85 per cent of Housing Services employees report favourable psychological protection scores and 73 per cent report favourable civility and respect scores. On the other hand, less than half (41 per cent) of Housing Services staff believe that the amount of change occurring in their work environment is manageable. Improved workload management scores of 57 per cent for 2023 vs 50 per cent for 2022 are encouraging, however this continues to be area for improvement. Tailoring divisional level supports and resources and implementing solutions to support employees continue to be a priority.

For PHC, the two lowest factors were growth and development and balance. Resourcing challenges and workload have been an ongoing challenge for PHC. In response, training to increase capacity and knowledge on mental health supports including crisis and non-emergency situations is ongoing. Centralizing tenancy management staff and increasing resources who specialize in complex support will improve client centred service delivery. Ensuring people leaders have the skills and resources to provide career supports staff are requesting, while also empowering staff to take control of their career path and finding ways to incorporate balance in their daily work continues to be an area of focus.

Awards and Achievements

Guided by Peel's 10-year housing and homelessness plan, we are improving service and building capacity in the affordable housing system. Over the last year, the below initiatives have been designed or implemented.

- Using data-driven prioritization methods to allocate portable needs-based subsidies to clients, including both homeless and prevention streams.
- Co-design of a permanent model of health supports for the homeless.
- Design and development of an End of Mortgage Strategy for Peel's community housing providers.
- Continuing to make improvements to our Housing Enabling Technology.
- Development and socialization of a new comprehensive advocacy strategy – the 'HOME' framework.
- Implementation of our asylum claimant response and development of a more sustainable solution.
- Implementation of a new Community Agency Subsidy Program.

In 2024, 6 new housing projects were completed and opened, adding 381 new beds and homes to Peel's affordable housing system.

Project	Location	# of Units/Beds	Owner
Surveyor Family Shelter	Mississauga	108 shelter beds	Region of Peel
Birch Place (formerly 5 Rutherford Road)	Brampton	50 affordable rental units, 17 youth transitional units	Region of Peel
Armagh House Expansion	Mississauga	10 transitional units	Third-party non-profit
Pathway Arbour Mill Expansion	Mississauga	6 affordable rental units	Third-party non-profit
Cornerstone Suites (Indwell Streetsville)	Mississauga	40 supportive rental units	Third-party non-profit
Credit River Way (formerly Port Credit West Village)	Mississauga	150 affordable rental units	Region of Peel
Total in 2024		**381 units/beds**	

Peel's practices to manage chronic homelessness are in line with national leading practices as recognized by the Canadian Alliance to End Homelessness. At the 2024 National Conference on Ending Homelessness held in Ottawa in October, Peel led three sessions for conference attendees focused on:

- A Path Towards Ending the Housing Affordability Crisis — The 'HOME' Framework.
- Using Data-Driven Prioritization Methods to Support the Launch of Needs-Based Subsidies.
- How to Meaningfully Respond to Homeless Encampments in a Two-Tier Municipality: An Account from Peel Region.

Earlier in the year, at the June Alliance for Healthier Communities 2024 conference, Peel led a session entitled Co-design for Integrated Healthcare for People Experiencing Homelessness: Housing and Health Collaboration" which showcased the positive results Peel has witnessed working with community health care partners to provide primary care to individuals experiencing homelessness in our emergency shelters.

In March 2024, Housing Services' staff provided a webinar on behalf of Housing Services Corporation which allowed members to learn about core housing need and the method Peel has used to calculate and leverage this nationally accepted indicator of need. Staff led a webinar entitled "Estimating Core Housing Need – An Alternate Method of Calculating CHN" which profiled the thorough work staff have done to use data to inform the prioritization of access to portable needs-based subsidies.

The 2025–2028 Business Plan Outlook

Planning for the Future

The failure of the market to provide affordable housing, continued growth in need and the persistent underfunding of the community housing sector are exaggerating affordability challenges for an unprecedented number of households in Peel. Peel's affordable housing crisis is deep, enduring and inequitable. The gap between current service levels and need is large and growing. We estimate that current service levels meet approximately 19 per cent of need for affordable housing and supports in Peel.

As we respond to these pressures by implementing Peel's 10-year Housing and Homelessness Plan, more operating and capital investments for permanent housing solutions and supports will be required to prevent overinvesting in urgent emergency and homelessness response programs. The community housing sector, including supportive housing solutions require increased predictable long-term funding to improve housing stability outcomes at an individual and systems level.

Priorities for 2025–2026 include:

Service Transformation to Improve Housing Stability

Service Transformation is a multi-year initiative to transform how housing and homelessness supports are delivered. This work is referred to as our Client Pathway which is creating modernized, right sized and enhanced service options for our clients, while also improving access. The goal is to help more of our clients get and keep housing they can afford.

PHC embarked on a Functional Review to ensure that the corporation was resourced and organized to support the implementation of the Business Plan and the mandate outlined by Regional Council in the Shareholder Direction. The review is a multi-phased project that utilized feedback from staff, tenants, partners and information from other affordable housing providers to identify areas for improvement. The review is now finished and the recommendations from the implementation plan are complete, including a new structure with two teams dedicated to strategic capacity and client centred service delivery.

