



The Regional Municipality of Durham

Committee of the Whole Agenda

Wednesday, February 14, 2024, 9:30 a.m.

Regional Council Chambers

Regional Headquarters Building

605 Rossland Road East, Whitby

If this information is required in an accessible format, please contact 1-800-372-1102 ext. 2097.

Note: This meeting will be held in a hybrid meeting format with electronic and in-person participation. Committee meetings may be [viewed via live streaming](#).

	Pages
1. Roll Call	
2. Declarations of Pecuniary Interest	
3. Statutory Public Meetings	
There are no statutory public meetings	
4. Reports	
4.1 Report #2024-COW-8	3
Government Relations 2024 Priorities	
5. Presentations	
5.1 Full Day Housing & Homelessness Education Session	
a. Elaine Baxter-Trahair, Chief Administrative Officer, and Stella Danos- Papaconstantinou, Commissioner of Social Services	13
Re: Welcome and Introduction	
b. Ray Sullivan, Executive Director, Canadian Housing and Renewal Association	17
Re: Investments and Economic Benefits to Community Housing	
c. Alan Robins, Director of Housing Services, and Gary Muller, Director of Affordable Housing Development & Renewal	26
Re: Regional Housing Development Updates	
d. Graeme Hussey, President, Cahdco	36

Re: Opportunities and Challenges of Developing Affordable Housing

- e. Lunch Break
12:30 PM to 1:00 PM
- f. Tim Richter, Canadian Alliance to End Homelessness 67
Re: Conceptualizing Homelessness
- g. Jocelyn Siciliano, Area Manager, Income Support
Re: People with Lived Experience
- h. Sahar Foroutani, Service System Manager, Income Support 85
Re: Homelessness in Durham
- i. Wrap-Up and Questions

6. Delegations

There are no delegations

7. Correspondence

8. Confidential Matters

There are no confidential matters to be considered

9. Adjournment

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The Regional Municipality of Durham Report

To: Committee of the Whole
From: Chief Administrative Officer
Report: #2024-COW-8
Date: February 14, 2024

Subject:

Government Relations 2024 Priorities

Recommendation:

That the Committee of the Whole recommends:

That this report be received for information.

Report:

1. Purpose

- 1.1 The purpose of this report is to provide an overview to Council of the 2024 government relations priority advocacy files as well as planned key advocacy activities.

2. Background

- 2.1 The Region's government relations advocacy activities aim to build relationships to strengthen opportunities for future partnerships, raise awareness of Regional issues, and secure senior-government funding, policy changes or other supports that advance Durham's priorities.
- 2.2 The identification of advocacy priorities is guided by the Strategic Plan, Regional Council direction, emerging issues, and funding opportunities.
- 2.3 The execution of government relations activities is managed by one designated staff person and is coordinated between the Regional Chair, members of Council, the CAO, and senior staff.
- 2.4 A variety of advocacy tactics are employed to achieve strategic government relations objectives.

- 2.5 In 2023, 19 government relations priorities were advanced. Highlights include,
- a. Introduction of a GO Station Contribution Fee through Bill 131;
 - b. Restoration of the Greenbelt lands;
 - c. An additional \$12.5 million in provincial funding for the North Pickering Long-Term Care Home;
 - d. A Homelessness Prevention Program funding increase that was above the provincial average; and
 - e. A top up to federal Reaching Home homelessness funding in 2023-24.

3. Previous Reports and Decisions

- 3.1 An annual update on 2023 government relations activities was provided in [2023-INFO-104](#).

4. Government Relations Strategies 2024

- 4.1 The Region undertakes regular ongoing engagement and advocacy activities to strengthen relationships with partners within other levels of government and advance strategic goals.
- 4.2 Advocacy tactics can be executed at the political level by the Regional Chair or Regional Councillors or on a staff-to-staff level. Specific advocacy tactics include:
- a. Meetings with Durham MPs and MPPs
 - b. Letters to Ministers or senior public servants
 - c. Meetings with Ministers or senior public servants
 - d. Formal feedback (e.g., pre-Budget submissions, Environmental Registry of Ontario submissions, Standing Committee submissions)
 - e. Participation in pre-budget consultations
 - f. Minister delegations at conferences (e.g. AMO, ROMA and OGRA conferences)
 - g. Informal networking at announcements and events
 - h. Roundtable discussions
 - i. Regular staff-level meetings with MP and MPP offices
 - j. Development of public-facing advocacy materials e.g. Chair statements, Durham.ca content, the development of policy papers, etc.
 - k. Strategic use of local media including media articles
 - l. Interviews with the local and national media
 - m. Leverage public events as appropriate e.g. Regional Chair addresses, Institute on Municipal Finance and Governance's annual Regional CAOs address, etc.
 - n. Participation in joint advocacy efforts on broader issues via staff and Regional elected official participation in associations and networks such as the Association of Municipalities of Ontario (AMO), Mayors and Regional Chairs of Ontario (MARCO), the Federation of Canadian Municipalities (FCM), the Greater Toronto and Hamilton Area Mayors and Chairs, the Municipal

- Government Relations Network (MGRN), the Ontario Municipal Social Services Association (OMSSA), and others
- o. Participation by senior staff in province-wide associations of like-professionals representing regional and single tier municipalities, e.g. Planning Commissioners, Works Commissioners, Finance Commissioners, Chief Administrative Officers, Paramedic Chiefs, Medical Officers of Health and others
- 4.3 The specific advocacy tactics used to advance a file considers a number of factors including desired outcomes, government position on the issue, known upcoming engagement opportunities, alignment with other stakeholders, and the urgency and potential impacts of the issue.
- 4.4 Staff develop specific advocacy plans for each of the priority files. Advocacy plans identify the key stakeholders, engagement opportunities, advocacy tactics and planned timelines.
- 4.5 Strategy Corp is registered to act as a lobbyist on behalf of the Region at the provincial and federal levels.
- 4.6 Strategy Corp's lobbying activities include leveraging their extensive network to undertake intelligence gathering, education and building buy-in on Regional approaches with key Minister's Office staff and securing meetings with elected decision-makers to advance Regional priorities.
- 4.7 In 2024, Strategy Corp is organizing a first Durham Advocacy Day at Queen's Park. At the Durham Advocacy Day, meetings will be sought with key Ministers and Ministers' Office staff to advance discussions on various regional priorities.
- 4.8 Departments typically lead the development of grant funding applications relevant to their programs with support from other departments as required. Strategic government relations advocacy is used to build support and awareness of Regional grant applications with significant potential to advance strategic goals.
- a. Advocacy activities to advance grant applications can include information-sharing with staff offices, meetings or correspondence with local MPPs or MPs, meetings with relevant Ministers or government lobbying via Strategy Corp.

5. 2024 Government Relations Priorities

- 5.1 In 2024, government relations priorities identified reflect the Strategic Plan goals, ongoing priorities from 2023 and anticipated areas of required advocacy. Priorities will continue to evolve to meet emerging issues.
- 5.2 Table 1 outlines the current top five advocacy files that will be priorities for advancement in 2024. The top five advocacy files for 2024 are:

- a. Increasing support for homelessness, mental health and addictions including 1635 Dundas
 - b. Progressing mixed-use housing projects at the Ritson School site and 590/650 Rossland Road
 - c. Advancing long-term financial sustainability
 - d. Addressing the impacts of Bill 23
 - e. Advancing GO Lakeshore East Extension to Bowmanville
- 5.3 Each priority includes some details on planned government relations strategies to advance the issue. Staff lead the setting up and arranging of meetings, drafting of advocacy materials including letters and meeting materials and recommending key messaging.
- 5.4 In 2024, Strategy Corp's core priorities will include Durham Region's GO Lakeshore East Station strategy, homelessness, mental health and addictions supports, and addressing Bill 23 impacts. In addition, Strategy Corp is expected to provide engagement and advocacy services on other emerging issues as requested.
- 5.5 In addition to the top priority files, staff will actively work to advance many other key files currently identified for 2024. The desired outcomes for these files include:
- a. Reduced paramedic offload delays
 - b. Increased community paramedicine funding and sustainable Primary Care Outreach Program funding (PCOP)
 - c. Establishment of an urgent care mental health unit in Durham
 - d. Support for a new Lakeridge Health hospital in Durham
 - e. Updated funding envelope for public health to meet provincial standards
 - f. Investments in community housing and transitional housing renewal
 - g. Funding for Durham's expenses for supporting asylum seekers and refugees
 - h. Provincial action on increasing access to family doctors in Durham
 - i. Advancement of the Durham Scarborough Bus Rapid Transit project
 - j. Inclusion of a High Frequency Rail Stop in Durham
 - k. Investments in transit operations and DRT's fleet expansion and electrification
 - l. Stabilization of two-tier government in Durham Region
- 5.6 Staff will actively monitor for developments on a number of other files of regional interest (e.g. Permanent Public Transit Fund development); leveraging advocacy opportunities that present themselves.
- 5.7 Council will be kept up to date on regional advocacy through the CAO's monthly briefing note and will continue to be copied on all letters and receive periodic briefing notes.
- 5.8 Progress made on government relations priorities will be tracked and outcomes reported on in the annual Government Relations Update report.

6. Relationship to Strategic Plan

6.1 This report aligns with/addresses the following strategic goals and priorities in the Durham Region Strategic Plan:

- a. Goal 5: Service Excellence. Objective: To provide exceptional value to Durham taxpayers through responsive, effective, and fiscally sustainable service delivery.
 - 5.1 Optimize resources and partnerships to deliver exceptional quality services and value.
 - 5.3 Demonstrate commitment to continuous quality improvement and communicating results.

7. Conclusion

- 7.1 Government relations files in 2024 align with Regional priorities and will continue to adapt to meet the needs of addressing emerging issues.
- 7.2 Supports for homelessness mental health and addictions including 1635 Dundas, Bill 23, GO East Lakeshore extension, long-term financial sustainability and mixed-income housing projects are top priority government relations files in 2024.
- 7.3 In addition to priority files, staff will work to advance a number of files across diverse areas in 2024. A variety of advocacy tactics will be employed to advance files including the strategic use of government lobbying.
- 7.4 Advocacy and engagement results achieved will be reported back to Council through the annual Government Relations Update in December 2024. Government relations updates will also be provided through the CAO's monthly briefing note and period briefing notes to Council.
- 7.5 For additional information, contact: Alison Burgess, Director Communications and Engagement, at Alison.Burgess@durham.ca or 289-830-9474.

8. Attachments

Attachment #1:

Respectfully submitted,

Original signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer

Priority	Desired Advocacy Outcome(s)	Government Relations Tactics
Increased support to address homelessness, mental health and addictions crises including 1635 Dundas	<p>Provincial</p> <ol style="list-style-type: none"> 1. Increased investment in income programs and homelessness supports (e.g. Homelessness Prevention Funding). 2. Partnership with the province for the renovation and operations of phase one and two of 1635 Dundas St. East. 3. Implementation of earnings exemptions to the Ontario Works program like the Ontario Disability Support Program. <p>Federal</p> <ol style="list-style-type: none"> 4. Declaration of homelessness, mental health and addictions as an emergency. 5. Increased investment in income and homelessness supports (e.g. Reaching Home, Canada-Ontario Housing Benefit). 6. Investments into Durham housing projects across the housing continuum including capital investment in 1635 Dundas. 7. Increased investment in mental health and addictions support across the care continuum. 	<p>Raise local awareness of the issues through meetings and tours with Durham MPPs/MPs and local mayors, leveraging Durham Region's Addressing Homelessness and Related Challenges Policy Paper.</p> <p>Letters and follow-up meetings with the appropriate Ministers supported by regular staff-level meetings with senior ministry staff.</p> <p>Durham Advocacy Day at Queen's Park.</p> <p>Delegation request at AMO.</p> <p>Provincial and federal pre-budget submissions.</p> <p>Influence, align with and amplify stakeholder groups and associations e.g. AMO, OMSSA and FCM.</p> <p>Work with local municipalities and community partners on joint advocacy efforts.</p> <p>Selective use of media to highlight the issues.</p> <p>Identify and apply to applicable funding streams.</p> <p>Dedicated priority file for the Region's government relations consultant Strategy Corp.</p>

Priority	Desired Advocacy Outcome(s)	Government Relations Tactics
<p>Progressing mixed-use housing projects at Ritson School site and 590/650 Rossland Road</p>	<p>Provincial</p> <ol style="list-style-type: none"> Partnership is established with the province and adjacent provincial lands are leveraged to realise full project potential (Rossland Rd only). The number of planned new housing units, including affordable housing units is met. Funding is identified to advance the projects in a timely fashion as appropriate. <p>Federal</p> <ol style="list-style-type: none"> Partnership is established with the federal government and investment in housing projects is identified. 	<p>Raise local awareness of the projects and create champions through meetings with Durham MPPs/MPs and local mayors.</p> <p>Letters and follow-up meetings with the appropriate Ministers supported by regular staff-level meetings with senior ministry staff.</p> <p>Durham Advocacy Day at Queen's Park.</p> <p>Delegation request at AMO.</p> <p>Provincial and federal pre-budget submissions.</p> <p>Work with local municipalities and community partners on joint advocacy efforts.</p> <p>Identify and apply to applicable funding streams including the Affordable Housing Fund.</p> <p>Dedicated priority file for the Region's government relations consultant Strategy Corp.</p>

Priority	Desired Advocacy Outcome(s)	Government Relations Tactics
Advancing Long-Term Financial Sustainability	<p>Provincial</p> <ol style="list-style-type: none"> 1. New provincial funding arrangement to recognize impacts of senior level government policy changes, shifting responsibilities between levels of government, growing community needs (e.g. infrastructure investment and social services) and the inadequacy of municipal revenue tools. <p>Federal</p> <ol style="list-style-type: none"> 2. A federal infrastructure fund and a permanent transit fund that meets Durham's growth infrastructure needs is announced. 	<p>Raise local awareness of the financial realities and issues through meetings with Durham MPPs/MPs and local mayors.</p> <p>Letters and follow-up meetings with the appropriate Ministers supported by regular staff-level meetings with senior ministry staff.</p> <p>Durham Advocacy Day at Queen's Park.</p> <p>Delegation request at AMO.</p> <p>Provincial and federal pre-budget submissions.</p> <p>Influence, align with and amplify stakeholder groups and associations e.g. AMO, MTCO, MARCO and FCM.</p> <p>Selective use of media and other tools to highlight the issues and educate the public on the need for new funding arrangements.</p>

