



Housing

2020 - 2030 Action Plan

CONSULTATION SUMMARY REPORT

Prepared by LURA Consulting for the City of Toronto Housing Secretariat

August 2019



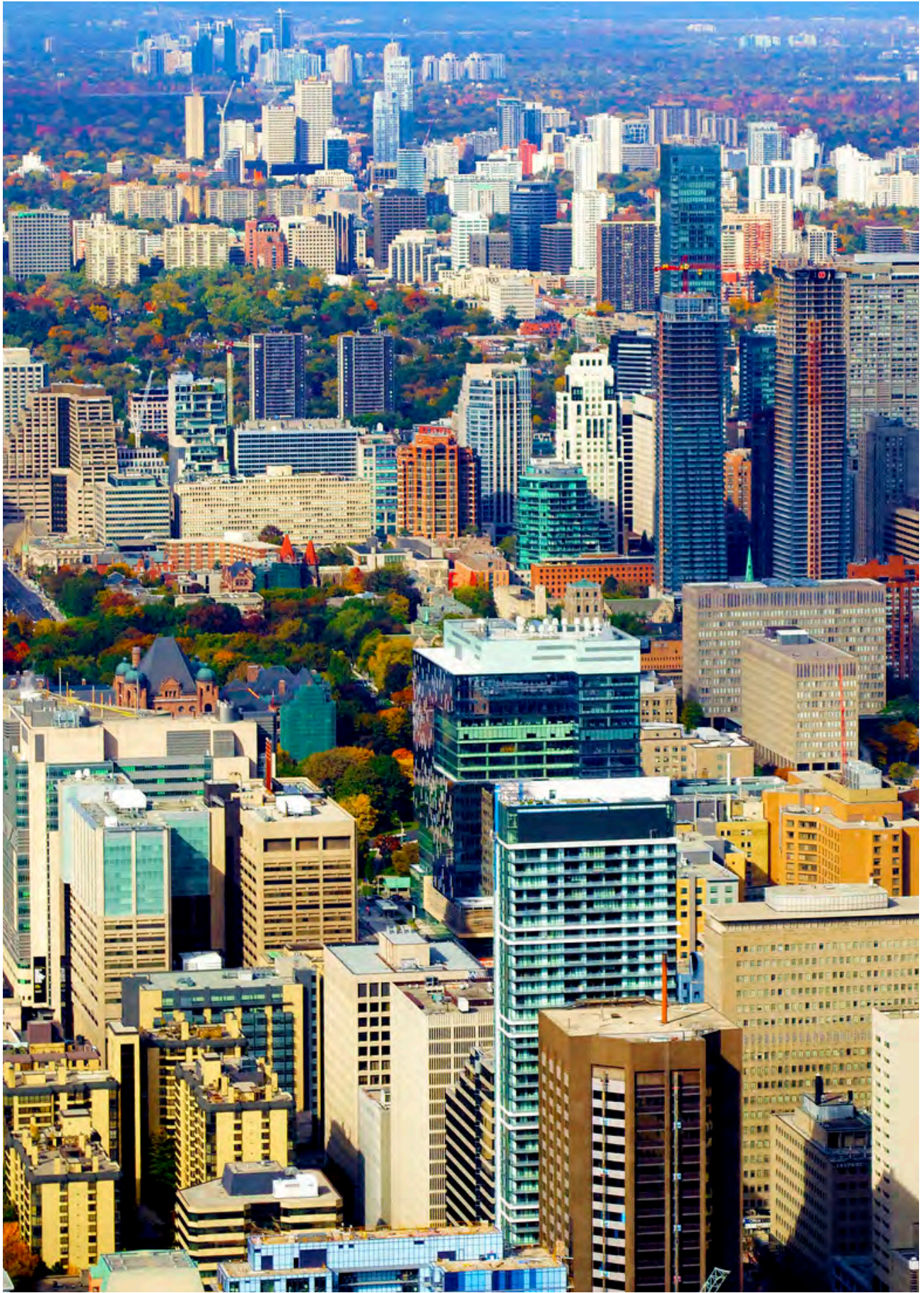


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Acknowledgements

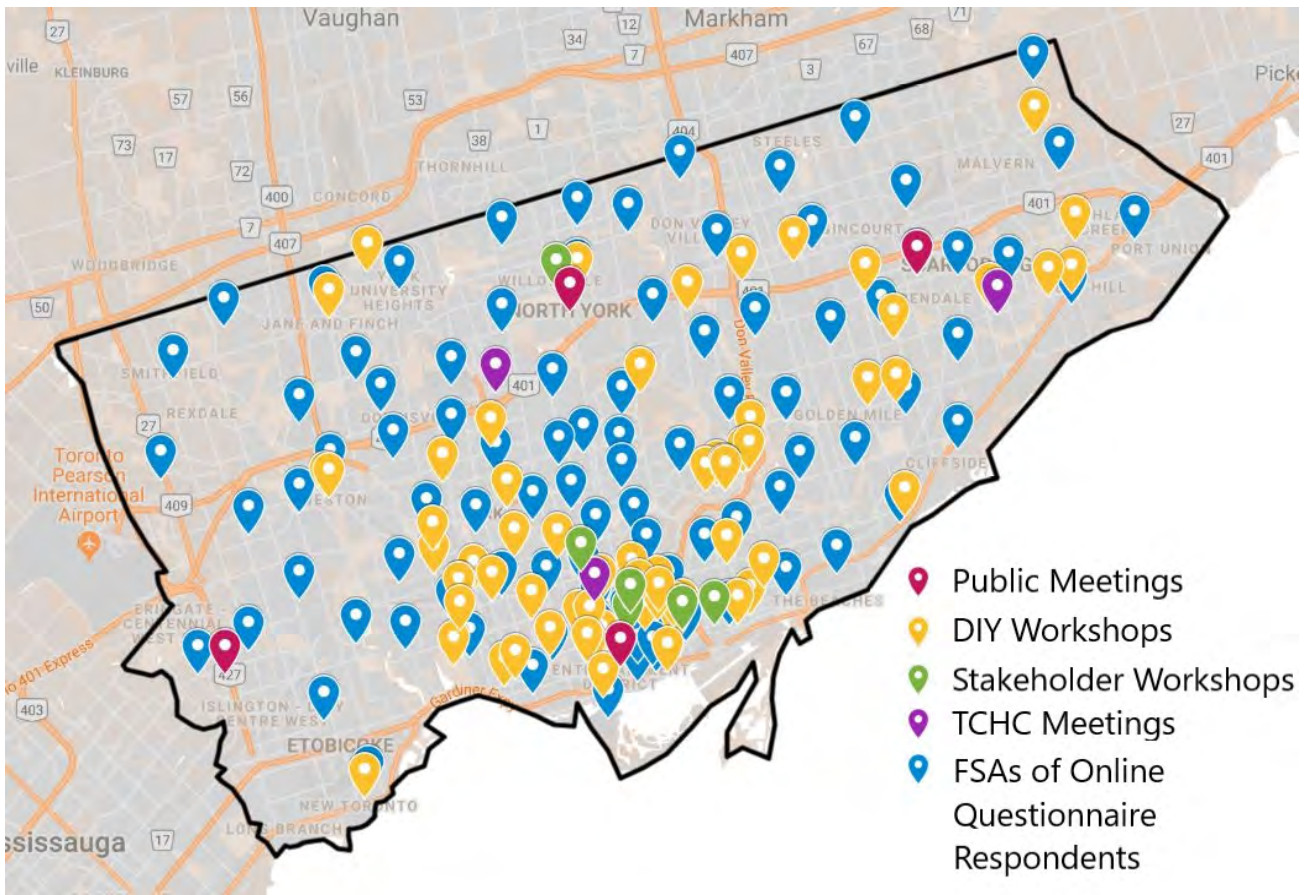
LURA Consulting would like to express sincere gratitude for the collaboration and support of Sean Gadon, Executive Director; Mercedeh Madani, Project Manager; and Sherri Hanley, Management Consultant throughout the development and implementation of the community engagement process as well as some 70 staff from across City divisions that supported the public and stakeholder consultation activities.

