PEEL HOUSING CORPORATION
BOARD OF DIRECTORS

AGENDA  PHC-1/2017

DATE: Thursday, February 16, 2017

TIME: 11:00 AM – 1:00 PM

LOCATION: Regional Council Chamber, 5th Floor
10 Peel Centre Drive, Suite A
Brampton, ON

MEMBERS: F. Dale G. Miles
C. Fonseca E. Moore
M. Mahoney B. Shaughnessy

Chaired by Vice-President Miles

1. DECLARATIONS OF CONFLICTS OF INTEREST

2. ADMINISTRATIVE MATTERS

2.1. Motion to Appoint General Manager

3. APPROVAL OF MINUTES

3.1. Minutes of the Board of Directors Meeting (PHC-10/2016) meeting held on December 1, 2016

4. APPROVAL OF AGENDA

5. DELEGATIONS

5.1. Marlyn Addai, President, Cedar Grove Residents Community Corporation, Commenting on the KPMG Report (See also Item 5.2 and Reports – Item 6.1)

5.2. Mohamed Bhamani, Senior Manager, KPMG, LLP, Regarding the Twin Pines Project (See also Item 5.1 and Reports – Item 6.1)

6. REPORTS

6.1. Twin Pines Redevelopment – Total Public Value Framework (See also Delegations – Items 5.1 and 5.2)
6.2. Peel Housing Corporation Maintenance Review (For information)

6.3. Peel Living 2017 Capital Budget

7. COMMUNICATIONS

8. GENERAL MANAGER'S UPDATE

9. IN CAMERA MATTERS

9.1. Closed Session Report of the Board of Directors Meeting held on December 1, 2016

10. OTHER BUSINESS

11. NEXT MEETING

Thursday, March 2, 2017, 8:30 a.m. - 10:30 a.m.
Regional Council Chambers, 5th Floor
Regional Administrative Headquarters
10 Peel Centre Drive, Suite A
Brampton, Ontario

12. ADJOURNMENT
That the Board appoint Dan Labrecque as General Manager, Peel Housing Corporation, effective January 1, 2017.

CARRIED
The Board of Directors of Peel Housing Corporation met on December 1, 2016 at 8:40 a.m., in the Council Chamber, Regional Administrative Headquarters, 5th Floor, 10 Peel Centre Drive, Suite A, Brampton.

Directors Present:    F. Dale; C. Fonseca; M. Mahoney; E. Moore; B. Shaughnessy

Directors Absent:   G. Miles

Also Present:    D. Szwarc, Chief Administrative Officer, Region of Peel; J. Sheehy, Commissioner of Human Services and Acting General Manager; D. Labrecque, Commissioner of Public Works; D. Bingham, Treasurer; J. Arcella, Deputy Treasurer; P. O'Connor, Corporate Counsel; K. Lockyer, Regional Clerk; A. Macintyre, Corporate Secretary; C. Thomson, Deputy Corporate Secretary; M. Sodiya, Legislative Assistant

Chaired by E. Moore

1. DECLARATIONS OF CONFLICTS OF INTEREST - Nil

2. APPROVAL OF MINUTES

2.1. Minutes of the Board of Directors Meeting (PHC-9/2016) meeting held on November 3, 2016

Moved by Director Fonseca,
Seconded by Director Shaughnessy;

That the minutes of the November 3, 2016 Peel Housing Corporation (PHC-9/2016) Board of Directors meeting be approved.

Carried 2016-103

3. APPROVAL OF AGENDA

Moved by Director Mahoney,
Seconded by Director Dale;

That Delegations - Item 4.1 be withdrawn from the agenda for the December 1, 2016 Peel Housing Corporation Board of Directors meeting;

And further, that the agenda for the December 1, 2016 Peel Housing Corporation Board of Directors meeting be approved, as amended.

Carried 2016-104
4. **DELEGATIONS**

4.1. Mohamed Bhamani, Senior Manager, and Deanna Heroux, Senior Manager KPMG Advisory and Consulting, LLP, Regarding the Twin Pines Project

This item was withdrawn under Resolution 2016-104

5. **REPORTS**

5.1. **Twin Pines Redevelopment Project Update (Oral)**

Presentation by Denise Occhipinti, Project Manager, Human Services Business Transformation

Received 2016-105

See also Resolution 2016-106

Moved by Director Fonseca,
Seconded by Director Dale;

That a Board workshop be held in January 2017 to review the Twin Pines Total Value Framework and Preliminary Development Concepts;

And further, that in accordance with section 4.12 of Peel Housing Corporation By-law 1 and Region of Peel By-law 100-2012, as amended, the rules of procedure with respect to closed meetings (Section IV-8 of By-law 100-2012, as amended,) be suspended, in order to proceed with the workshop.

Carried 2016-106

See also Resolution 2016-107

Denise Occhipinti, Project Manager, provided an update on the Twin Pines Redevelopment project, noting that a preliminary Total Public Value (TPV) Framework is being utilized to engage residents and community stakeholders to support the creation of a TPV framework that, once endorsed by the Board of Directors, will form the criteria used to develop and confirm the preferred approach to the project. Engagement sessions are expected to be completed by the end of 2016 and a workshop with the Board of Directors is proposed for January 2017 to inform and educate the Board on the various components of the TPV and feedback received. The TPV Framework is expected to be presented to the Board in February 2017, for approval.

5.2. **Financial Viability and Asset Sustainability Project: Update**

Received 2016-107
6.1. Patrick O'Connor, Corporate Counsel, Letter dated November 18, 2016 Regarding the Presentation to the Board of Directors of Peel Living by Mr. Daniel P. Ferguson, WeirFoulds, LLP on behalf of Cedar Grove Residents' Community Corporation ("Cedar Grove")

Received 2016-108

Director Fonseca requested clarification with respect to the security of tenure provisions that were modified by the Board of Directors in June 2016. Councillor Fonseca also noted that the modifications made in June 2016 were communicated to the Cedar Grove Board, but not to residents.

7. GENERAL MANAGER’S UPDATE

8. IN CAMERA MATTERS

At 8:50 a.m., the following motion was placed:

Moved by Director Mahoney,
Seconded by Director Shaughnessy;

That the Board of Directors of Peel Housing Corporation, in accordance with section 239(2) of the Municipal Act, 2001, as amended, proceed “In Camera” to consider the following:

• Closed Session Report of the November 3, 2016 Board of Directors Meeting

Additional Item 8.2:

• Advice that is subject to solicitor-client privilege, including communications necessary for that purpose (Oral)

Carried 2016-109

Moved by Director Mahoney,
Seconded by Director Fonseca;

That the Board of Directors of Peel Housing Corporation proceed out of “In Camera”.

Carried 2016-110

The Board of Directors of Peel Housing Corporation moved out of Closed Session at 9:32 a.m.

The Board of Directors meeting recessed at 9:34 a.m.

The Board of Directors meeting reconvened at 3:51 p.m.
Moved by Director Fonseca,  
Seconded by Director Shaughnessy;

That in accordance with section 4.12 of Peel Housing Corporation By-law 1, that section III-2(m) of Regional Municipality of Peel Procedural By-law 100-2012, as amended, be waived in order that the December 1, 2016 Peel Housing Corporation Board of Directors meeting continue past 3:30 p.m.  
Carried 2016-111

At 3:52 a.m., the following motion was placed:

Moved by Director Dale, 
Seconded by Director Mahoney;

That the Board of Directors of Peel Housing Corporation, in accordance with section 239(2) of the Municipal Act, 2001, as amended, proceed “In Camera” to consider the following:

- Advice that is subject to solicitor-client privilege, including communications necessary for that purpose (Oral)  
Carried 2016-112

Moved by Director Shaughnessy,  
Seconded by Director Mahoney;

That the Board of Directors of Peel Housing Corporation proceed out of “In Camera”.  
Carried 2016-113

The Board of Directors of Peel Housing Corporation moved out of Closed Session at 4:16 p.m.

8.1. **Closed Session Report of the Board of Directors Meeting held on November 3, 2016**

Moved by Director Dale,  
Seconded by Director Fonseca;

That the November 3, 2016 Board of Directors (PHC-9/2016) Closed Session Report be received.  
Carried 2016-114
Additional Item – 8.2:

8.2. Advice that is subject to solicitor-client privilege, including communications necessary for that purpose (Oral)

Moved by Director Fonseca,
Seconded by Director Dale;

That Resolution 2016-61 from the June 2, 2016 Board of Directors meeting be amended.

Carried by a two-thirds majority vote 2016-115

See also Resolution 2016-116

Moved by Director Shauhnessy,
Seconded by Director Mahoney;

Whereas Peel Housing Corporation’s Board of Directors (the “Board”) on October 25, 2012 adopted Resolution 2012-38 which endorsed and authorized the communication to residents of the Twin Pines community of certain commitments including a commitment that residents will be offered the option of remaining in the future Twin Pines Community (the “Commitment”);

And whereas, the Board recognizes that the Commitment may have had the unintended consequence of enhancing the marketability of the residents' mobile home units;

And whereas, the Board on June 2, 2016 adopted Resolution 2016-61 which, among other things, excluded from the Commitment with immediate effect, “all new/future tenants” (the Commitment Modification);

And whereas, the Board recognizes that the Commitment Modification may have had the consequence of reversing the enhancement of marketability of the residents’ mobile home units arising from the Commitment (the “possible negative market impact”);

And whereas, the Commitment Modification was communicated to the Cedar Grove Residents Community Corporation but has not been communicated directly to residents of the Twin Pines community;

And whereas, it is desirable that the Commitment Modification not become effective until residents have had a reasonable opportunity to anticipate and, if so advised, act in anticipation of the possible negative market impact;

Therefore be it resolved, that the effective date of the Commitment Modification be changed to January 6, 2018 with the effect that as of January 6, 2018, the Commitment shall not apply to persons who become residents of the Twin Pines community after January 6, 2018;
And further, that the Commitment Modification be communicated to each household in the Twin Pines community by hand-delivering or couriering a letter of notification to each residence in the community, and by first-class pre-paid mail delivered to the Cedar Grove Residents Community Corporation and its solicitor, the Toronto Real Estate Board, the Mississauga Real Estate Board and to such real estate agents as are known to staff to be active in the purchase and sale of mobile home units in the Twin Pines community.

And further, that the Commitment Modification be communicated generally by the erection on the Twin Pines property of a sign disclosing the effect of this resolution by a reference including the new effective date and directing readers to a website page for further information.

Carried 2016-116

See also Resolution 2016-115

9. OTHER BUSINESS - Nil

10. NEXT MEETING

Thursday, February 2, 2017, 8:30 a.m. - 10:30 a.m.
Regional Council Chamber, 5th Floor
Regional Administrative Headquarters
10 Peel Centre Drive, Suite A
Brampton, Ontario

11. ADJOURNMENT

The meeting adjourned at 4:16 p.m.

______________________________  _________________________
Vice-President                              Secretary
## Request for Delegation

**FOR OFFICE USE ONLY**

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### REASON(S) FOR DELEGATION REQUEST (SUBJECT MATTER TO BE DISCUSSED)

Commenting on the KPMG report

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I AM SUBMITTING A FORMAL PRESENTATION TO ACCOMPANY MY DELEGATION  

□ YES ☒ NO

**IF YES, PLEASE ADVISE OF THE FORMAT OF YOUR PRESENTATION (ie POWERPOINT)**

Note:
Delegates are requested to provide an electronic copy of all background material / presentations to the Clerk’s Division at least seven (7) business days prior to the meeting date so that it can be included with the agenda package. In accordance with Procedure By-law 100-2012, as amended, delegates appearing before Regional Council or Committee are requested to limit their remarks to 5 minutes and 10 minutes respectively (approximately 5/10 slides).

Once the above information is received in the Clerk’s Division, you will be contacted by Legislative Services staff to confirm your placement on the appropriate agenda. Thank you.

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**Notice with Respect to the Collection of Personal Information**
*(Municipal Freedom of Information and Protection of Privacy Act)*

Personal information contained on this form is authorized under Section IV-4 of the Region of Peel Procedure By-law 100-2012 as amended, for the purpose of contacting individuals and/or organizations requesting an opportunity to appear as a delegation before Regional Council or a Committee of Council. The Delegation Request Form will be published in its entirety with the public agenda. The Procedure By-law is a requirement of Section 238(2) of the Municipal Act, 2001, as amended. Please note that all meetings are open to the public except where permitted to be closed to the public under legislated authority. All Regional Council meetings are audio broadcast via the internet and will be video broadcast on the local cable television network where video files will be posted and available for viewing subsequent to those meetings. Questions about collection may be directed to the Manager of Legislative Services, 10 Peel Centre Drive, Suite A, 5th floor, Brampton, ON L6T 4B9, (905) 791-7800 ext. 4462.
DATE:       February 10, 2017

REPORT TITLE:  TWIN PINES REDEVELOPMENT – TOTAL PUBLIC VALUE FRAMEWORK

FROM:       Dan Labrecque, General Manager (Designate), Peel Living

RECOMMENDATION

That the Total Public Value (TPV) Framework as set out in Appendix I to the report of the General Manager (Designate) titled “Twin Pines Redevelopment – Total Value Framework” be endorsed as the vision for the redevelopment of Twin Pines to provide a mix of housing options and support the sustainability of Peel Living’s affordable housing portfolio within a community that is age-friendly, connected and environmentally responsible and to guide decision making related to project planning, the delivery model and the ultimate plan for the site.

REPORT HIGHLIGHTS

• On June 2, 2016, the Peel Housing Corporation Board selected KPMG to lead the Twin Pines redevelopment process. Project financing was approved on September 22, 2016.
• KPMG has created the Total Public Value (TPV) framework to guide redevelopment planning using inputs from the previous Charrette (2012) and Housing Needs and Impact Assessment (2015), current research including sector case study analysis and comprehensive stakeholder engagement (2016). The TPV framework can be found in Appendix I.
• Phase one work, including the creation of a business plan for redevelopment and selection of the preferred delivery model, will be complete by June 2017. Phase two will then commence.

DISCUSSION

1. Background

On June 2, 2016, the PHC Board of Directors selected the preferred approach to the Twin Pines Project and authorized staff to finalize a contract with KPMG LLP to proceed with Phase 1. Financing for Phase 1 was approved by Regional Council (in its capacity as Shareholder) on September 22, 2016.
The PHC Board of Directors selected a project approach which involves three phases as follows:

Phase 1 - Project Definition will focus on defining Total Public Value (TPV) with key stakeholders. Once defined, project delivery concepts and models will be identified along with the business case associated with them, to support the PHC Board of Directors in determining the appropriate approach to achieving the desired TPV (outcomes), subject to financing plan approvals.

Phase 2 – At the conclusion of Phase 1 Transaction Implementation will set up the preferred delivery model selected to be the most suitable and optimal for the achievement of the TPV at the conclusion of Phase 1. For example, this phase may involve the selection of development partner(s).

Phase 3 - Project Delivery will execute the detailed plans and any associated redevelopment.

Commencing in October of 2016, the Project Team proceeded with the Phase 1 deliverables identified above, with a focus on engaging with a variety of key stakeholders to inform the definition of the Total Public Value Framework (or outcomes for the project). The TPV Framework has also been informed by the previous work to date including the 2012 Charrette and 2015 Housing Needs and Impact Assessment as well as current research and case study analysis. The TPV Framework will guide the development of preliminary development concepts and inform the business case, which will be the focus of the project for the remainder of Phase 1. At its conclusion, in June of 2017, the preferred delivery model will be selected for the project.

CONCLUSION

At the conclusion of the Project Definition Phase for the Twin Pines Redevelopment Project, the Total Public Value Framework as set out in Appendix I will guide decision making on the project related to the identification of the preferred delivery model.

Dan Labrecque, General Manager (Designate), Peel Living

APPENDICES


For further information regarding this report, please contact Dan Labrecque, General Manager (Designate), Peel Living, Extension 3549, dan.labrecque@peelregion.ca.

Authored By: Denise Occhipinti

Reviewed in workflow by:

Financial Support Unit
Note to Reader

This report has been prepared by KPMG for the use of its client, Peel Living. It is not intended to be used or relied upon by other (third) parties. The results of this report are intended to assist Peel Living in making decisions with respect to the Twin Pines redevelopment. This version of the report has been prepared for public circulation and may not represent all of the information developed by KPMG or Peel Living. Readers are cautioned that there is no assurance or warranty, expressed or implied, regarding the accuracy and reliability of any information contained within this report. The underlying assumptions and inputs may change subsequent to this report date and changes may have an impact on the results. Since these assumptions reflect anticipated future events, actual results may vary from the information presented and these variations may be material.
Executive Summary
Introduction

In September 2016, KPMG was engaged by Peel Living to assist with the redevelopment of Twin Pines. Peel Living was interested in transforming the Twin Pines site into a community that better supported the objectives of the Peel Living’s mandate, optimized the asset, and provided an enhanced community for current and future residents.

KPMG’s scope of work is to support Peel Living in finding the optimal solution for the planning and implementation of the site’s redevelopment, which will be completed through three phases of work:

What is Total Public Value?

To facilitate the development of a vision for Twin Pines, KPMG developed the Total Public Value (“TPV”) Framework. The tool was designed to assist Peel Living and Twin Pines’ stakeholders to collectively define the future state of the site.

The objective of the TPV Framework is to create a shared vision among decision-makers and stakeholders. The vision is defined through a discrete set of principles and outcomes. Subsequent phases of the project will be assessed based on their ability to apply the principles and achieve the desired outcomes.

The TPV Framework is an approach to finding an optimal solution that looks beyond financial feasibility and expands the analysis to a broader set of objectives for the redevelopment. The process captured and leveraged previous work relating to the site, framed the discussion for stakeholder consultations, and is designed to ensure transparency throughout the redevelopment process.

Building the TPV Framework

The TPV Framework was developed through two distinct stages:

1. Background study and initial insights

2. Gathering diverse perspectives and evidence

To develop the draft TPV Framework, previous work was examined, key informant interviews were conducted, and key policy documents were reviewed. The draft TPV Framework defined the initial planning principles and outcomes for the redevelopment that were discussed and refined in the next stage of work through robust stakeholder engagement, and research and analysis of relevant reports and case studies. The second stage of work produced the final TPV Framework.
TPV Framework: A Vision for Twin Pines

The final TPV Framework is comprised of four Guiding Principles and five Outcomes. The Guiding Principles will inform the redevelopment of Twin Pines and provide guidance throughout the project's planning, development, and implementation phases.

The TPV outcomes define the vision for the future of Twin Pines. The outcomes are categorized into two groups. The first group of outcomes are the key drivers for redevelopment: “Housing Options” and “Affordable Housing Sustainability”. To find the optimal solution for the redevelopment, a balance must be struck between these two outcomes.