Priority	Desired Advocacy Outcome(s)	Government Relations Tactics
Addressing Impacts of Bill 23	<p>Provincial</p> <ol style="list-style-type: none"> 1. Provincial legislative changes or new funding stream restores lost revenue. 2. Funding required for housing-enabling infrastructure is obtained. 3. Bill 23 components related to removal of regional official plans are not enacted. 	<p>Raise local awareness of the financial realities and issues through meetings with Durham MPPs and local mayors.</p> <p>Letters and follow-up meetings with the appropriate Ministers supported by regular staff-level meetings with senior ministry staff.</p> <p>Durham Advocacy Day at Queen's Park.</p> <p>Delegation request at AMO.</p> <p>Provincial pre-budget submission.</p> <p>Influence, align with and amplify stakeholder groups and associations e.g. AMO, MTCO and RPCO.</p> <p>Work with local municipalities and community partners on joint advocacy efforts.</p> <p>Selective use of media to highlight the issues.</p> <p>Identify and apply to applicable funding streams including the Housing-Enabling Water Systems Fund.</p>

Priority	Desired Advocacy Outcome(s)	Government Relations Tactics
Advancing GO Lakeshore East Extension	<p>Provincial</p> <ol style="list-style-type: none"> 1. Provincial regulations include the conditions of success for station delivery. 2. Continued momentum on the delivery of Lakeshore Go East. 	<p>Raise local awareness of the projects and create champions through meetings with Durham MPPs and local mayors.</p> <p>Letters and follow-up meetings with the appropriate Ministers supported by regular staff-level meetings with senior ministry staff.</p> <p>Durham Advocacy Day at Queen's Park.</p> <p>Delegation request at AMO.</p> <p>Work with local municipalities and community partners on joint advocacy efforts.</p> <p>Dedicated priority file for the Region's government relations consultant Strategy Corp.</p>



Housing & Homelessness

Committee of the Whole:
Education session

February 14, 2024



Municipal Service System Manager: Housing & Homelessness

- In Ontario, community housing and homelessness prevention programs are co-funded, planned and administered by 47 Municipal Service System Managers.
- On behalf of the Region of Durham, the Department of Social Services is provincially legislated as the Service System Manager for housing and homelessness.
- This mandated role holds responsibility for system planning, program management and funding to provide housing options, and meet homelessness and homelessness prevention needs for the residents of Durham Region.
- Through our provincial association: Ontario Municipal Social Services Association (OMSSA) we work with the provincial and federal governments to improve access and affordability across the full spectrum of housing options in our communities.

Why we are here today:

- Municipalities are facing a crisis in housing and homelessness across Ontario.
- Encampments and visible homelessness are increasing in communities – every community in Durham.
- Shelters, warming centres and community housing units are at full capacity with supply not keeping up with demand.
- A mental health and addictions crisis, including opioids and fentanyl has compounded the challenge.
- Rental vacancies are low, and the cost of rent is unaffordable to many. Housing supply, prices, and mortgage renewals are resulting in more people being at risk of homelessness.
- The issue is complex with many root causes that must be addressed through strong stakeholder relationships, advocacy and innovative solutions.

Agenda

Housing:

- Ray Sullivan of Canadian Housing and Renewal Association
- Alan Robins, Director of Housing Services
- Gary Muller, Director of Affordable Housing Development & Renewal
- Graeme Hussey of Cahdco

Homelessness:

- Tim Richter, Canadian Alliance to End Homelessness
- Video: Tom's experience with homelessness
- Sahar Foroutani, Service System Manager

Increasing the supply of community housing benefits everyone.

Ray Sullivan, CHRA



SullivanRay



SullivanRaymond



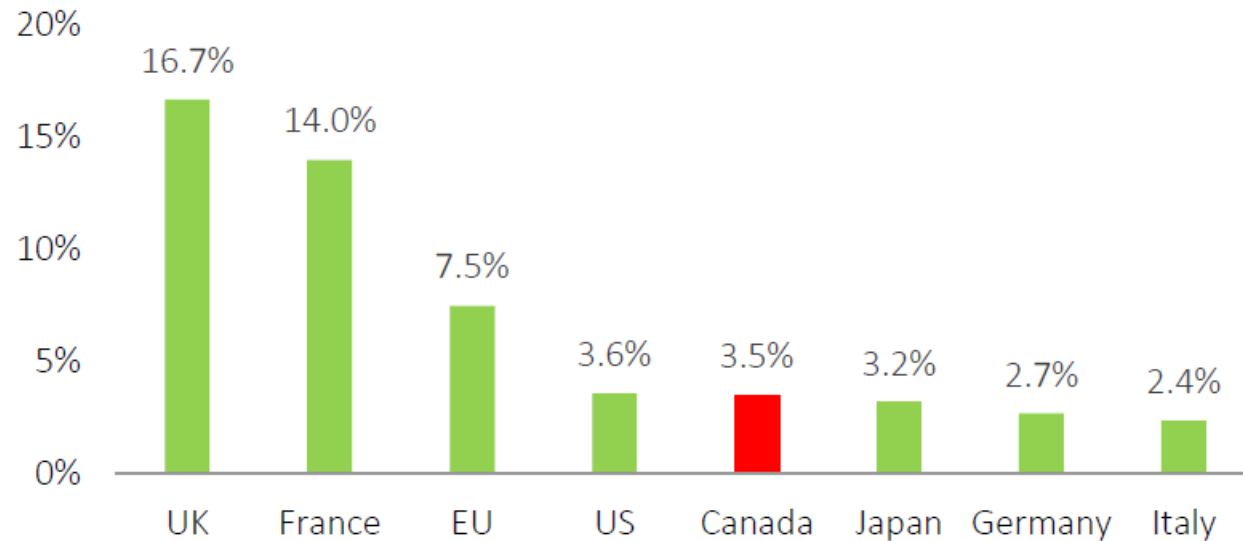
CHRA ACHRU

We need to **double** the supply of community housing in Canada



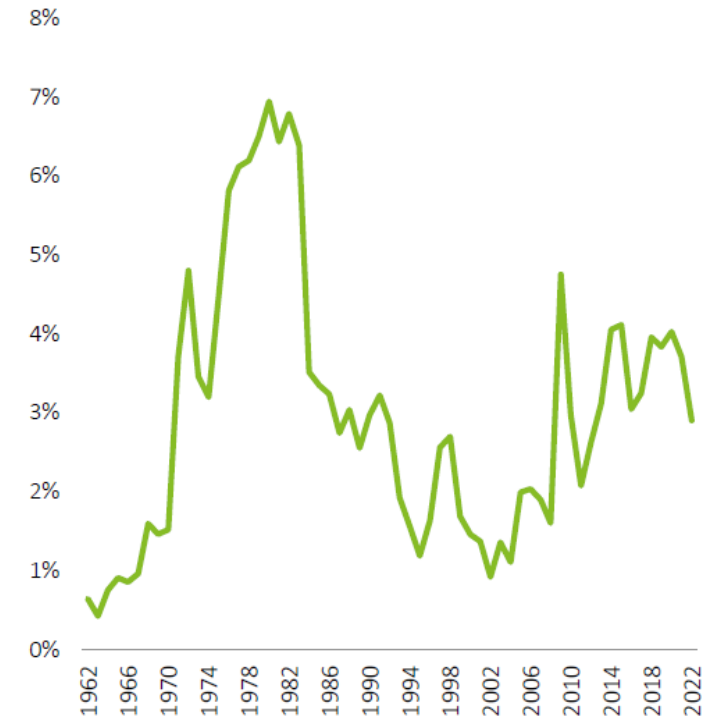
We need to **double** the supply of community housing in Canada

Community Rental Housing Stock as a Share of Total Dwellings, 2020 or Most Recent Year



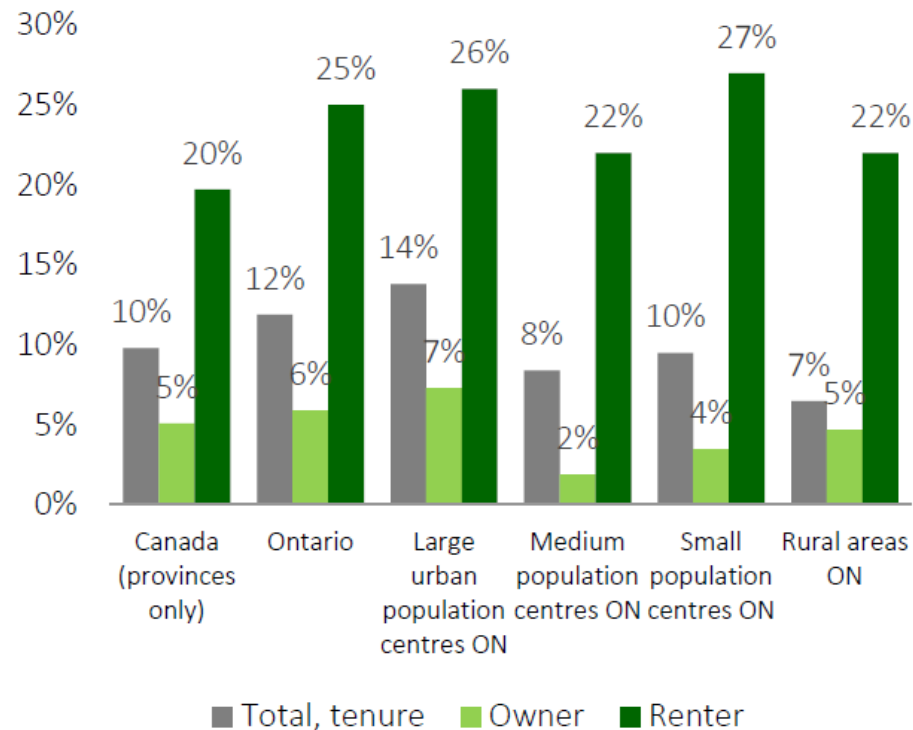
Source: Bank of Canada, OECD. Note: The OECD refers to the stock as social housing, which has been renamed here as community housing to be consistent with the terminology used throughout.

Community Housing Net Stock Constant Dollars, % Change, 1962 - 2022

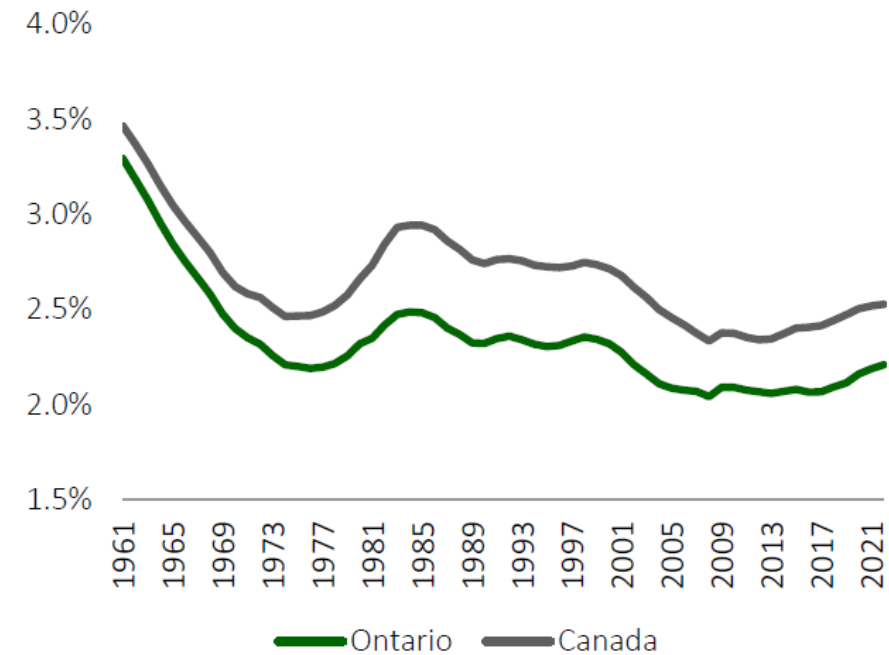


We need to **double** the supply of community housing in ~~Canada~~ **Ontario**

Percentage of Households in Core Housing Need, 2021



Community Housing Net Stock as a Share of Total Housing Stock Dollar Value, 1961 - 2022