Executive Summary

Housing is central to the lives of all Torontonians and has become a critical issue in Toronto in recent years. The City of Toronto Housing Secretariat– with assistance from LURA Consulting – embarked on a five-month consultation process between March and July 2019 to collect input as part of developing the City of Toronto’s HousingTO 2020-2030 Action Plan. Feedback was invited about current challenges, barriers, and concerns, as well as innovative ideas and opportunities to solve the housing crisis moving forward.

Almost **6,000** members of the public and stakeholders from across Toronto’s housing spectrum participated in the consultation process, with over **1,000** hours of time logged between in-person and online consultation activities.





Geographic representation was broad: Participants came from virtually every postal code zone in the City of Toronto. Consultation activities were diverse and accessible, with opportunities to participate in-person, online, and by phone. In-person activities included (but were not limited to) public meetings, a series of stakeholder workshops, and DIY (“do-it-yourself”) workshops with many marginalized or underrepresented communities that were facilitated by third-party organizations and service providers. An External Advisory Committee was also formed. An online questionnaire was available for Torontonians to provide their input from wherever they could access the internet; they could also submit emails with more detailed feedback or tweet using the #HousingTO hashtag. All feedback gathered through the HousingTO consultation process was qualitatively coded and analyzed.

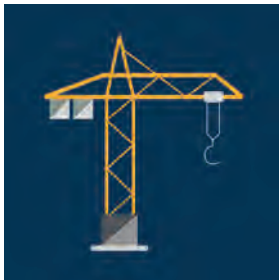
Participants touched upon many housing-related challenges and concerns:



Affordability



Housing supply



**Housing development,
planning and zoning**



Financing and funding



**Equity, representation, and
stigma**



**Maintenance/state of
repair, and safety and
security**



**Landlord accountability
and tenants' rights and
education**

Participants' housing priorities for the next 10 years were:



Housing all Torontonians:
Building more supply,
reducing waitlists, and
regulating for affordability



Expanding supports



**Accountable standards of
maintenance and repair**



**Increasing municipal
investment in housing**



**Adopting a human rights
approach to housing**

Participants proposed ideas and shared opportunities and solutions for housing that the City of Toronto, other orders of government, the private and non-profit sectors, and Toronto residents could consider or implement.

Key idea themes included:



Improving affordability



Expanding the housing supply



Fast-tracking and streamlining development and zoning processes



Facilitating collaborations and partnerships



Enforcing tenants' rights



Increasing tenants' rights awareness and political action



Fighting stigma and NIMBYism



Moving out of Toronto

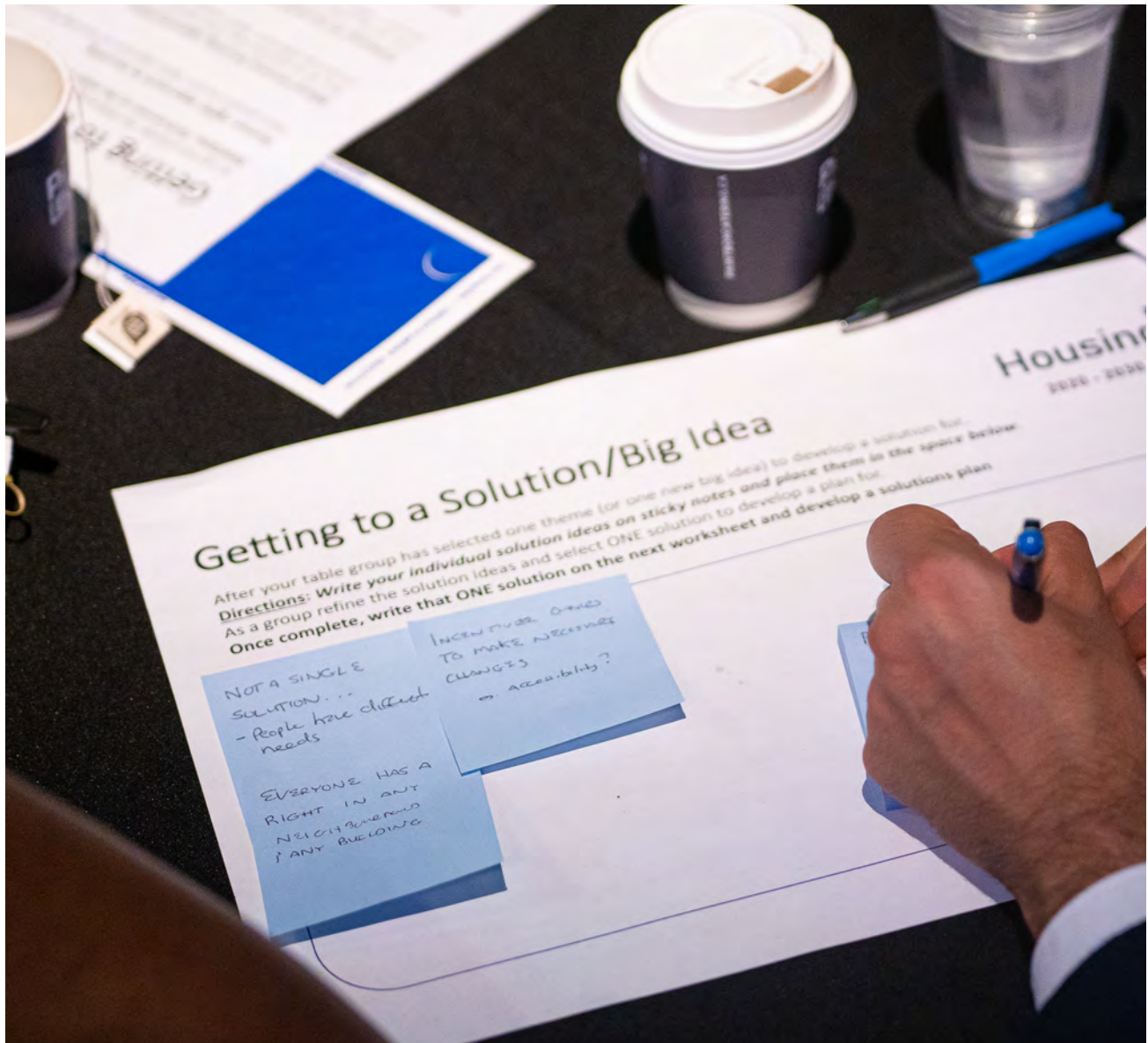


HousingTO: 2020-2030 Action Plan Project Overview

The City of Toronto is developing a new Action Plan to address the full scope of housing issues in Toronto from 2020 to 2030. Previously, the City adopted a 10-year affordable housing action plan from 2010-2020 to guide its work and investment decisions in partnership with the private and non-profit housing sectors, and with the federal and provincial governments. Ten years later, while progress has been made, the City has struggled to achieve the targets set in its first housing plan.

Currently, many people in Toronto are experiencing housing challenges. These challenges exist across the housing spectrum from homelessness and shelter use, to securing affordable rents, market ownership, and everything in between¹. The HousingTO 2020-2030 Action Plan will set out clear actions the City will take over the next 10 years to address

the full spectrum of Toronto's current and future housing needs. In order to ensure Torontonians' voices are reflected in the 2020-2030 Action Plan, the City undertook a five-month consultation process to gather feedback from residents and stakeholders to inform the plan's development.