The second group of outcomes are key priorities that may create a complete community at the new Twin Pines. Successfully developing an “Age-Friendly Community,” a “ Connected Community,” and fulfilling an “Environmental Responsibility” will support the diverse needs of the community.

The TPV Framework provides Peel Living a clear and defined set of expectations and commitments by which to achieve the shared vision of the redevelopment and the future state of Twin Pines.

Looking Ahead

The TPV Framework will be a key input for the Business Case and the project moving forward. The Business Case will assess several preliminary development concepts and delivery models for achieving the future state of Twin Pines. It will also address considerations for the implementation plan. The approval of the Business Case will conclude the first phase of work of the Twin Pines Redevelopment Project.
Twin Pines - Total Public Value Framework

**KEY DRIVERS**

**Housing Options**
Creating a mix of housing options that respond to community needs

**Affordable Housing Sustainability**
Ensuring Peel Living's affordable housing portfolio can be sustained and improved now and in the future

**KEY PRIORITIES**

**Age-Friendly Community**
Developing a community where residents can live active and healthy lives

**Connected Community**
Fostering a connected and inclusive community

**Environmental Responsibility**
Protecting and enhancing the environment for generations to come

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**Our Guiding Principles**

**Honouring Commitments**
Upholding our commitments to residents

**Being Responsive**
Ensuring that the development will be flexible to change

**Innovative Solutions**
Remaining open to innovative ideas and solutions

**Considerate Transformation**
Minimizing disruption to impacted stakeholders
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1 Background Information
Twin Pines Mobile Home Park dates back to 1949, when the first mobile homes were placed on the Pallet family's apple orchard. This chapter outlines the history of the site, the agreement between Peel Living and Twin Pines residents, and the project approach for the redevelopment of Twin Pines.

### 1.1 Peel Housing Corporation (Peel Living)

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 71 different sites in its affordable housing portfolio.

Peel Living provides homes to over 15,600 people in high and low-rise apartments and townhouses. It also manages six Regionally-owned buildings, two transitional housing properties and three emergency homeless shelters. Many of the people who receive housing through Peel Living are children (45 percent of residents) and seniors (20 percent of residents).

Peel Living’s services are provided through the Region of Peel Human Services department. Staff work with community agencies to provide services and support to tenants based on their needs. Peel Living is one of 48 housing providers under the oversight of the Region of Peel’s Housing Service System Manager. As of July 2016, the Region of Peel had an affordable housing waitlist of 12,580 households.

### 1.2 History of Twin Pines and the Agreement

*The History of Twin Pines*

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

In the early 1990s, the Pallet family looked to sell the lands to a private developer. In 1996, Peel Living purchased the site from the Pallet family, becoming the landlord. The property was renamed Twin Pines Mobile Home Park and the residents became tenants of Peel Living.
Today, Twin Pines is approximately a 25-acre (11.2 hectares) site with 213 mobile home units located at 1749 Dundas Street East in Mississauga, Ontario. Also located on the site is Summerville Pines, an eight-storey senior’s residence, and the Peel Family Shelter, an emergency family shelter owned by the Region of Peel. There are three commercial properties fronting Dundas Street (a food retailer, a tree cutting business, and a furniture store). Peel Living owns the commercial properties and leases them to the businesses, except for the furniture store.

There are residential communities made up of primarily detached and semi-detached homes to the north and west side of Twin Pines. There is only pedestrian access between Twin Pines and the neighbouring residential areas. Along the eastern border of the site is an inactive hydro corridor owned by Hydro One. Adjacent the hydro corridor are light industrial and employment lands. An informal road connects Twin Pines to the industrial park to its east.

The Agreement between Peel Living and Cedar Grove Residents Community Corporation

In 1996, Peel Living entered into an agreement with Cedar Grove Residents Community Corporation ("CGRCC"), which represented a majority of Twin Pines residents (the “Agreement”). The Agreement provided for a $1 million loan from CGRCC to Peel Living; it also provided that all residents who occupied their premises at Twin Pines when Peel Living became the owner in 1996 and who joined the CGRCC residents’ association (by paying a $5,000 loan to the CGRCC to be repaid by CGRCC upon the member moving out) were granted 20 years of security of tenure. As a result, Peel Living was prohibited from terminating the tenancy of any such resident for redevelopment purposes until October 1, 2016. Under the Agreement, Peel Living would charge rent to CGRCC members based upon a pass-through of all costs and expenses incurred by Peel Living to operate the property.

Peel Living fully repaid the loan on September 30, 2016, with interest. Tenancy agreements are maintained on a monthly basis and are subject to the Residential Tenancies Act.
1.3 Redevelopment Approach and Objectives

The project approach to the redevelopment of Twin Pines is divided into three distinct phases of work.

Figure 2: Project Approach – Phases of Work

Phase 1: Vision for the Future – What do we want to achieve?

The first phase of the approach focuses on determining the future state of Twin Pines. To facilitate the development of a vision for Twin Pines, KPMG developed the Total Public Value (“TPV”) Framework. The tool, explained in more detail below, was designed to assist Peel Living and Twin Pines’ stakeholders to collectively define the future state of the site.

What is the Total Public Value Framework?

- The TPV Framework is a tool that goes beyond the financial feasibility of a redevelopment and expands the conversation to a broader set of objectives.
- The Framework provides a clear vision based on informed knowledge to define a set of outcomes.
- The outcomes are defined through stakeholder consultations, as well as research and analysis of relevant information and data.

Why is the Total Public Value Framework Important?

- The TPV Framework’s value is its ability to create a shared vision among decision-makers and stakeholders.
- The vision is defined through discrete outcomes.
- The TPV approach provides Peel Living with the opportunity to consider competing priorities through a defined methodology.
- There is not always universal agreement in the conclusions, however the TPV Framework creates a shared vision by incorporating information and perspectives from a variety of sources.
A Business Case will be developed to assess a number of preliminary development concepts and delivery models. The preliminary development concepts will provide the basis for analyzing the financial feasibility of redeveloping the site and help identify any development requirements and objectives for Phase 2, but will be illustrative only. The development of the Business Case will also involve a market sounding process and a review of project specific risks and potential mitigation strategies. The Business Case will identify the preferred approach to deliver the project.

**Phase 2: Partnerships and Planning – How will we get there?**

Depending on the delivery model chosen, Phase 2 may involve a procurement process to select a development partner(s) for the redevelopment. The alignment of proposals with the TPV Framework may guide the evaluation process. At the end of this phase, Peel Living will oversee the approval of:

- An agreement with a development partner(s) if needed;
- A site plan; and
- An implementation schedule.

**How do you engage stakeholders in the TPV Framework?**

- Stakeholder consultations and key informant interviews facilitate a dialogue between the project team and the contributors in order to define the future state of the site.
- Stakeholder engagement enables the following outcomes:
  - Builds awareness and knowledge among stakeholders of the redevelopment process.
  - Fosters champions and empowers decision-makers with a broader perspective of stakeholder opinions.
  - Solicits feedback, advice and input to inform the Business Case and development concepts.
  - Facilitates meaningful opportunities to engage stakeholders throughout the redevelopment process.
  - Supports stakeholders in preparing for change.
  - Reframes the concept of value from a single view (individual or organizational) to a system view.

The stakeholder engagement informs the outcomes of the TPV Framework and calibrates the weighting of the priorities to inform the redevelopment.

**How will the TPV Framework be used in the redevelopment planning?**

- The TPV Framework will be a key input into the development of the Business Case for Twin Pines.
- The purpose of the Business Case is to assess different preliminary development concepts and delivery models.
- Preliminary development concepts will be guided by the TPV Framework and are the initial design parameters that may include the built form (housing typology, height, number of units, gross floor area, and density), street and pedestrian connections, open space (e.g., private outdoor amenity space, public park, multi-use trails, etc.), and other design components (e.g., extent of sustainability and innovation).
Phase 3: Bringing the Vision into Reality – When will the development work begin?

The third phase will establish the framework for project delivery. This phase may also include the preferred developer creating a detailed design for the site, as well as obtaining required planning approvals and permits.

Resident transition and construction will also begin during this phase of work, supported by ongoing project management and joint oversight by Peel Living and the developer. The oversight of this phase of work may include the establishment of a Project Management Office.

1.4 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 Phase 1 is to support Peel Living in developing a vision for the site’s redevelopment, together with a plan to achieve that vision. This report describes the work completed in the first part of phase one for developing a vision for the future Twin Pines.

KPMG’s work includes the following:

- Review of past work and strategic reports related to Twin Pines;
- Interviews with key stakeholders and Region of Peel and Peel Living staff;
- Case study analysis of relevant comparable redevelopment projects;
- Broad stakeholder engagement, including resident and neighbouring community consultations;
- Development and assessment of preliminary development concepts for the site; and,
- Qualitative and quantitative analysis for and development of a Business Case that will outline the preferred options and delivery models.
2 Building the Total Public Value Framework
This chapter outlines the work undertaken to develop the TPV Framework that included a review of previous work, key informant interviews, analysis of strategic documents, stakeholder consultations, and the development and analysis of case studies.

Introduction

The figure below provides an overview of the development of the TPV Framework through two distinct stages:

1. Background study and initial insights
2. Gathering diverse perspectives and evidence base

**Figure 3: Total Public Value Framework Development Process**

2.1 Stage 1: Background Study and Initial Insights

2.1.1 Previous Work – What were the key findings?

Planning for the future Twin Pines began in 1996, with the purchase of the site and Peel Living’s stated intent to redevelop the lands upon the expiry of the security of tenure. More detailed future-focused conversations and data gathering activities started in 2012. This foundational work was carried-forward, and its key findings were considered in the design of the draft TPV Framework. Specifically, there are two previous initiatives that grounded early thinking – the CIVIS Charrette Report and the SvN Housing Needs and Financial Impact Assessment.
CIVIS Charrette Report – Prioritization of Interests

In 2012, a charrette process conducted by CIVIS (formerly known as IwB), created an opportunity for Twin Pines residents, the neighbouring community, and professionals to discuss concerns and interests for the future state of Twin Pines. Feedback received during the charrette process was summarized and interests were prioritized. Two key priorities shared by the residents, neighbouring community and professionals were (1) to maintain the unique character of Twin Pines, and (2) to support residents through the transition in any future redevelopment.

Shortly after the charrette’s conclusion, Peel Living determined that it would move forward with the redevelopment of Twin Pines upon the conclusion of the security of tenure under the Agreement in October of 2016. The Peel Living Board of Directors adopted a series of commitments (commonly referred to as the 2012 Commitments) to guide the redevelopment, and highlight that affordability would be maintained in any future Twin Pines. The six commitments are listed below.

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.
The 2012 Commitments created an obligation on Peel Living to conduct a Housing Needs and Financial Impact Assessment for the Twin Pines residents. In 2015, this commitment was fulfilled through the survey work completed by SvN Architects (formerly known as planningAlliance).

Sixty five percent of all Twin Pines households took part in the assessment that was focused on five key topics – aspirations, housing, community, affordability, and transitioning. (Note: Results from the assessment are indicative and not predictive. Results are a snapshot of the Twin Pines community as of July of 2015.)

The findings from the assessment informed the development of the TPV Framework by providing an indication of the demographic profile at Twin Pines and their reported needs.

2.1.2 Key Informant Interviews – What are the initial insights today?

Peel Living Board of Directors and staff from Peel Living and the Region of Peel were interviewed to provide initial considerations for the development of the draft TPV Framework. The following summarizes the key themes from these early discussions:

– **Recognizing the uniqueness** of Twin Pines and the community.

– The redevelopment work must ensure an **integrated planning approach**, by understanding and aligning the key drivers for the Region of Peel, the City of Mississauga, and the Dundas Connects Master Plan.

– **Communicating clearly with stakeholders** throughout the project process and maintaining relationships are important.

– **Supporting current residents** by understanding their challenges and ensuring engagement and support throughout any change that may occur.

– A desire for this project to provide **financial sustainability for Peel Living**.

– Focusing on a **solution that supports a range of ages, incomes, and health needs**.

– Focusing on the future in order to **identify the needs of the community over the long term** beyond the initial redevelopment, including addressing the Region’s affordable housing needs.

– Developing a **complete community to maximize the site utilization** when considering housing mix and uses, transit accessibility, green space, and conservation approaches.

2.1.3 Key Document Review – What is motivating the change?

There are numerous public policy documents, strategies and materials that assisted in informing the development of the TPV Framework. The various documents that were reviewed originated from all levels of government – federal, provincial, regional and local municipalities – as well as core Peel Living documents. The purpose of this review was to look critically across the many public policy documents and strategies to understand the key driving forces of change that are influencing the Twin Pines Redevelopment Project and, as a result, the TPV.
The following summarizes the results of this situational assessment and captures the key driving forces that the TPV Framework must consider:

- **Peel Living Priority – Creating a Sustainable Housing Portfolio**

  The development of a strategic plan for Peel Living is currently underway. However, even without this guiding document, the transformation challenge signaled in the Annual Report is clear – “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”. Creating a sustainable housing portfolio is a priority for redeveloping Twin Pines.

- **Financial Realities – Long Term Viability Concerns**

  The transformation challenge for Peel Living is grounded in long term financial viability concerns. Based on the updated 2016 Building Conditions Assessments, the 10-year capital needs are estimated to be approximately $421 million. These financial challenges are further compounded when the age of the buildings is taken into consideration – the majority of Peel Living assets were built in 1995 or earlier and 10 buildings were built before 1976. As a result, capital replacement needs are outpacing Peel Living’s ability to fund the required repairs.

- **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 20-year Strategic Plan and is the key driver behind an important Term of Council priority outcome – to reduce the length of time on the waitlist before being housed. Supporting the achievement of this goal is Peel’s Housing and Homelessness Plan that recognizes the need for innovative and cost-effective solutions that aim 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.

- **A Growing Challenge – 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 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 Affordable Housing Program – Housing Gap Assessment and Municipal Best Practices report developed by the City of Mississauga. The report suggested that the gap should be considered from two perspectives – income and supply – and that the City ought to focus on influencing the supply gap. A focus was put on the protection and increasing the supply of rental housing and encouraging more affordable home ownership for larger households. The Peel centralized waiting list as of July 2016 has a total of 12,580 households. Key information about the Peel centralized housing waiting is listed below.
Creating Healthy Communities – Complete Communities

The concept of a complete community is not new, but it is gaining renewed focus in planning and development policies. The goals of developing a complete community are captured in the Region of Peel’s Healthy Development Assessment (“HDA”) User Guide. The document defines healthy development as:

“The concept of healthy communities is intrinsically tied to the Provincial planning policy’s promotion of complete communities. Complete communities meet people’s needs for daily living by providing convenient access to an appropriate mix of jobs, local services, a full range of housing, opportunities for aging in place, and accessible community infrastructure including schools, recreation and open space for their residents. Convenient access to public transportation and options for safe, non-motorized travel is also a key part of complete communities.”

Healthy communities are assessed based on the six core elements of built environment – development density, service proximity, land use mix, street connectivity, streetscape characteristics and efficient parking. The City of Mississauga has adapted the HDA and developed the Mississauga Healthy by Design tool, which incorporates these six core elements with existing City design standards for mixed use developments.
Transit on the Move – Dundas Connects

One of the strategic pillars of the City of Mississauga Strategic Plan is to ‘Move’ – a priority focused on “developing a transit oriented city”. More specifically, the City would like to create a community that “people can get around without an automobile, and where transit directly influences and shapes the form of the city”. In building a reliable and convenient system, the City committed to “make transit a faster and more affordable alternative to the automobile,” and committed to having a transit stop within walking distance of every home.

One of these transit plans is Dundas Connects, which is a project to create a master plan on how to best increase transportation capacity, connect the city, and intensify land use in appropriate areas along the Dundas Street corridor. The City is currently developing the evidence-based recommendations for higher-order transit and land use changes to support the intensification. The final master plan will be brought to City Council for approval in late 2017.

2.1.4 Draft Total Public Value Framework

The above noted information resulted in the development of the draft TPV Framework. The draft TPV Framework summarized many of the perspectives captured in the information gathering activities since 2012. Key informant interviews validated the currency of the previous findings. The draft TPV Framework also provided the initial research parameters in our document review, secondary research, and case study analysis. During stakeholder interviews, the draft TPV Framework served as an engagement tool to highlight the various aspects of the redevelopment and garnered focused feedback on each of the specific elements of the redevelopment. This approach was an efficient method to inform the stakeholders of the project history and engaged them in envisioning the future state of Twin Pines. Feedback gathered through this process assisted in refining the research, analysis, and findings of the Final TPV Framework.

Figure 5: Draft Total Public Value Framework
2.2 Stage 2: Gathering Diverse Perspectives and Evidence

2.2.1 Community and Partner Engagement Sessions

**Key Themes Shared by Stakeholders**

Throughout the fall of 2016, a comprehensive group of stakeholders impacted by the redevelopment of Twin Pines were engaged. An overview of the complete stakeholder engagement process can be found in Appendix D. Key themes from the stakeholder feedback are shared below and organized by draft outcome. Limited feedback was provided regarding the draft planning principles. A summary of the public stakeholder engagement sessions can be found in Appendix E.

### Affordable Housing and Housing Options

The draft outcome was the most discussed outcome and focused on finding the right mix of housing options to respond to community needs in Twin Pines.

<table>
<thead>
<tr>
<th>Stakeholder feedback included:</th>
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<tbody>
<tr>
<td>- Twin Pines’ redevelopment should have multiple forms of housing across the spectrum of affordability.</td>
</tr>
<tr>
<td>- Growing housing affordability gap is a concern in the City of Mississauga and the area.</td>
</tr>
<tr>
<td>- An aversion to high-density housing. If there are higher density buildings, they should be situated on the south end of the site, fronting Dundas Street. Density should be lower on the north side of the site.</td>
</tr>
<tr>
<td>- Housing should be mixed between affordable and market priced units. There should not be a sense of segregation or isolation for affordable housing units in the new Twin Pines.</td>
</tr>
<tr>
<td>- The housing options developed in Twin Pines should sustain the sense of safety and social cohesion of community.</td>
</tr>
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### Transit and Mobility

Stakeholders provided differing ideas about the draft outcome, which focused on finding the best ways to improve transit and options for mobility for Twin Pines residents, by aligning with the Dundas Connects’ plan for the area.

<table>
<thead>
<tr>
<th>Stakeholder feedback included:</th>
</tr>
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<tbody>
<tr>
<td>- Any redevelopment involving intensification should ensure that adequate parking is provided.</td>
</tr>
<tr>
<td>- Public transit should go directly into and out of Twin Pines and provide greater transit access for residents.</td>
</tr>
<tr>
<td>- As the Dundas Connects Master Plan is developed, the redevelopment of Twin Pines should ensure that it is aligned with Dundas Connects’ vision for the area.</td>
</tr>
<tr>
<td>- Concerns regarding traffic congestion at the intersection of Main Street and Dundas Street.</td>
</tr>
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</table>
Financial Return

Several stakeholders had a strong opinions about the draft outcome, which was focused on ensuring the short- and long-term return on investment for Peel Living.