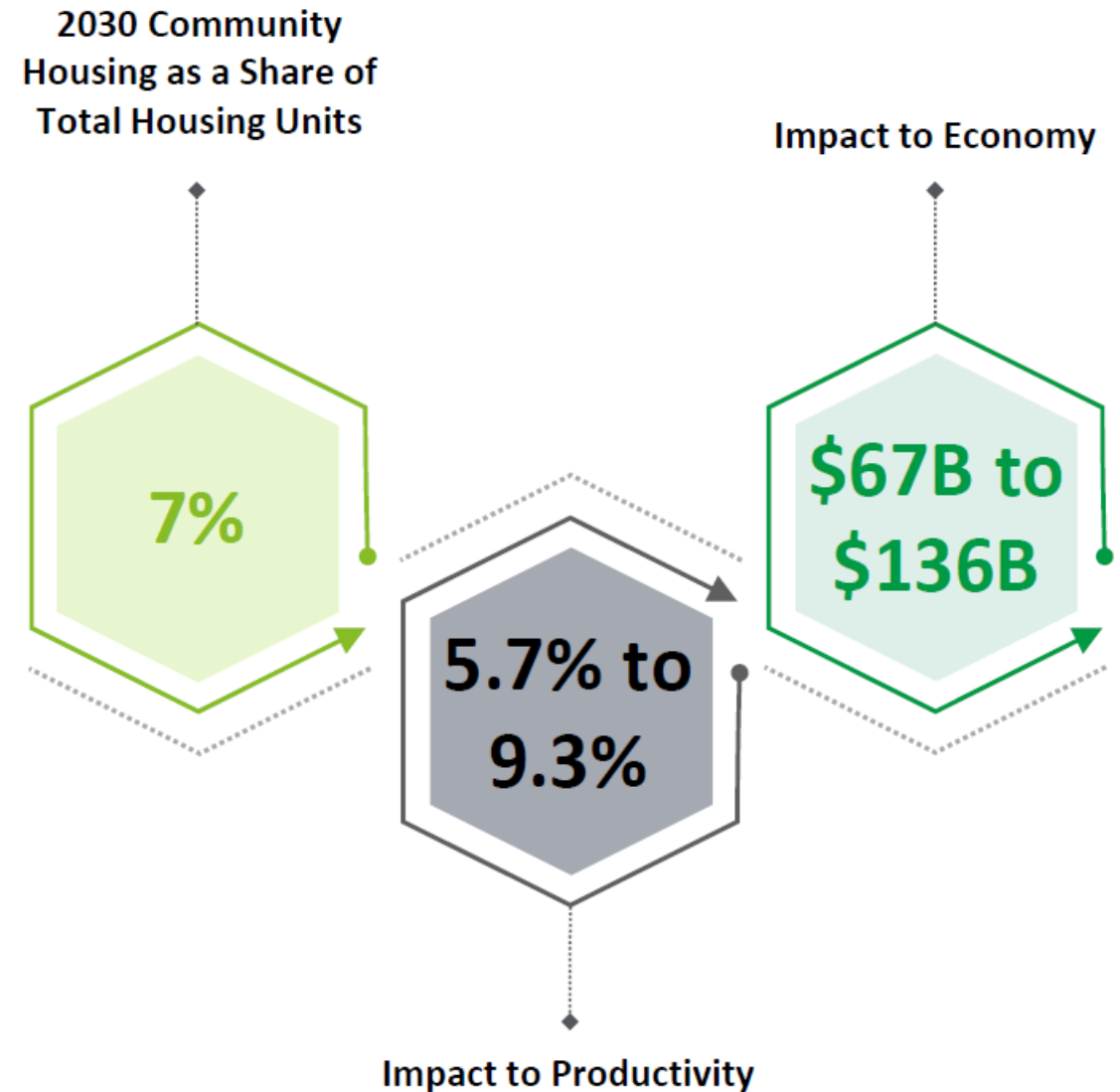
Source: Statistics Canada

The Impact of Community Housing on Productivity

Deloitte.

Community Housing:

- Non-inflationary
- <2yrs payback in GDP impact
- ↑Standard of Living... for everyone



Increasing the supply of community housing benefits everyone.

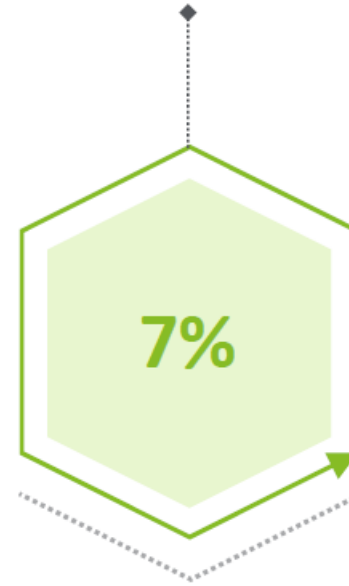
The Impact of Community Housing on Productivity

~~Construction~~ Supply

- Geographical labour pool distortions;
- Individual worker productivity depreciation;
- Neighbourhood imbalance;
- Upskilling and disposable income opportunity cost
- Depressed business reinvestment and captive employment.

The Impact of Community Housing on Productivity

2030 Community
Housing as a Share of
Total Housing Units



5.7% to
9.3%

Impact to Productivity

Impact to Economy

\$67B to
\$136B

Increasing the supply of community housing benefits everyone.

Increasing the supply of community housing benefits everyone.

Ray Sullivan, CHRA



SullivanRay



SullivanRaymond



CHRA ACHRU

Affordable Housing Development Initiatives

Committee of the Whole - Information Session

February 14, 2024



Affordable Housing Development and Renewal

- Mandate is to increase the expertise and skills to significantly increase the supply of affordable housing across the Region. This includes:
 - Assessing community needs, effectively engaging the community and identifying opportunities for development or redevelopment;
 - Managing new affordable housing development projects from initiation to occupancy;
 - Identifying and securing development sites for the creation of mixed-income communities;
 - Securing financing for development projects and responding to funding initiatives from other levels of government;
 - Delivering programs to support external affordable housing development; and
 - Developing strategies and partnerships with internal departments, external agencies and development partners.

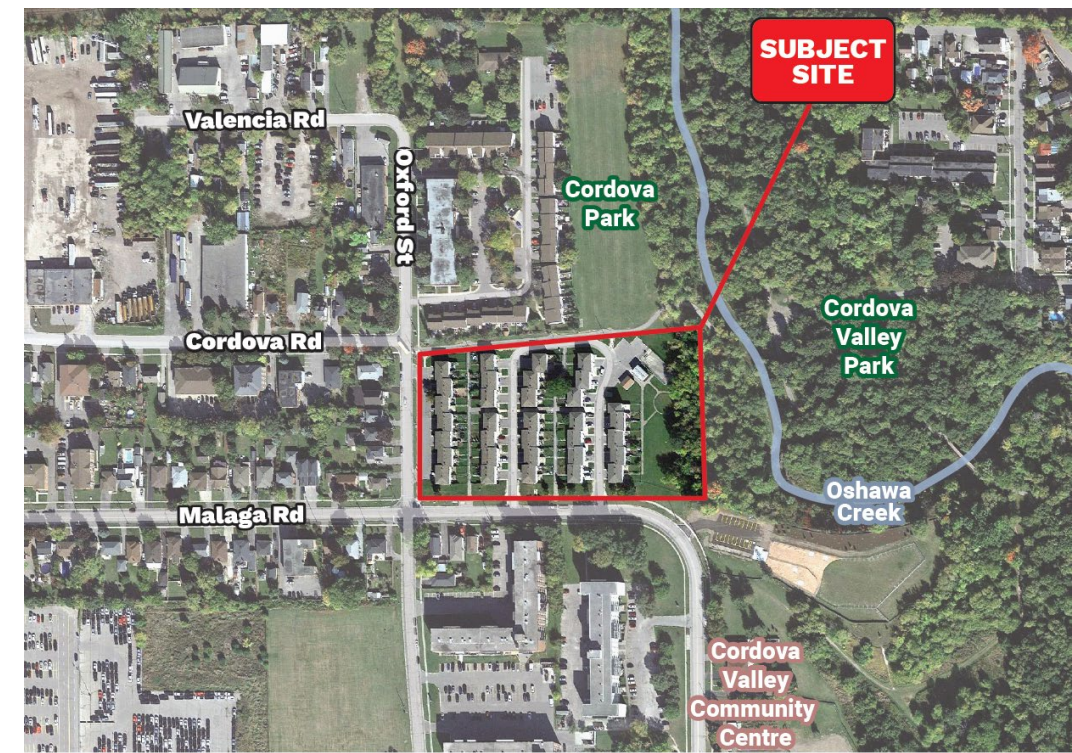
DRLHC: Approaching Revitalization

- Identified need to improve build conditions, mix, efficiency and design while increasing supply
- Responding to each site's context while maximizing yields
- Maximize connectivity, promote transit use, while meeting functional requirements
- Opportunity to create a diversity of housing types
- Provide shared amenity spaces to meet community needs
- Understand development opportunities and constraints
- Foundation for market soundings, public and stakeholder engagement
- Engaging local community and current residents in feedback process to determine best revitalization opportunities and outcomes



Malaga Drive

- Current site – 65 townhouse units adjacent to Cordova Park and the Oshawa Creek Valley
- Phase I community engagement feedback:
 - Accessibility is a priority in future design
 - Community safety is a top concern
 - Strong interest in accessible community recreational space and greenspace connection to the existing park
- Mixed-income development concept plans being refined to account for technical comments
- Phase II Community engagement scheduled for February 28 (Public Notice to be sent February 14) to present preferred development concept for feedback
- Presentation of Business Case for preferred concept planned for spring 2024



Context

Site Considerations



- 1 VARIABLE GRADE CHANGE ACROSS THE SITE.** The site experiences an undulating topographic pattern
- 2 DEVELOPMENT LIMIT / NON-DEVELOPABLE AREAS.** Approximate development limit, setbacks, CLOCA regulated area and sewage line easement
- 3 EXISTING OPEN SPACE AND FACILITIES.** Open space adjacent to Erie Park, basketball court and ancillary buildings
- 4 CONNECTIVITY AND CIRCULATION.** Access to multi-use trail and Joseph Kolodzie Oshawa Creek Bike Path blocked by existing fence
- 5 BUILT FORM CONTEXT.** Mid-rise and low-rise development are in the surrounding context. Lower scale built form has the potential to be redeveloped over time.

LEGEND

 Site Boundary	 10m Wooded Area Setback
 Open Space	 Townhouses
 CLOCA Regulated Area	 Mid-rise Apartments
 Sewage Easement	 Single Detached Dwellings
 30m Development Limit (Approx.)	 Retail / Industrial Uses
 30m Riparian Corridor Setback	

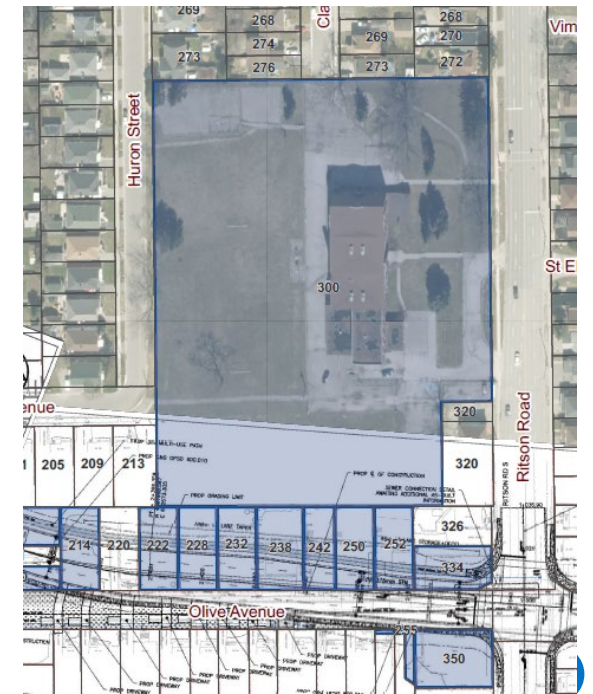
Christine Crescent

- Current site – First phase of a larger redevelopment initiative in the Nevis/Normandy neighbourhood
 - 12 townhouse units along Christine Crescent, adjacent to Chopin Park
- Phase I community engagement feedback:
 - Community safety is a top concern with a desire for safe places for kids to play (both indoor and outdoor)
 - Privacy is a priority in future design
- Mixed-income development concept plans for Christine Crescent being refined to account for technical comments
- Phase II Community engagement scheduled for February 28 (Public Notice to be sent February 14) to present preferred development concept for feedback
- Presentation of Business Case for preferred concept planned for spring 2024



The Ritson School

- Community Needs Assessment report is complete and has identified a range of potential space options and opportunities for the existing school and the surrounding property
- Preliminary identified needs include:
 - Affordable and attainable housing supply
 - Support services for youth, sole caregiver families, and seniors
 - Addressing expected impacts of population growth due to the GO station
 - Improved access to community programs and services
 - Protected parks and open spaces
 - Access to physical and mental healthcare
 - Support for continued reconciliation in partnership with Indigenous peoples
- Concept development is currently underway, with engagement to take place in spring of 2024



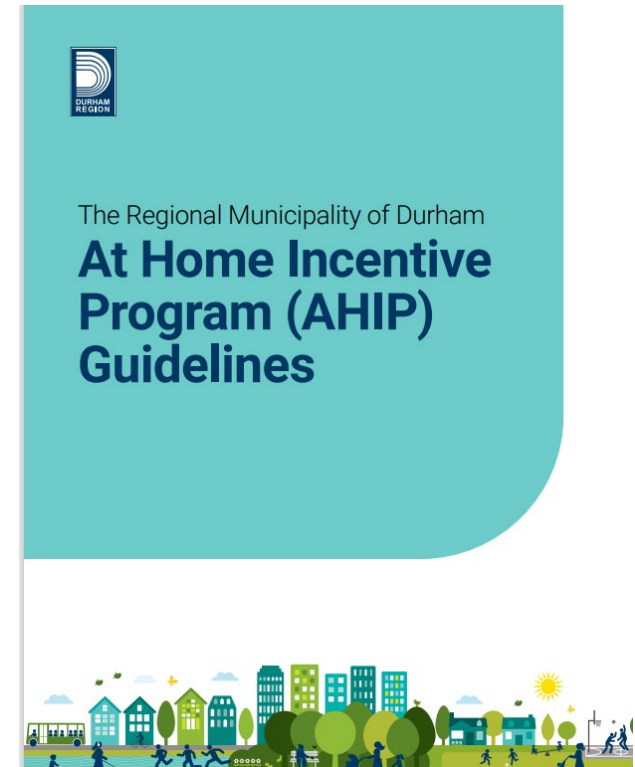
590-650 Rossland Road

- Durham Region owns 650 Rossland Road
 - 2.87-acre parcel, currently occupied by a DRPS Accident Reporting Centre, fuelling facilities, surface parking and short-term vehicle storage area
- Infrastructure Ontario owns 590 Rossland Road
 - 7.03-acre parcel, currently accommodates a one-storey multi-tenant government office building with adjacent surface parking lot and vacant land
- Established a collaborative framework for joint working group to coordinate development feasibility analyses and due diligence for both sites
- Opportunity to create a higher density, walkable, transit supportive housing development within convenient walking distance of a wide range of services and amenities



AHIP: Building Needed Capacity

- Focus on providing Regional capital contributions to projects that provide a minimum of five affordable housing units and includes:
 - New construction
 - Construction of non-residential buildings to purpose-built rental housing
 - Addition of new affordable buildings/units to existing sites/buildings
 - Community housing redevelopment that increases the supply of affordable housing units
- Annual invitation to qualified developers/landowners
 - 10 proposals submitted for 2023 funding
- Best projects awarded on a competitive basis (\$5.5 million)
- Transparency of evaluation criteria and submission requirements, timelines, depth of affordability, cost per unit and other factors are required up front
- Award based on achieving defined outcomes
- 2023 applications currently under review, recommendations coming to Regional Council in March 2024



DRLHC Modernization

- Durham Regional Local Housing Corporation (DRLHC) governing documents (Articles of Incorporation and By-Laws) have remained unchanged since 2000 and limit revitalization activity
- Draft Amended Articles of Incorporation, new By-Law and a Shareholder Direction from the Region of Durham to the DRLHC to expand the mandate of the DRLHC from strictly a social housing provider to include:
 - The provision of affordable rental housing and creation of mixed-income communities for low-to-moderate income households; and
 - Allowance for development and redevelopment activities.
- Proposed governance documents will be introduced to the DRLHC Board of Directors in February, and presented to Regional Council and the DRLHC Board for approval in early spring 2024

Affordable Housing Development Initiatives

Committee of the Whole - Information Session

February 14, 2024





Developing Affordable Housing



Graeme Hussey
President, Cahdco
Director of Housing
Development, CCOC



Cahdco

- Non-profit real estate developer
- Develop affordable rental housing & home ownership
- Sister corporation to CCOC
- Consultant to non-profits, co-ops & charities



- Private non-profit Landlord in Ottawa
- 50 properties and 1,700 units
- Mixed housing



What we do



• Build



Advice



Teach



Coaching and mentorship to increase the amount of affordable housing development corporations and their capacity to create affordable housing in Canada

WHAT IS AFFORDABLE HOUSING?