¹ [Click here](#) to read a background on housing issues in Toronto

Consultation Objectives

The objectives of the HousingTO consultation process were to:

Seek input and build momentum

- Identify priority issues and themes, and build momentum around innovative housing solutions and outcomes

Be partnership-based

- Engage the public and stakeholders in the development of the HousingTO 2020-2030 Action Plan
- Ensure the Action Plan is collectively supported by a broad spectrum of key partners

- Seek input from stakeholders and provide space for building peer-to-peer collaboration
- Make and document agreements among partners
- Secure commitment for collaborative action from key partners
- Confirm broad stakeholder confidence that the plan will succeed

Build public support

- Promote public awareness, understanding, input, and endorsement in the Action Plan





Consultation Process

Who We Engaged (Target Audiences)

A total of 5,956 people were engaged over the course of the consultations between March and July 2019, with over 1,000 hours of active engagement logged between in-person and online consultation activities. The two broad audiences engaged were members of the general public (e.g., individual residents, tenants and homeowners) and stakeholders (e.g., non-profit and private housing organizations, housing providers, support service agencies, etc.).

General Public

The consultation process targeted residents of Toronto across the entire housing spectrum. This included Toronto Community Housing tenants, private market renters and homeowners, people living in supportive or transitional housing, refugees and newcomers, seniors, those experiencing homelessness, and more. Engaging a broad range of Toronto’s diverse population is key to ensuring that the HousingTO 2020-2030 Action Plan reflects the lived experience, needs, and insight of all Torontonians.

To enhance participation from equity-seeking groups, the City funded existing organizations who provide housing services and supports to facilitate their own engagement sessions with their communities. This process is discussed in detail in the “How We Engaged” section, below. This approach resulted in increased engagement and representation of equity-seeking groups that are usually under-represented in these types of municipal public consultation processes.

Stakeholders

The second major target audience of stakeholders comprised a wide array

of individuals and organizations that provide housing services and support to Torontonians.

Stakeholders included:

- Private market and affordable housing development industry
- Property management companies
- Non-profit housing operators and non-profit development industry
- Professionals working in seniors’ long-term care and housing
- Supportive and transitional housing providers
- Housing support service organizations
- Social and subsidized housing organizations
- Housing advocacy groups
- Policy experts
- Academic researchers
- Toronto Community Housing staff
- City of Toronto staff



How We Engaged (Consultation Activities)

A variety of consultation activities were designed and implemented to suit the needs of diverse participants and to maximize both the quality and quantity of feedback. Varied formats gave HousingTO participants the opportunity to attend events that worked for their schedule and participate in ways which felt most comfortable to them. Participants could attend one or many events or participate online. The table on the following pages summarizes the various types of consultation activities undertaken over the course of the project with the dates and attendance counts for each event. Following the table are descriptions of each consultation method in greater detail. Venue locations for in-person sessions are included in the appendices.

The consultation activities were supported by LURA staff and some 70 City staff from various divisions including: Housing Secretariat, Shelter Support and Housing Administration (SSHA), City Planning, Toronto Building, Toronto Employment and Social Services (TESS), Toronto Building, Clerks Office, Public Consultation Unit, Parks Forestry and Recreation, 311, Toronto Public Health and more.

Other public and stakeholder meetings were organized and supported by members of the Toronto Planning Review Panel and MASS LBP staff, Toronto Real Estate Board's Affordable Housing Committee members, staff from Parkdale Neighbourhood Land Trust and Council Wong-Tam's Office.

Consultation Type	Consultation Event	Date (2019)	# of Participants
Public Meetings	Scarborough	April 10	45
	Etobicoke	April 18	20
	Metro Hall	April 30	64
	North York	May 1	20
TCHC Meetings	East	May 7	26
	West	May 14	16
	Central (night)	May 16	34
	Central (day)	May 21	21
Stakeholder Workshops	Affordable and Market Ownership Housing	May 13	16
	Supportive and Transitional Housing	May 16	34
	Seniors Housing and Long-Term Care	May 22	21
	Social and Subsidized Housing	May 22	19
	Affordable and Market Rental Housing	May 23	26
	Creating the Right Supply of Housing	June 4	32
	Making Supportive Housing Happen	June 5	36
	Right to Housing	June 6	30
Indigenous Consultations	Valuing Existing Supply of Housing	June 11	40
	Workshop with Indigenous Partners	June 17	19
	Workshop with Na-Me-Res Residents	June 25	25

Consultation Type	Consultation Event	Date (2019)	# of Participants
International Public Panel on Housing	Inspiring Ideas for Toronto	June 12	80
Solutions Workshop	Solutions Workshop for Housing Toronto	June 13	116
Other Public and Stakeholder Meetings	Planning Review Panel	April 13	25
	Parkdale Neighbourhood Land Trust	April 29	25
	TREB's Affordable Housing Committee	April 18	15
	Toronto Centre (Ward 13) Public Meeting	June 5	100
Online Questionnaire	N/A	Open March 29 – July 12	2,224
Paper Questionnaires	N/A	Available March 29 – July 12	245
DIY Workshops	Full list of all 52 organizations facilitating DIY workshops can be found in the appendices	April – July	2,385

Consultation Type	Consultation Event	Date (2019)	# of Participants
Toronto Employment & Social Services Pop-Ups	York Humber	July 9	Included in questionnaire counts
		July 10	Included in questionnaire counts
	York Gate	July 10	Included in questionnaire counts
	Scarborough Village	July 10	Included in questionnaire counts
		July 12	Included in questionnaire counts
	Family Residence	July 12 July 26	Included in questionnaire counts
Email Submissions	N/A	Ongoing (March – July)	90
Twitter Feedback	As of July 8, 2019	Ongoing (March – July)	107
TOTAL			5,956

Note: Several independently organized third-party consultations and conferences relating to housing ran parallel to but were not specifically a part of the scope of work for the HousingTO Consultation (e.g., the University of Toronto School of Cities’ May 11, 2019 “Affordable Housing: Lessons for a new decade of housing policy in Toronto” conference). These are not included or covered in this report.



Public Meetings

Four public meetings were held across the city. These meetings provided an opportunity for participants to learn about Toronto’s housing landscape, the HousingTO initiative, ask City staff questions, and to provide feedback on housing challenges and opportunities. All public meetings followed the same general format. They began with an “open house” where participants could read background information, provide feedback on panels, and speak with City of Toronto staff. Housing Secretariat staff then provided an overview presentation of the current Toronto housing landscape, the results of the Housing Opportunities Toronto 2010-2020 Action Plan, and the HousingTO initiative and engagement process.

Following the presentation, attendees returned to the “open house” to continue providing feedback at the panels and to converse with fellow attendees and City staff.

In response to feedback from attendees at the second public meeting in Etobicoke on the public meeting format, the Metro Hall and North York public meetings featured formal roundtable discussions following the presentation that were facilitated by City and LURA staff. At all meetings, paper questionnaires were available as an additional means through which participants could provide their feedback.

A total of 149 people participated in the public meetings.



TCHC Meetings

Four meetings specifically designed to hear the voices of Toronto Community Housing residents were held at three geographically diverse locations across the City. These meetings aimed to gather information, ideas, opinions, and insights from TCHC residents and members of the public to inform the development of the Action Plan. As TCHC communities are such a prominent fixture in Toronto’s social housing landscape, the TCHC meetings allowed for more focused feedback on the

challenges and opportunities unique to, and richly informed by, the lived experience of TCHC residents.

All TCHC meetings followed the same format as the public meetings, beginning with a brief context-setting presentation and followed by facilitated discussions between the Project Team and participants.

97 people participated in the TCHC meetings.



Stakeholder Workshops

Nine stakeholder workshops were held to engage a diverse set of stakeholders representing various sectors of Toronto’s housing spectrum. Each workshop was individually themed and focused either on an area of the housing spectrum or “big ideas” in Toronto’s housing sphere today. Areas of the housing spectrum included affordable and market rental and ownership, supportive and transitional housing, among others. “Big ideas” in Toronto’s housing sphere included themes like the human rights approach to housing

and valuing existing housing stock.