Stakeholder feedback included:

– The Twin Pines residents expressed concern over the financial return of redevelopment being solely given to Peel Living. The residents stated that their own financial return should be taken into account.

– The neighbouring community expressed concern over Twin Pines’ redevelopment affecting the value of their own homes. Some feared the redevelopment and potential increase of affordable housing units would lower the value of their homes, while others predicted that the redevelopment would have the opposite effect.

– Peel Living needs to be financially sustainable to meet its mandate of supporting affordable housing in the Peel region, and to decrease the current affordable housing waitlist of over 12,580 households.

– Peel Living’s current portfolio of affordable housing is aging and in need of revitalization. Returns from Twin Pines redevelopment can support the enhancement of Peel Living’s affordable housing assets, both in Twin Pines and throughout the area.

Social Cohesion

The draft outcome received differing views from stakeholders and focused on fostering a connected, inclusive, and diverse community for all current and future residents of Twin Pines.

Stakeholder feedback included:

– A large part of the current sense of connection and community enjoyed in Twin Pines is due to the high degree of safety experienced by the current residents. To maintain a cohesive community in the future, Twin Pines needs to remain safe and crime-free.

– Community spaces within Twin Pines can help to foster a sense of community. Community events and projects should be promoted throughout Twin Pines for greater social cohesion.

– Social cohesion should also focus on connecting the Twin Pines community with the surrounding neighbourhood.

– The redeveloped Twin Pines should be sensitive to diversity and ensure all peoples feel included in the community.

Local Economic Impact

Limited feedback was received for this draft outcome, which focused on finding the best way to support local economic growth and employment opportunities in the area.

Stakeholder feedback included:

– There should not be a net loss of employment in the area due to the redevelopment of Twin Pines.

– The future of Twin Pines should include small stores and cafés, which would provide employment opportunities within the community.

– Units fronting Dundas Street could be multi-use, with offices and commercial space on the lower levels, and residential units on top.
### Environmental Sustainability

**Stakeholders** provided a substantial amount of feedback for this draft outcome that focused on finding the best set of methods through which the community’s immediate and surrounding environment would be protected and enhanced now and in the future.

**Stakeholder feedback included:**

- Twin Pines’ new infrastructure and buildings should be modern and energy efficient.
- The green space in Twin Pines should be maintained and include active living options such as walking and cycling trails, urban gardening, and parks.
- The tree canopy of Twin Pines should be protected.
- The Toronto and Regional Conservation Authority’s SNAP (Sustainable Neighbourhood Retrofit Action Plan) Program and other such programs should be leveraged in building a community resilient to climate change.

### Age-friendly Community

**In general, two main ideas developed during discussions around this outcome: the concept of a family-friendly community, and a senior-friendly community.**

**Stakeholder feedback included:**

- Different types of seniors living (ex. independent or semi-independent) should be available within Twin Pines to meet the needs of the community.
- Seniors might have challenges living in higher-density housing. Also, accessibility should be considered.
- While concerns were raised regarding capacity issues in the schools surrounding Twin Pines, consultation with the school boards has confirmed that there are no current capacity issues. The surrounding community can support more families on the site in terms of school enrollment.
- The redevelopment of Twin Pines should be friendly to seniors and families.

### 2.2.2 Case Study Analysis

A review of comparable redevelopments in Canada was conducted to gain insights on how to enhance the implementation of the redevelopment of Twin Pines. KPMG collected information on both successful and unsuccessful affordable housing redevelopment case studies and analyzed them for lessons that could be applied to Twin Pines. The case studies indicated that affordable housing redevelopments in Canada were primarily driven by the following:

1. The need to improve the buildings conditions of affordable housing and its infrastructure.

   Many of affordable housing developments were built between 1940 and 1960 and are nearing the end of their expected asset lifecycle. Maintenance and repair costs are becoming untenable, especially when coupled with increased budget constraints on affordable housing providers and government entities. Therefore, full scale modernization through redevelopment is a common solution and opportunity for improvement.
2. The need to improve the social conditions on the existing site and in buildings.

A key insight from the case study analysis, highlights that past redevelopment projects have had a tendency to build affordable housing in isolation and separated from the broader community, and without consideration for access to the city at large. Whereas, current redevelopment projects have incorporated the now well-accepted approach of integrated affordable housing and mixed-income neighbourhoods.

3. The need to accommodate changing demographics and the affordable housing waitlist.

A key driver for affordable housing redevelopment is the growth experienced in many regions and their affordable housing waitlists. This growth presents a need to expand existing portfolios of affordable housing, while renewing existing assets that are nearing the end of their lifecycles. Many of the affordable housing buildings and communities are being redeveloped into higher density, modern, and more efficient housing forms.

Connected to this renewal of affordable housing is the necessity to meet the changing needs of residents. A key insight from the case studies is to develop housing options and infrastructure that is accessible, and that supports residents through all stages of their lives.

Summarized in the table below are key insights drawn from the analysis of the case studies listed above.

### Table 1: Case Study Analysis: Key Success Factors

<table>
<thead>
<tr>
<th>Theme</th>
<th>Success Factor</th>
</tr>
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</table>
| **Stakeholder Engagement** | - The broadest range of stakeholders should be engaged in the redevelopment process.  
- Active and timely communication is critical.  
- Stakeholder engagement should start early in the redevelopment process.  
- Foster trust based relationships and ensure open and honest sharing of information. |
| **Transition Planning**   | - Ensure impacted stakeholders are provided up-to-date information, clear timelines and insights into project milestones.  
- Transition plans should be formal documents that are shared with all residents.  
- Options and flexibility should be included in the transition plans.  
- Where feasible, phasing of the development may assist in reducing disruption to current residents. |
| **Strategic Alignment**   | - Aligning the vision and design of the redevelopment with strategic plans of local authorities.  
- Lack of proactive alignment may result in costly delays and a lack of support from critical decision makers.  
- An aligned vision fosters partnership and potential access to funding and grants for financing the redevelopment. |
| **Redevelopment Funding** | - Consider partnering with private entities in order to fund the redevelopment.  
- Develop a financial plan that incorporates stakeholder engagement costs, relocation options, and the contingencies for unexpected issues, such as archeological sites. |
3  The Future Vision for Twin Pines
This chapter outlines the TPV Framework that comprises four guiding principles and five outcomes, each of which are described in detail below.

**Introduction**

Through the stakeholder consultations, research, and analysis presented in Chapter 3, the initial planning principles were refined to better reflect the redevelopment needs and respond to stakeholder feedback, and are now summarized as guiding principles described below.

The initial seven outcomes were refocused into five thematic areas and prioritized. The outcomes of ‘Housing Options’ and ‘Affordable Housing Sustainability’ were identified as critical drivers that should be maximized in the redeveloped Twin Pines. The following diagram summarizes the proposed final Total Public Value Framework, and its guiding principles and outcomes.
Figure 6: Total Public Value Framework

**Twin Pines - Total Public Value Framework**

**Key Drivers**
- **Housing Options**
  Creating a mix of housing options that respond to community needs
- **Affordable Housing Sustainability**
  Ensuring Peel Living’s affordable housing portfolio can be sustained and improved now and in the future

**Key Priorities**
- **Age-Friendly Community**
  Developing a community where residents can live active and healthy lives
- **Connected Community**
  Fostering a connected and inclusive community
- **Environmental Responsibility**
  Protecting and enhancing the environment for generations to come

**Our Guiding Principles**
- **Honouring Commitments**
  Upholding our commitments to residents
- **Being Responsive**
  Ensuring that the development will be flexible to change
- **Innovative Solutions**
  Remaining open to innovative ideas and solutions
- **Considerate Transformation**
  Minimizing disruption to impacted stakeholders
3.1 Guiding Principles

The Guiding Principles will inform the redevelopment of Twin Pines and provide guidance throughout the project’s planning, development, and implementation phases. These principles are intended to support stakeholders throughout the redevelopment of the site.

3.1.1 Honouring Commitments

In 2012, Peel Living made six formal commitments to the residents of Twin Pines regarding the site’s redevelopment. The Twin Pines redevelopment is future-oriented, but needs to recognize the needs of the current residents and their well-being, as described in the commitments. As such, the first Guiding Principle, Honouring Commitments, is focused on turning the intent of the 2012 commitments into a reality.

This guiding principle provides that the commitments are incorporated and continue to drive the planning process moving forward. (Refer to Section 2.1.1. for the list of commitments.)

3.1.2 Being Responsive

The case study analysis highlighted that successful redevelopments were able to respond to change. Redevelopments are multi-year projects, flexibility throughout the phases of work should be a core element of the redevelopment approach.

The area around Twin Pines is undergoing considerable change, including shifting demographics, infrastructure renewal, and the planning related to Dundas Connects initiative. The strategic plans for the area around Twin Pines need to inform the redevelopment process in order to respond to the regulatory changes and transit enhancements. The redevelopment needs to be agile and responsive to change throughout the duration of the project.

3.1.3 Innovative Solutions

The site’s redevelopment is a significant opportunity for Peel Living and stakeholders, including current and future residents, as well as members of the surrounding community. At the same time, there are competing priorities and an array of desired outcomes. For Twin Pines to optimally realize the desired outcomes and create a better community, innovation throughout the redevelopment journey will be necessary and may include:

– Innovative building forms and housing options;
– Partnerships with the not-for-profit sector, community agencies, and other levels of government; and,
– Tailored approaches to rental and ownership models.

3.1.4 Considerate Transformation

The Twin Pines redevelopment will be transformative for the 25-acre site. A redevelopment implementation timeline will be identified in the Business Case. For current and neighbouring residents, a focus on minimizing disruption during the redevelopment period will be a key consideration and may include:

– Ensuring formal transition plans for current residents are developed and carefully considered, taking into account the results of the Housing Needs and Financial Impact Assessment.

– Minimizing disruption during redevelopment for the surrounding neighbourhood through considerate construction leading practices and actively liaising with the community.
3.2 Outcomes

The TPV Outcomes define the vision for the future of Twin Pines. A final set of five outcomes emerged through the stakeholder engagement, review and analysis of relevant strategies, materials and case studies. The outcomes are categorized into two groups. The first group of outcomes are the key drivers for redevelopment: “Housing Options” and “Affordable Housing Sustainability”. To find the optimal solution for the redevelopment, a balance must be struck between these two outcomes.

The second group of outcomes are key priorities that will create a complete community. Successfully developing an “Age-Friendly Community”, a “Connected Community”, and fulfilling the “Environmental Responsibility” will support the diverse needs of the community.

These five outcomes are fundamental in achieving the optimal solution, and are discussed in more detail below.

### 3.2.1 Housing Options

*Creating a mix of housing options that respond to community needs.*

**The Outcome Defined**

Housing solutions are unique to each community. Underlying all options is an understanding that a housing option should meet the diverse needs of the individual.

Policymakers and thought leaders for decades have identified housing as a core need for all residents. As evidenced by the Region of Peel’s affordable housing waitlist, many residents in the area are challenged in satisfying their housing needs. There is a growing gap between the housing options available in the private market and what people can afford. This challenge is acutely observed in low-income households, who face obstacles to remain on the housing spectrum while maintaining their basic necessities, and is now affecting a segment of moderate-income households as well.

**The Outcome in Twin Pines**

The mandate of Peel Living is to provide “quality housing and opportunities for success”. This outcome aligns with both the Region’s Strategic Plan: Imagine Peel and the Term of Council Priorities, which have identified the growing affordable housing gap as a concern.

A common concern during the stakeholder consultations was the unavailability of comparable affordable housing within or near the Twin Pines community. The preferred housing options identified by the stakeholders varied in their form ranging from townhomes to detached homes to higher density condominiums. Stakeholders often suggested the need for a spectrum of housing options on the site to account for the different needs of both current and future residents.

Stakeholders provided limited feedback on the appropriate blend of housing options for the site but commonly raised the preference for a solution that would create a mixed-income community. Through the previous work and case study analysis, it can be reasonably assumed that the appropriate blend of housing options will include a government subsidization of units for residents unable to access the market driven end of the housing continuum.

**The Outcome’s Significance to the Community**

A housing solution that is adaptable and enduring will be able to contribute to the region’s response to the growing affordability gap. In order to achieve this outcome, the housing options at Twin Pines should incorporate the diverse needs across the housing and affordability spectrum. The right balance of purpose-built affordable housing units, a broad range of unit types covering various levels of affordability, together with market-priced units, will provide a suitable solution to satisfy residents' core housing needs.
Affordable Housing Sustainability

Ensuring Peel Living’s affordable housing portfolio can be sustained and improved now and in the future.

The Outcome Defined

In Canada, through the definition advanced by the Canadian Mortgage and Housing Corporation, it is commonly understood that ‘affordable housing’ describes the cost of shelter when it accounts for less than 30 percent of before-tax household income. Using this definition as a guide for the development of affordable housing options provides a starting point for determining a sustainable affordable housing solution.

There is currently a gap between the availability of housing options and the ability for those on the affordable housing waitlist to pay for accommodations that are adequate for their needs. However, meeting Peel Living’s mandate of providing affordable housing cannot continue to be met in the long-term without ensuring its financial sustainability is included in the design of any solution. Assessing the redevelopment through an approach that is focused on long-term solutions should inform the preferred building form, approach to amortizing costs, and desired tenure of residents.

The Outcome in Twin Pines

Peel Living manages an asset portfolio of 71 properties with a growing capital need of $421 million within 10-years. Peel Living requires ongoing financial support from the Region in order to maintain its current capital and operational needs, as described in the 2017 Peel Living budget.

Focusing on asset lifecycle management, maintaining optimal working capital and ensuring a sustainable operational model for Twin Pines will support Peel Living’s financial sustainability. Through the achievement of this outcome, the Twin Pines site’s redevelopment could also be used respond to the increasing state of good repair costs and operational costs across Peel Living’s housing portfolio.

The Outcome’s Significance to the Community

Developing affordable housing options is core to Peel Living’s mandate and is needed in order to better serve the community and fulfill the organization’s fiduciary responsibility to the taxpayer. Optimizing the utilization of the Twin Pines site to respond to the growing affordable housing gap is a key outcome of the redevelopment.

The opportunity to create a community that has a significant number of affordable housing options can serve as a catalyst to bridge the affordability issues in the region. Twin Pines provides Peel Living with an opportunity to expand or enhance its asset portfolio, which would provide relief to both current and future housing needs for the region.

The redevelopment of Twin Pines could assist the enhancement of Peel Living’s asset portfolio by potentially leveraging the proceeds of the redevelopment for the repair of its current housing portfolio or by the expanding other assets at other sites. Also, the redevelopment of Twin Pines could provide the opportunity to build additional affordable housing units at the site. These, along with other potential considerations, provide Peel Living with the ability to enhance and to sustain affordable housing in Peel into the future.

Age-Friendly Community

Developing a community where residents can live active and healthy lives.

The Outcome Defined

Aging in place is a core motivation in designing and developing age-friendly communities. There is a greater emphasis on developing communities that allow their residents to access services, engage with their community and maintain active lifestyles throughout their various stages of life.
The development of a community plan that incorporates an age-friendly design has key elements, such as access to transportation, proximity to health services, and the ability to foster civic engagement and social inclusion.

The Region of Peel adopted the Healthy Development Assessment to guide community development by incorporating built environments that foster healthy and complete communities. The aim of this assessment was to assist in planning pedestrian-friendly, transit-supportive neighbourhoods that contained a mix of services to support daily living and enable physical activity for the residents. This perspective provides defined elements for creating an age-friendly community.

In defining an age-friendly community, community planning should consider the region's changing demographics and provide a supportive environment for single adults, seniors and families with children.

**The Outcome in Twin Pines**

A commonly raised concern during the stakeholder consultation was the inability for the aging population in Twin Pines and Summerville Pines to maintain a comparable lifestyle in the redeveloped Twin Pines. There is a high degree of connection between residents on the site who might otherwise experience social isolation. There is easy access to outdoor spaces and healthy living activities such as walking and gardening. However, the current Twin Pines infrastructure and community plan provides residents with limited access to services for daily living, support services for seniors, public transit and health services.

This outcome will assist in calibrating the building forms, development density and community plan to foster a community that will be accessible to residents throughout their various stages in life. The focus will be to maintain the resident's ability to access services either through pedestrian-friendly, active transportation, or transit-accessible methods.

**The Outcome's Significance to the Community**

By including the concept of an age-friendly community as an outcome, Peel Living can ensure that as the community grows, it will be supportive of and enable all age groups to thrive.

This outcome may be achieved by: (1) providing greater access to public transit and active living options; (2) improving the proximity of health and social support available to residents; and (3) calibrating the development density with population projections and considering the current residents. Core to this outcome will be the ability to create a community that will be supported by outdoor living and social participation.

**3.2.4 Connected Community**

*Fostering a connected and inclusive community.*

**The Outcome Defined**

Developing infrastructure that supports the physical and emotional well-being of its residents is central to this outcome. A connected community is one that fosters inclusivity of all residents. A key component of a connected community is that it must provide its residents more than a location for housing. The community plan should incorporate defined space for health, social, community and recreational services. A connected community nurtures a high quality of life for all residents by providing the residents the ability to engage in or access to modes of transportation and active living.

**The Outcome in Twin Pines**

Two elements of this outcome were repeatedly highlighted during the stakeholder consultations: (1) the sense of community that exists within the study area; and (2) the opportunity to strengthen its ability to allow people to live full, active, and healthy lives.

A key aspect to retain in the redeveloped community is the sense of safety enjoyed by the residents. Fostering an atmosphere where people know their neighbours, through shared indoor and outdoor spaces, will assist in building a sense of community.
and connection among the residents. Related to the Housing Options outcome, there should be no demarcation nor division of affordable housing options and market value options. Both options should be integrated in order to foster a sense of community, which is vital to the redevelopment proposal’s ability to realize this outcome.

Accessibility to necessary supports and services is central to achieving this outcome. Incorporating an assessment of a proposal’s feasibility for providing health, social, community, and recreational services within Twin Pines is an important indicator for determining the success of this outcome. Where a service cannot exist on the site, transit infrastructure ought to be prioritized in order to ensure all services required for a community to be complete are readily available.

The Outcome’s Significance to the Community

The redevelopment of Twin Pines provides the opportunity to connect the site with the neighbouring area, while maintaining the sense of community within Twin Pines. This outcome codifies Peel Living’s and the Region’s recognition that the sense of community should be preserved and the community infrastructure revitalized through the redevelopment process. Alignment with the City’s transit plan for the area through Dundas Connects’ Master Plan will support Twin Pines becoming better integrated with the public transit. This redevelopment should provide access to services and shared spaces to allow the community to thrive in and around Twin Pines.

3.2.5 Environmental Responsibility

Protecting and enhancing the environment for generations to come.