Types of Housing

CMHC Housing Continuum

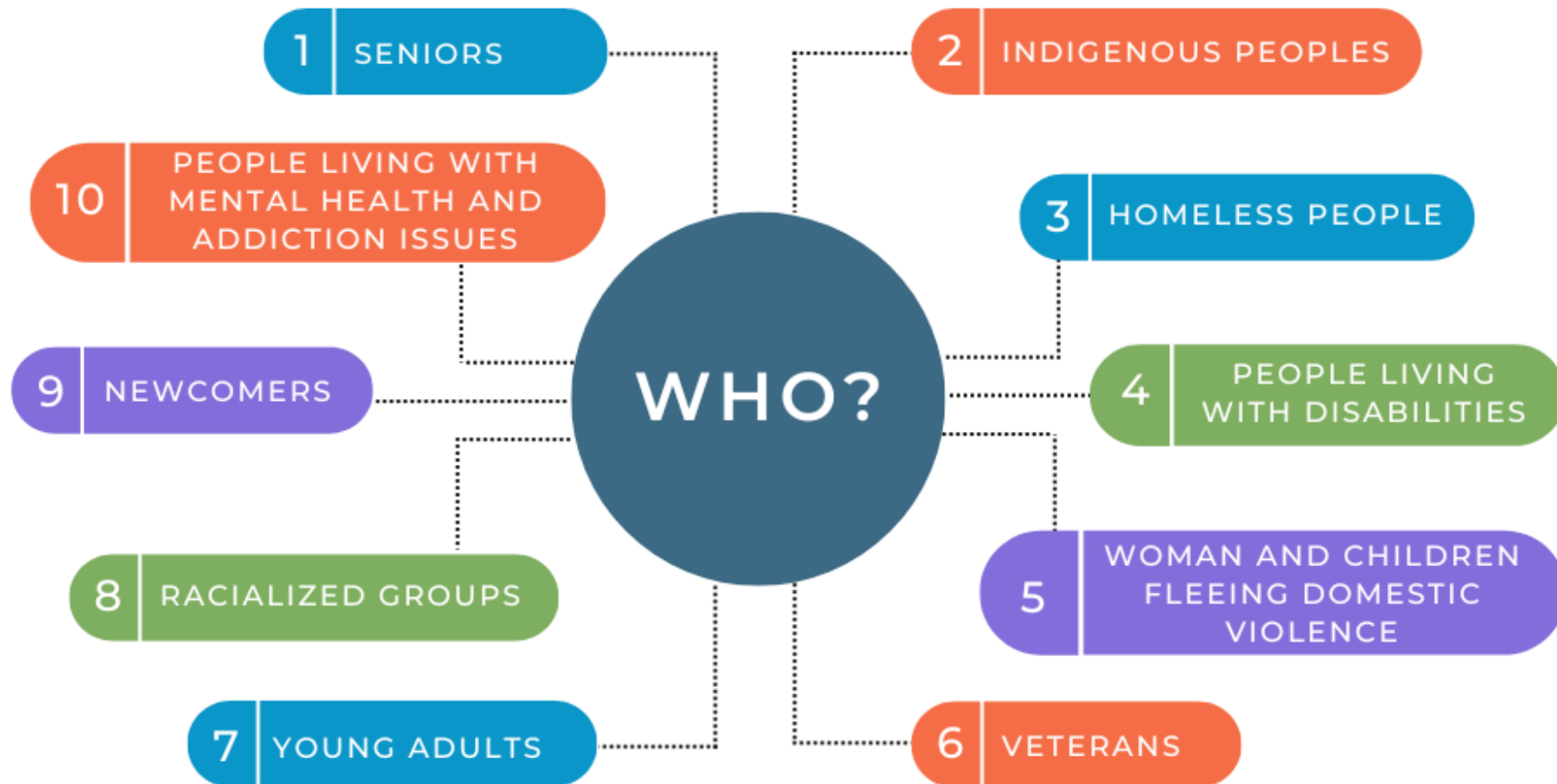


Types of Housing

CMHC's Wheelhouse Model



Who Lives in Affordable Housing?

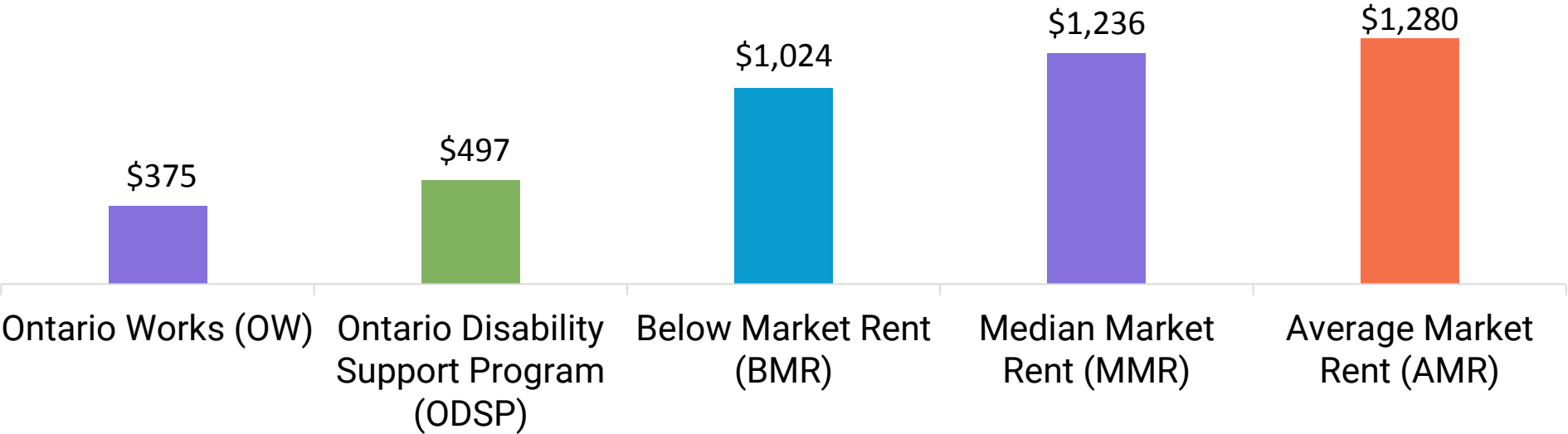


Housing Affordability



Housing Affordability = a household’s ability to afford a home. Often measured as no more than 30% of gross household income

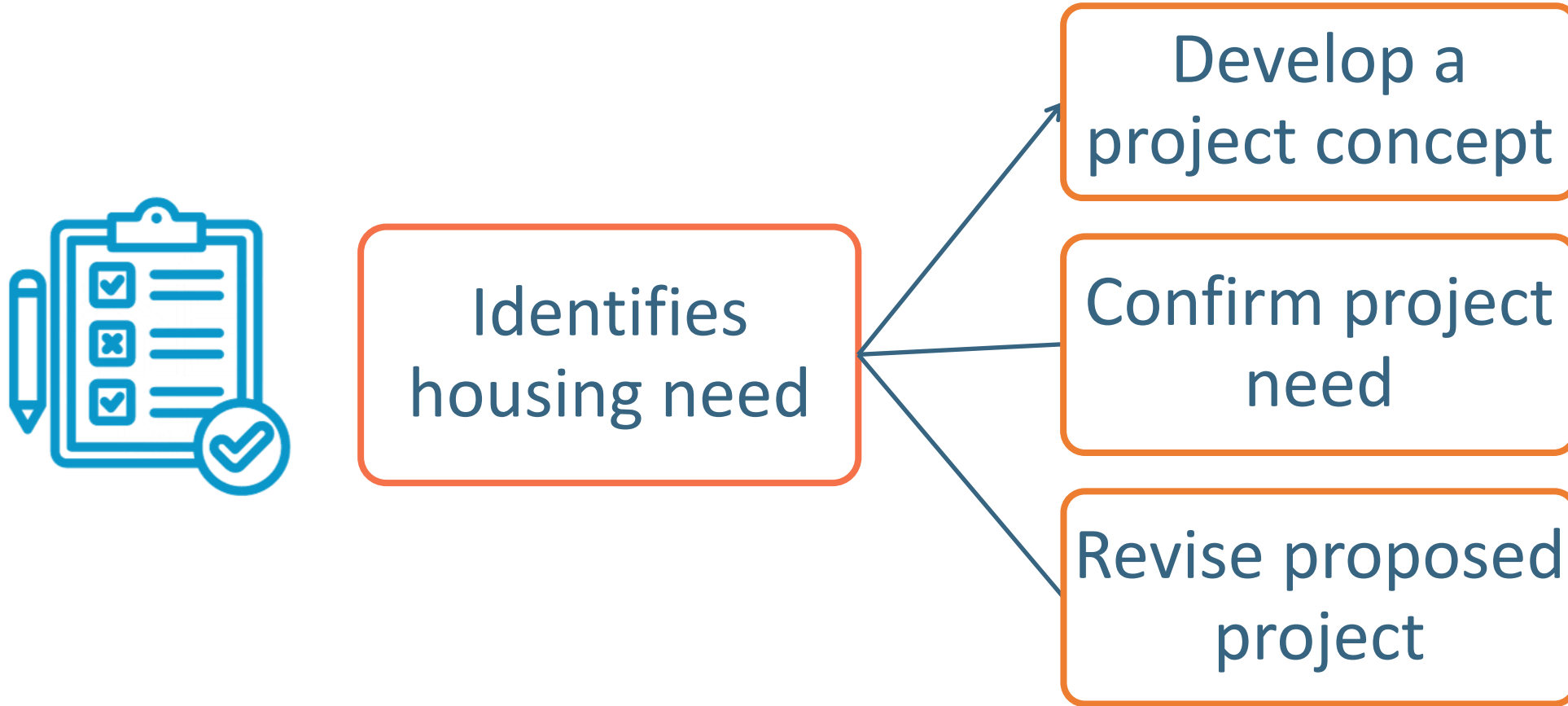
Ottawa
Rental
Statistics
for a One-
Bedroom
unit (2021)



Household
Income for
Affordability

Household Income for Affordability	OW	ODSP	BMR	MMR	AMR
	N/A	N/A	\$40,960	\$49,440	\$51,200