Enhancing Homelessness Supports

Peel Region operates or oversees several programs aimed at preventing and managing chronic homelessness. There are several initiatives underway to respond to growing homelessness which includes enhancements to the outreach program, expanding/improving the shelter system, and increasing access to subsidies for persons experiencing homelessness. One of the

initiatives started in 2024 to better manage homelessness is a new encampment policy framework and joint municipal protocols, to respectfully respond to the needs of encampment residents while also protecting the safety of Peel residents and their enjoyment and use of public spaces.

Improving Health and Housing Systems Integration

Improving collaboration and systems integration between housing and health is integral to housing stability for our community's most vulnerable. It is well documented that personal health status and access to physical and mental health supports impact the ability for persons experiencing homelessness to remain stably housed. Completing the co-design of a permanent model of health care in our emergency shelters and the introduction of low-barrier options into Peel's shelter system are important priorities for this term of Council.

Maintaining Existing Stock

Aging infrastructure and inadequate historical funding are pressing concerns for the entire affordable housing system. Monitoring the condition of community housing assets is an important component of the Service Manager role. Peel is responsible for maintaining the state of good repair across its own housing assets, the assets owned by the 46 external community housing providers, and those of Peel Housing Corporation. Funding for critical capital repairs will be needed to maintain long-term good state of repair ratings across the system.

Building More Community and Supportive Housing

It is important to understand that there are two housing crises happening simultaneously – a lack of affordable housing in the market for middle income households and a lack of deeply affordable, community and supportive housing for people with low-incomes whose housing stability is impacted by family, physical health and mental health and addictions challenges and trauma. As Service Manager, the Region is primarily focused on the second crisis.

Investing in community housing is essential to ensure deeply affordable and supportive housing options are available in our community. Guided by our 10-year Peel Housing and Homelessness Plan, the Region will continue to increase and maintain the supply of community and supportive housing in a variety of ways to ensure deeply affordable and supportive housing continues to be available for our community's most vulnerable.

Advocacy

The Region of Peel cannot solve the affordable housing crisis on its own, nor will relying solely on the market and 'trickle-down economics'.

As such Regional Council continuously advocates to the federal and provincial governments seeking policy, program, and funding improvements that:

1. Encourages the use of housing for homes.
2. Increases the supply of new affordable housing in complete communities while ensuring the longevity of existing affordable housing.
3. Expands the scope of social programs to assist families in carrying high housing costs.
4. Strengthens the capacity of the Service Manager and community housing sector to respond to rapidly growing need.

Furthermore, Peel supports our community partners who are also actively advocating to the upper levels of government for equal funding for social and health services in Peel.

Alignment with Local Municipal Housing Priorities

The local municipal role in affordable housing and homelessness is changing. We continue to collaborate with our municipal partners to better align and coordinate funding and programming. Examples include working together on rental incentive programs, find solutions for zoning challenges that allow for more housing options and types and optimizing supports for the homeless.

Joint advocacy with our local municipal partners must also continue.

Finding Efficiencies

The Region of Peel is committed to delivering efficient services. Examples of continuous improvement and efficiencies gained are summarized below:

Continuous Improvement

The objective of the Region's Continuous Improvement Program is to optimize service delivery and maximize value for tax dollars spent. The completion of continuous improvement initiatives positively impacts client experience, employee engagement, cost savings and cost avoidance.

In 2023, a revised intake process and a new needs-based method of allocating regionally funded portable subsidies were operationalized. Our intake enhancements have reduced wait times and allow for easier identification of priority applicants, while reducing duplication of case files and data entry. Staff has increased capacity resulting from these changes.

Additionally, the Region has moved away from the provision of subsidies in a solely chronological manner with the implementation of our new needs-based portable subsidies. These subsidies are allocated to clients based on need, using our By-Name List and data indicating core housing need. As a result of these changes, the client experience is improving while reducing the wait times for permanent housing support.

Peel Living offers a number of non-subsidized housing units which are often lower than market rates (approximately 80 percent true market), however those units are referred to as market. Subsidized units are set based on the tenant's income and referred to as Rent-Geared-to-Income (RGI). The rental mix, between subsidized and market rent units, has not been achieved at a portfolio level for several years by PHC. Staff have been working closely with the Peel's Service Manager to update the unit classifications and as of June 2024, PHC has achieved the target. This is a tremendous step forward to supporting financial sustainability and ensuring the corporation is in compliance with its legislative obligations set out in the *Housing Services Act, 2011*.

Transforming Our Business with Technology

Housing Services continues to invest in technology to enable client and employee service improvements and to streamline service administration.

In alignment with the Region's Technology Solution Standards and Digital Strategy, Housing Services and PHC are continuing our journey toward consolidating legacy technologies into Salesforce, the endorsed service cloud platform.

This multi-year journey requires ongoing investment. Housing Services and Corporate IT worked with Info-Tech Research Group, a leading information technology research and advisory firm, to create an IT Roadmap for housing that includes 20 initiatives to support the achievement of housing's business objectives.