The Outcome Defined

Environmental responsibility refers to the long-term sustainability of a green, efficient, and resilient community. A green community is one that grows alongside its natural landscape, as opposed to one that grows to nature’s detriment. Tree canopies, gardens, and cleaner transit options all build greener communities. In this context, an efficient community is one that takes every feasible effort to reduce its carbon footprint and the overuse of energy and resources. A resilient community is one that is designed with the potential challenges of climate change in mind, and which protects its inhabitants and preserves its environment.

The Outcome in Twin Pines

In Twin Pines, the realization of the Environmental Responsibility outcome should be interpreted through two project states: development state and future state. The development state includes the environmental impact of the on-site construction, including the environmental costs of the methods and use of materials for the redevelopment. The future state is the efficiency of the redeveloped community, which may be achieved through the enhanced use of green infrastructure and other technologies for lower-emission or resource reuse. As development proposals are considered, the extent to which environmental impact is minimized ought to be considered in selection process.

Environmental responsibility was a commonly referenced topic during the stakeholder consultations. Stakeholders suggested a wide range of solutions, such as the preservation of the tree canopy currently on the site; the development of rooftop gardens, green balconies and the general application of urban gardening approaches, where feasible; and the development of walking and cycling paths for active living.

The Outcome’s Significance to the Community

In order to help Twin Pines be a great place to live now and for generations to come, environmental safeguards and enhancements should be incorporated into land use planning. Additionally, programs such as the Toronto & Region Conservation Authority’s Sustainable Neighbourhood Retrofit Action Plan (SNAP) Program that use innovative practices and technologies to improve the environment in urban development ought to be explored.
3.3 Conclusion

The Final TPV Framework is the culmination of the collective insight of the residents, community members, Peel Living and Region of Peel staff, and many others who value the future of Twin Pines. The vision for the redevelopment is divided into defined outcomes and principles to guide all future progress.

The redevelopment of Twin Pines will involve (1) striking a balance between the “Housing Options” and “Affordable Housing Sustainability” outcomes, and (2) achieving the key priorities of “Age-friendly Community”, “Connected Community”, and “Environmental Responsibility” in order to create a complete community. Activities and proposals relating to the redevelopment should be measured against the shared vision defined in the TPV Framework.
4 Looking Ahead
4.1 Business Case Development

The TPV Framework is the culmination of a series of reports and engagement sessions starting in 2012, and once completed serves to document the strategic vision for the redevelopment of Twin Pines. The TPV Framework is also a key input into the Business Case, which is the final product of the first phase of Twin Pines’ redevelopment process.

The purpose of the Business Case is to assess different preliminary development concepts (which describe what will be developed in Twin Pines) and delivery models (which describe how a development concept will be delivered) based on the strategic vision articulated in the TPV Framework. The preliminary development concepts will set the basis for analyzing the financial feasibility of redeveloping the site and any development objectives for the potential procurement process to implement the project. Each preliminary development concept will involve design parameters including built form (housing typology, height, number of units, gross floor area, and density), street and pedestrian connections, open space (e.g., private outdoor amenity space, public park, multi-use trails, etc.), and other design components (e.g., extent of sustainability and innovation).

While a full range of preliminary development concepts will be considered, three will be assessed in-depth as part of the Business Case. The three shortlisted preliminary development concepts will be identified based on what is potentially feasible for the site (taking into consideration site constraints and market conditions), as well as by considering the TPV Framework.

The TPV outcomes will comprise the qualitative evaluation criteria that will be applied to the three shortlisted development concepts and potential delivery models.

The Business Case will identify the optimal delivery model and summarize implementation plan considerations, such as potential funding opportunities, approvals, procurement strategies, stakeholder engagement and communications, timelines and next steps.
Appendices
Appendix A: Works Cited

The report incorporated the various documents and strategies listed below in order to ensure alignment with ongoing initiatives and approaches.

- Affordable Housing In Ontario: Mobilizing Private Capital in an Era of Public Constraint, IMFG & Thinkfresh Group (2013)
- Demographics Report, Region of Peel (2015)
- Living Green Master Plan, City of Mississauga (2015)
- Official Strategic Plan, Region of Peel (2014)
- Partnering for a Healthy Community, Mississauga Halton LHIN (2016)
- Peel Health Data Zone Profiles, Region of Peel (2016)
- Peel Living Annual Report, Peel Housing Corporation (2015)
- Peel’s Housing and Homelessness Plan, Region of Peel (2014)
- Rethinking the Public Policy Process – A Public Engagement Framework, Dan Lenihan (2009)
- Strategic Plan for Our Future Mississauga, City of Mississauga (2015)
- Sustainable Neighbourhood Retrofit Action Plan Five Year Program Review, Toronto and Region Conservation Authority (2014)
Appendix B: Region of Peel Strategic Plan

IMAGINE PEEL
STRATEGIC PLAN
2015–2035

Living
People’s lives are improved in their time of need

Thriving
Communities are integrated, safe and complete

Leading
Government is future-oriented and accountable

VISION:
Community for life
MISSION:
Working with you to create a healthy, safe and connected community

In 4 years we will
- reduce poverty
- increase stable employment
- increase affordable housing

In 20 years we will have
- affordable housing options
- access to employment opportunities of my choice
- access to culturally appropriate services
- access to local, nutritious food sources
- a responsibility to contribute to community well-being
- access to services that meet my needs at all stages of life

In 4 years we will
- adapt to and mitigate the effects of climate change
- increase waste diversion
- improve goods movement
- plan and manage growth
- promote healthy, age-friendly built environments

In 20 years we live in a
- community that is environmentally friendly
- community that promotes mobility, walkability and reduce modes of transportation
- community that embraces diversity and inclusion
- community that promotes economic sustainability and future investments in Peel
- community where growth is well managed
- community where the built environment promotes healthy living

In 4 years we will
- create a modernized transportation network
- attract and retain top talent
- modernise service delivery

In 20 years I trust that
- sustainability and long-term benefits to future generations are consolidated
- the Region of Peel is a model and progressive employer
- co-ordination and partnerships occur
- a systematic approach to innovation is in place
- the community voice and participation is welcome
- the Region of Peel is a well-managed government
Appendix C: Case Studies

Revitalization of Regent Park (Toronto, Ontario)

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.

Key Considerations

– 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 in 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.

Relevance for Twin Pines

– 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.
Strathcona Heights (Ottawa, Ontario)

Strathcona Heights was originally built in 1948 by the Canadian Mortgage and Housing Corporation (CMHC) to provide rental housing for WWII veterans and their family. By the early 1980s, Strathcona Heights no longer met local housing needs or municipal priorities. The buildings required renovation and repair in addition to increased housing density to align with municipal bylaws and increased size of units to meet provincial guidelines.

Approach & Solution

– The redevelopment of Strathcona Heights looked to address a history of underinvestment in maintenance and bring existing buildings up to modern building code and zoning by-laws.

– Originally 40% of the units were planned for renovation, however only 13% were renovated as it became more economically advantageous to demolish and construct new buildings.

– The new construction allowed for flexibility in the layout of the site, increased housing density, and diversity in size and types of units.

– Residents were primarily seniors in primarily one- or two-person households. The developers and residents found that creating two housing co-operatives on the site led to a more diverse community.

Key Considerations

– The development achieved early political and community support for the project by establishing and communicating the project’s needs planned activities.

– A lesson learned from this project is to work with residents prior to renovations to identify how their rent and utility costs will change and explain the impacts of these changes well in advance.

– Part of the pilot construction program included working with residents post-occupancy to identify issues and elements that they felt were unsatisfactory.

Relevance for Twin Pines

– Strathcona Heights had succeeded in developing social cohesion with a diverse resident base through establishing two new housing co-operatives on the site for new residents.

– The project developed a substantial increase in affordable housing through the creation of two housing co-operatives that involved non-profit housing units.

– A lesson learned by the development was to arrange long-term financing in advance of the project, in order to achieve and ensure financial sustainability.
**Midfield Mobile Home Park (Calgary, Alberta)**

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 was redeveloped 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 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 additional $10,000 to cover the cost of moving their units.

– The eviction date is scheduled for the summer of 2017, though some residents are still fighting the redevelopment decision by the City.

**Key Considerations**

– The redevelopment of Midfield has been slowed by delays stemming residents challenging the proposals brought forward by City.

– A lack of stakeholder engagement, together with a relocation plan that did not take into account individual needs and concerns of the residents, has led to a hostile environment and the loss of trust relating to the redevelopment process.

**Relevance for Twin Pines**

– The anxiety observed at Midfield Park provides several parallels.

– The difficulties experienced by the City and the residents could potentially be mitigated by a more robust and flexible transition plan, together with enhanced communication and engagement.
**Hansen Road Project (Brampton, Ontario)**

Hansen Road is a mixed-use high rise affordable housing project with 205 residential units situated at the corner of Hansen Road and Queen Street East in Brampton. Construction on the project began in 2013 and was completed in fall 2016. The high rise is 15 stories, with retail on the ground floor and commercial space located on the second floor. The project was developed by Supportive Housing in Peel (SHiP).

**Approach & Solution**
- The project looks to revitalize the Brampton downtown corridor through the new development and increased density.
- The project’s objective is to address the shortage of affordable housing in Peel, by using a combination of market units and affordable housing units within the redevelopment.
- The project is also designed to provide local employment opportunities by integrating retail and commercial space into the development.
- The total cost of the project is $56M, with the Region contributing $1.5M, the Federal and Provincial governments contributing $30.7M and SHiP contributing $23.8M.
- The redevelopment is being constructed by Martinway Contracting, the contractor for Summerville Pines.

**Key Considerations**
- Martinway Developments retained ownership of the retail and commercial space on the lower levels of the new building.
- Units were filled with a combination of clients from the MOHLTC waiting list, the Region’s rent supplemented waiting list, and market rentals. Rents were set at 80% of the Average Market Rent (AMR).
- SHiP was able to receive financing for the project once the commercial and retail space was completed. The Region of Peel provided a bridge loan to SHiP to cover startup costs.

**Relevance for Twin Pines**
- Allowing the developer to retain ownership of the retail and commercial space provided the developer with a financial return, ensuring their partnership for the redevelopment.
- Introducing mixed income levels through different rental units aimed to achieve social cohesion through a diverse resident group. This reduced the Region’s centralized housing waitlist, while also delivering a financially sustainable housing solution.
- The project supported the local economy by providing space for SHiP’s offices within the commercial space on the 2nd floor.
Lions View Senior Housing (Vancouver, British Columbia)

Lions View was originally built in 1952 to provide 91 units of affordable housing to seniors over 3 acres. In the 1990s, it was determined that the housing had become inadequate for the needs of the community. Three new buildings were proposed to be built, raising the number of affordable senior housing units to 126. In addition, a private condominium was built by the developer.

Approach & Solution

– The Housing Federation of British Columbia (HFBC) and Van Maren Construction, a private developer, partnered together with assistance from municipal, provincial and federal levels of government to redevelop the land.

– Funding was provided through the sale of a portion of the land to the private developer. Additional funding was provided through a 50:50 profit sharing agreement with the developer on the sale of private condo units on the site.

– A phased approach to development was used to create the three new buildings, finished in 1993, 1994, and 1995 respectively.

Key Considerations

– Partnership with a private developer allows for up-front costs of development and relocation to be effectively covered.

– Opportunities for unique sources of funding, such as public-private partnerships, the partial sale of the land, and profit-sharing agreements, can all be explored prior to development.

– Phasing the redevelopment of the site allows for the mitigation of many negative impacts of the transition on the current residents.

Relevance for Twin Pines

– Highlighting the improvements to accessibility of services for the senior population that will be made through the redevelopment can lower their initial opposition to change.

– Guaranteeing current residents a home in the future development can lower pushback against the change caused by housing uncertainty.

– Over a lengthy planning and development period, cohesion between partners and stakeholders is vital for success.
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-story boutique hotel, an eight-story 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.

- Over a protracted planning period (2008 – 2013), development was bogged down by a small group of residents that refuse to move.

- The last mobile home residents were forced out of the park in July of 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.

**Key Considerations**

- Residents will 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.

- Once the private developer purchased the park in 2008, residents perceived that the park was mismanaged, with the once senior-friendly community being replaced by a dangerous environment.

- In addition to the residents, the neighboring community will tend oppose a redevelopment if there are concerns of increased density and traffic.

**Relevance for Twin Pines**

- Stakeholder engagement, particularly with impacted residents, is vital to project success.

- Alignment to city and area building plans is important. Perceptions that the proposed development was ‘over-sized’ and ‘too dense’ for the surrounding area led to delays in rezoning approvals.

- The creation and distribution of a relocation guide can be useful in lowering resident uncertainty prior to redevelopment.
Benny Farm (Montreal, Quebec)

Benny Farm, an 18-acre residential development, was originally constructed between 1946 and 1947 in order to provide housing for Canadian veterans and their families. In 1999, ownership of the site was transferred to the Canada Lands Company who began a redevelopment process to refurbish the units. Guided by a task force of local community representatives, the Benny Farm redevelopment plan was focused on a dual commitment of creating an environmentally sustainable development and affordable housing.

Approach & Solution

– The redevelopment process recognized and accommodated existing senior residents.

– The project looked to exemplify leading practices in sustainable and environmentally-conscious design from the building to the site level through the installation of community energy and water systems, the use renewable energy generation, re-use of construction materials, and a walkable, green site design.

– The project led to the formation of Green Energy Benny Farm, a non-profit group, to oversee operations and maintenance of community energy and water systems following the development and to provide input during design.

– The division of the 18-acre site into discrete parcels was guided by three separate non-profit housing organizations.

– From the start, there was clear vision and collaboration between local, municipal, provincial, and federal authorities.

Key Considerations

– There is potential for existing residents to continue to have a sense of ownership and belonging through redevelopment through the formation of non-profit groups to support the revitalization effort.

– Future projects should develop partnerships between different levels of government to secure investments in sustainable and environmentally-conscious design.

– Ensure ongoing management of site operations is accounted for through development plans and look to local stakeholders for support.

Relevance for Twin Pines

– Sustainable design principles can result in cost-savings and support the long-term affordability of social housing sites.

– Support from local stakeholders is required to fulfill alternative or non-traditional design objectives.

– Seek opportunities for additional funding such as the Green Municipality Fund, a grant offered by the Federation of Canadian Municipalities.
Allenbury Gardens (Toronto, Ontario)

The Allenbury Gardens development is located in the former City of North York and was originally constructed in 1965, one of the earliest social housing developments in Toronto. In 2010, the Toronto Community Housing Corporation launched a revitalization effort for the site in order to replace all 127 social housing units, intensify the site to take advantage of nearby rapid transit, and create a mixed-income and mixed-tenure community.

Approach & Solution

- The project sought to address a legacy of deferred capital repairs and lack of investment in infrastructure.
- The project’s objective was to improve the quality of the community through the diversification of housing types, forms, and tenure and the introduction of amenities and green spaces.
- The project also looked to minimize disruption to existing community and nearby residents
- Partnership with private sector development partners facilitated redevelopment and secured required financial capital
- The phased development plan was supported by the Tenant Relocation and Assistance Plan as well as the Construction Mitigation Strategy for affected residents and neighbours.

Key Considerations

- Leverage investment in rapid transit to decrease community's reliance on private automobile use and encourage walking and other forms of active transportation.
- 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.
- Consider impacts on residents and neighbours far in advance of construction.

Relevance for Twin Pines

- Existing residents' needs were considered as a primary objective through advance notice, direct collaboration, the extension of right of first refusal, mitigation of hardship funding, guarantee of return to site, and ongoing dialogue and support.
- Intensification and diversification of sites facilitated not only capital repairs and enhancement of community amenities on site, but addressed broader city-building objectives such as encouraging transit ridership, improving building-public realm interfaces, and increasing housing supply.
- Use private-public partnership models to facilitate redevelopment and unlock capital funding for revitalization.
Appendix D: Stakeholder Engagement Process

To ensure the stakeholder engagement process was successful in meeting its objectives, the following principles were adopted:

- **Access and inclusivity**
  The engagement process must be accessible and inclusive. This means that the process must be designed such that it will provide all stakeholders the opportunity to inform decisions and develop balanced perspectives. No single stakeholder group should feel that they did not have an opportunity to make their voice heard.

- **Transparent and open**
  The engagement process needs to be transparent both in fact and in appearance. This means that information regarding the redevelopment process must be shared via forums that work for each individual stakeholder. In addition, questions from stakeholder groups should be both encouraged and responded to.

- **Timely communications**
  The engagement process cannot only be transparent in its information sharing, but also timely. Information must be provided in a timely, accurate, objective, and easily understood manner.

- **Mutual trust and respect**
  Key to the success of any engagement process is trust in the effectiveness of participating. In Twin Pines, the project team will look to ensure that all parties involved in the stakeholder engagement process work in an equitable and respectful manner that fosters an understanding of diverse views, values, and interests.

- **Listen and learn**
  The engagement process cannot begin with preconceived notions or assumptions. Facilitators and stakeholders alike must engage with an open-minded approach to inform and enhance the discussion on Twin Pines’ redevelopment.

The Twin Pines redevelopment involved multiple key stakeholders with varying degrees of influence and interest that are connected through their unique interactions with the site. In order to ensure their needs, concerns, and insights were part of the Total Public Value Framework, a comprehensive stakeholder engagement process was undertaken in autumn of 2016. The process can be divided into two distinct stages: Identification and Facilitation.

1. **Stakeholder Identification**

The list below is a comprehensive list of all those engaged through the stakeholder consultations and meetings.

- Cedar Grove Resident’s Association
- City of Mississauga / Dundas Connects
- Dufferin-Peel Catholic School Board
- Hydro One
- Mississauga Halton LHIN
- Neighbouring Community
- Peel District School Board
- Peel Living Board
- Peel Living Staff
Stakeholder engagement process was a set of facilitations or engagement activities, held by the project team in the autumn of 2016. These facilitations created a space for open dialogue about the stakeholder’s vision for the future of Twin Pines, and served as a key input into the final Total Public Value Framework. Please see below for a comprehensive set of descriptions of all engagement activities that informed this Report.