Needs Assessment



PROJECT TYPES

Project Types



Retrofit/Renovation



Acquisition



New Development

Project Types



Cornerstone Eccles
Supportive Housing for Women



Retrofit / Renovation

Project Types



Cornerstone Princeton
Supportive Housing for Women



Acquisition

Project Types



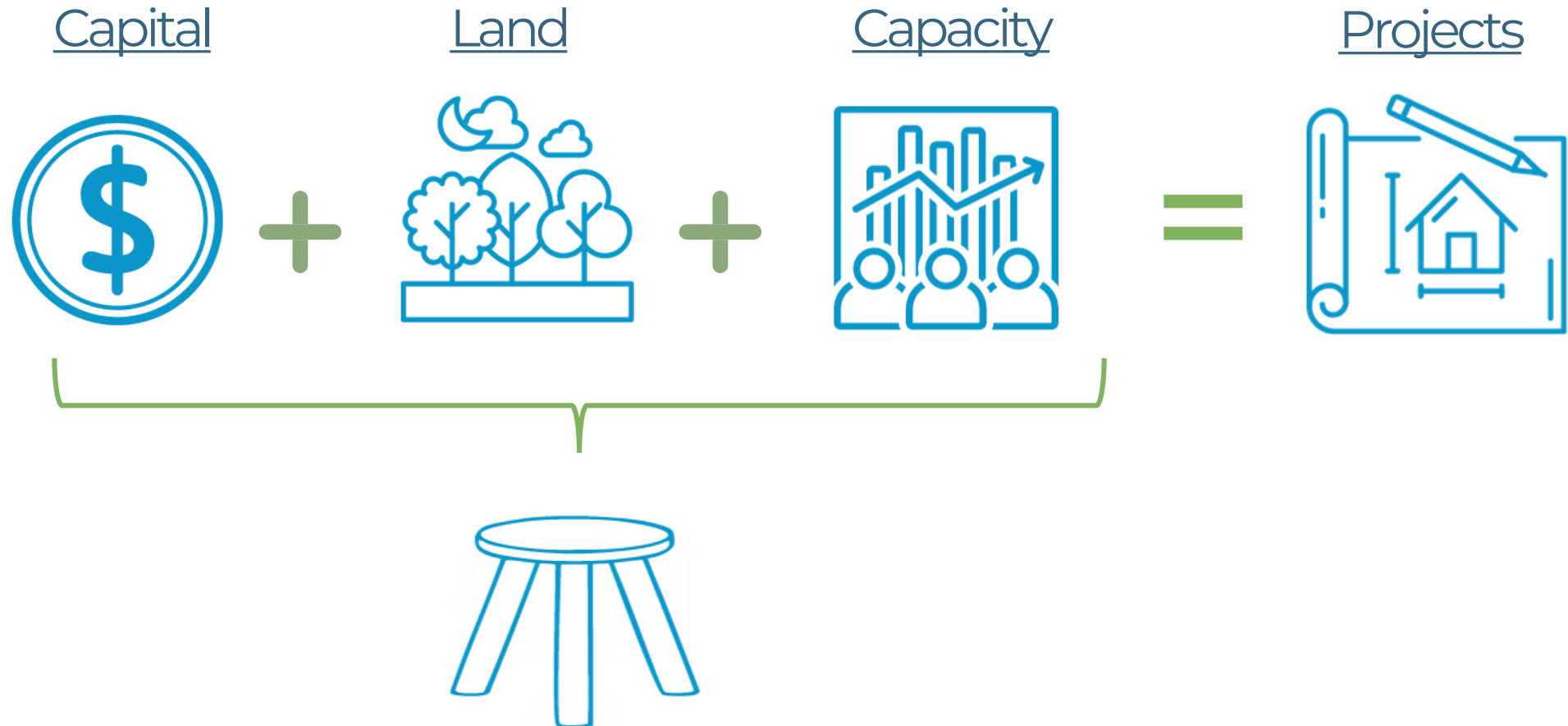
CCOC Forward
Mixed Income Housing



New Development

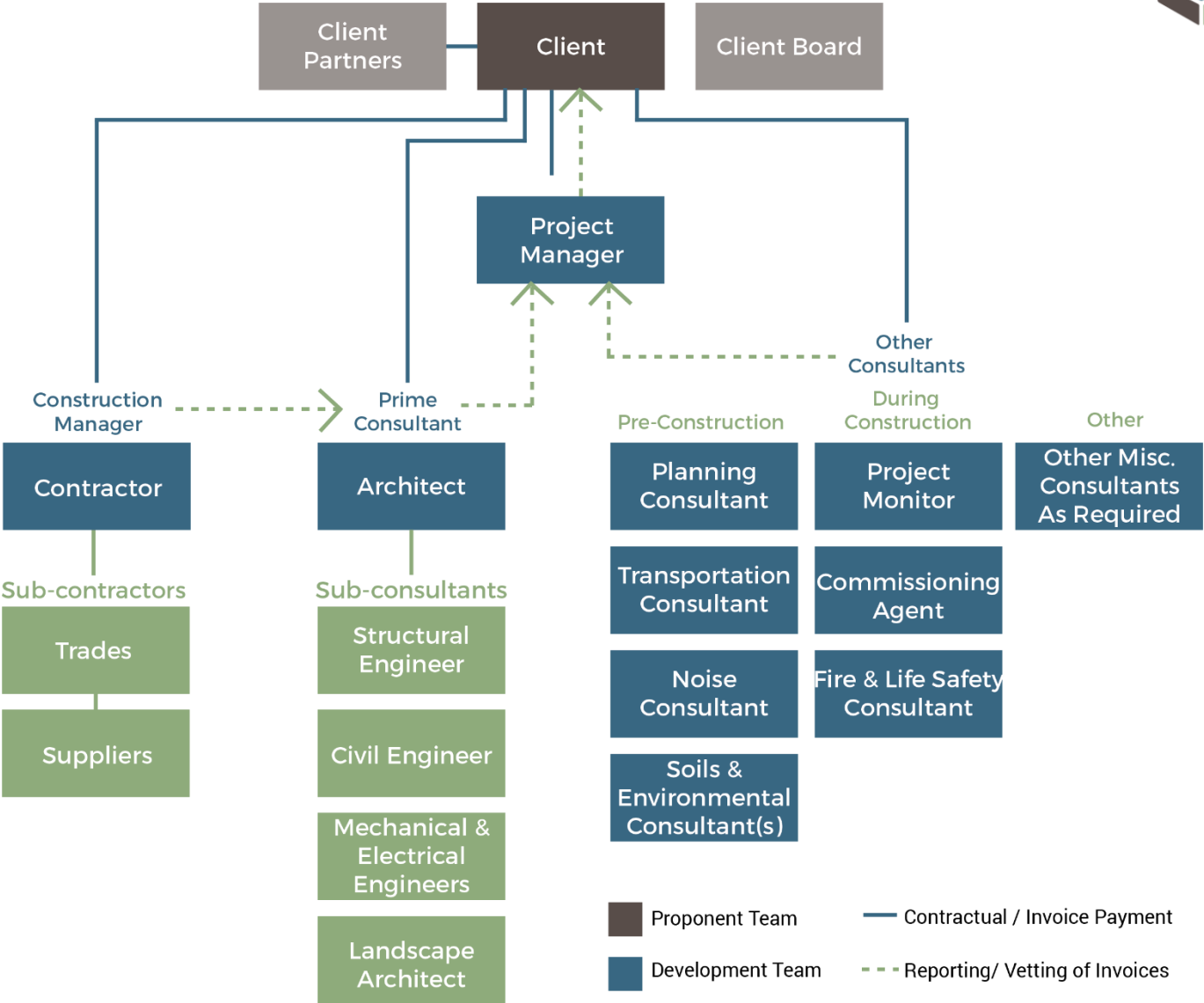
PROJECT COMPONENTS

Project Components



THE DEVELOPMENT TEAM

Project Team



Roles and Responsibilities



1 Land Owner

2 Housing Provider

3 Project Team

4 Property Manager

5 Community Partners

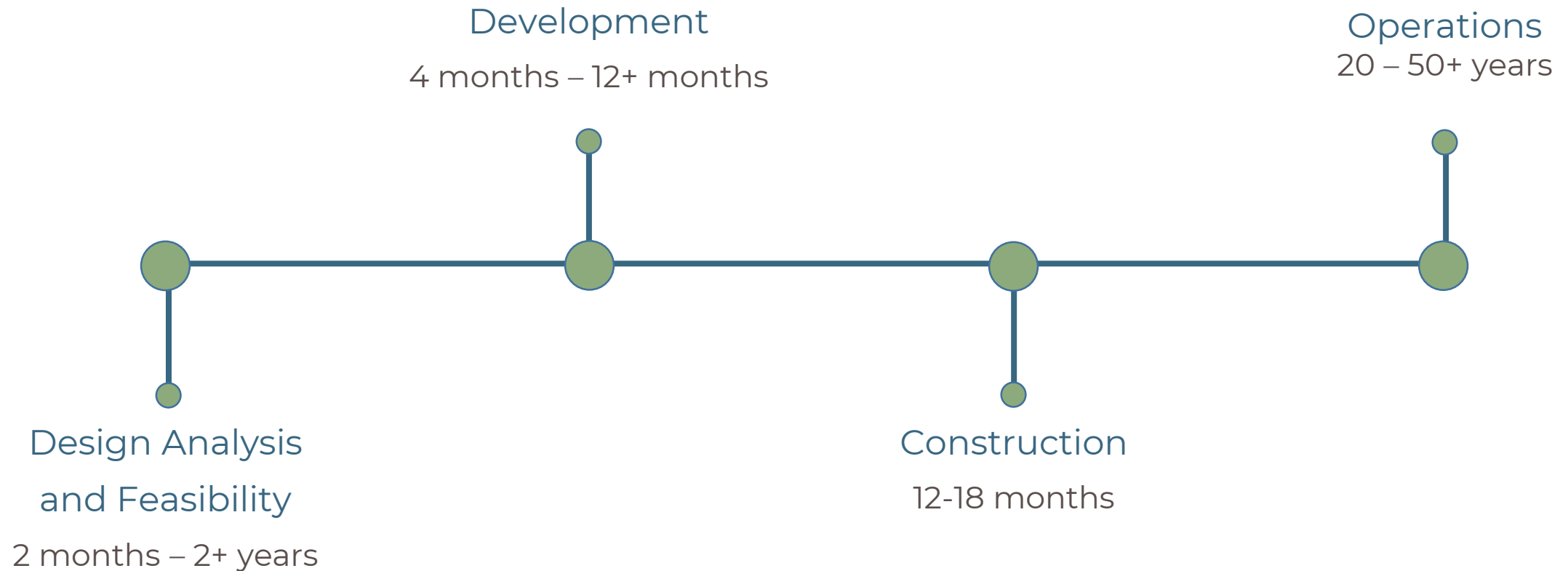
6 Support Services

7 Funders & Lenders

8 Regulators

THE DEVELOPMENT PROCESS

The Development Process



FINANCIAL BASICS

The Juggling Act

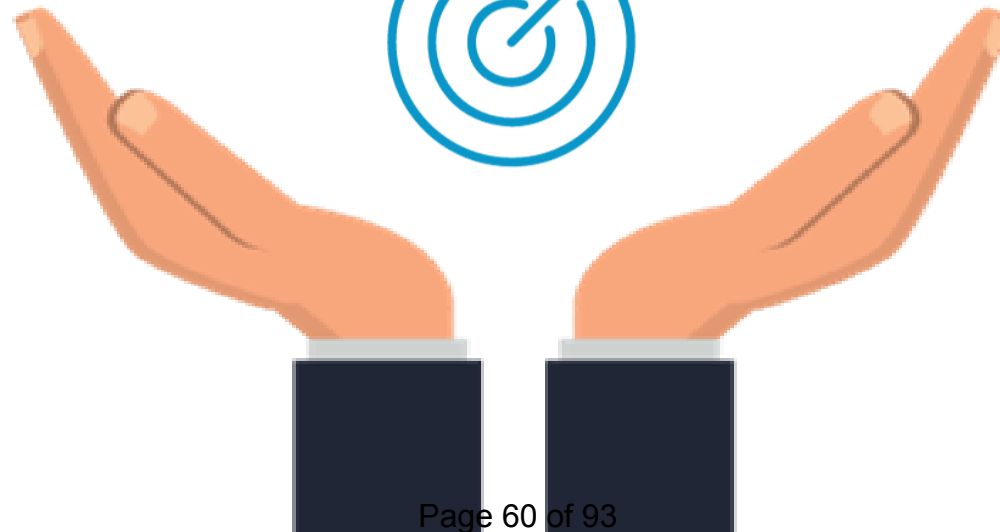
Government



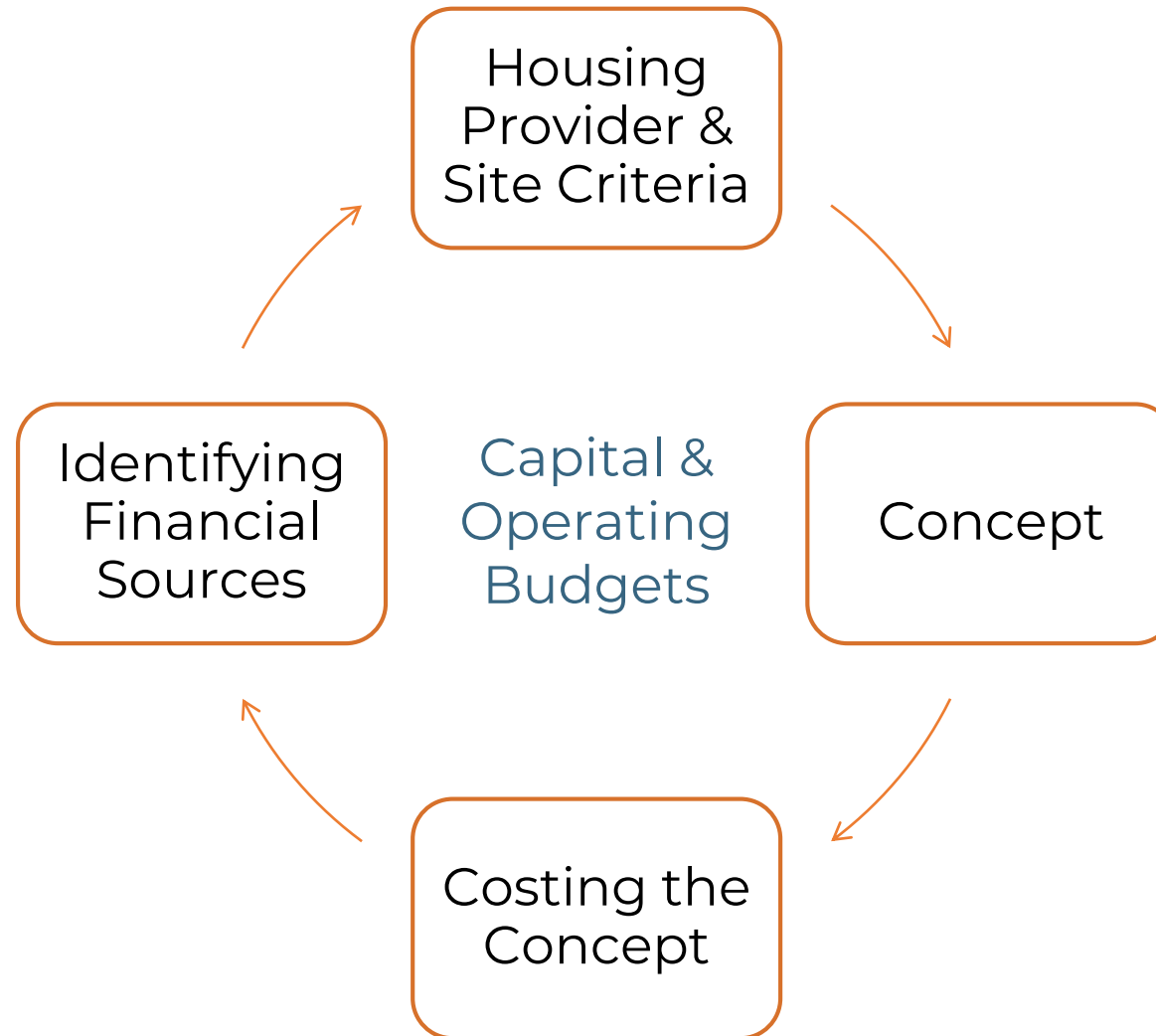
Market



Mission



The Feasibility Cycle



Capital Budget

Costs



Land Costs



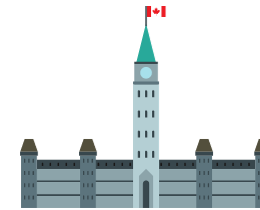
Soft Costs



Hard Costs



Sources



Gov. Grants



Partnerships



Financing



Equity

Financial Sources



Government Grants

- Municipal Incentives
- Provincial Grants
 - Canada-Ontario Community Housing Initiative (COCHI)
 - Ontario Priorities Housing Initiative (OPHI)
- CMHC National Housing Strategy (NHS)
- Federation of Canadian Municipalities (FCM) Grants