Most stakeholder workshops featured a context-setting presentation by City of Toronto Housing Secretariat staff followed by facilitated, small-group roundtable discussions. This included large-group report-backs. Some stakeholder workshops employed “Idea Rating” frames as part of a process for brainstorming and prioritizing ideas.

254 participants representing many diverse organizations attended the series of stakeholder workshops.



Indigenous Consultations

Two dedicated Indigenous consultation sessions were held. One was with various Indigenous partner organizations and one was held specifically with Native Men’s Residence (NA-ME-RES) shelter residents (not all of whom are Indigenous). Participants were invited to discuss housing issues and solutions that are pertinent to Indigenous communities.

Like the format of most other HousingTO engagement events, participants were provided with context-setting information on HousingTO and Toronto’s current housing landscape, followed by interactive facilitated discussions.

44 people participated in the Indigenous consultations, with an additional 208 engaged through the DIY process.



Inspiring Ideas for Toronto: An International Public Panel Discussion on Housing

Inspiring Ideas for Toronto: An International Public Panel Discussion on Housing brought together members of the public and guest panelists working in the housing sector in Vancouver, Chicago, and Cleveland. The panelists included Dr Nonie Brennan (CEO All Chicago Making Homelessness History), Andrea Gillman (Senior Housing Planner, Affordable Housing Projects, City of Vancouver), and Dr. Mark Joseph (Founding Director of

the National Initiative on Mixed-Income Communities). The panelists presented inspiring ideas and lessons learned on eliminating homelessness, creating mixed-income communities and boosting the supply of affordable housing in cities across North America. This event was an opportunity for the public to learn about and be inspired by the experiences and lessons learned of guest speakers, and to provide feedback through a Q&A session.

80 participants attended the panel discussion.



Solutions Workshop

The Solutions Workshop took the form of an all-day conference that showcased international best practices in housing and engaged a diverse array of stakeholders in collaborative brainstorming on high-level, actionable ideas and solutions for housing and homelessness in Toronto. This event included an ‘Our Housing Stories’ segment where Toronto residents Kelly Lawless and Alex Zsager shared their lived experiences with homelessness. This was followed by a panel discussion on housing solutions and partnerships with panelists Dr Nonie Brennan (CEO All Chicago Making Homelessness History), Andrea Gillman (Senior Housing Planner, Affordable Housing Projects, City of Vancouver), and Dr. Mark Joseph (Founding Director of the National Initiative on Mixed-Income Communities). This event enabled stakeholders and members of the public to learn from those with lived experience of homelessness, guests’ panelists working in

the housing sector in Vancouver, Chicago, and Cleveland, and work collaboratively with other attendees to brainstorm and develop solutions for housing issues in Toronto.

116 people participated in the Solutions Workshop.

External Advisory Committee (EAC)

An EAC was established to advise City staff in developing the HousingTO 2020-2030 Action Plan consultations and action plan. Its 26 members comprised external experts from a wide variety of organizations and sectors as well as people with lived experience of poverty, housing insecurity and homelessness.

The EAC has met five times since its launch in March 2019 to review HousingTO progress on an ongoing basis and provide input and advice on the development of the Action Plan.





Do-It-Yourself (DIY) Workshops

The City provided funding to a diverse set of 46 existing non-profit housing providers and housing support service organizations across Toronto to facilitate “Do-It-Yourself” (DIY) workshops with their own communities and client bases. An additional seven organizations conducted DIY workshops independent of City funding. This consultation type was intended particularly for those who fall within the more marginalized and traditionally under-represented areas of the housing spectrum. Each participating organization was provided with a “DIY kit” as a guide for their sessions. The

kit contained instructions, discussion prompts, and notetaking sheets for the facilitator(s) as well as intuitively designed handouts for workshop participants to provide feedback. The “DIY kit” was made available to the public at large for any group to facilitate their own session to provide feedback as well.

With a total of 2,385 participants, the DIY workshops collectively had the highest participation count of all consultation activity types. A full list of the 53 organizations that organized and facilitated DIY workshops can be found in the appendices.

Questionnaire

A questionnaire was developed to gather feedback from the general public on housing-related challenges, concerns, priorities, evaluation of existing housing supports, and ideas and opportunities for improving Toronto’s housing landscape. The questionnaire consisted of a set of standardized questions on these topics as well as a set of demographic questions to collect information on who was participating in the HousingTO consultation process. Responding to each question was optional.

The web link to the online questionnaire was widely distributed through all communication channels (see the “How We Spread the Word” section below),

and paper copies of the questionnaire were available at all public meetings, the international public panel, pop-ups, and upon request.

With a total of 2,224 online and 245 paper questionnaires completed, 41% of the total engagement count (5,956) came from completed questionnaires.

A highlight of the demographic details from the online questionnaire is provided below. For a more detailed demographic breakdown of online questionnaire respondents, please refer to Appendix A.

It is important to note that not all respondents answered all demographic questions which, like all other questions in the questionnaire, were optional.





Online Respondents' Housing Situations

- 63% are renters,
- 24% are homeowners,
- 2% had no permanent or fixed address, and
- 7% reported a different current housing situation than these options.

Online Respondents' Genders

- 64% identify as female/woman,
- 28% identify as male/man, and
- 8% identify as trans, genderqueer, other, or preferring not to answer.

Online Respondents' Race/Ethnicities

- 57% identify as white;

- 23% identify as a visible minority;
- 2% identify as First Nations, Inuit, or Métis; and
- 10% identifying as more than one race category.

Online Respondents' Ages

- 56% are between the ages of 25 and 44,
- 23% are 55 or older.

Online Respondents' Geographical Location

- Respondents represented virtually every Forward Sortation Area (first 3-digit postal code zone) in the City of Toronto.

Pop-Ups

The City conducted a total of six “pop-up” engagement sessions at Toronto Employment & Social Services (TESS) offices in Scarborough and North York, as well as at the Family Shelter. City staff were present at a table in these locations and invited participants to fill out the online questionnaire and/or take a hard copy of the questionnaire to complete in their own time. Background information on the Action Plan and consultation process was also made available.

Approximately 130 participants completed questionnaires at these pop-ups.

Other Public and Stakeholder Meetings

The City of Toronto was invited to attend the following four additional public and stakeholder meetings to seek input as part of the HousingTO consultation process:

- Planning Review Panel (25 participants)
- Parkdale Neighbourhood Land Trust (25 participants)
- Toronto Real Estate Board’s (TREB) Affordable Housing Committee (15 participants)
- Councillor Wong-Tam’s *How to Build More Affordable Housing Now* public meeting (100 participants)



Project Website

A website for the HousingTO initiative, www.toronto.ca/housingplan, was set up with the following resources:

- Background materials and information about the HousingTO consultation process
- Public meeting and TCHC consultation dates, times, and locations
- Meeting presentations
- Video recording of *Inspiring Ideas for Toronto: An International Public Panel Discussion on Housing*
- External Advisory Committee information and member bios
- Link to the online questionnaire
- Link to the DIY kit
- Email address for submitting HousingTO feedback by email

Email Submissions

Members of the public and stakeholder organizations were invited to submit feedback to housingplan@toronto.ca.

A total of 90 emails providing feedback and formal proposals were submitted. Formal proposals are available upon request

Twitter Feedback

Members of the public and stakeholders were invited to use the #HousingTO hashtag in their housing-related tweets on Twitter.

As of July 8, a total of 107 feedback tweets with the #HousingTO hashtag were counted.