### Stakeholder Engagement Summaries

<table>
<thead>
<tr>
<th>Engagement Activity</th>
<th>Date</th>
<th>Attendants</th>
<th>Objectives</th>
<th>Results</th>
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</thead>
<tbody>
<tr>
<td>Key Informant Interviews</td>
<td>Throughout October 2016</td>
<td>PHC Board of Directors, Peel Living Project Team, KPMG</td>
<td>Update on project progress, develop preliminary TPV Framework</td>
<td>Interview insight incorporated into preliminary TPV framework, which would be presented to all other stakeholder groups for feedback</td>
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<td>Advisory Group Meetings</td>
<td>November 9, 2016, January 12, 2017</td>
<td>Peel Living Staff, Region of Peel Staff, City of Mississauga Staff, Peel Living Project Team, KPMG</td>
<td>Update and overview of the approach for TPV Gather insight on the preliminary draft TPV framework’s Principles and Outcome, review the final TPV framework</td>
<td>Insight incorporated into key themes to help inform the final TPV framework</td>
</tr>
<tr>
<td>Cedar Grove Board Meeting</td>
<td>November 14, 2016</td>
<td>Cedar Grove Residents’ Association Board, Peel Living Project Team, KPMG</td>
<td>Inform the Board of project approach and progress, seek insight prior to resident consultations and communications</td>
<td>Feedback on resident questions and concerns used to inform the development of the December 3 resident consultation materials</td>
</tr>
<tr>
<td>City of Mississauga / Dundas Connects Meetings</td>
<td>November 29, 2016, December 23, 2016</td>
<td>City of Mississauga, Peel Living Project Team, Urban Strategies, KPMG</td>
<td>Provide an overview of the project approach and update on work-to-date, gather insights on preliminary draft TPV principles and outcomes</td>
<td>Insight incorporated into key themes to help inform the final TPV framework Additional insights regarding Dundas Connects pulled into development concepts &amp; Business Case</td>
</tr>
<tr>
<td>Event Type</td>
<td>Date</td>
<td>Participants</td>
<td>Overview</td>
<td>Insight</td>
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<tr>
<td>Twin Pines Resident Consultations</td>
<td>December 3, 2016</td>
<td>Twin Pines Residents, Cedar Grove Residents’ Association Board members, Peel Living Project Team, PHC Director Chris Fonseca, CIVIS, KPMG</td>
<td>Discuss the TPV approach to thinking about the future vision for Twin Pines, validate thinking and gather feedback on preliminary draft TPV</td>
<td>Insight incorporated into key themes to help inform the final TPV framework</td>
</tr>
<tr>
<td>Summerville Pines Resident Consultation</td>
<td>December 6, 2016</td>
<td>Summerville Residents, Peel Living Project Team, PHC Director Chris Fonseca, KPMG</td>
<td>Discuss the TPV approach to thinking about the future vision for Twin Pines, validate thinking and gather feedback on preliminary draft TPV</td>
<td>Insight incorporated into key themes to help inform the final TPV framework</td>
</tr>
<tr>
<td>Neighbouring Community Consultation</td>
<td>December 12, 2016</td>
<td>Neighbouring Community Residents, Peel Living Project Team, PHC Director Chris Fonseca, KPMG</td>
<td>Discuss the TPV approach to thinking about the future vision for Twin Pines, validate thinking and gather feedback on preliminary draft TPV</td>
<td>Insight incorporated into key themes to help inform the final TPV framework</td>
</tr>
<tr>
<td>School Boards Meetings</td>
<td>December 13, 2016</td>
<td>Peel District School Board, Dufferin-Peel Catholic School Board, Peel Living Project Team, PHC Director Chris Fonseca, KPMG</td>
<td>Provide an overview of the project approach and update on work-to-date, gather insights on preliminary draft TPV principles and outcomes</td>
<td>Insight incorporated into key themes to help inform the final TPV framework</td>
</tr>
<tr>
<td>Toronto &amp; Region Conservation Authority Meeting</td>
<td>December 15, 2016</td>
<td>Toronto Region &amp; Conservation Authority, Peel Living Project Team, KPMG</td>
<td>Provide an overview of the project approach and update on work-to-date, gather insights on preliminary draft TPV principles and outcomes</td>
<td>Insight incorporated into key themes to help inform the final TPV framework</td>
</tr>
<tr>
<td>Mississauga Halton LHIN Meeting</td>
<td>December 19, 2016</td>
<td>Mississauga Halton LHIN, Peel Living Project Team, KPMG</td>
<td>Provide an overview of the project approach and update on work-to-date, gather insights on preliminary draft TPV principles and outcomes</td>
<td>Insight incorporated into key themes to help inform the final TPV framework</td>
</tr>
</tbody>
</table>
Appendix E: Stakeholder Engagement Summaries

Listed below the summary documents for the three public engagement sessions held over the course of December, 2016. Each engagement session was focused on a single stakeholder group: the Twin Pines residents, the Summerville Pines residents, and the residents of the neighbouring communities.

Twin Pines Residents Summary Document

Saturday, December 3, 2016
Summerville Pines Community Hall
1745 Dundas Street East
Session 1: 10:00am – 12:00pm
Session 2: 2:00pm – 4:00pm

Overview

Approximately 75 residents from the Twin Pines community attended the resident consultation sessions on Saturday, December 3, 2016. The consultation was facilitated by the consulting team from KPMG with support from key staff from Peel Living (also known as Peel Housing Corporation), along with members from the CIVIS team. The sessions were also attended by Councillor, and Peel Living Board Director, Chris Fonseca (Ward 3) and incoming Peel Living General Manager, and Twin Pines Redevelopment Project Sponsor, Dan Labrecque.

The Twin Pines resident consultation was the first of a series of stakeholder engagement sessions focused on presenting the project approach and to discuss the Total Public Value Framework. The goal of the discussion was to help create the vision for the future Twin Pines community.

The key objectives of the consultation that were shared with the attendees were to:

1. Update the residents on the approach and progress of the project to-date.
2. Create an opportunity to hear and respond to residents’ questions and listen to their concerns regarding the project.
3. Give residents the opportunity to provide their input on the future of Twin Pines.

Both sessions began with a project update, where the Project Team reviewed the project’s progress to-date and provided an overview of Total Public Value – the framework that will be used to create the vision for the Twin Pines. After a discussion with residents, the sessions concluded with an open-house segment, where residents added their input directly on the draft outcome posters set up throughout the room, with each outcome representing a possible theme for the future Twin Pines community.

Open Discussion

During the opening discussion, the residents brought up several key issues they are facing due to the upcoming redevelopment:

- The residents are frustrated as they feel that they have already been through this process in 2012 and 2015.
- The residents believe that the value of their homes has dropped due to the upcoming redevelopment, leaving them ‘hostage’ in Twin Pines, as they cannot not sell and leave.
- There is a persistent rumor that Peel Living will only provide them the legislated minimum compensation of $3,000 for their units.
– The uncertainty, lack of communication from Peel Living, and lack of clarity regarding transition timelines is leading to stress and anxiety throughout the community, affecting the health of some residents.

– There is a perception that the Twin Pines redevelopment will destroy the safe and friendly community the residents have built.

– The residents don’t know where they’ll go during the redevelopment period, and fear the transition will be difficult.

– The project has started and stopped over the years, and the residents have seen many project teams – trust and confidence is low.

Councillor Fonseca and the Project Team responded to these concerns by reaffirming Peel Living’s commitments to the Twin Pines community, acknowledging that communication had not been strong in the past, and assuring the residents that engagement will improve going forward.

**Resident input – draft total public value framework**

The vision for Twin Pines is being developed through the Total Public Value Framework. As a starting point for the discussion, a preliminary draft Total Public Value Framework was introduced.

As outlined on the following page, this preliminary draft Total Public Value Framework can be broken down into four draft Planning Principles and seven draft Outcomes.

**Preliminary Draft Total Public Value Framework**

<table>
<thead>
<tr>
<th>Planning Principles – “What will guide us?”</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Honouring Commitments</strong></td>
</tr>
<tr>
<td>Upholding the intent of the 2012 commitments made to the residents</td>
</tr>
<tr>
<td><strong>Responsive To Change</strong></td>
</tr>
<tr>
<td>Ensuring that the development of outcomes will be flexible to changes</td>
</tr>
<tr>
<td><strong>Innovative Solutions</strong></td>
</tr>
<tr>
<td>Remaining open to innovative ideas and solutions as the process advances</td>
</tr>
<tr>
<td><strong>Considerate Transformation</strong></td>
</tr>
<tr>
<td>Minimizing disruption to the lives of impacted stakeholders</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcomes – “What do we want to achieve?”</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Affordable Housing and Housing Options</strong></td>
</tr>
<tr>
<td>Creating a mix of housing options that respond to community needs</td>
</tr>
<tr>
<td><strong>Transit and Mobility</strong></td>
</tr>
<tr>
<td>Leveraging the plan for Dundas Connects and providing mobility options</td>
</tr>
<tr>
<td><strong>Financial Return</strong></td>
</tr>
<tr>
<td>Ensuring short- and long-term return on investment for Peel Living</td>
</tr>
<tr>
<td><strong>Local Economic Impact</strong></td>
</tr>
<tr>
<td>Supporting local long-term economic growth and enhancing employment opportunities</td>
</tr>
<tr>
<td><strong>Environmental Sustainability</strong></td>
</tr>
<tr>
<td>Protecting and enhancing the environment for generations to come</td>
</tr>
<tr>
<td><strong>Age-Friendly Community</strong></td>
</tr>
<tr>
<td>Developing a community where all residents can live active and healthy lives</td>
</tr>
<tr>
<td><strong>Social Cohesion</strong></td>
</tr>
<tr>
<td>Fostering a connected, inclusive and diverse community for all residents</td>
</tr>
</tbody>
</table>
The residents provided their feedback on each of the seven draft Outcomes using the posters around the room. Each poster had previous information from the 2012 charrette as well as other past work.

Some of the themes that emerged for each draft Outcome are summarized in the following tables.

**Affordable Housing and Housing Options**
Creating a mix of housing options that respond to community needs

- The future Twin Pines should include subsidized rent and home ownership options
- There should be single units and green space in the future Twin Pines, not just a ‘cement jungle’
- Provide the option to age in place
- The low density currently enjoyed in Twin Pines should remain – avoid high density development
- Create/maintain a community that is tight knit and safe

**Local Economic Impact**
Supporting local long-term economic growth and enhancing employment opportunities

- A seniors care facility should be built in the redeveloped Twin Pines
- Twin Pines is like a small town – there could be employment opportunities within it

**Environmental Sustainability**
Protecting and enhancing the environment for generations to come

- There should be green space for children, families, and seniors in the future community
- The future Twin Pines should be designed with modern infrastructure and should be energy efficient
- Provide private green space or community gardens for all residents to enjoy
- Solar panels should be built onto the roofs of the new homes/buildings

**Financial Return**
Ensuring short- and long-term return on investment for Peel Living

The feedback provided on the topic of Financial Return focused on the needs and concerns of residents related to their financial return. The needs and concerns shared included the following:

- Residents feel compensation will give them the freedom to relocate or to be part of the future Twin Pines, based on their preferences
- Residents feel that they cannot sell their units during the uncertainty of redevelopment, which has compromised any financial return they could have received for their mobile homes
- Some residents have significant mortgages/debts, and their financial obligations should be taken into account during the redevelopment of Twin Pines
- Peel Living could buy the mobile homes from the residents, and allow the residents to live in their own mobile homes, off-site, during construction
Social Cohesion
Fostering a connected, inclusive and diverse community for all residents

- The need for a safe, crime-free environment in Twin Pines is very important to maintain social cohesion
- Maintain the Twin Pines community – allow the current residents to live close to one another in the redevelopment of Twin Pines, so relationships can continue to exist as people age
- Ensure a mix of homes and a mix of incomes to produce a complete community

Transit and Mobility
Leveraging the plan for Dundas Connects and providing mobility options

- There is a need for adequate parking in any redevelopment
- Winter can be difficult for many residents, so paved, plowed, and salted sidewalks would be beneficial
- Increasing the density of Twin Pines could lead to increased traffic and congestion on the surrounding roads
- The left turn into Twin Pines can be dangerous – the intersection needs to be redesigned

Age-friendly Community
Developing a community where all residents can live active and healthy lives

- Seniors assisted-living services should be in the future Twin Pines
- A lot of seniors thrive in a small community where everyone knows each other – there is a feeling that this will be lost in a condo/high rise environment
- Long-term care facility should be considered on the site
- Single-story living is important

Resident Input – Needs and Concerns

In addition to providing feedback on the draft Total Public Value Framework, residents were given the opportunity to communicate their general needs and concerns directly to Peel Living and the Project Team. Space was provided on the wall for session participants to document their needs and concerns on a poster. The following summarizes the information collected:

Needs and Concerns

- The residents feel that they have already been through this process in 2012 and there is no value in running through this again
- Residents fear that the Region is hiding information and cannot be trusted
- Residents are concerned that Twin Pines will decline into a high-density affordable housing area, destroying the safety and sense of community currently enjoyed
- Some residents desire an affordable home ownership model, while others are looking for an affordable rent option in the new Twin Pines
Needs and Concerns

- There is a lack of clarity around timelines, such as when the development plan will be finalized and when 'shovels will hit the ground'.
- The residents want to read the Total Public Value Report before it is approved by the Peel Living Board and want to have the ability to reject it if the future vision is not satisfactory to residents.
- The residents are concerned that after the public agreement is created for the vision of Twin Pines (i.e., the Total Public Value Report), politics or some other force outside of the residents’ control will change the vision.
- The residents are unsure as to whether they should continue to invest in their property when the redevelopment may remove their homes in the future.
- Many residents have suffered health issues over the past few years, potentially as a result of the stress related to the uncertainty involved in Twin Pines’ redevelopment.
- The residents are concerned that seniors will no longer enjoy the same quality of life they currently have in Twin Pines.
- The transition should be considerate and well managed to mitigate stress to elderly residents.

Next Steps

The sessions ended with the Project Team thanking the residents for their time and input. Residents were given the option to use feedback forms to provide any additional feedback that could be dropped off at the comment box at the corner of 5th Avenue and Main Street.

Ongoing feedback is always welcome through the Peel Living website at any time ([http://www.peelregion.ca/peelliving-twinpines](http://www.peelregion.ca/peelliving-twinpines)). Feedback can take the form of questions, concerns, or additional ideas regarding the draft Total Public Value Framework that will shape the vision for Twin Pines’ future.

The input provided by all stakeholders during this consultation process will inform the Total Public Value Report, to be presented to the Peel Living Board on February 2, 2017. Prior to the Peel Living Board meeting, Twin Pines Resident Meetings will be held to review the Total Public Value Report. Meetings will take place on January 31st — Session 1 will run from 3-4pm and Session 2 will run from 6-7pm. Each session will begin with a 15 minute presentation, followed by 45 minutes of questions and answers.
Overview

Approximately 20 residents from Summerville Pines attended the consultation on Tuesday, December 6, 2016. The meeting was held in the Community Hall at Summerville Pines, and was structured as an “open house” session, running from 4:00pm to 7:00pm. The consultation was facilitated by key staff from Peel Living (Peel Housing Corporation) and a consulting team from KPMG. The sessions were also attended by Councillor, and Peel Living Board Director, Chris Fonseca (Ward 3) and incoming Peel Living General Manager, and Twin Pines Redevelopment Project Sponsor, Dan Labrecque.

The Summerville Pines resident consultation was the second of a series of stakeholder engagement sessions focused on presenting the project approach and discussing the Total Public Value Framework. The goal of the discussion was to help create the vision for the future Twin Pines community.

The key objectives of the consultation that were shared with the attendees were to:

(1) Update the residents on the progress of the redevelopment project to date.
(2) Create an opportunity to hear and respond to residents’ questions and listen to their concerns regarding the project.
(3) Give residents the opportunity to provide their input on the future of Twin Pines.

The format of the session was an open house, where residents were able to review individual outcome posters and discuss perspectives. Upon arrival, residents were provided with an informational handout on the project approach and status. After introductory information was shared, residents were given the opportunity to add their input directly on the outcome posters in the room, with each poster representing a possible theme for the future Twin Pines community. The Peel Living and KPMG Project Team engaged with the residents, answered their questions, and assisted them with populating the posters.

Resident Input

The vision for Twin Pines is being developed through the Total Public Value Framework. As outlined on the following page, this preliminary draft Total Public Value Framework can be broken down into four draft Planning Principles and seven draft Outcomes.
The Summerville Pines residents provided their feedback on each of the seven draft Outcomes using the posters around the room. Each poster had previous information from the 2012 Charrette as well as other past work.

Some of the themes that emerged for each draft Outcome are summarized in the following tables.

### Affordable Housing and Housing Options
Creating a mix of housing options that respond to community needs

- Twin Pines needs to be redeveloped, but the maximum density on the site should be low-rise buildings (similar in size to Summerville Pines itself)
- A new seniors home should be built
- There should be ownership opportunities in the new development
- Provide community housing in the back of the site

### Local Economic Impact
Supporting local long-term economic growth and enhancing employment opportunities

- Small stores and cafés should be built
- Some service stores (dry cleaning, convenience stores) should be included in the new Twin Pines
Environmental Sustainability
Protecting and enhancing the environment for generations to come

- Green space is important for seniors to have in their community, and should be accessible in the new Twin Pines
- Keep pollution away

Financial Return
Ensuring short- and long-term return on investment for Peel Living

- No matter what form of development Twin Pines takes, affordable housing should continue to be part of the community

Social Cohesion
Fostering a connected, inclusive and diverse community for all residents

- The sense of safety for seniors is extremely important and should be maintained in the new Twin Pines
- Seniors programming (social events, educational courses) should be available in the redeveloped community
- Smaller housing units in close proximity to each other is what fosters a community
- Build community spaces that are safe and open to all residents

Transit and Mobility
Leveraging the plan for Dundas Connects and providing mobility options

- A stoplight should be built on Dundas Street by the entrance to Twin Pines, even if it just a pedestrian crossing rather than a full intersection, to make walking into and out of the community easier
- Public transit should go directly into and out of the community to improve connectivity between Twin Pines and the surrounding area
- A walking trail with plenty of benches should be included in the new Twin Pines
- With more people living in the future Twin Pines community, there will need to be more visitors parking

Age-friendly Community
Developing a community where all residents can live active and healthy lives

- Seniors health services, such as a pharmacy and a walk-in clinic, should be on-site in the new Twin Pines
- Twin Pines should retain its senior-friendly atmosphere, meaning no school in the community, and maintaining the peace and quiet currently enjoyed
- The new Twin Pines should have green space and parks for seniors to enjoy
- A lot of what makes Twin Pines great for seniors is the sense of safety – the new Twin Pines needs to be safe

In addition to providing feedback on the Total Public Value outcomes, residents were given the opportunity to communicate their general needs and concerns directly to Peel Living through a separate poster not attached to any particular outcome:
Needs and Concerns

- The residents of Summerville Pines expressed a high amount of empathy for the residents of Twin Pines. Participants expressed that the Twin Pines residents should be the priority for Peel Living, and transition support must be provided.
- Disruption to the Summerville Pines residents’ peaceful way of life should be minimized during the redevelopment of Twin Pines.
- A plan for green space must be included in the development options for Twin Pines.
- Summerville Pines residents may want to buy units in the new Twin Pines.