Financing

- CMHC Co-Investment Loan
- CMHC Rental Construction Financing (RCFI)
- Social Financing
- Conventional Banking



Partnerships

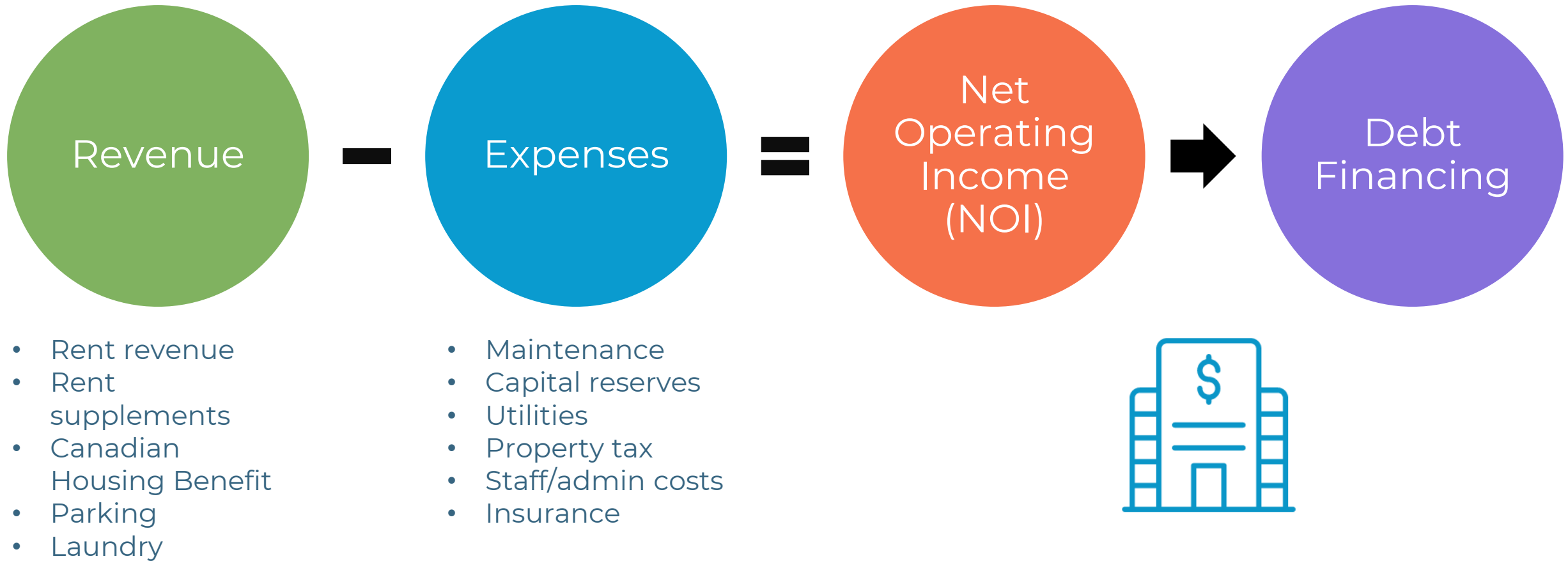
- Non-Housing Funding (health/recreation etc.)



Proponent Equity

- Cash
- Fundraising
- Assets

Operating Budget



Takeaways



All projects need capital, land, and capacity



All projects need grants, financing, and equity

- To receive financing you need a viable operating budget



The capacity of the team is key

Thank you



For more information, please visit our website at cahdco.org



Exploring Effective Solutions to Homelessness

February 14, 2024

Tim Richter, President & CEO



THE CANADIAN ALLIANCE TO END HOMELESSNESS

CAEH leads a national movement of individuals, organizations and communities working together to end homelessness in Canada.

caeh.ca



Advocacy

The CAEH advocates for the federal and provincial policy changes needed to end homelessness.



Allied Networks

The CAEH supports several allied networks working toward our shared mission of ending homelessness.



Built for Zero Canada

Helping a core group of leading communities end chronic and veteran homelessness.

bfzcanada.ca



Data & Policy

Revolutionizing the way communities and governments use data to end homelessness.



National Conference on Ending Homelessness

Join us for the 2024 National Conference on Ending Homelessness, Oct 29-31, 2024 in Ottawa.

conference.caeh.ca



Training & Technical Assistance

Helping communities and organizations end homelessness with expert training and technical assistance.

training.caeh.ca

The challenge

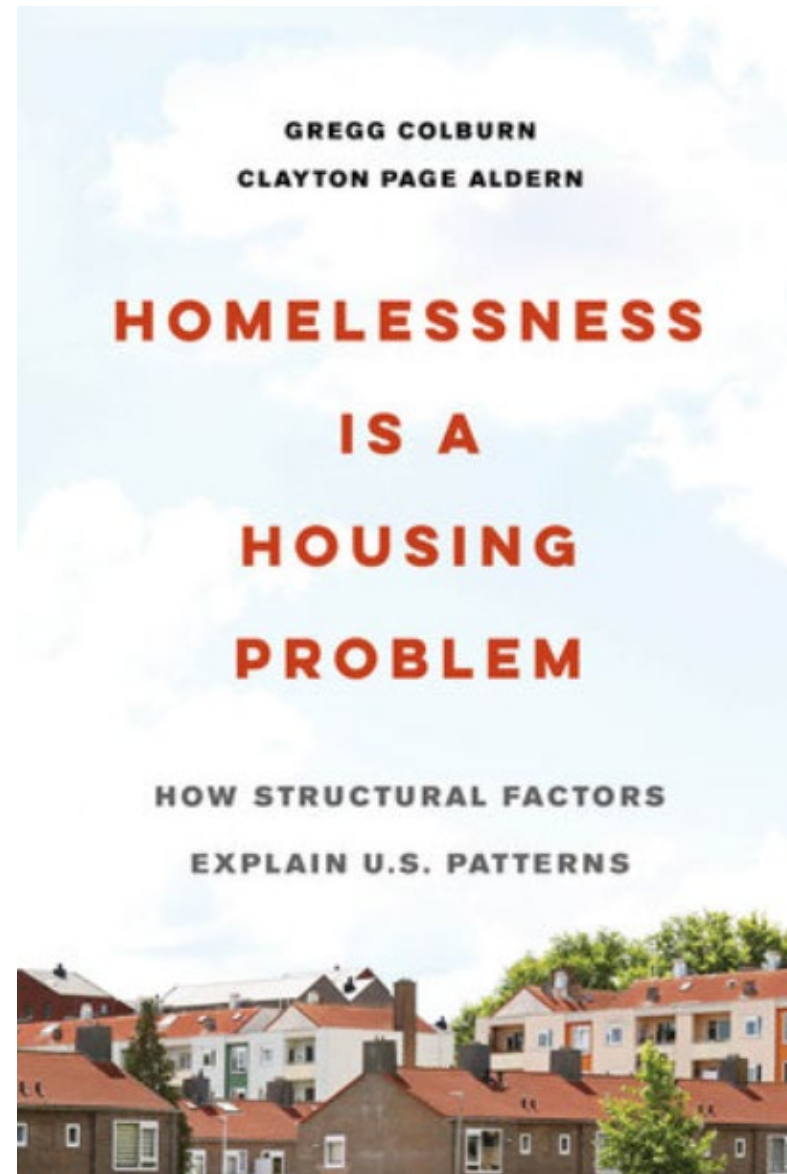


The loss of housing we're experiencing today is higher than that from our largest natural disasters



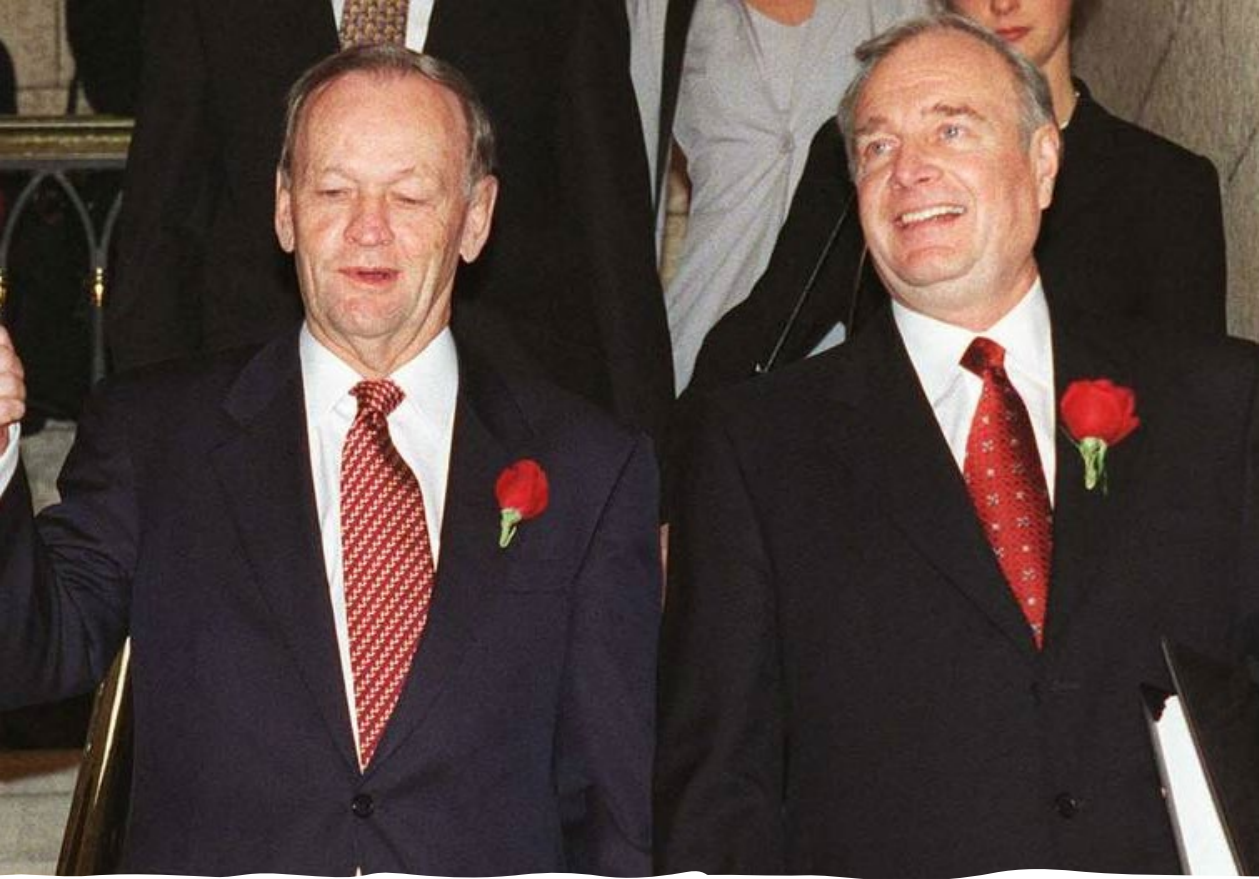
**Homelessness is not
caused by mental illness or
addiction – or any personal
fault or failing**