Enhancement efforts focus on improving the user and client experience, the quality and accessibility of data, and the ability to facilitate efficient and effective service delivery as our programming evolves to meet the rising need in the community.

Maintaining Our Infrastructure

The Region of Peel and Peel Housing Corporation recognize the importance of well-maintained assets.

An important component of the Service Manager role is monitoring and managing the condition of community housing assets. In Peel, this includes the assets owned by Peel Housing Corporation (PHC), and the 46 external community housing providers governed by the *Housing Services Act, 2011*.

Peel is also responsible for maintaining the state of good repair across its own housing assets, which include emergency shelters, transitional housing facilities and affordable housing projects owned by the Region.

Peel owned housing is the newest and requires the least investment over the next 10 years, but critical and functional repairs will be needed to maintain a state of good repair long-term. The external housing providers require more investment, with most repairs being critical to the integrity of the stock. PHC is the largest portfolio, with the oldest buildings, and requires the most significant investment immediately.

The projected gross capital expenditure needs to maintain the state of good repair of the entire housing portfolio which includes Peel Housing Corporation, 46 external housing providers, Region of Peel owned community housing buildings and emergency shelters is $842 million over the next 10 years. Years 4–10 of the Capital plan do not include $335 million in funding required to achieve climate change mitigation targets and state of good repair estimates.

To fund the shortfall in funding, the recommended long-term financing plan for the housing state of good repair liability is through Peel's Infrastructure Levy, with annual capital funding requirements being presented through the budget process. Peel will also pursue other funding opportunities through the federal government, including CMHC, and the province to support both community housing and Peel owned housing assets.

Of the $68 million Capital Budget for PHC in 2025, major state of good repair projects include:

- $26 million for Structures (roof, windows, kitchen, bathrooms, paving, fencing and playgrounds).
- $12.5 million for Sub-Structures (foundation and underground parking).
- $28.3 million for Services (elevators, plumbing, heating and cooling systems, electric panels, fire systems, lighting and generators).
- $1.2 million for General Requirements (investigations, surveys and contingencies).

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2025–2028 Business Plan. Information is provided by major expenditures and revenue. The costs to maintain existing service levels and operationalize prior decisions are identified in the base budget changes separately from proposed changes. The net cost for the service in 2024 was $207.5 million and the proposed budget for 2025 is $219.2 million.

Net Expenditures: $219.2 million (**Total Expenditures:** $346.9 million)

Description (in $ thousands)	2023 Actuals	2024 Approved Budget	2025 Proposed Budget	$ Change Over 2024	% Change Over 2024
Operating Costs	34,534	24,442	27,538	3,096	12.7%
Labour Costs	30,481	37,827	42,058	4,231	11.2%
Reserve Contributions	30,670	57,678	57,946	268	0.5%
Debt Charges	1,814	1,800	2,387	588	32.7%
Grant Payments	178,881	210,445	204,646	(5,799)	(2.8)%
Facility, IT, HR and Other Support Costs	24,597	18,373	21,057	2,684	14.6%
Recoveries	(14,969)	(7,350)	(8,688)	(1,338)	18.2%
Total Expenditures	**286,007**	**343,215**	**346,944**	**3,729**	**1.1%**
Grants and Subsidies	(96,447)	(78,811)	(67,669)	11,142	(14.1)%
Supplementary Taxes	–	–	–	–	–
Fees and Services Charges	(39,315)	(43,702)	(47,293)	(3,591)	8.2%
Transfer from Development Charges	–	–	–	–	–
Contributions from Reserves	(600)	(13,175)	(12,700)	475	(3.6)%
Total Revenues	**(136,362)**	**(135,688)**	**(127,662)**	**8,026**	**(5.9)%**
Total Net Expenditure	**$149,645**	**$207,526**	**$219,281**	**$11,755**	**5.7%**

Note: May not add up due to rounding.

2025 Operating Budget Pressures

Service (in $ thousands)	Total Expenditures	Total Revenue	Net Cost 2025 vs. 2024	
2024 Revised Cost of Service	**$343,215**	**$135,688**	**$207,526**	**%**
Cost of Living/Inflation				
Labour Costs	2,479	958	1,521	
Goods and Services	1,491	20	1,471	
Community Housing Provider Subsidy	51	—	51	
Private and Portable Subsidy	660	—	660	
Homelessness Agency Contracts	637	—	637	
Base Subsidy/Recoveries[1]				
Federal Funding Decrease as Per Ontario Gazette	(90)	(4,140)	4,050	
Phase in 50 per cent of the impact of Federal Funding decrease from the Tax Rate Stabilization Reserve	—	2,025	(2,025)	
Various Ministry Funding Changes (Investment in Affordable Housing ending, Net Zero impact for Reaching Home and Canada-Ontario Community Housing Benefit etc)	(6,402)	(7,012)	610	
Community Housing Provider Subsidy increase in Rent Geared to Income units	644	201	443	
Decrease Peel Housing Corporation Subsidy - less units	(660)	—	(660)	
Peel-Owned Buildings, Operations	2,496	2,407	89	
Shelter Neighbourhood Security, Agency Contracts	1,410		1,395	
Tax Rate Stabilization Reserve Phase out for 2024 BR111 Enhanced Housing Supports	—	(2,500)	2,500	
Cost Containment[2]				
Efficiencies identified from operational cost reviews	(225)	—	(225)	
Base Budget Changes Subtotal	**2,491**	**(8,026)**	**10,517**	
Service Level Demand[3]				
BR # 21 - Increased Demand for Housing Supports (5 FTE, 5 Contracts)	816	—	816	
BR # 75 - Housing Supply Growth and Management Pressures (4 FTE)	422	—	422	
Service Level Changes Subtotal	**1,238**	**—**	**1,238**	
Total 2025 Budget Change	**3,729**	**(8,026)**	**11,755**	
2025 Proposed Budget	**$346,944**	**$127,662**	**$219,281**	**5.7%**