Next Steps

As residents left the meeting, the Project Team thanked them for their time and input on the Total Public Value outcomes. Ongoing feedback is always welcome through the Peel Living website at any time ([http://www.peelregion.ca/peelliving-twinpines](http://www.peelregion.ca/peelliving-twinpines)). Feedback can take the form of questions, concerns, or additional ideas regarding the draft Total Public Value principles and outcomes that will shape the vision for Twin Pines’ future.

The input provided by all stakeholders during this consultation process will inform the Total Public Value Report, to be presented to the Peel Living Board on February 2, 2017.
Overview

Approximately 35 residents from Twin Pines and the surrounding area attended the neighbouring community consultation on Monday, December 12, 2016. The meeting was held at St. John’s Anglican Church, located just west of Twin Pines on Dundas Street. The consultation consisted of a two-hour open house session. The consultation was facilitated by the consulting team from KPMG and Peel Living staff, and was also attended by Councillor, and Peel Living Director, Chris Fonseca (Ward 3) and incoming Peel Living General Manager, and Twin Pines Redevelopment Project Sponsor, Dan Labrecque.

The neighbouring community consultation was the last of a series of stakeholder engagement sessions focused on presenting the project approach and discussing the Total Public Value Framework. The goal of the discussion was to help create the vision for the future Twin Pines community.

The key objectives of the consultation that were shared with the attendees were to:

1. Update the community on the approach and progress of the project to-date.
2. Create an opportunity to hear and respond to the community’s questions and listen to concerns regarding the project.
3. Give the community the opportunity to provide their input on the future of Twin Pines.

The format of the session was an open-house, where participants were able to review individual outcome posters and discuss their perspectives. Upon arrival, participants were provided an informational handout on the project approach and status. Participants were then given the opportunity to add their input directly on the outcome posters in the room, with each poster representing a possible theme for the future Twin Pines community. The Peel Living and KPMG Project Team engaged with the members of the community, answered their questions, and assisted them with populating the posters.

The session was promoted to the community first through 4000 mail pieces distributed to the neighbourhood around Twin Pines. Physical signage was placed on Dundas Street, advertising the upcoming consultation, and Peel Living’s social media account released information on the meeting through Twitter. In addition, the meeting information was added to the Peel Living website.

Community Input

The vision for Twin Pines is being developed through the Total Public Value Framework.

As outlined below, this preliminary draft Total Public Value Framework can be broken down into four draft Planning Principles and seven draft Outcomes.
The community members provided their feedback on each of the seven draft Outcomes using the posters around the room. Each poster had previous information from the 2012 charrette as well as other past work.

Some of the themes that emerged for each draft Outcome are summarized in the following tables.

### Affordable Housing and Housing Options
Creating a mix of housing options that respond to community needs

- Twin Pines should have a variety of housing options for different demographic groups: singles, families, and seniors
- Condos have a place in Twin Pines, so long as they are accessible to seniors, and other housing options exist
- Consider a low-maintenance, one-storey housing solution, such as Royal Housing System
- Include homes that most resemble the current Twin Pines mobile homes
- There should be a legislated minimum proportion of Twin Pines homes that are marked as affordable housing

### Local Economic Impact
Supporting local long-term economic growth and enhancing employment opportunities

- Buildings should be multi-use – offices and commercial uses on the lower levels, with residential units on top
Environmental Sustainability
Protecting and enhancing the environment for generations to come

- Save all of the trees in Twin Pines
- Maintain the green space that residents currently enjoy
- The new Twin Pines should have parks, walking, and cycling trails
- When building the new units in Twin Pines, add solar panels and green roofs

Financial Return
Ensuring short- and long-term return on investment for Peel Living

The feedback provided on the topic of Financial Return focused on the needs and concerns of residents related to their financial return. The needs and concerns shared included the following:

- For current Twin Pines residents, consider what a new mobile would cost to buy today for their compensation
- The current financial situation of Twin Pines residents should not be a barrier when considering possible housing options in the redeveloped site
- Although some neighbouring residents are concerned about the redevelopment lowering the value of their homes, some thought that could be an opportunity through the redevelopment for home values to increase

Social Cohesion
Fostering a connected, inclusive and diverse community for all residents

- Look into school capacity and projected enrollment before building for many families in the new Twin Pines
- A seniors community space is needed on the redeveloped site
- Traffic in the area has already impacted mobility and the ability to get around the community
- People are selling in the surrounding community due to perceptions around social housing - home owners are responsible, but renters will not be
- Twin Pines needs a mix of housing – co-ops, social housing, and private condos – to create a full community

Transit and Mobility
Leveraging the plan for Dundas Connects and providing mobility options

- The Dundas and Wharton Way intersection needs to be redesigned – cars are already hitting the curb and it is dangerous
- A bus line should flow directly into Twin Pines
- To save space, Twin Pines should have underground parking when it is redeveloped
- If the western exits are opened, traffic will flow through the surrounding community – this is a concern to neighbouring residents

Age-friendly Community
Developing a community where all residents can live active and healthy lives

- School capacity may be an issue if more families move to Twin Pines
Accommodating seniors should be the top priority for the Twin Pines redevelopment

Seniors cannot live in three-story walk-up townhouses – consideration needs to be given to accessibility for seniors

In addition to providing feedback on the draft Total Public Value Framework, the community was given the opportunity to communicate their general needs and concerns directly to Peel Living and the Project Team. Space was provided on the wall for session participants to document their needs and concerns on a poster. The following list summarizes the information collected on needs and concerns:

<table>
<thead>
<tr>
<th>Needs and Concerns</th>
</tr>
</thead>
<tbody>
<tr>
<td>If Twin Pines becomes a more transient community, where people move in and move out often, it will lose what makes it special</td>
</tr>
<tr>
<td>Opening up the streets of the neighbouring community into Twin Pines could compromise safety and the flow of traffic</td>
</tr>
<tr>
<td>The current financial situation of Twin Pines residents should not be a barrier when considering possible housing options in the redeveloped site</td>
</tr>
<tr>
<td>There needs to be a well-managed plan for resident transition</td>
</tr>
<tr>
<td>There is a strong sense of empathy within the neighbouring community for the residents of Twin Pines</td>
</tr>
<tr>
<td>The development should be phased to mitigate disruption to current residents and the surrounding community</td>
</tr>
</tbody>
</table>

Next Steps

The session ended with facilitators thanking the members of the community for their time and input.

Ongoing feedback is always welcome through the Peel Living website at any time (http://www.peelregion.ca/peelliving-twinpines). Feedback can take the form of questions, concerns, or additional ideas regarding the draft Total Public Value principles and outcomes that will shape the vision for Twin Pines’ future.

The input provided by all stakeholders during this consultation process will inform the Total Public Value Report, to be presented to the Peel Living Board on February 2, 2017.
DATE: January 25, 2017
REPORT TITLE: PEEL HOUSING CORPORATION MAINTENANCE REVIEW
FROM: Dan Labrecque, General Manager (Designate), Peel Living

OBJECTIVE
To present the Peel Housing Corporation (PHC) Board with the findings of a maintenance review led by the Region of Peel and preliminary recommendations regarding an action plan that will enhance the corporation’s longer term efficiency and effectiveness.

REPORT HIGHLIGHTS
- A review of Peel Housing Corporation’s maintenance practices, completed in October of 2016, was led by the Region of Peel which retained the services of the Hurding Consulting Group Inc., an external and independent resource.
- The review’s findings substantiated reports that maintenance standards have been declining over the past few years.
- Opportunities for improvement were identified in the areas of asset management, maintenance practices and long-term capital planning.
- These findings will be incorporated into a broader work-plan that is being informed by complimentary work being undertaken by SHS Consulting and Ernst and Young Orenda Corporate Finance Inc. This work will be presented to the Board by the General Manager (Designate) in late winter/early spring.

DISCUSSION
1. Background
In August 2016, describing poor living conditions within one of Peel Living’s housing units, the Region of Peel conducted a system-wide review of Peel Living’s maintenance procedures. To this end, the services of an external consultant, the Hurding Consulting Group Inc., were retained to undertake an expedited review of the PHC Operations and Maintenance business unit and to provide a summary report of its findings.

The scope of the review was limited to the operations and maintenance practices of the Peel Housing Corporation (“Peel Living”).

The evaluation identified that maintenance practices have been declining for the past few years. These findings were substantiated by several previous third-party reports initiated by Peel Living management indicating that the need for investment in maintaining the infrastructure exceeded reserve contributions.
2. Review Findings

The scope of work included interviews of staff and tenants, and a review of current maintenance policies and practices which focused on eight areas: Accountability, Maintenance, Automated Management, Skill Level, Technology, Decision-Making Structure, Customer Service, and Asset Investment. The following summarizes the areas of key concern identified in the review.

a) Tenant versus PHC Accountability

Initial findings show that there is an opportunity to clarify the roles and accountabilities that Peel Living and its tenants share in the maintenance process. It was observed that Peel Living has assumed responsibility for all repairs and maintenance, which is not consistent with best practices found in the general rental property management business.

The consultant recommended that:

- the tenant manual be enhanced to clarify responsibilities and to provide instructions for simple maintenance to be undertaken by tenants able to do so, e.g. appliance cleaning, light bulb changing, electrical breaker reset, etc.
- that simple design improvements be considered to lessen repetitive maintenance requests, i.e. LED light bulbs.
- there be a review of existing service standards to ensure that there is more consistency in their application; for example, unlike apartment style buildings, town house units do not have contract cleaning for common areas and this may result in a poor appearance.

b) Maintenance

Maintenance work is performed under two main processes, either as preventative maintenance undertaken by the Superintendent or as reactive work requested as problems arise. Observations included:

- there did not appear to be any standard timelines assigned for work to be completed, which contributed to client frustration. It was noted that approximately 20 per cent of client calls were related to following up on outstanding work.
- that there was no clear process for managing the performance of vendors, resulting in longer timelines for work completion, including rework which could contribute to higher costs and lower client satisfaction.
- that reactive work orders were becoming a growing issue. Best practices indicate that proactive maintenance should dominate the annual maintenance program.

c) Automated Maintenance Management and Maintenance Systems

At the time of the review, there was no integrated maintenance management system. Preventative maintenance checklists were completed by superintendents and scanned into a computer. Reactive work orders were entered into the Peel Living Megamation system. As these two streams of work orders were recorded separately, it was noted that there is no ability to reconcile them to provide a complete work history of a building. The current system lacks the ability to properly record, summarize, reconcile and analyze the components needed to manage PHC assets strategically.
It was also noted that there are currently eight different information systems that host the data necessary to manage the operations of the corporation. Furthermore, none of them are currently running in an integrated fashion.

In late September of 2016, Peel Housing Corporation began working with the Region of Peel on implementation of a technology solution, primarily focused on improving the work order application. Peel Housing is the pilot group for the first phase of this system and it is primarily focused on improving the work order application. While early in the implementation process, feedback has been positive.

The longer term objective is to rationalize and integrate as much of the operations’ management systems as is possible.

d) Skill Level

Within this theme, the consultant focused on work undertaken by Peel Housing’s Superintendents and by its general contractors. With respect to work undertaken by Superintendents, it was estimated that they completed approximately 65 per cent of the work arising from reactive work orders. The review could not determine if this was an appropriate benchmark given the lack of clear procedural guidelines or complimentary training to ensure that work being undertaken was done in a safe and consistent manner.

As noted in the Maintenance Theme area above, there was a number of issues noted relating to the quality of work provided by some general contractors.

e) General Manager (Designate)’s Observations and Work-plan Focus

Many of the observations noted were similar in nature to previous findings, such as those in the Service Delivery Model Review and by the General Manager (Designate) as a result of early exploration of the opportunities and challenges facing the Board and the Peel Housing Corporation.

It is the intention of the new General Manager (Designate) to bring forward a more comprehensive action plan to the Board for its input and priority setting in the next few months. While very preliminary, that action plan would include the following key issues that would, in a comprehensive manner, enhance efficiency and effectiveness in managing the maintenance operations of the corporation and its resulting impact on client satisfaction:

- **An Asset Management Strategy** – One of the fundamental challenges that the corporation faces is the long term fiscal sustainability of its state of good repair program. The 2017 budget process identified the need to spend in excess of $400 million to maintain our existing housing portfolio. Against this significant need, the current budget base for our maintenance program can only fund approximately 16 per cent of that need. The reasons for the underfunding are many and complex. The fact remains that the portfolio is aging and needs renewal. Part of that strategy will need to incorporate to what extent renewal will include intensification, redevelopment and simply refreshing.
• **Vendor Management Process** – One key theme in the maintenance review relates to the concern about Peel Housing not receiving value for money in its outsourced maintenance contracts. Currently, an ongoing performance management function to hold contractors accountable for delivery of value does not exist. Changes in internal practices will be required to raise the level of quality assurance on this element.

• **Property Management Process** – As noted in the maintenance review, a lot of data is captured in a number of information systems. However, there are no Key Performance Indicators (“KPIs”) to drive process quality improvement. Development of process KPIs will support accountability to the Board and clients and will serve as a basis for continuous improvement.

• **Technology Strategy** – Technology is a key enabler in improving process. At present, the Region of Peel SIIT department is embarking on a three step Housing Technology Initiative (“HTI”) for Peel Living, the first step being the release of the new work order system. The direction of the HTI’s success will include upgrading our field technology, available to property managers and superintendents, and enhancing our client’s digital experience with Peel Living.

• **Staffing Plan** – Fundamental to all the above noted process improvements and strategies, will be the corporation’s ability to have an engaged and enabled staff team in place, with the requisite skills and competencies to deliver on the Board’s and our clients’ expectations.

**CONCLUSION**

The review of PHC’s operations and maintenance by the Region of Peel has confirmed that there are a number of areas where opportunities exist to improve processes to enhance our delivery of quality property management services. Process improvements supported by sustainable financing and technology solutions will be required to protect and enhance the long term value of the existing housing portfolio and our clients’ quality of life. The General Manager (Designate) will be reporting back to the Board on a more comprehensive action plan in the near future.

Dan Labrecque, General Manager (Designate), Peel Living

*For further information regarding this report, please contact Dan Labrecque, General Manager (Designate), Peel Housing Corporation at dan.labrecque@peelregion.ca, or ext. 3549.*

*Co-authored By: Mark Schiller, Dan Labrecque*
DATE: January 25, 2017

REPORT TITLE: PEEL LIVING 2017 CAPITAL BUDGET

FROM: Dan Labrecque, General Manager (Designate), Peel Living
      David Bingham, Treasurer, Peel Living

RECOMMENDATION

That the 2017 Capital Budget for Peel Living for a total of $16.5 million for State of Good Repair (SOGR) items of high-need nature, as identified in Summary I of the 2017 Budget Document, be approved.

REPORT HIGHLIGHTS

- The 2017 Capital Budget of $16.5 million for State of Good Repair (SOGR) is funded by:
  - a $6.2 million draw from capital reserves,
  - $4.5 million in approved funding from the Social Housing Improvement Program (SHIP);
  - and
  - $3.3 million in approved funding from the Social Housing Apartment Retrofit Program (SHARP);
  - a $2.5 million draw from Working Fund reserves
  - the incremental funding received from SHIP and SHARP allowed for the increase in the 2017 Capital Budget by $2.6 million along with elimination of the need for a Service Manager Loan of $7.5 million

DISCUSSION

The 2017 Peel Living budget document was first presented to the Board on November 3, 2016 and the operational budget was approved at that time. Approval of the capital budget was deferred as Peel Living was in the process of applying for grant funding from the Social Housing Apartment Retrofit Program and the Social Housing Improvement Program. One of the program conditions was that only “unapproved” capital projects were eligible for funding. The grant funding was finalized in December 2016 and a summary of the changes are highlighted below:

2017 Capital Budget

A 2017 capital budget for $13.9 million was submitted on November 3, 2016 (excluding $12.7 million of capital work-in-progress being carried forward from prior years and $1.3 million of minor capital). The capital budget has subsequently increased to $16.5 million as a result of the Service Manager approving additional capital funding from the Social Housing Improvement Program (SHIP) and the Social Housing Apartment Retrofit Program (SHARP).
As a result of Federal and Provincial funding announcements, Peel Living submitted capital funding proposals to the Service Manager and was awarded $4.5 million from the Social Housing Improvement Program (SHIP) and $3.3 million from the Social Housing Apartment Retrofit Program (SHARP). The new funding provided an opportunity to include additional capital projects increasing the initial capital budget request from $13.9 million to $16.5 million, an increase of $2.6 million from original submission.

The 2017 capital budget of $16.5 million for state of good repair includes funding for design, investigation work, and purchasing charges. It will be funded as follows: $6.2 million from capital reserves, $2.5 million working fund reserves, $4.5 million from the Social Housing Improvement Program (SHIP) and $3.3 million from the Social Housing Apartment Retrofit Program (SHARP).

As a result of the new grant funding, the $7.5 million loan request from the Service Manager is no longer needed.

The 2017 Capital budget is summarized as follows:

The overall 2017 capital budget will also be augmented by an additional $12.7 million in capital work-in-progress being carried forward from prior-year capital budgets and minor capital budget of $1.3 million. The total available capital, including the carry-forward, minor capital and new requests, is $30.5 million.
PEEL LIVING 2017 CAPITAL BUDGET

<table>
<thead>
<tr>
<th>Classifications of Capital Plan</th>
<th>Carry-Forward from Prior Years (in $'000)</th>
<th>2017 Capital Budget (in $'000)</th>
<th>Total Capital in 2017 (in $'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>State of Good Repair</td>
<td>$ 12,707</td>
<td>$ 16,483</td>
<td>$ 29,190</td>
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<tr>
<td>Minor Capital</td>
<td>-</td>
<td>1,334</td>
<td>1,334</td>
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<tr>
<td>Available Capital in 2017</td>
<td>$ 12,707</td>
<td>$ 17,817</td>
<td>$ 30,524</td>
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</table>

Total Available Capital to Spend ($ 000's)

<table>
<thead>
<tr>
<th>Component</th>
<th>Amount (in $'000)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services</td>
<td>$8,122</td>
<td>28%</td>
</tr>
<tr>
<td>Interiors</td>
<td>$1,604</td>
<td>5%</td>
</tr>
<tr>
<td>Mould Remediation</td>
<td>$5,870</td>
<td>20%</td>
</tr>
<tr>
<td>Shell</td>
<td>$11,064</td>
<td>38%</td>
</tr>
<tr>
<td>Substructure</td>
<td>$1,423</td>
<td>5%</td>
</tr>
<tr>
<td>Twin Pines Development</td>
<td>$1,107</td>
<td>4%</td>
</tr>
<tr>
<td>Replacement Reserves</td>
<td>7,551</td>
<td>28%</td>
</tr>
<tr>
<td>Working Fund Reserves</td>
<td>8,069</td>
<td>30%</td>
</tr>
<tr>
<td>Total Available Capital to Spend</td>
<td>12,707</td>
<td>100%</td>
</tr>
</tbody>
</table>

Total Capital Funding Sources ($ 000's)

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount (in $'000)</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>SHARP Grant Funding</td>
<td>$3,282</td>
<td>11%</td>
</tr>
<tr>
<td>SHIP Grant Funding</td>
<td>$4,485</td>
<td>15%</td>
</tr>
<tr>
<td>Services</td>
<td>$8,122</td>
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</tr>
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</tr>
<tr>
<td>Total Available Capital to Spend</td>
<td>12,707</td>
<td>100%</td>
</tr>
</tbody>
</table>

*charts above do not include minor capital

Total Capital Available for State of Good Repair = $29.2 Million

The impact on the reserves balances after the anticipated capital cash draw is summarized as follows:

<table>
<thead>
<tr>
<th></th>
<th>Forecasted Balance, Dec 31, 2016 (in 000's)</th>
<th>2017 Budgeted Activity (in 000's)</th>
<th>Forecasted Balance, Dec 31, 2017 (in 000's)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Replacement Reserves</td>
<td>7,551</td>
<td>413</td>
<td>7,964</td>
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<tr>
<td>Working Fund Reserves</td>
<td>8,069</td>
<td>1,069</td>
<td>9,138</td>
</tr>
</tbody>
</table>

Appendix II of the revised Peel Living 2017 Budget Document (attached) includes the Reserve forecast for the Peel Living building only; the budget for the ROP-owned buildings is part of the Region of Peel budget as of 2017.
CONCLUSION

The 2017 proposed Budget for Peel Living continues to manage risks within the available resources while simultaneously minimizing the impacts to the capital reserves. Staff will be returning to the Board in 2017 to discuss the next steps in the development and implementation of the long-term viability.