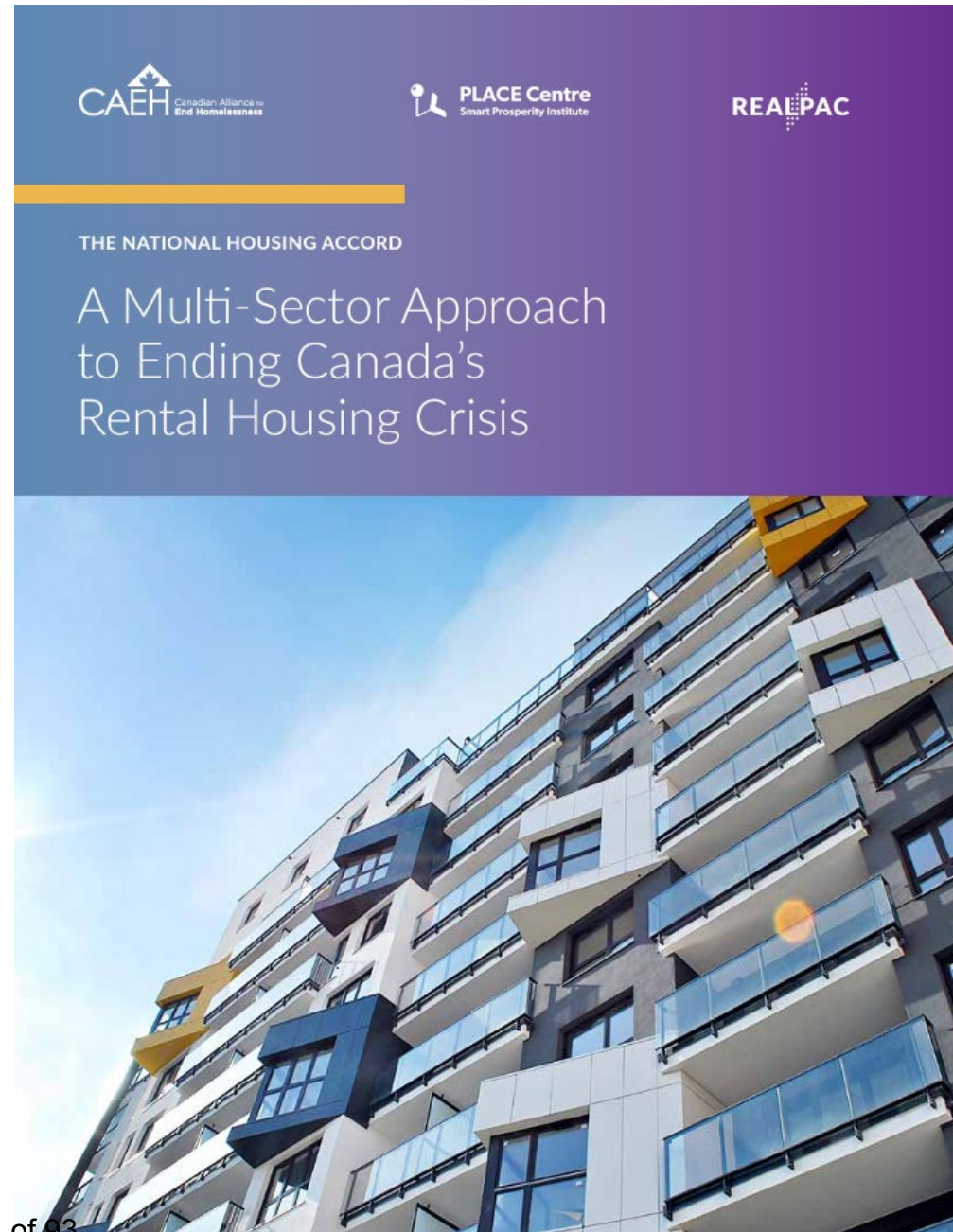
<https://homelessnesshousingproblem.com/>

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The rise of modern mass homelessness

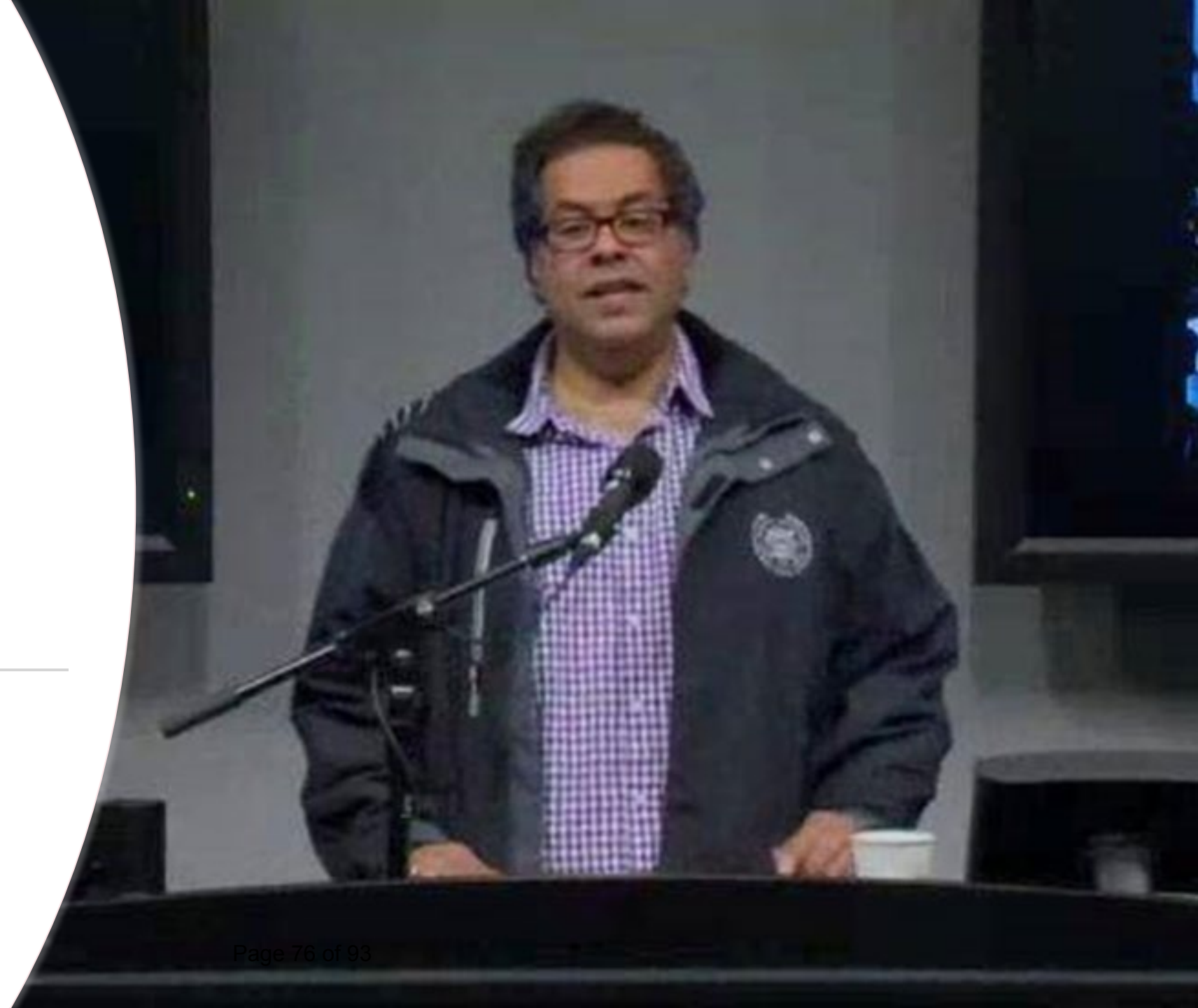
The National Housing Accord



Homelessness is an un-natural disaster



Strong local leadership



A command centre & coordinated system



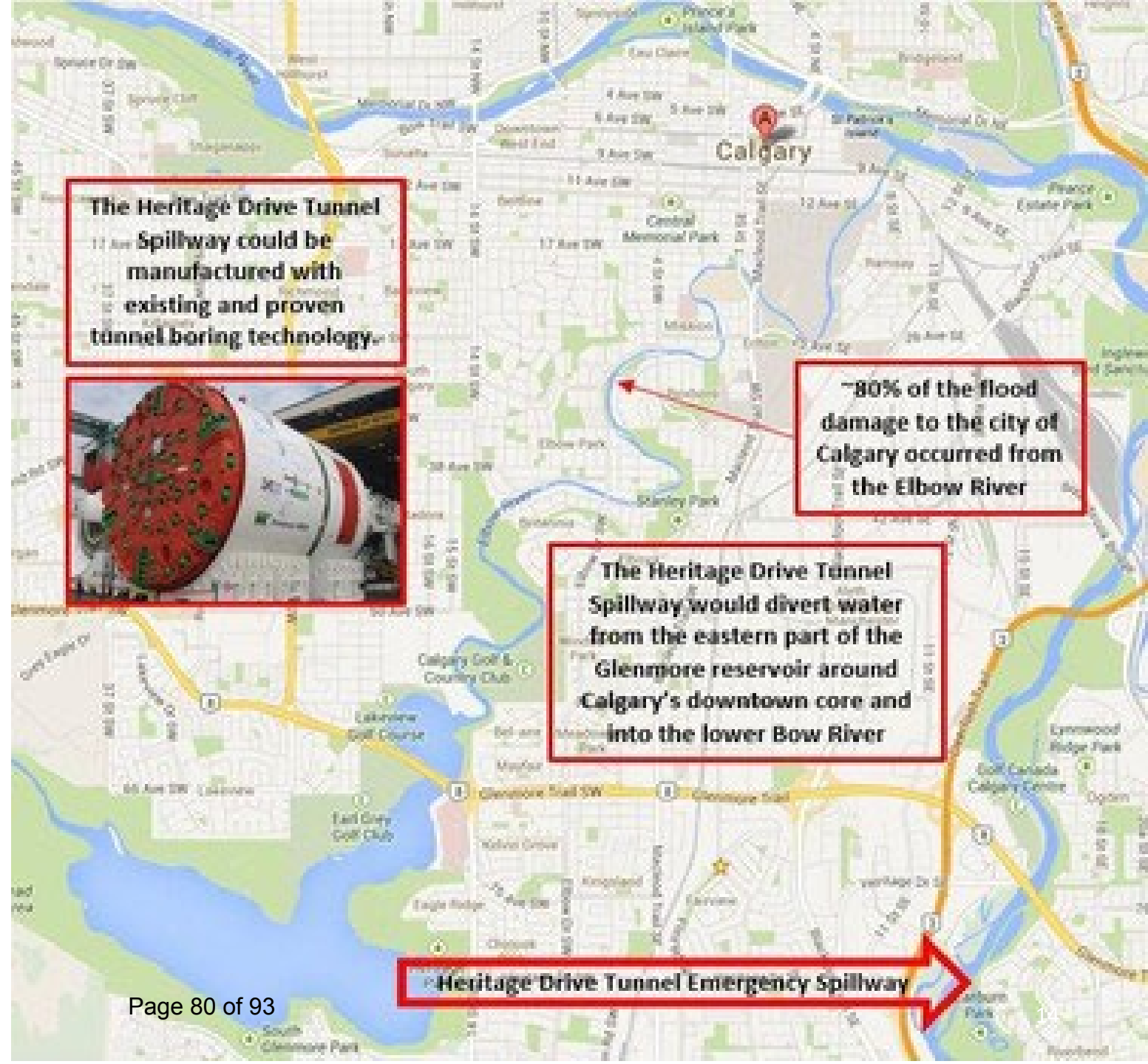
Deal with the crisis and keep people safe



Housing focused community mobilization



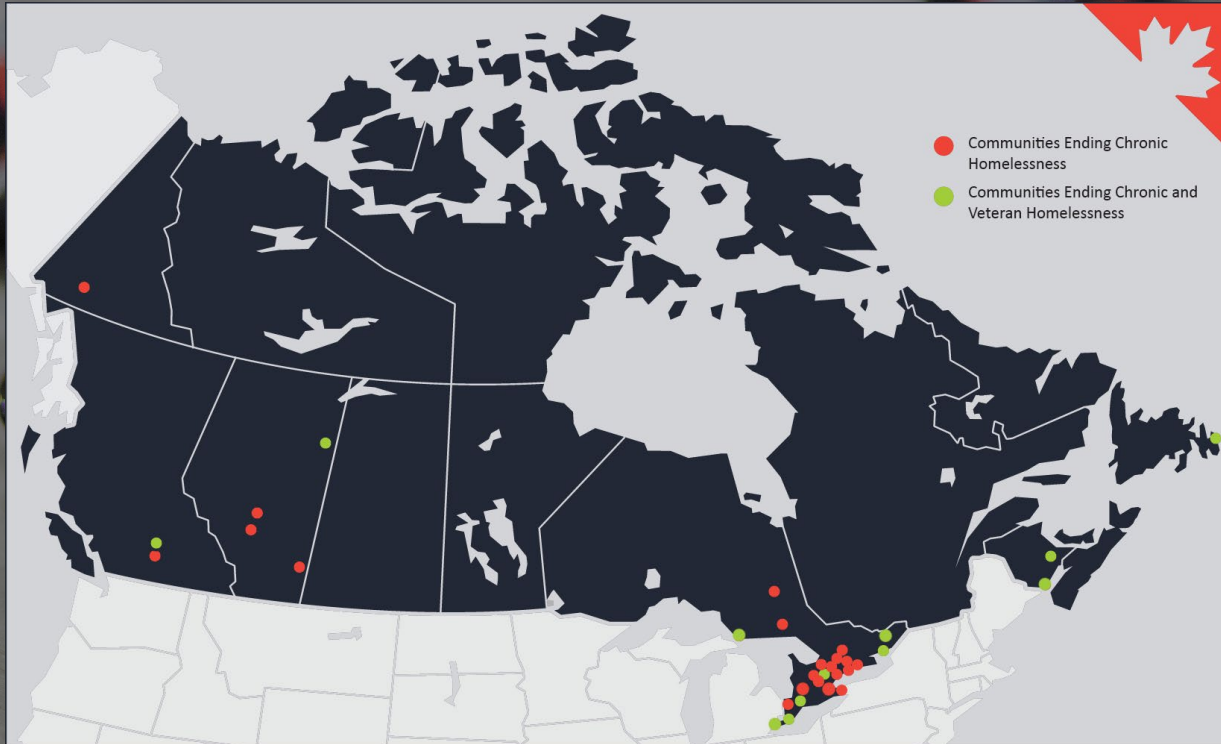
Prevention



Local leadership is supported by senior governments



Built for Zero Progress Across Canada



58 communities are participating in Built for Zero Canada

23 communities dedicated to solving veteran homelessness

41 communities have confirmed **quality real-time data**

4 Communities sustaining a reduction in **veteran homelessness**

3 Communities sustaining a reduction in **chronic homelessness**

36 communities confirmed for **Reaching Home Coordinated Access**

4 communities reached **functional zero or chronic or Veteran homelessness**

You can do it. We can help.



Built for Zero Canada is an ambitious national change effort helping a core group of leading communities **end chronic and veteran homelessness** – a first step on the path to eliminating all homelessness in Canada.