Note: may not add up due to rounding.

Operating Budget Pressure Notes

[1]Base Subsidy Recoveries

- Federal funding decrease of $4.1 million due to end of operating agreement, no change to service levels.
- Phase in 50 per cent of the impact of Federal Funding decrease from the Tax Rate Stabilization Reserve, to smooth in the tax impact of the funding decrease and provide time for advocacy to the province.
- Increase of $1.395 million for increased pressures in the homelessness system due to maintaining service delivery for existing agency contracts of $0.7 million as well as an increase in neighbourhood security of $0.7 million.
- Funding reduction of $0.6 million mainly due to:
    - **Reaching home.** $3.8 million reduction in expense and funding.
    - **Canada Ontario community housing initiative.** $3.1million reduction in expense and funding.
    - **Investment in affordable housing program.** Reduction in funding of $0.6 million and the expense of private rent subsidy remains.
- Tax Rate Stabilization Reserve phase-out for 2024 Budget Request # 111 Enhanced Housing Supports of $2.5 million.

[2]Cost Containment

- Efficiencies identified from operational cost reviews.

[3]Service Level Demand

- **Budget Request # 21 – Increased Demand for Housing Supports.** Extraordinary pressures resulting from the affordable housing crisis are increasing levels of client need and are driving resource capacity challenges in the division.
- **Budget Request # 75 –Housing Supply Growth and Management Pressures.** With increased housing developments, hotel sites, contracts and management oversight requirements, additional staff is needed to manage these growth-related pressures.

Staffing Resources

Table 2 provides a summary of the staffing resources by Sub-Service (as identified in the Core Services) for the budget year, forecast years and the prior year. The prior year reflects FTE changes approved by Council during the prior year.

Table 2. Staffing Resources to Achieve Level of Service

Sub-Service	2024	2025	2026	2027	2028
System Oversight, Strategic Planning and Advocacy	61.7	62.7	62.7	62.7	62.7
Financial Assistance and Case Management	83.0	86.0	86.0	86.0	86.0
Emergency Shelter and Homelessness Supports	52.0	54.0	54.0	54.0	54.0
Transitional Housing Operations and Maintenance	10.0	10.0	10.0	10.0	10.0
Affordable and Subsidized Rental Housing Operations and Maintenance	140.0	143.0	143.0	143.0	143.0
Programs to Increase Affordable Supply	21.0	21.0	21.0	21.0	21.0
Total	**367.7**	**376.7**	**376.7**	**376.7**	**376.7**

Note: Staffing resources are regular positions (Full Time Equivalent, FTE)

2025 Total Expenditures and Funding Source

Figure 1. 2025 Total Expenditures (in $ millions)