Michelle Francis @micfranci · Apr 27

Housing is a right not a privilege. It's also a critical social determinant of health. Great panel today. #communitybenefits #HousingTO @janefinchhousi1

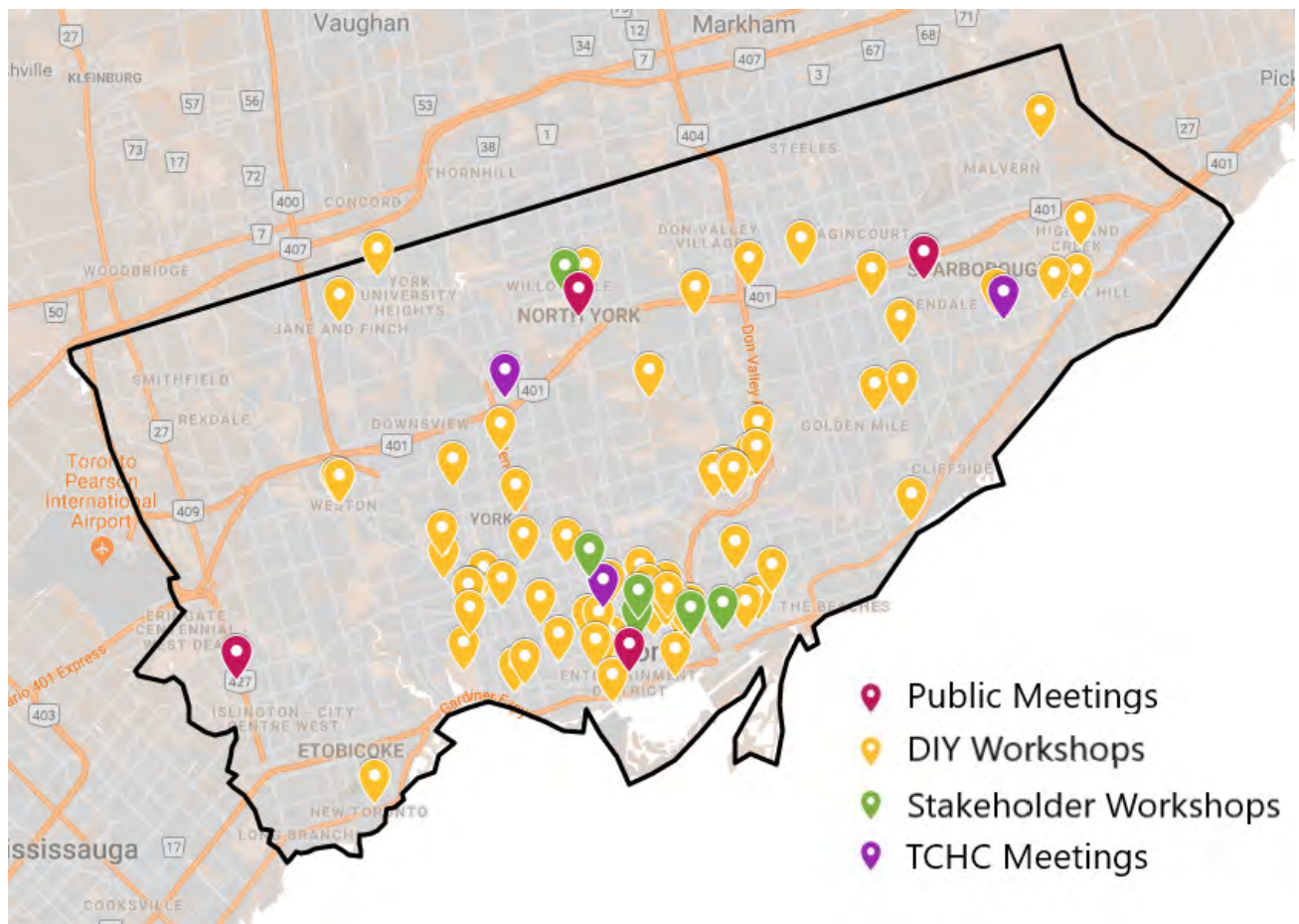


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Where We Engaged (Geographic Reach)

As a citywide project intended to reach all Torontonians, HousingTO consultation activities took place across the City of Toronto (see map of major in-person activities in Figure 2.1 below).

Figure 2.1: Map of major HousingTO consultation venues



The four public meetings (represented in the map by red pins) took place in each of the City’s four Community Council Areas: at Metro Hall downtown and at the respective civic centres of Scarborough, Etobicoke, and North York.

TCHC meetings (represented in the map by purple pins) took place at TCHC properties downtown, in Scarborough, and in North York.

All stakeholder workshops (represented in the map by green pins) were held in centrally located and TTC accessible venues in downtown and North York.

DIY workshops (represented in the map

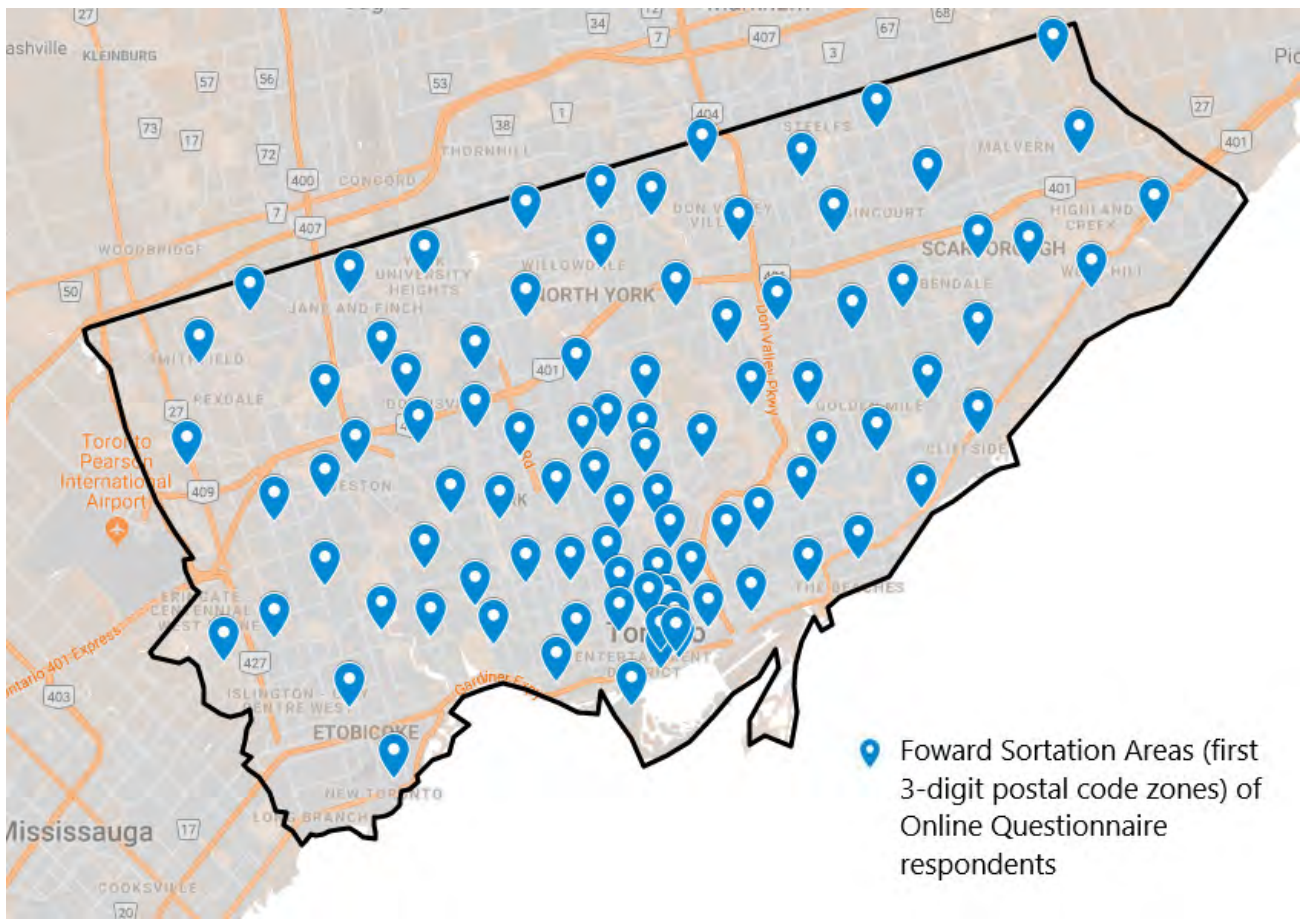
by yellow pins) had the most widespread reach of any in-person consultation type, taking place in all six of Toronto’s former boroughs.