Dan Labrecque, General Manager, Peel Living

David Bingham, Treasurer, Peel Living

APPENDICES

1. Peel Living 2017 Budget Document
   • Appendix I – 2017 Operating Budget Pressures
   • Appendix II – 2017 Capital and Working Fund Reserve Forecast
   • Summary I – 2017 Capital Budget by Funding Sources

For further information regarding this report, please contact David Bingham, Treasurer, Peel Living, Ext.4292, dave.bingham@peelregion.ca.

Authored By: John Arcella
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Section I. Existing Services and Service Levels

1. Who We Are and Who We Serve

Peel Housing Corporation or Peel Living, is a Region of Peel owned social housing provider mandated to provide affordable housing to low and moderate income families and individuals. Peel Living is one of 48 housing providers under the oversight of the Region’s Service System Manager. Peel Living has a diverse building stock and service management portfolio, including operation of a number of Region of Peel buildings.

Peel Living’s services are provided through the Housing Operations and Management Services (HOMS) Division in the Human Services Department. The organizations mission is to provide safe, well maintained properties that enhance opportunities for advancing the overall quality of life of its tenants. The demographic make-up of Peel Living’s housing portfolio, relative to the Region’s population make-up, is highly populated with children and independent living elderly people. The integrated Human Services context of Peel Living’s services combines access to housing and social supports to its demographically and culturally diverse tenant population.

2. Existing Services and Service Levels

The key services delivered by HOMS to Peel Living are provided by the following units: General Management Office, Housing Operations and Tenancy Management and Technical Supports.

General Management Services
The General Manager (Peel Living) is accountable for the management of the Corporation, and including oversight of the overall service model to its tenants. The service model is defined by the various program funding requirements and the direction outlined by the Corporation’s Board of Directors and the Region of Peel as the sole shareholder. Working within the framework of a new governance structure and Board, the General Manager will work with the Board of Directors to develop the Corporation’s future Strategic Plan for at least the coming decade.

Housing Operations and Tenancy Management
This unit is led by two Managers of Housing Operations and Tenancy Management who are accountable for the day to day housing services and operations of Peel Living. This unit also ensures that all relevant legislation and by-laws are upheld, while ensuring a high standard of service to tenants and clients. The key service areas include:

- tenancy management services ensuring vulnerable and at risk tenancies are supported directly or indirectly in partnership with community agencies to enable successful tenancy outcomes
- tenant empowerment to enable social mobility, tenant engagement, and connection to neighbourhoods and the larger community
- cost management strategies and revenue maximization

Technical Supports
The Technical Supports Unit provides expertise in the areas of:

- Capital planning development, building services oversight and budget management
- Preventative maintenance, vendor negotiations and performance and monitoring of service standards (over 330 current contracts, vendors, commodities/services and POs)
- Performance Management and development of best business practices for HOMS
The majority of Technical Support services are performed in partnership with Region of Peel Divisions including Real Property Asset Management (RPAM), Corporate Asset Management (CAM) and Finance.

Technical Support staff work with a range of service contractors and government compliance agencies, including municipal fire departments, the Technical Standards and Safety Authority (TSSA), and the Canadian Standards Association (CSA) to ensure legislative regulatory compliance by Peel Living.


Tenant and Community Initiatives
Peel Living’s customer profile remains stable at 15,618 tenants, primarily made of low and moderate income families and independent living seniors, with a healthy mix of 66/34 subsidized to market ratio. Peel Living continues to enhance customer service by providing a unique range of value-added services to tenants as well as opportunities for the success of tenants through partnerships that enhance supports, leadership and community engagement. Highlighted achievements in supporting tenants include:

- 74 community programs with our partner agencies
- Successful tenancies initiatives minimizing eviction, achieving an 89% successful tenancy rate through retention strategies based on face-to-face interventions
- On-site maintenance response rates for non-emergency work orders under the two day benchmark - a 2016 maintenance process review examined our process and will yield improvements as required

Technology
The Peel Living Tenant Survey in 2015 revealed a growing trend toward tenant use of technology. In 2016 Peel Living responded by enabling tenant self-serve options, through the Regional Housing Technology Initiative (HTI) launch. Tenants now have the ability to log concerns and maintenance issues on-line.

Understanding the significance of tenant access to affordable internet, Peel Living worked with Rogers to reach an agreement to offer subsidized tenants a $9.99 internet program. Peel Living continues to explore the development of technology solutions through ongoing work with the Region, the HTI team and external partners.

Youth Initiative
A continued priority for Peel Living is investing in youth. Our efforts, along with community partners, lead to employment opportunities and relevant experience to support youth including those living in Peel Living Communities. Areas of focus include working with partners such as the Boys and Girls club to employee youth from Peel Living communities to gain job skills, such as, painting our seniors units. Secondly, Peel Living increased our internal hiring of University and College summer students to enhance the curb appeal of our communities. Thirdly, project experiences were provided such as the Human Centered Design project which utilized a mixture of students and staff to gain public input (145 interviews) on the Peel Living experience. Additional tenant feedback is in process through ongoing consultant work. The themes will be rolled into the development of the future strategic plan.
Business Efficiency
In February 2016, Peel Living received the TWBA Creative Solutions Award in collaboration with RPAM-Energy Services, FSU, and Purchasing for the LED energy savings work. Peel Living retrofitted 50 properties using creative and innovative methods, while reducing operational costs as well as contributing to carbon reduction.

The savings achieved since the first LED installation in 2015 leading up to June 6th 2016 are approximately $0.33 million or 2,965,000 kWh in reduced consumption. These savings and lower consumption rates will be used to offset escalating hydro prices that are forecasted to impact future operating budgets of Peel Living.

Business Transformation Project (to update this section)
A pivotal initiative, approved by the Board in June 2015, is the Business Transformation Project designed as a strategy to anchor the development of a new long-term Financial Sustainability Plan and a Strategic Plan for Peel Living. The key project areas of focus for the initiative include:

To read more about Business Transformation, refer to the annual report presented to the Board back in June 2016.

Section II. Issues and Trends
The challenge for Peel Living and the Region of Peel is the ability to continue to provide housing either by building new units, refurbishments, repairs, and upgrading of existing stock, in a social housing sector environment that faces the ending of traditional funding by Federal and Provincial governments.
Peel Living’s own housing stock is aging with escalating operations and building infrastructure costs that are proving difficult to manage within the existing business and financial model. Peel Living requires an alternative business model that is sustainable in the long term. The chart below summarizes key pressures driving the need for transformation:

Section III. 2017 Business Focus

Strategic Plan
Over the past few years Peel Living has invested in various initiatives, each one contributing to Peel Living’s overall future direction. Incorporating all pieces into one plan is essential to creating a clear picture and direction for the transitional year of 2017. The components contributing to the strategic plan to be implemented in 2017 include:

- Current Business Transformation consultant results, as well as the Ernst & Young and TWC report
- Updated BCA’s from the Service Manager
- Shareholders Directive outlining roles and responsibilities of the organization
- The new Service Agreement with the Region of Peel

Implementation of the Strategic plan, to assist Peel Living’s planning and budgeting decisions for the corporation’s future social housing requirement, will be the focus for 2017. In addition, the Maintenance Review lead by the Region’s Real Property Asset Management division, will impact decision making that is imperative to Peel Living moving forward. With the Boards support, Peel Living plans to act on the agreed strategic plan and start implementation in 2017.

Future Growth
With support from the Region of Peel, Peel Living will be exploring new development opportunities to expand the number of affordable housing units within the portfolio. Peel Living is preparing to take full advantage of development opportunities and will be creating a Development Advisor position (through HOMS) to help with this process. The Advisor’s work will result in an overall Peel Living Development plan identifying potential redevelopment options as referenced by the consultants in the financial viability recommendations.

In brief, 2017 will focus on results and implementation of initiatives that were approved by the new Board in 2015. The key focus of 2017 is developing and implementing the new Strategic Plan and long term Financial Plan for the organization to continue as a viable provider of quality housing for the success of tenants. The efforts of staff and Board in 2017 will complete a
milestone of the corporation’s transformation and provide clear direction and next steps into the corporation’s new future.

**Section IV. 2017 Operating Budget**

1. **2017 Operating Budget Overview**

The 2017 operating budget is made up of $98.5 million in net revenues and $90.1 million in net expenditures, resulting in an $8.4 million net reserve contribution. The following chart summarizes the 2017 operating budget as compared to the 2016 budget.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Revenues</strong></td>
<td>$98,470</td>
<td>$98,037</td>
<td>$97,861</td>
<td>$433</td>
<td>0.44%</td>
</tr>
<tr>
<td><strong>Net Expenditures</strong></td>
<td>$90,095</td>
<td>$90,472</td>
<td>$89,906</td>
<td>($377)</td>
<td>-0.42%</td>
</tr>
<tr>
<td><strong>Net Reserve Contribution</strong></td>
<td>$8,375</td>
<td>$7,565</td>
<td>$7,955</td>
<td>$810</td>
<td>10.71%</td>
</tr>
</tbody>
</table>

(*Includes minor capital expenditures*)

The following charts provide a breakdown of revenues and expenditures by source.

![Total Funding by Type](chart1.png)

![Total Expenditures by Type](chart2.png)

Note: *Difference between revenues and expenditures equals the net transfer to reserves of $8.4 million.*

2. **2017 Operating Budget**

The following is a summary of the 2017 proposed budget changes. Highlighted are the major financial drivers and the financial requirements to maintain existing service levels and to support increasing service demands. Details can be found in Appendix I. Budget changes include:
Revenues

Revenues increase by $0.43 million or 0.44% over 2016 due to:
  o $1.36 million increase in rental revenue from annual rent adjustments of 2.0% for the majority of Peel Living sites and a shift in units from Rent Supplement to Market and RGI (moving towards RGI Target),

Offset by:
  o $0.71 million decrease in non-rental revenues, mainly due to the removal of energy rebates ($0.6 million) related to LED lighting retrofits (received in 2016) and rooftop revenue reductions,
  o $0.22 million decrease in Service Manager subsidies in the various programs under the Housing Services Act, 2011, mainly comprised of:
      o $0.6 million decrease in Program 56.1 mainly due to lower mortgage costs and sites with expired Operating Agreements (total of 5 sites)
      o $0.4 million increase in the FP/Uni and PRHC program subsidies due to benchmarked adjustments and increased costs

Expenditures

Expenditures decrease by $0.38 million or 0.42% over 2016 as a result of the following budget drivers:

Increases:
  o $1.34 million increase in Utility costs driven by,
      o Electricity:
          • $2.09 million increase due to higher rate offset by decrease in consumption from lighting retrofit, offset by
          • $1.08 million capital repayment reduction for energy retrofits as almost all costs were acknowledged in 2016
      o Natural Gas: $0.07 million increase due higher rate offset by lower consumption
      o Water: $0.26 million increase due to increases in both rates and consumption
  o $0.36 million increase in administration increase due to increased charge backs from the Region of Peel, net of decrease in salary and benefits for superintendents and cleaners
  o $0.06 million inflationary increase for Building Services and Systems

Decreases:
  o $1.76 million decrease in mortgages and loans as mortgages expire and renewals are at lower interest rates, net of $0.14 million increase in Service Manager loan payments (3 additional sites have reached the End of the Operating Agreement)
  o $0.23 million decrease in insurance costs due to lower premiums
  o $0.15 million decrease in bad debt (fewer tenant move outs with arrears), salaries and a property tax adjustment (due to a newly-exempt site)

Transfer to/from Reserves

The 2017 proposed budget results in a net surplus before reserve transfers of $8.37 million, $0.81 million higher than 2016. Of the $8.37 million, $6.30 million will be transferred to replacement reserves and $2.08 million to working fund reserves. This results in a decrease of $0.2 million to the capital reserves and an increase of $1.01 million to working fund reserves over 2016 contributions.
It is critical that the corporation continues to generate surpluses and maximize reserve contributions. Any surpluses generated are transferred to capital and working fund reserves to support long-term sustainability. Measures have been initiated to find both operating and capital efficiencies to improve the financial performance. The following chart summarizes the year over year reserve contribution changes.

<table>
<thead>
<tr>
<th>Reserve Contribution Summary 2017 vs. 2016 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>( in millions)</td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td>Mandatory Replacement Reserve Contribution</td>
</tr>
<tr>
<td>Discretionary Replacement Reserve Contribution</td>
</tr>
<tr>
<td>Minor Capital Reserve Draw</td>
</tr>
<tr>
<td>Net Replacement Reserve Contribution</td>
</tr>
<tr>
<td>Net Working Fund Reserve Contribution</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Section V. 2017 Capital Budget and Reserves

In 2016, a new Building Condition Assessment (BCA) study was finalized for Peel Living buildings indicating that Peel Living requires $421 million in capital work over the next 10-year cycle, including backlog. BCA studies are based on life-cycle methodologies and do not take into consideration extension of life opportunities and other long-term strategic decisions such as divestment or redevelopment of sites.

The capital requirements over the last 10 years have continued to outpace reserve contributions resulting in capital replacement reserves being depleted. Peel Living has focused its 2017 capital budget on the replacement of critical functional components which include projects for safety and compliance, infrastructure, building systems, modernization, and sustainability. Projects are prioritized and existing reserve contributions are used to fund the capital work. Shortfalls in capital funding will be met by the application for loans from the Service Manager (Accessing Capital/Infrastructure Subsidy program) or through Federal/Provincial funding for housing initiatives. A long-term sustainability strategy will be developed as part of the strategic plan to address the larger capital needs and the current state of replacement reserves.

The 2017 capital budget is the result of collaborative work between Housing Operations Management Services (HOMS), Real Property Asset Management and Finance. The proposed 2017 capital budget is based on a joint review of the elements identified by the site specific Building Condition Assessments (BCA) plus on-going preventative maintenance data and visual verification of each building by the HOMS team. The actual year in which an item needs to be replaced can be extended through appropriate preventative maintenance, and any extension of the lifespan of the asset reduces the current draw on the replacement reserves.

Over the next year, the BCA’s will continue to see refinement as replacements approach and the long-term strategic plan is developed for specific sites. It is the intention that these BCA’s will continue to inform PHC on its most critical repairs and replacements.
1. **2017 Capital Budget Overview**

The 2017 capital budget for state of good repair is $16.5 million (not including $1.3 million for minor capital), which is $2.1 million higher than 2016. The capital budget includes funding for design, investigation work, and purchasing charges and will be funded as follows: $6.2 million from capital reserves and $2.5 million from working fund reserves, $3.3 million from the Social Housing Apartment Retrofit Program (SHARP) funding, and $4.5 million from the Social Housing Improvement Program (SHIP) funding.

**New Development**

In the July 7, 2016 Regional Council report titled “A New Plan For Housing Investment”, a notational funding allocation of $32 million for new development was identified for Peel Living. This funding is to be used to support regeneration projects on existing land and/or the creation of new affordable housing units for applicants from the Central Waiting List. Staff have set a target for this funding to create a minimum of 100 new units. Peel Living will be required to provide the Service Manager with a detailed development plan, which will include financial pro formas for review and approval by the end of 2017.

2. **Existing and Carry-forward Capital Projects for 2017**

In addition to the 2017 capital budget, Peel Living will carry forward an estimated $12.7 million of work-in-progress and unused capital budget from prior years. Based on projections, it is estimated that a total of $30.5 million will be available in 2017 for capital work, including $1.3 million for minor capital.

The following chart summarizes the capital to be carried forward, minor capital, and major capital budgets for 2017.

<table>
<thead>
<tr>
<th>Classifications of Capital Plan</th>
<th>Carry-Forward from Prior Years (in $'000)</th>
<th>2017 Capital Budget (in $'000)</th>
<th>Total Capital in 2017 (in $'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>State of Good Repair</td>
<td>$ 12,707</td>
<td>$ 16,483</td>
<td>$ 29,190</td>
</tr>
<tr>
<td>Minor Capital</td>
<td>-</td>
<td>1,334</td>
<td>1,334</td>
</tr>
<tr>
<td><strong>Available Capital in 2017</strong></td>
<td><strong>$ 12,707</strong></td>
<td><strong>$ 17,817</strong></td>
<td><strong>$ 30,524</strong></td>
</tr>
</tbody>
</table>

3. **2017 – 2026 10-Year Capital Plan**

The current capital plan for the 10 years from 2017 through to 2026 is approximately $14 million per year for a total of $142.5 million (2017 capital plan is $16.5 million), specific to the state of good repair at Peel Living properties. The 10-year capital plan will continue to evolve as PHC reviews the latest BCA data and as the completion of the E&Y Viability project nears. This work will inform a long-term financial strategy anticipated to be completed within the next 6 months.

Historically, PHC and Real Property and Asset Management (RPAM) have been able to complete an average of $10 million to $12 million in state of good repair work each year. The interim 10-year capital plan is in line with historical spending, resources, and funding capacity. Appendix II forecasts major capital reserve draws of approximately $13.3 million for 2017 which includes capital carry-forward expenditures. Peel Living estimates that of the $13.3 million being drawn from replacement and working fund reserves for major capital, $3.1 million will be
reclaimed from SHARP and SHIP Grant Funding during fiscal 2017. The long-term strategy will identify the ideal level of spending and the resources required to execute the plan.