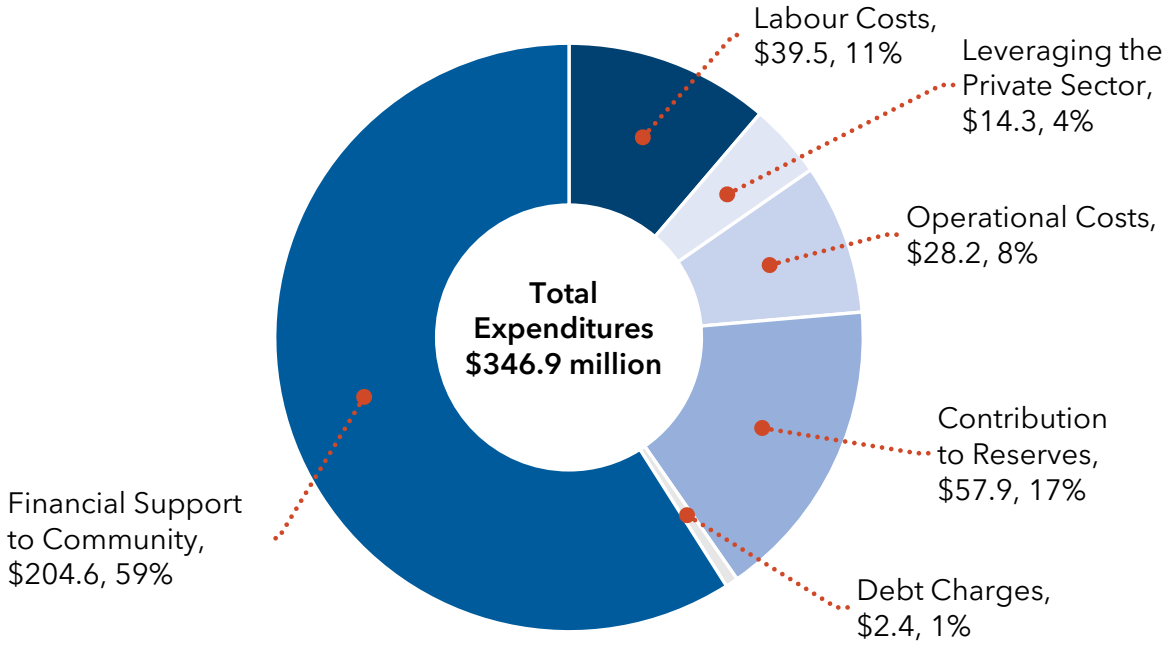
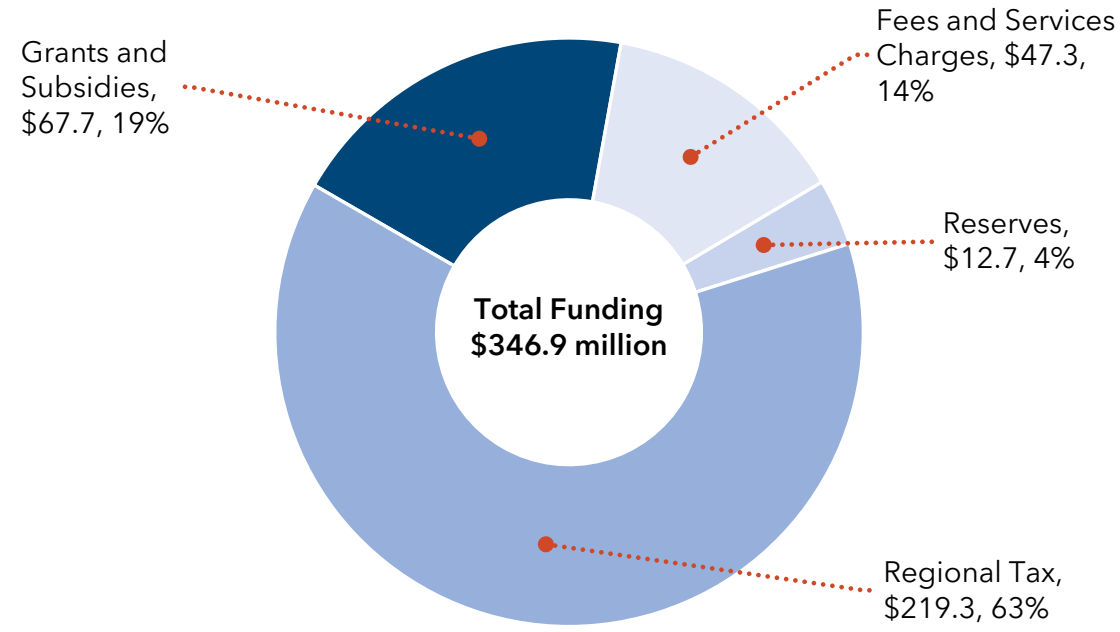


Figure 2. 2025 Total Funding Sources (in $ millions)



2025 Budget Risks

- Unprecedented demand on Community Housing System.
- Lack of funding from federal and provincial governments.
- More clients with complex needs.
- Aging infrastructure.
- Inflation and Affordability challenges.
- Equitable access and inclusive communities.
- Asylum-Seekers and Refugees placing extraordinary pressure on emergency shelter system.

2026–2028 Operating Forecast

Table 3. Budget (in $ thousands)

	2024	2025	
Total Expenditure	343,215	346,944	1.1%
Total Revenue	(135,688)	(127,663)	(5.9)%
Net Expenditure	207,526	219,281	5.7%

Table 4. Forecast (in $ thousands)

	2026		2027		2028	
Total Expenditure	344,573	(0.7)%	345,888	0.4%	352,462	1.9%
Total Revenue	(117,362)	(8.1)%	(108,491)	(7.6)%	(105,976)	(2.3)%
Net Expenditure	227,210	3.6%	237,397	4.5%	246,486	3.8%

Note: May not add up due to rounding.

- Federal Funding decrease 2026 ($4 million), 2027 ($3.1million), 2028 ($1.3 million).
- Phase out of Tax Rate Stabilization reserve draw 2026 ($2.0 million), in 2027 remove the reserve draw ($4.0 million).
- Phase-out of Tax Rate Stabilization Reserve for Housing Subsidy and Non-Financial Support ($2.5 million) in 2026.
- Future operating cost of Peel Community Housing Development Program (PCHDP) for subsidy and supports 2026 ($0.3 million), 2027 ($0.9 million), 2028 ($1.8 million). Assumption that all buildings in the PCHDP will break even with respect to the operational component of the buildings.
- Future operating cost of non-profit program for subsidy and supports funding 2027 ($0.5 million).
- Brampton Youth Shelter future operating cost 2028 ($2.6 million).
- Wilkinson redevelopment operating impact in 2028 ($2.2 million).
- Inflationary adjustment for Agency and overflow contracts 2026 ($1.3 million), 2027 ($1.3 million), 2028 ($1.3 million).