Digital engagement channels, such as a #HousingTO Twitter hashtag, an email address to submit feedback and materials on the HousingTO project website (HousingTO background materials, the online questionnaire, a recorded webcast of the International Public Panel Discussion on Housing, and a copy of the DIY workshop kit) were available wherever one could access the internet. Also, anyone could submit their feedback by calling 311 from any telephone located in Toronto.



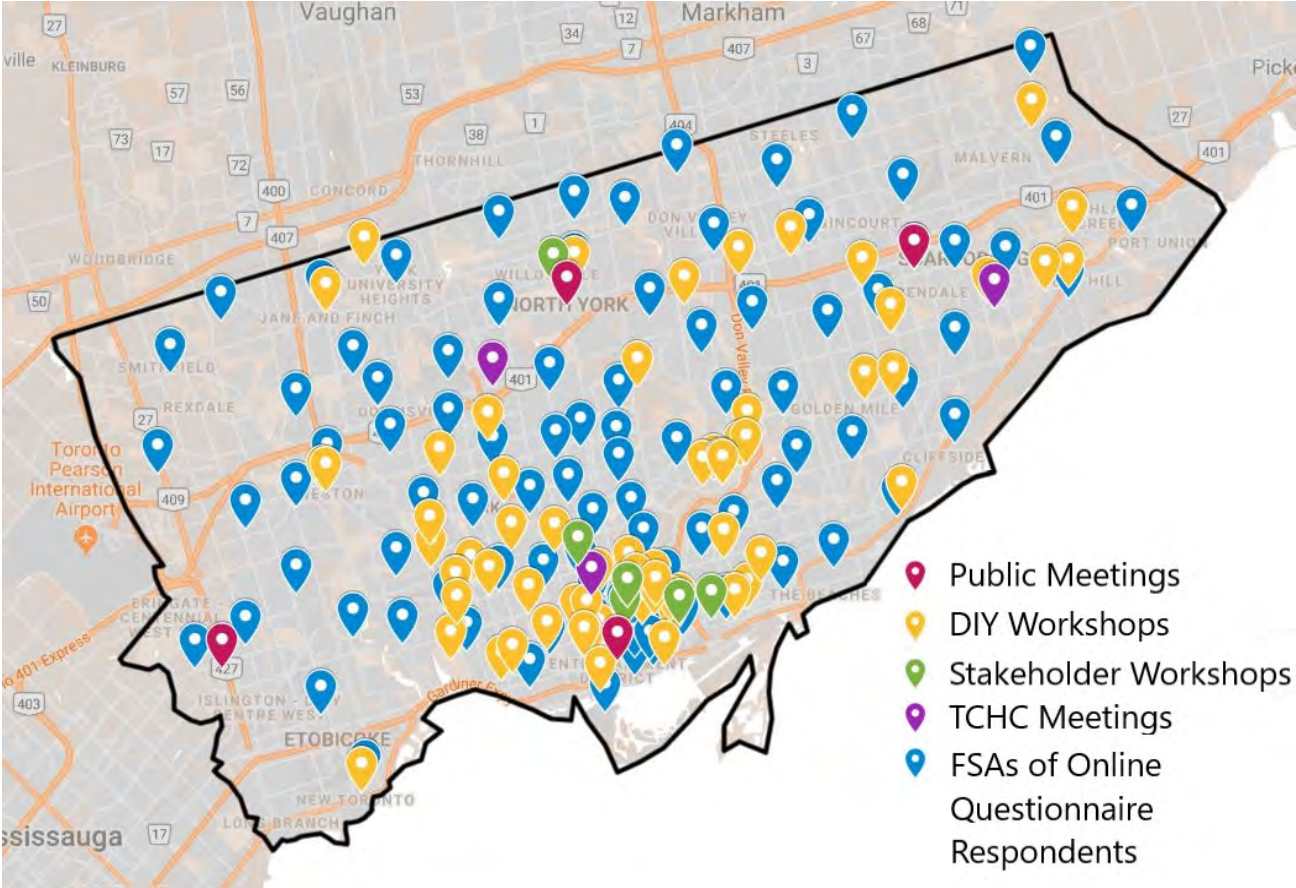
As illustrated in Figure 2.2 below, the online questionnaire had the most widespread geographic reach of any consultation type (digital or in-person), with virtually every Forward Sortation Area (the first 3-digit zone of every postal code, e.g. M6J) in Toronto represented.

Figure 2.2: Map of FSAs of online questionnaire respondents



The map in Figure 2.3 below combines the maps in Figure 2.1 and Figure 2.2 to demonstrate the widespread reach and extensive geographical representation of HousingTO consultation activities.

Figure 2.3: Combined map of major in-person and online consultation activities



How We Spread the Word (Communications)

To maximize reach, a variety of communication channels were used to announce opportunities to participate in HousingTO consultation events and to solicit feedback:

- Email campaigns
 - Blanket emails to the HousingTO main project mailing list
 - Targeted email invitations to specific stakeholders
 - Email notices/newsletters issued independently by third parties, such as housing providers, housing support service organizations, and Councillors' offices.
- Websites
 - Official HousingTO project website
 - Independently managed third-party websites such as housing providers, housing support service organizations, and Councillors' offices.
- Social media
 - Multiple City of Toronto Twitter accounts
 - Independently managed third-party social media accounts (e.g., Facebook, Twitter, Instagram)
 - #HousingTO hashtag
- Traditional media
 - HousingTO press coverage from March 29 media launch
 - Public consultation notices published in the following newspapers: Scarborough Mirror, Etobicoke Guardian, North York Guardian, StarMetro, Ming Pao (Cantonese), Senthamarai (Tamil), El Popular (Spanish), Balita (Filipino Media)
- TCHC outreach
 - Posters in TCHC buildings
 - Engagement through tenant leaders email list
- City of Toronto public meeting notices
- Project information postcards distributed at public meetings, stakeholder workshops, offices of housing providers and housing support service organizations, and at councillors' offices
- Word-of-mouth

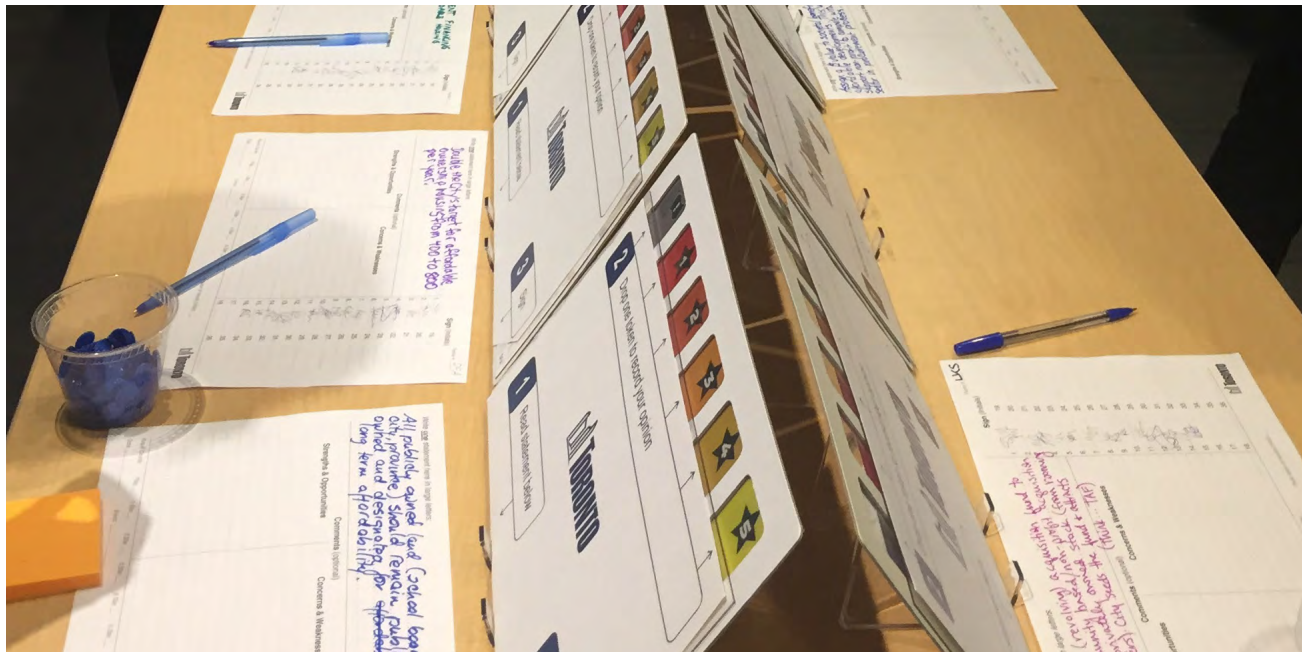
How We Reduced Barriers to Participation