4. 2017 Capital and Working Fund Reserves Forecast

Peel Living has taken measures over the last 4 years to increase the level of its reserve contributions. Over the past four years, reserve contributions have increased as a result of operational improvements and capital prioritization. However, the capital requirements for certain programs over the last ten years have continued to outpace the level of reserve contributions and the capital replacement reserves have been depleting.

The 2017 capital budget does not seek to request any funding from Service Manager loans. The 2017 capital budget does, however, look to fund part of its $16.5 million budget with $2.5 million being drawn from the working fund reserves.

Appendix II provides the detailed forecast of the capital and working fund reserves, including anticipated loan reimbursements from the Service Manager for carry-forward capital project works taking place at Peel Living owned buildings.

Section VI. Staffing

There are no proposed changes in staffing for the PHC sites. PHC staffing includes site superintendents and cleaners only.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>PHC Sites</td>
<td>79.00</td>
<td>0.00</td>
<td>79.00</td>
<td>0.00%</td>
</tr>
<tr>
<td>Region of Peel Sites</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00%</td>
</tr>
<tr>
<td>Total</td>
<td>79.00</td>
<td>0.00</td>
<td>79.00</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

Section VII. Future Outlook

The following table provides a budget projection for 2017 to 2020 and the forecast assumptions. The 2017 contribution to reserves is $0.4 million lower than forecasted in the 2016 budget mainly due to higher utility and administration costs offset by higher rental revenue.

2017 – 2020 Budget Forecast

<table>
<thead>
<tr>
<th>(In $’000)</th>
<th>2017 Budget Forecasted in 2016 Budget</th>
<th>2017 Forecast</th>
<th>2018 Forecast</th>
<th>2019 Forecast</th>
<th>2020 Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Revenues</td>
<td>$ 97,801</td>
<td>$ 98,470</td>
<td>$ 99,036</td>
<td>$ 99,536</td>
<td>$100,615</td>
</tr>
<tr>
<td>Net Expenditures</td>
<td>$ 89,013</td>
<td>$ 90,095</td>
<td>$ 89,783</td>
<td>$ 89,110</td>
<td>$ 89,669</td>
</tr>
<tr>
<td>Net Contribution to Reserves</td>
<td>$ 8,788</td>
<td>$ 8,375</td>
<td>$ 9,220</td>
<td>$10,426</td>
<td>$10,946</td>
</tr>
<tr>
<td>$ Change</td>
<td>$ (413)</td>
<td>$ 845</td>
<td>$ 1,206</td>
<td>$ 520</td>
<td></td>
</tr>
<tr>
<td>% Change</td>
<td>-4.7%</td>
<td>10.1%</td>
<td>13.1%</td>
<td>5.0%</td>
<td></td>
</tr>
</tbody>
</table>
Forecast Assumptions:
The budget forecast includes the following assumptions:
- Rental Revenue increases: 1.8% for 2018; 1.6% for 2019; and 1.8% for 2020
- Loss of subsidies due to end of operating agreements for various sites in 56.1 Program
- Subsidy calculated based on existing operating agreements not ending by 2020
- 1.9% increase for operating maintenance costs
- 3% increase for insurance
- Property tax increases: 3.0% (2018); 3.0% (2019); and 3.1% (2020)
- Utilities increase for 2018, 2019 and 2020:
  - Hydro: 2.9%, 1.1%, and 2.8%
  - Gas: 3.2%, 3.0%, and 2.9%
  - Water: 5%

Section VIII. Disclosure of 2017 Budget Risks and Key Program Assumptions

- Increasing operational costs in areas such as routine maintenance could put more pressure on capital and working fund reserves as increases in operating costs affects the amount contributed to these reserves
- The aging nature of Peel Living housing stock is causing our capital repair requirements to outpace available funding
- Continued assistance from the Service Manager may be required until a long-term financial sustainability plan is developed and implemented

Section IX. Useful Links

Peel Living - http://www.peelregion.ca/housing/peel-living/
Region of Peel Housing - http://www.peelregion.ca/housing/
Ministry of Municipal Affairs and Housing - http://www.mah.gov.on.ca/
Ontario Non-profit Housing Association - http://www.onpha.on.ca
The Co-operative Housing Federation of Canada - http://www.chfcanada.coop
Housing Services Corporation - http://www.hscorp.ca/
## 2017 Operating Budget Pressures - Department Summary

### Revenue:

<table>
<thead>
<tr>
<th></th>
<th>2017 Proposed Budget - PHC</th>
<th>2016 Approved Budget - PHC</th>
<th>2016 Year End Projection (Unaudited)</th>
<th>2017 Budget Variance Better/Worse</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ 59,760,996</td>
<td>$ 58,401,571</td>
<td>$ 59,009,886</td>
<td>$ 1,359,425</td>
</tr>
<tr>
<td>Rental Revenue</td>
<td>4,959,158</td>
<td>5,670,802</td>
<td>5,604,062</td>
<td>(711,644)</td>
</tr>
<tr>
<td>Other Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government Subsidies</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal Assistance</td>
<td>8,105,627</td>
<td>8,313,322</td>
<td>8,304,643</td>
<td>(207,695)</td>
</tr>
<tr>
<td>Municipal Assistance</td>
<td>25,644,609</td>
<td>25,651,619</td>
<td>24,942,111</td>
<td>(7,010)</td>
</tr>
<tr>
<td>Total Government Subsidies</td>
<td>33,750,236</td>
<td>33,964,941</td>
<td>33,246,754</td>
<td>(214,705)</td>
</tr>
</tbody>
</table>

### Total Revenue:

- **2017 Proposed Budget - PHC**: $98,470,390
- **2016 Approved Budget - PHC**: $98,037,314
- **2016 Year End Projection (Unaudited)**: $97,860,702
- **2017 Budget Variance Better/Worse**: $433,076 | 0.4%

### Expenditures:

<table>
<thead>
<tr>
<th></th>
<th>2017 Proposed Budget - PHC</th>
<th>2016 Approved Budget - PHC</th>
<th>2016 Year End Projection (Unaudited)</th>
<th>2017 Budget Variance Better/Worse</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Benefits</td>
<td>5,216,119</td>
<td>5,282,627</td>
<td>4,888,669</td>
<td>66,508</td>
</tr>
<tr>
<td>Building Services &amp; Systems</td>
<td>13,464,752</td>
<td>13,403,215</td>
<td>13,097,618</td>
<td>(361,657)</td>
</tr>
<tr>
<td>Minor Capital</td>
<td>1,333,736</td>
<td>1,333,736</td>
<td>1,065,326</td>
<td>-</td>
</tr>
<tr>
<td>Utilities</td>
<td>16,002,510</td>
<td>14,664,012</td>
<td>15,953,866</td>
<td>(1,338,498)</td>
</tr>
<tr>
<td>Administration</td>
<td>9,629,328</td>
<td>9,266,490</td>
<td>9,129,438</td>
<td>(362,839)</td>
</tr>
<tr>
<td>Mortgage, Loans &amp; Depreciation</td>
<td>30,730,777</td>
<td>32,494,187</td>
<td>32,304,745</td>
<td>1,763,410</td>
</tr>
<tr>
<td>Municipal Taxes</td>
<td>11,900,599</td>
<td>11,918,972</td>
<td>11,623,906</td>
<td>18,373</td>
</tr>
<tr>
<td>Bad Debt</td>
<td>347,958</td>
<td>408,238</td>
<td>347,704</td>
<td>1,534</td>
</tr>
<tr>
<td>Insurance</td>
<td>1,469,145</td>
<td>1,700,205</td>
<td>1,494,893</td>
<td>231,606</td>
</tr>
</tbody>
</table>

### Total Expenditures:

- **2017 Proposed Budget - PHC**: $90,094,925
- **2016 Approved Budget - PHC**: $90,471,682
- **2016 Year End Projection (Unaudited)**: $89,906,165
- **2017 Budget Variance Better/Worse**: $376,757 | 0.4%

### Operating Surplus Before Reserve Transfer:

- **2017 Proposed Budget - PHC**: $8,375,465
- **2016 Approved Budget - PHC**: $7,565,632
- **2016 Year End Projection (Unaudited)**: $7,954,537
- **2017 Budget Variance Better/Worse**: $809,833 | 10.7%

### Reserves Transfer:

<table>
<thead>
<tr>
<th></th>
<th>2017 Proposed Budget - PHC</th>
<th>2016 Approved Budget - PHC</th>
<th>2016 Year End Projection (Unaudited)</th>
<th>2017 Budget Variance Better/Worse</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legislated Replacement Reserve Contribution</td>
<td>(5,329,437)</td>
<td>(5,250,876)</td>
<td>(5,250,876)</td>
<td>(78,561)</td>
</tr>
<tr>
<td>Transfer from Replacement Reserve for Minor Capital</td>
<td>1,333,736</td>
<td>1,333,736</td>
<td>1,065,326</td>
<td>-</td>
</tr>
</tbody>
</table>

### Operating Surplus/(Deficit):

- **2017 Proposed Budget - PHC**: $4,379,764
- **2016 Approved Budget - PHC**: $3,648,492
- **2016 Year End Projection (Unaudited)**: $3,768,987
- **2017 Budget Variance Better/Worse**: $731,272 | 20.0%

### Discretionary Transfer of Surplus to Replacement Reserve:

- **2017 Proposed Budget - PHC**: (2,301,328) $276,071 | -10.7%
- **2016 Approved Budget - PHC**: (2,577,399) $1,274,621 | 94.0%

### Net Surplus/(Deficit):

- **2017 Proposed Budget - PHC**: -
- **2016 Approved Budget - PHC**: -
- **2016 Year End Projection (Unaudited)**: -
- **2017 Budget Variance Better/Worse**: -

---

* Permitted by the Service Manager or Board Directed

** Figures do not include current year unrealized gains or losses on investment held for trading
## Peel Living Reserves 2017 Reserve Forecast

<table>
<thead>
<tr>
<th>Reserve Description</th>
<th>Forecasted December 31, 2016 Balance</th>
<th>Replacement Reserve Contributions In</th>
<th>Working Fund Transfers In</th>
<th>SHARP Funding In</th>
<th>SHIP Funding In</th>
<th>SM Loan Funding In</th>
<th>Minor Capital Reserve Draws</th>
<th>Major Capital Reserve Draws</th>
<th>Net Replacement Reserve Transfers In/Out</th>
<th>Forecasted December 31, 2017 Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>15.1</td>
<td>$3,133</td>
<td>$186</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$3,173</td>
</tr>
<tr>
<td>56.1</td>
<td>(2,957)</td>
<td>2,813</td>
<td>103</td>
<td>744</td>
<td>377</td>
<td>845</td>
<td>(491)</td>
<td>(4,344)</td>
<td>47</td>
<td>(2,910)</td>
</tr>
<tr>
<td>FP/Uni</td>
<td>(2,208)</td>
<td>2,813</td>
<td>907</td>
<td>568</td>
<td>1,417</td>
<td>2,434</td>
<td>(556)</td>
<td>(8,544)</td>
<td>(961)</td>
<td>(3,169)</td>
</tr>
<tr>
<td>PRHC</td>
<td>5,752</td>
<td>1,450</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(191)</td>
<td>(263)</td>
<td>996</td>
<td>6,748</td>
</tr>
<tr>
<td>Twin Pines</td>
<td>(2,221)</td>
<td>56</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(68)</td>
<td>-</td>
<td>(12)</td>
<td>(2,233)</td>
</tr>
<tr>
<td>Other - PHC</td>
<td>2,572</td>
<td>313</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(11)</td>
<td>-</td>
<td>301</td>
<td>2,873</td>
</tr>
<tr>
<td>Other - ROP</td>
<td>3,480</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>3,480</td>
</tr>
<tr>
<td><strong>Total Available - Replacement Reserves</strong></td>
<td><strong>$7,551</strong></td>
<td><strong>$7,631</strong></td>
<td><strong>$1,010</strong></td>
<td><strong>$1,313</strong></td>
<td><strong>$1,794</strong></td>
<td><strong>$3,279</strong></td>
<td><strong>$1,334</strong></td>
<td><strong>$13,280</strong></td>
<td><strong>$413</strong></td>
<td><strong>$7,964</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reserve Description</th>
<th>Forecasted December 31, 2016 Balance</th>
<th>Contributions from Operating</th>
<th>Transfers to Region of Peel</th>
<th>Transfers to Region of Peel</th>
<th>Total Forecasted Activity</th>
<th>Forecasted December 31, 2017 Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>56.1</td>
<td>$2,732</td>
<td>$3,452</td>
<td>$103</td>
<td>$2,064</td>
<td>$1,285</td>
<td>$4,017</td>
</tr>
<tr>
<td>FP/Uni</td>
<td>5,229</td>
<td>848</td>
<td>(907)</td>
<td>-</td>
<td>(58)</td>
<td>5,171</td>
</tr>
<tr>
<td>Twin Pines</td>
<td>610</td>
<td>150</td>
<td>0</td>
<td>-</td>
<td>-</td>
<td>760</td>
</tr>
<tr>
<td>Twin Pines (Equity)</td>
<td>4,322</td>
<td>-</td>
<td>0</td>
<td>-</td>
<td>-</td>
<td>4,322</td>
</tr>
<tr>
<td>Other - PHC</td>
<td>(5,974)</td>
<td>224</td>
<td>(532)</td>
<td>-</td>
<td>(308)</td>
<td>(6,282)</td>
</tr>
<tr>
<td>Other - ROP</td>
<td>82</td>
<td>-</td>
<td>0</td>
<td>-</td>
<td>-</td>
<td>82</td>
</tr>
<tr>
<td>Corporate</td>
<td>1,068</td>
<td>-</td>
<td>0</td>
<td>-</td>
<td>-</td>
<td>1,068</td>
</tr>
<tr>
<td><strong>Total Available - Working Fund &amp; Energy Reserves</strong></td>
<td><strong>$8,069</strong></td>
<td><strong>$4,674</strong></td>
<td><strong>$1,010</strong></td>
<td><strong>$2,596</strong></td>
<td><strong>$1,069</strong></td>
<td><strong>$9,138</strong></td>
</tr>
</tbody>
</table>
## Peel Housing Corporation

### 2017 Capital Budget Programs by Funding Sources ($'000)

<table>
<thead>
<tr>
<th>Capital Projects by Program</th>
<th>Total Budget</th>
<th>Replacement Reserve Funding</th>
<th>Working Fund Reserve Transfer</th>
<th>SHARP Grant Funding</th>
<th>SHIP Grant Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>PL Major Capital 56.1</td>
<td>$7,067</td>
<td>$4,007</td>
<td>$257</td>
<td>$1,861</td>
<td>$942</td>
</tr>
<tr>
<td>PL Major Capital FP/Uni</td>
<td>9,358</td>
<td>2,127</td>
<td>2,267</td>
<td>1,421</td>
<td>3,543</td>
</tr>
<tr>
<td>PL Major Capital PRHC</td>
<td>58</td>
<td>58</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total 2017 Capital Budget</strong></td>
<td><strong>$16,483</strong></td>
<td><strong>$6,192</strong></td>
<td><strong>$2,524</strong></td>
<td><strong>$3,282</strong></td>
<td><strong>$4,485</strong></td>
</tr>
</tbody>
</table>
Background

- Shifts in Housing Funding
- Increasing Cost & Aging Assets
- Sustain Social Mission
- Expanding PHC’s Role

Evolving Mandate
Business Transformation Projects

Tenant & Community Experience Model

Healthy & Effective Organization Plan

Business Efficiency Initiative & Opportunities

Asset Renewal & Financial Sustainability

Governance & Service Model

Business Transformation Project
## Business Transformation Project Status

<table>
<thead>
<tr>
<th>Initiative &amp; Opportunities</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tenant &amp; Community Experience Model</strong></td>
<td>• Draft report just received</td>
</tr>
<tr>
<td><strong>Business Efficiency Initiative &amp; Opportunities</strong></td>
<td>• Project charter developed</td>
</tr>
<tr>
<td><strong>Governance &amp; Service Model</strong></td>
<td>• Presented to Board in June</td>
</tr>
<tr>
<td></td>
<td>• Final report received in November</td>
</tr>
<tr>
<td><strong>Asset Renewal &amp; Financial Sustainability</strong></td>
<td>• Presented to Board in June</td>
</tr>
<tr>
<td></td>
<td>• Final report received in December</td>
</tr>
<tr>
<td><strong>Healthy &amp; Effective Organization Plan</strong></td>
<td>• Not implemented</td>
</tr>
</tbody>
</table>
Challenges Identified

- Current financial model is not sustainable
- Service Manager protocols need to be streamlined
- Fragmented Peel Living responsibilities
- Peel Living governance needed review
- Need to increase focus on outcomes and metrics
- Limited resources beyond basic operational property management role
Opportunities

• Peel Living and RoP staff are committed to making a difference
• Board has indicated a desire for change
• Current work on Twin Pines and East Avenue can be seen as pilots
• Can build on previous work
General Manager’s Focus

January
• Look, listen and learn

February
• Formulate actions, priorities, and identify resource needs

March
• Work the plan
Balanced Score Card

• Need to focus on measurable outcomes and evidence based decision making
• Need to increase transparency and accountability
• Traditional Balanced Score Card a potential start
  – Infrastructure
  – Customer
  – People
  – Financial
• Set base lines and targets to drive performance
Infrastructure

- Implement a Condition Rating System, in advance of enterprise asset management system that RoP is developing
- Review all sites for development potential
- Obtain direction from RoP as to its desire for portfolio growth
- Develop an energy management plan
- Obtain Board approval for targeted “level of service” for building condition

Integrate all these elements into a strategic asset plan
Customer

• Review trends of previous external client satisfaction surveys
  – Identify potential changes to 2017 survey
• Review implications and directions identified in Tenant and Community impact report
People

• Review latest employee satisfaction survey and identify challenges and opportunities
• Finalize work underway to provide PHC with a dedicated Finance resource to support the GM’s work plan
• Conduct ongoing review of standards as processes are evaluated
• Conduct a bench strength and succession planning review of organization
Financial

• Adopt the industry standard “Net Operating Income” metric to drive operational performance
• Establish process reviews for all areas of spending and revenue generation i.e.
  – Rent collection process, including arrears and eviction sub processes
  – Tenant annual review process for subsidized clients
  – Maintenance process
  – Procurement process
  – Market rent setting process
• Strategic Asset Plan will include a financial plan
Future Board Engagement

• Working to develop a longer range calendar for agenda setting, incorporating:
  – Key decision milestones from the GM’s work plan
  – The Board’s own desire for its strategic plan and governance processes
  – Prior pending items
Work Plan Resources

• Besides dedicated Finance resources, will need contract/back fill support with:
  – Project Management skills
  – Six Sigma/Lean Six Sigma process skills
  – Development Planning skills
Next Steps

• Feedback from Board on today’s presentation
• Moving to work plan development and resource recruitment, funding likely required from working reserves