- Funding for Homelessness Prevention Program (HPP) and Canada Ontario Housing Initiative (COCHI) remain unchanged from 2025.
- Reaching Home funding decrease 2026 ($6.2 million), 2027 ($2.1 million), 2028 ($1.8 million) offset by a corresponding decrease in expenses.
- Decrease in Community Housing Providers Subsidy including Peel Living 2026 ($1.0 million), 2027 ($0.6 million), 2028 ($1.2 million).
- Operating provision may be required for state of good repair requirements on the new buildings in the future – cost and timing unknown.

Proposed Capital Budget

Capital Budget: $75.3 million (**Ten Year Plan:** $1,140.9 million)

2025 Capital Budget Overview

Table 5 provides a summary of Housing Support Service's planned capital project activity for 2025, including funding sources for both new capital project requests in 2025 and projects carried forward to 2025.

Table 5. Capital Plan by Funding Source (in $ thousands)

	Carry-forward from Prior Years (WIP)	2025 Capital Budget	Total Capital in 2025
DC Growth	17,471	–	17,471
Externally Funded	38,474	–	38,474
Non-DC Internal	485,288	75,302	560,590
Total Expenditures	**$541,233**	**$75,302**	**$616,535**
# of Projects	39	7	46

Existing Capital Projects – $541.2 million

Key Highlights:

- $422.7 million for Peel Community Housing Development Program (8 projects).
- $90.2 million for Housing Development (6 projects).
- $26.3 million for State of Good Repair (14 projects).
- $2.0 million for Housing for Other such as technology (2 projects).

2025 Capital Budget – $75.3 million

Key Highlights:

- $61.3 million Peel Living State of Good Repair.
- $7.6 million Peel owned Housing and Shelters State of Good Repair.
- $2.3 million Housing Redevelopment Initiative
- $1.5 million Digital Services Team for Human Services.
- $1.4 million Housing Development Resources
- $1.2 million Making Peel Community Housing Development Sites Development Ready.

See Appendix I for details.

2025 Budget Risks

- The Capital budget has been developed based on cost and inflationary assumptions.
- Increased pressures due to climate change impacts, and aging infrastructure.
- Unknown impacts from Provincial Efficiency Review, which could affect multi-year capital projects and contracts.

Operating Impact of 2025 Capital Budget

- Operating costs include staffing cost related to Housing Redevelopment Initiative charged to capital.

Proposed Capital Plan

2025–2034 10-Year Capital Plan: $1,140.9 million

By Project Classification

State of Good Repair	DC Funded Growth	Non-DC Funded Growth and Other
$842.9 million	**$0.0 million**	**$298.0 million**

Key Highlights

- $672.4 million Peel Living State of Good Repair.
- $265.8 million Peel Community Housing Development Program.
- $113.2 million loans for Community Housing Provider State of Good Repair.
- $57.3 million Peel owned Housing and Shelters State of Good Repair.
- $22.2 million resources to facilitate a clear site for supply and affordable housing development Housing Redevelopment Initiative.
- $10.0 million Digital Services Team for Human Services.

See Appendix II for details.

Budget Requests

This table presents the costs by Budget Request (BR) for proposed new initiatives. Each BR is numbered. Detailed descriptions of the budget requests can be found in the pages following Table 6.

Table 6. Budget Request Listing

Proposed Initiative	Division	Budget Req #	FTEs Req	Contract FTE Req	Net Operating Impact	Capital
Increased Demand for Housing Support	Housing Services	21	5.0	5.0	816,161	–
Housing Supply Growth and Management Pressures	Housing Services	75	4.0	–	422,383	–
Making Peel Community Housing Development Sites Development Ready	Housing Services	76	–	–	–	1,200,000
Total			**9.00**	**5.0**	**$1,242,000**	**$1,200,000**

Budget Request # 21

Proposed Initiative	Department	Division	Service Area
Increased Demand for Housing Support	Human Services	Housing Services	Housing Support

Description of Budget Request

Housing Services continues to experience increased service requests for housing support. Extraordinary pressures resulting from the affordable housing crisis are increasing levels of client need and are driving resource capacity challenges in the division. Housing Services is seeking additional full-time positions, both permanent and contract staff, to address volume pressures, improve legislative compliance and ease staff burnout and workload.

Required Annual Operating Investment

Impacts	2025	2026	2027	2028
Gross Expenditures	817,723	310,735	(356,885)	(124,578)
Less: Internal and Capital Recovery	–	–	–	–
Total Expense	**817,723**	**310,735**	**(356,885)**	**(124,578)**
Rate Stabilization Reserve	–	–	–	–
External Funding	–	–	–	–
Other Revenue	–	–	–	–
Total Revenue	**–**	**–**	**–**	**–**
Net Impact – Tax	817,723	310,735	(356,885)	(124,578)
Net Impact – Utility Rate	–	–	–	–
FTEs	**5.0**	**–**	**–**	**–**

Required Capital Investment

	2025
Total Expenditures	**–**
Capital Reserve	–
Development Charges	–
External Funding	–
Debt	–
Total Funding	**–**

Why Staff Recommend this Initiative

As Service Manager, we are required as per provincial legislation to maintain and administer a centralized waiting list for subsidized housing. This request seeks additional staff to address increases in demand for housing services. More specifically, additional staff are required to maintain and administer the centralized waiting list, which has grown from 22,000 households in 2020 to over 32,000 households in 2023.