Thank You

Tim Richter, President & CEO

📞 (403) 560-7251

✉️ tim@caeh.ca

caeh.ca



@endinghomelessness



@CAEHomelessness



@CAEHomelessness



Canadian Alliance to End Homelessness



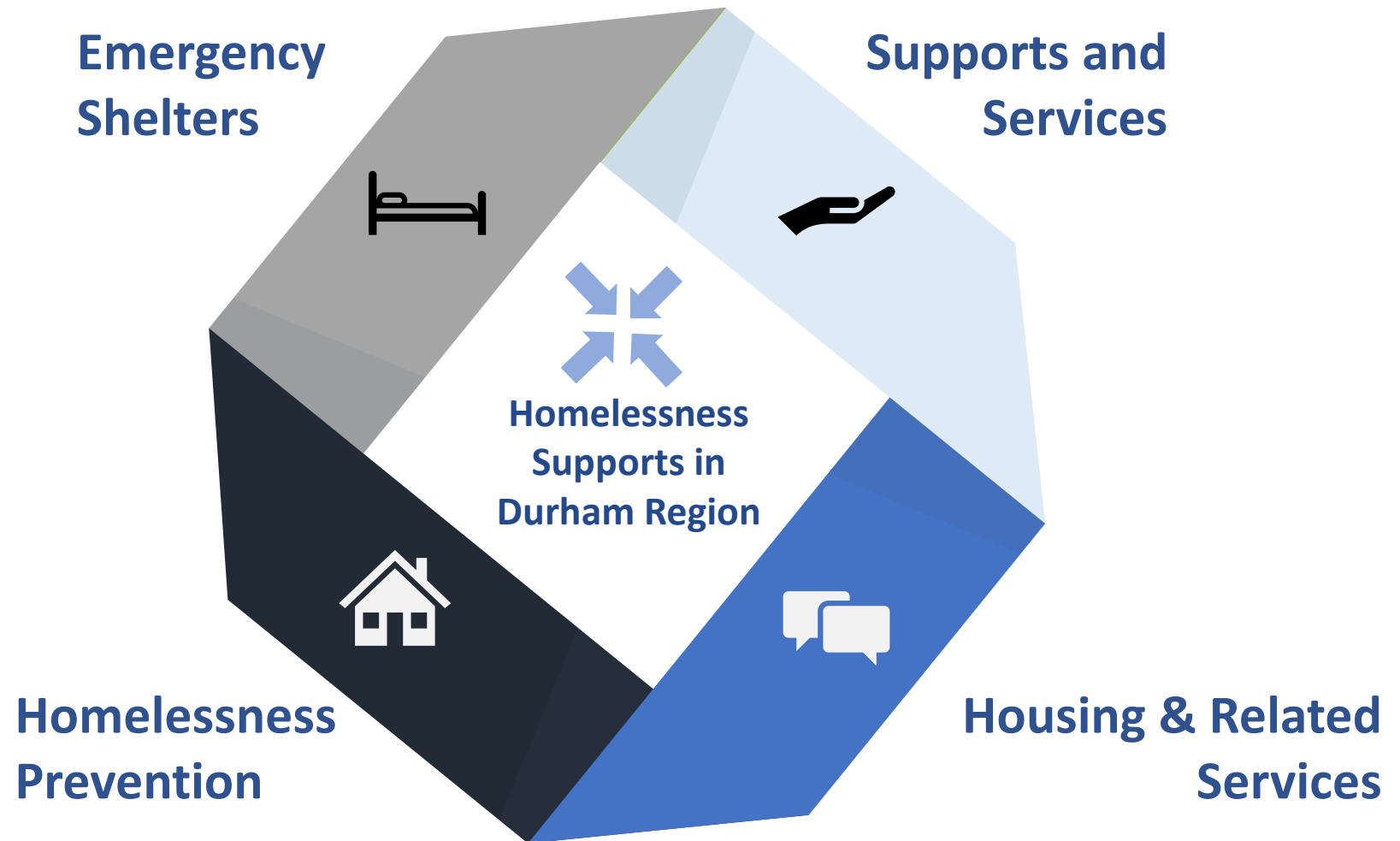


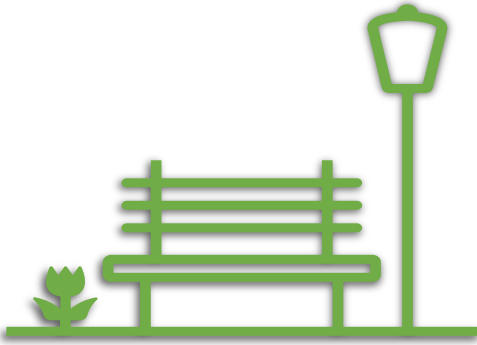
Homelessness System

Sahar Foroutani
Manager, Homeless System Team
Income, Employment & Homelessness Supports

Presented to: Housing & Homelessness Education
Session, Committee of the Whole

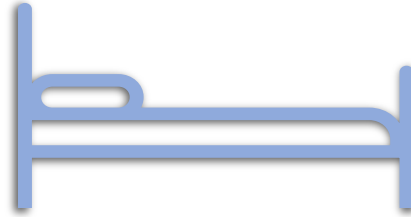
Homelessness System: A Continuum of Care





UNSHELTERED

Staying in public or private places where people are not meant to live permanently such as **tents, cars, parks**



EMERGENCY SHELTER

Overnight shelters are places for people to go when they have **nowhere else** to stay



TEMPORARILY ACCOMMODATED

Short-term, interim accommodations like staying with friends, **couch surfing, or living in a hotel**



AT RISK OF HOMELESSNESS

Their current housing situation is coming to an end with **no other housing options available.**



Housing First Model

Housing First is a program model, an approach, as well as a philosophy and has been recognized as an important policy towards ending homelessness by both the Canadian and the U.S federal governments.



Coordinated Access System & By-Name List

The goal of the system is to prevent and reduce homelessness and provide streamlined access to available supports.

Coordinated Access System Steps to Finding Housing



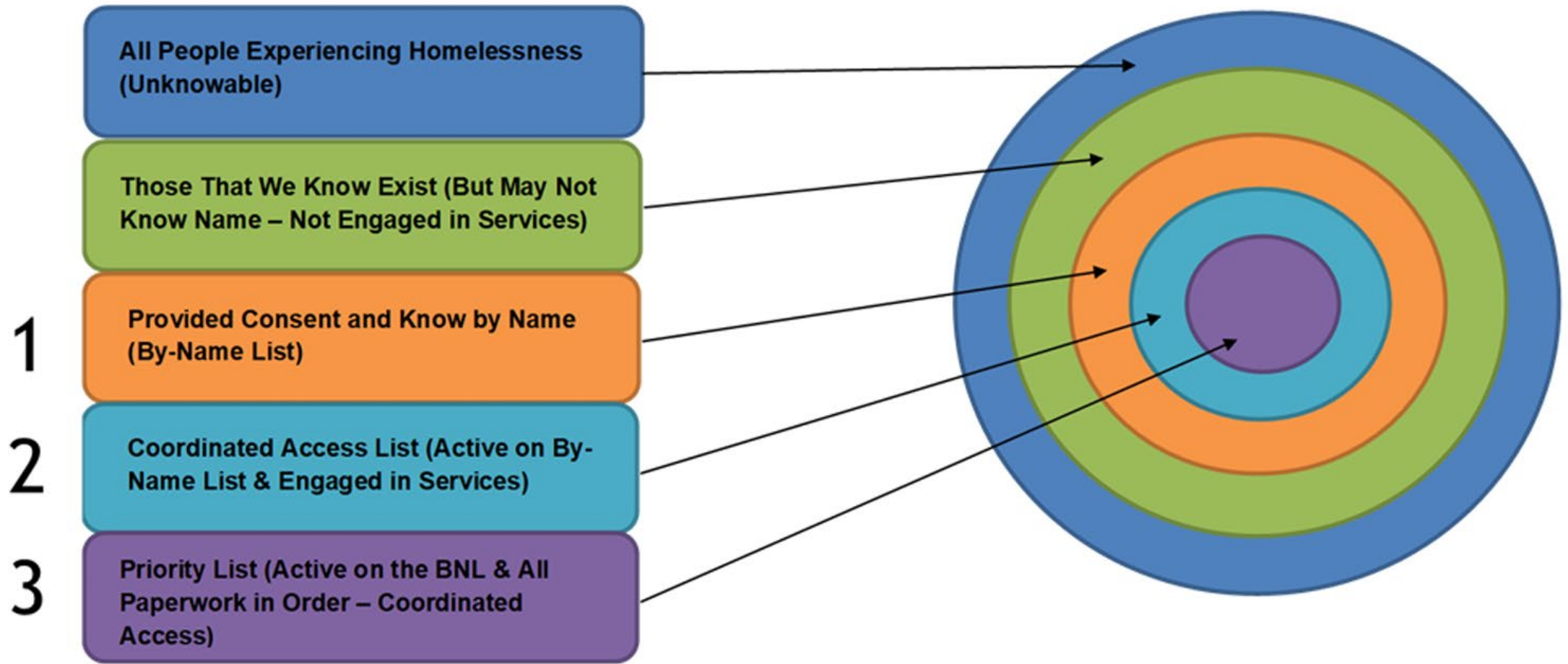
The Components of a Coordinated Access System

- Access Points are where people make contact with the Coordinated Access System and can be added to the By-Name List
- Clients are triaged and assessed using a common intake form to gather the information needed to make appropriate referrals
- Durham Region uses the Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT)
- People on the By-Name List are prioritized based on need for housing resources
- People are matched and referred for available housing resources based on prioritization

Why is it important?

- The alternative to Coordinated Access is to provide help on a first-come, first-served basis. This means that people who can better navigate the support system get help, not people who need it most
- Coordinated Access helps people access services based on their individualized needs
- Helps track our progress in ending chronic homelessness
- Makes it easier for people to find help
- Helps us identify gaps in service

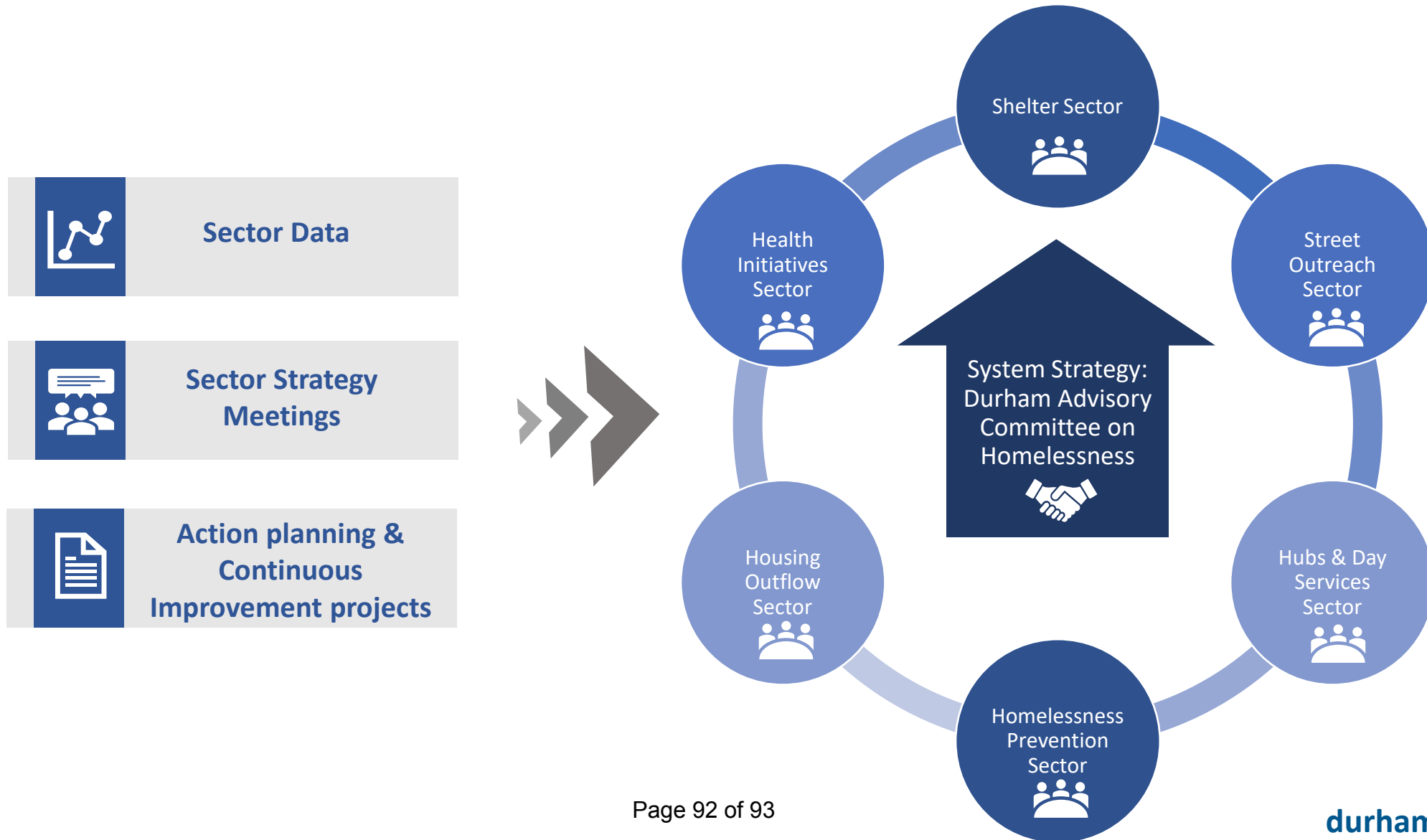
By-Name List



Durham's Homelessness Outreach Services

- Meeting people where they are at is a critical component to the homelessness support system.
- Building trust is the foundation to effective outreach services.
- The Mental Health Outreach Program (MHOP) provides outreach mental health and addiction assessment and counselling, to individuals who are homeless or who are newly housed and at risk of homelessness.
- Primary Care Outreach Program (PCOP) consists of an Advanced Care Paramedic and Social Worker who provide medical care and referral, counselling and connect people to services.
- Social Services Outreach teams are available 24/7 helping connect people to needed resources and services. Outreach workers are also providing support on Durham Region Transit.

System Strategy and Decision Making





Questions

Sahar Foroutani
Manager, Homeless System Team
Income, Employment & Homelessness Supports
Region of Durham

durham.ca

[@RegionofDurham](#)