Reducing barriers to participation during the HousingTO consultation process was an important consideration in making it more equitable for all Torontonians. All meetings, workshops and events were held in venues that are physically accessible and barrier free. All materials uploaded to the HousingTO project website were compliant with the Accessibility for Ontarians with Disabilities Act (AODA).

Providing multiple channels (e.g., in-person, online, by phone) through which Torontonians could participate in the HousingTO consultation process was another way barriers to participation were reduced. For those without internet access, with accessibility challenges using computers, or who simply preferred paper,

paper copies of the questionnaire were available upon request and at all public meetings, the *Inspiring Ideas* international public panel, and pop-ups.

The DIY workshops greatly enhanced geographic accessibility by meeting Torontonians where they are, in their own neighbourhoods and local organizations, which was important for reducing time, financial, and distance barriers to participation. Many organizations that facilitated DIY workshops also provided participants with gift cards, transit fare, and/or honoraria as incentives or compensation to reduce time and financial barriers as well. Some organizations conducted their DIY workshops in languages other than English and American Sign Language (ASL) services; this reduced language and accessibility barriers for some participants.



Feedback Collection and Analysis Methodologies

Collection

Feedback was collected in multiple ways (note that all methods for each consultation type were not necessarily used at each consultation event):



Consultation Type	Collection Method
Public Meetings and TCHC Meetings	<ul style="list-style-type: none"> • Sticky notes on panels • Facilitators' notes • Paper questionnaires
Stakeholder Workshops	<ul style="list-style-type: none"> • Facilitators' notes • Flipchart paper • "Idea Rating" frames • Sticky notes on panels
Indigenous Consultations	<ul style="list-style-type: none"> • Flipchart paper • Facilitators' notes
International Public Panel on Housing	<ul style="list-style-type: none"> • Q&A session
Solutions Workshop	<ul style="list-style-type: none"> • Sticky notes and writing on table-sized worksheets • Facilitators' notes
Other Public and Stakeholder Meetings	<ul style="list-style-type: none"> • Facilitators' notes • Paper questionnaires
Online Questionnaire	<ul style="list-style-type: none"> • City of Toronto's CheckMarket online survey platform
Paper Questionnaires	N/A
DIY Workshops	<ul style="list-style-type: none"> • DIY kit handouts • Facilitators' notes • Facilitators' summary reports
Pop-Ups	<ul style="list-style-type: none"> • Paper questionnaires
Email Submissions	N/A
Twitter Feedback	N/A

Sign-in sheets for each in-person event were collected for attendance tracking purposes.

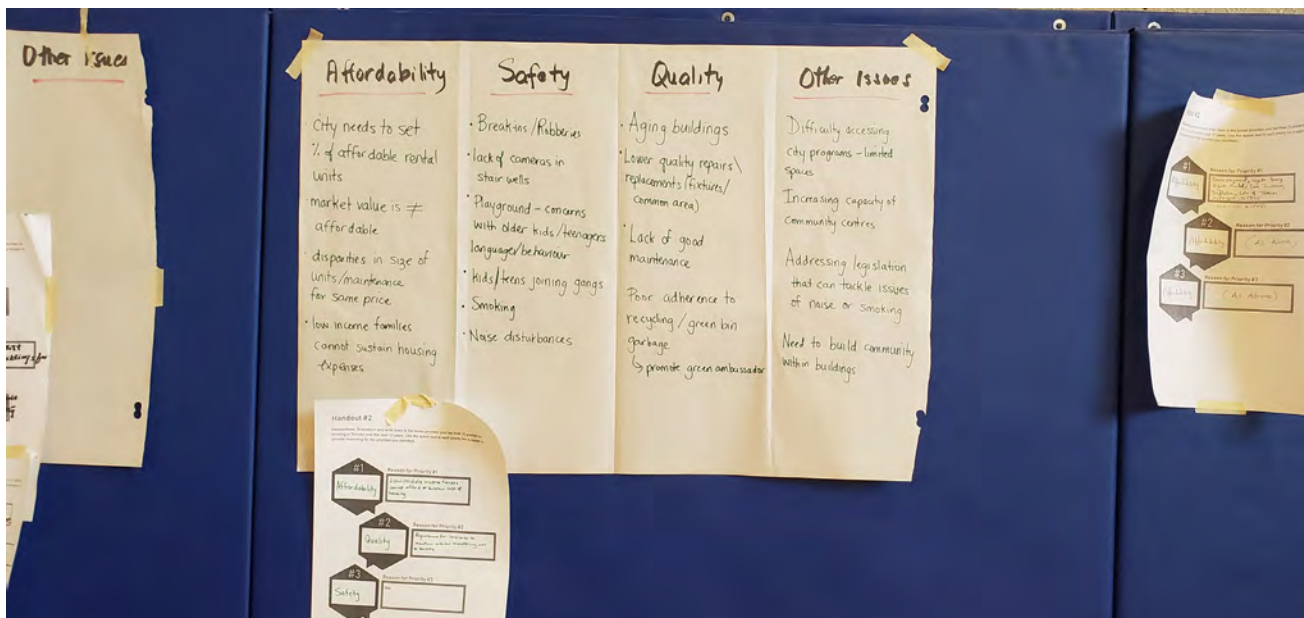
Storage

All raw feedback collected was returned to the LURA office, transcribed (if handwritten), and then organized by consultation type in a secure file system. DIY workshop submission packages were scanned and then digitally filed. Applicable attendance information for each event (names, organizations, email addresses, first three digits of postal code, consent to be added to the project mailing list, etc.) were entered into a spreadsheet and then any paper sign-in sheets were securely shredded. A separate spreadsheet summarizing both the cumulative HousingTO engagement count and the attendance counts from each individual consultation event was also created and updated.

Analysis

After thematically coding raw feedback from each public meeting, TCHC meeting, stakeholder workshop, Indigenous consultation, and the Solutions Workshop, LURA staff prepared summary reports with high-level points organized by theme. The summary reports for these consultation events can be found in the appendices. Every piece of feedback recorded was read by a member of the LURA team.

The large volume of raw feedback from all consultation types was imported into NVivo qualitative analysis software for qualitative coding based on themes such as “Affordability”, “Housing Supports”, “Maintenance & State of Repair”, and “Equity & Representation”, among others. The coded feedback from all sources is summarized below at a high level in the next section titled “What We Heard”.