Details of Service Change

In 2024, housing services requested front-line staff to administer subsidy and case management supports to clients, and to also design and oversee new homelessness programs.

In 2025, this staffing request addresses different pressures including a significant increase in applications for the centralized waiting list which requires initial and ongoing eligibility reviews. Housing Services receives on average 80–100 new applications for the CWL per month, plus an additional 30–50 applications for special priority status on the list. Additional eligibility requirements and reviews are required for these applications which have continued to drive workload for staff above current capacity. In addition to new applications, existing households on the CWL require eligibility reviews to be conducted biennially. Currently, there are more than 25,000 applications that require these reviews.

Finally, when households are nearing the top of the list, they require matching to the building(s) they have chosen to enable housing providers to have up to date information to use when contacting households to offer a unit. This validation review process, and the follow up requirements to remove applicants from the CWL once housed, drives additional workload for staff.

Service Impact

With council approval, the Housing Services leadership team will work with HR to recruit for the new positions.

Increased staffing resources will enable improved staff workload and decrease staff burnout while providing additional critical resources for policy and protocol development, program design in support of the new client pathway and two fully staffed teams to focus on administrative functions that are required to address the increase in service requests and to enable improved service experience for applicants to the CWL.

Budget Request # 75

Proposed Initiative	Department	Division	Service Area
Housing Supply Growth and Management Pressures	Human Services	Housing Services	Housing Support

Description of Budget Request

The Region is continuing to develop and fund much needed community housing. New facilities and hotels have continued to be added to our portfolio to meet the growing needs of our local homeless population and the surge of asylum claimants over the last two years. With increased housing developments, hotel sites, contracts and management oversight requirements, additional staff is needed to manage these growth-related pressures.

Required Annual Operating Investment

Impacts	2025	2026	2027	2028
Gross Expenditures	424,277	160,807	–	–
Less: Internal and Capital Recovery	–	–	–	–
Total Expense	**424,277**	**160,807**	**–**	**–**
Rate Stabilization Reserve	–	–	–	–
External Funding	–	–	–	–
Other Revenue	–	–	–	–
Total Revenue	**–**	**–**	**–**	**–**
Net Impact – Tax	424,277	160,807	–	–
Net Impact – Utility Rate	–	–	–	–
FTEs	**4.0**	**–**	**–**	**–**

Required Capital Investment

	2025
Total Expenditures	**–**
Capital Reserve	–
Development Charges	–
External Funding	–
Debt	–
Total Funding	**–**

Why Staff Recommend this Initiative

As Housing Services continues to develop, fund and oversee new community and supportive housing units in Peel, additional contract management and financial oversight requirements become mandatory for staff to manage. In 2024, two new region owned projects, and two new third-party owned community and supportive housing projects will be completed. In addition, the number of hotel contracts continues to increase as do the sites for asylum claimants.

Details of Service Change

Additional staff for our Housing Supply team and our Financial Support Unit are required for contract and financial oversight which has increased dramatically in the last couple of years. The growth in hotel contracts, new and administratively burdensome federal reporting requirements, growth in managing third party projects and operating agreements as we open new community housing projects cannot be assumed by existing staff. As new builds open, financial analysis, monitoring and reporting for CMHC funded capital projects is administratively burdensome and increases workload substantially. Increased reporting and contractual agreements for additional temporary facilities for encampment residents, asylum claimants and persons experiencing homelessness in Peel requires additional permanent staffing resources to enable appropriate management and oversight.

Service Impact

With council approval, the Housing Services leadership team will work with HR to recruit for the new positions.

Increased staffing resources will enable improved staff workload and decrease staff burnout while providing additional critical resources for critical contract and financial management oversight and reporting requirements.

Budget Request # 76

Proposed Initiative	Department	Division	Service Area
Making Peel Community Housing Development Sites Development Ready	Human Services	Housing Services	Housing Support

Description of Budget Request

Funding is being requested to support the costs associated with completing planning approval processes required to make housing development sites "shovel-ready" for new community housing in order to take advantage of future potential funding opportunities from other levels of government.

Required Annual Operating Investment

Impacts	2025	2026	2027	2028
Gross Expenditures	–	–	–	–
Less: Internal and Capital Recovery	–	–	–	–
Total Expense	**–**	**–**	**–**	**–**
Rate Stabilization Reserve	–	–	–	–
External Funding	–	–	–	–
Other Revenue	–	–	–	–
Total Revenue	**–**	**–**	**–**	**–**
Net Impact – Tax	–	–	–	–
Net Impact – Utility Rate	–	–	–	–
FTEs	**–**	**–**	**–**	**–**

Required Capital Investment

	2025
Total Expenditures	**1,200,000**
Capital Reserve	1,200,000
Development Charges	–
External Funding	–
Debt	–
Total Funding	**1,200,000**

Why Staff Recommend this Initiative

Many funding opportunities offered by other levels of government focus on projects that are ready for construction, or "shovel-ready". Development sites often require extensive planning approvals to enable construction. Completing these processes on applicable sites will best position the Region for any potential future funding opportunities.

Details of Service Change

This request asks for $1.2 million of funding to dedicate to covering the costs of planning approval processes for future development projects. This funding will enable staff to work with the local municipalities to complete feasibility and Official Plan and Zoning By-Law Amendments to enable development of the sites. Development sites require extensive planning processes to allow use and increase density to provide much needed community and supportive housing in the future. The planning approval processes typically take approximately 24–36 months to complete. Completing this work will ensure the region is well positioned to quickly respond and take advantage of future capital construction funding that may come available from other levels of government in future years as most current funding streams are focussed on sites that are development ready, aka "shovel-ready".

Service Impact

The availability of funding dedicated for the completing of planning processes will ensure that the Region can cover the permit costs, application fees, etc. associated with Official Plan and Zoning By-Law Amendments. It will also ensure the Region can hire any additional planning supports that may be required to complete these processes.

Upon completion of these processes, sites will be development ready and able to contribute to increasing the supply of community and supportive housing once capital construction funding is secured.

Appendix I

Table 7. 2025 Financing Sources and Funding Status (in $ thousands)

Project	Name	Description	Total Expense	Development Charges	Reserve Funds	External Funding	Debt Funding
250200	Shelters Construction Capital	Shelters capital repairs	577	—	577	—	—
255031	Peel Living SOGR	SOGR Grant for Peel Living	61,300	—	61,300	—	—
255032	Digital Services Team for Human Services	Human Services Strategic Technology Roadmap	1,500	—	1,500	—	—
255034	Peel Owned Housing Capital Repairs	SOGR repairs to Peel-Owned buildings	133	—	133	—	—
255134	Peel Construction Capital	SOGR repairs to Peel-Owned buildings	6,867	—	6,867	—	—
256040	Housing Development Sites Regional Planning	Peel Community Housing Development Program	1,405	—	1,405	—	—
256055	Housing Development Initiative	Resources to facilitate a clear site for supply and affordable housing development.	2,321	—	2,321	—	—
256153	Making Peel Community Housing Development Sites Development Ready	Peel Community Housing Development Program	1,200	—	1,200	—	—
Housing Programs			**75,302**	—	**75,302**	—	—
Housing Support			**$75,302**	—	**$75,302**	—	—

Appendix II

Table 8. 2025 10-Year Combined Capital Program (in $ thousands)

Project	Name	Description	2025	2026	2027	2028	2029	Yrs 6-10	Gross
075040	Providers' Capital Loan – Other	Capital loan relating to reserve shortfall for housing providers (non-Peel living) for SOGR	—	59,090	54,093	–	–	–	113,183
250200	Shelters Construction Capital	Shelters capital repairs	577	551	980	2,066	1,147	1,898	7,220
255031	Peel Living SOGR	SOGR grant for Peel Living	61,300	65,500	80,370	62,394	63,649	339,248	672,461
255032	Digital Services Team for Human Services	Human Services Strategic Technology Roadmap	1,500	1,500	2,000	2,000	3,000	—	10,000
255034	Peel Owned Housing Capital Repairs	SOGR repairs to Peel owned Buildings	133	—	—	—	—	—	133
255134	Peel Construction Capital	SOGR repairs to Peel owned Buildings	6,867	2,300	1,095	1,751	9,202	28,442	49,657
256040	Housing Development Sites Regional Planning	Peel Community Housing Development Program	1,405	1,440	1,476	1,513	—	—	5,833
256055	Housing Redevelopme nt Initiatives	Resources to facilitate a clear site for supply and affordable housing development.	2,321	5,600	5,300	4,500	4,500	—	22,221
256153	Making Peel Community Housing Development Sites Development Ready	Peel Community Housing Development Program	1,200	—	—	—	—	—	1,200
276042	Mayfield Mattamy Site - PCHDP	Peel Community Housing Development Program	—	—	98,800	—	—	—	98,800
285035	Condo Capital Repairs	SOGR repairs to Peel owned Condo's	—	—	—	240	—	—	240
286044	Mayfield West Phase 1 (Family)- PCHDP	Peel Community Housing Development Program	—	—	—	40,000	—	—	40,000
306046	Emil Kolb Parkway and King Street West-PCHDP	Peel Community Housing Development Program	—	—	—	—	—	43,000	43,000
326048	114 Falconer - PCHDP	Peel Community Housing Development Program	—	—	—	—	—	77,000	77,000
Housing Programs Sub-Total			**75,302**	**135,981**	**244,113**	**114,464**	**81,498**	**489,588**	**1,140,948**
Housing Support			**$75,302**	**$135,981**	**$244,113**	**$114,464**	**$81,498**	**$489,588**	**$1,140,948**