HOME

- pet-friendly -

- own washroom
- ~~bed~~ bed w/ pillow
- quality housing
- safe neighbourhood
- ✓ - clean + orderly
- happy →
- lock on door
- storage
- stability for future goals
- home for children
- privacy
- ✓ - adequate space for activities
- kitchen to cook (enough space)
- choice in location
- key to front
- safe + secure
- affordable + per
- ✓ - place to allow for families to know who are - not on street
- home base
- Common area maintained by provider
- ~~in~~ transit a
- air conditioning
- central city

What We Heard

This section summarizes the main themes and issues raised by participants throughout the consultation process. It aggregates points heard from the public and stakeholders across geographic areas of the city and across stakeholder sectors. This section also presents insights contextually unique to individual stakeholder groups or geographic areas of the city.

Challenges and Concerns



Affordability

By far, affordability was the most frequently raised challenge that HousingTO participants said they are facing today. Many participants noted that **wages and incomes have not been keeping pace** with the exponential rise of rent and property prices in Toronto over the past decade. This is felt particularly acutely by seniors, working-class households, individuals receiving income supports such as from the Ontario Disability Support Program (ODSP) or Ontario Works (OW) and, more recently, middle-income households.

The increasing discrepancy between the rate of increase of income versus housing costs led to a significant number of participants commenting that the **City's definition of "affordable" being tied to average market rent (AMR) as opposed to income is untenable**. This is especially true in a market of perceived skyrocketing rents and purchase prices where incomes for many Torontonians remain relatively stagnant. Some participants reported spending upwards of 50% of their monthly income on housing.

Many participants commented on the **increasing unaffordability of non-housing costs of living, such as transportation, childcare, and taxes**. However, some participants who are

homeowners said they were satisfied with their current financial situation and future outlook given the heightened state of Toronto's housing market.

Some participants felt that the value they receive for the high rent they pay is low, and this intersects with other housing challenges and concerns. For example, some participants experience overcrowding in their units because they are only able to afford smaller units, and some reported that their units are poorly maintained and have pest control issues despite high rents.

Another challenge negatively correlating with affordability is the dearth of new or available supply in the market rental, affordable rental, affordable homeownership, social, subsidized, and transitional parts of the housing spectrum when compared to the market home ownership sector. Many participants facing "renoviction" and participants whose landlords significantly increase the rent (beyond provincially legislated limits in the case of purpose-built rental tenants) worry about there being no affordable unit they could move to. Participants remarked that a lack of legislation limiting rent increases between tenants and the **disappearance of rent control from Ontario exacerbate unaffordability** in the rental market.

The long-term care development industry also said that the **high cost of both land and construction** in Toronto impedes

their ability to economically construct more long-term care beds. Participants working in this area said that there is great pressure to sell their existing land to private mainstream housing organizations (who do not view seniors housing or long-term care as “highest and best use”) in Toronto’s heated market. Moreover, acquiring new land is prohibitively

expensive and out-bidding private housing organizations is often not possible.

Retrofitting or renovating older seniors housing and long-term care facilities by 2025 to meet new Ministry of Health and Long-Term Care standards and maintain their licence also presents a significant financial burden for some seniors housing and long-term care organizations.

“I am on a fixed income and in my 30s. I can barely afford to live in this city. My biggest concerns are rent increasing, lack of rent control on newer units, lack of rentals at a price point I can afford. Home ownership is not even a distant dream for me, given how far out of reach it is. I don’t know how I could grow old and retire here and as it stands see myself having to leave this city in the next 5 years.”

– Emailed feedback submission from a Toronto woman

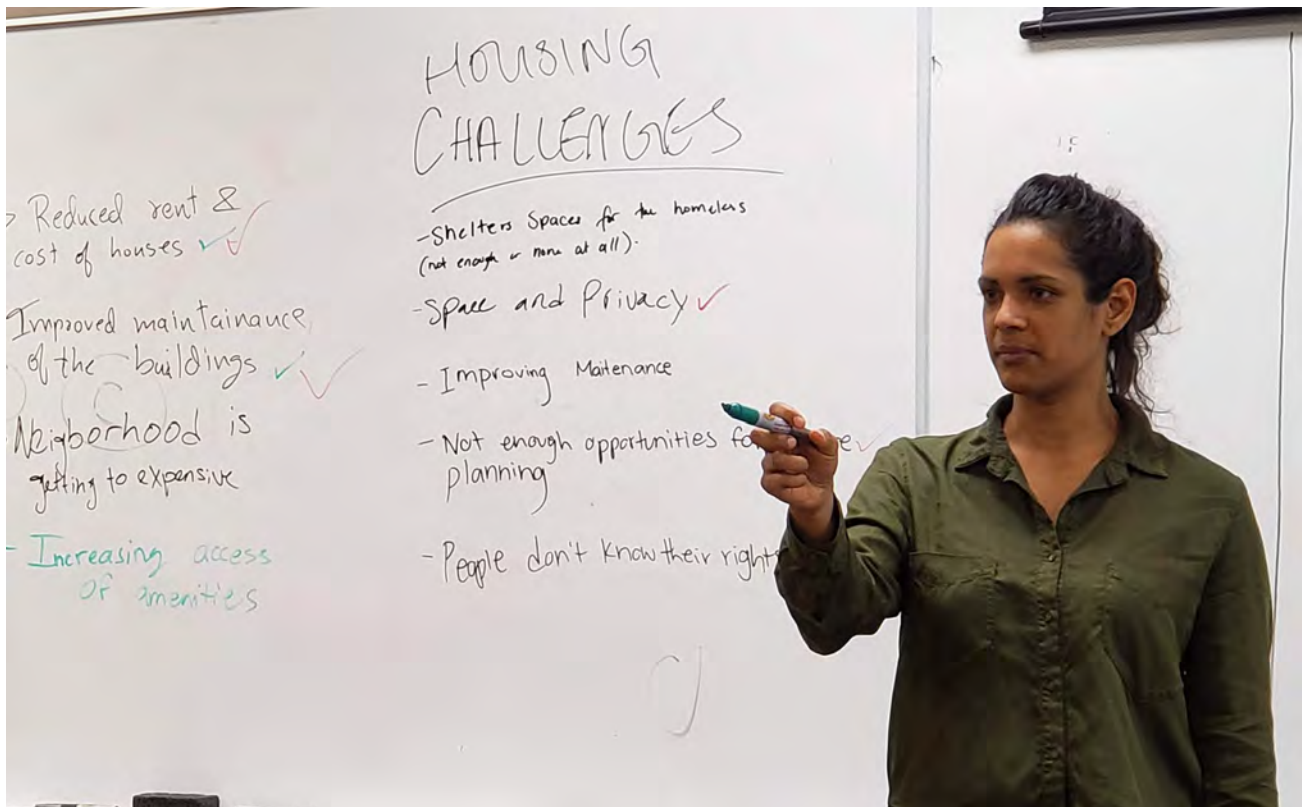


Housing Supply

Toronto’s housing supply was another major area of concern, difficulty, or frustration noted by many participants. A common refrain heard during the consultations was that **Toronto’s current “mix” of housing is not balanced** and is not sufficiently meeting the needs of residents across the entire housing spectrum.

Residents remarked upon **low vacancy rates/availability and long waiting lists**, particularly for affordable purpose-built rental units, affordable long-term care beds, and social and subsidized housing (e.g., TCHC, rent-geared-to-income [RGI] housing, etc.). Many participants noted a lack of 2-, 3-, and 4-bedroom

units across the city’s housing supply, which points to affordability issues and in some cases is leading to overcrowding or families splitting up to live in smaller units. Some participants similarly said that recently built units, particularly condos, have square footage that is too small. Conversely, some participants remarked that **some Torontonians are over-housed**, particularly some seniors living alone or with a partner in the so-called “Yellow Belt” of single-family detached homes in Toronto’s inner suburbs, resulting in a barrier to younger families’ mobility along the housing spectrum. It was also raised that there is a **lack of shelter beds and transitional housing spaces**, particularly for women fleeing violence or domestic abuse.



Participants often noted that single-family detached homes and condominium skyscrapers are overrepresented in Toronto’s housing stock and there are **not enough housing forms with intermediate densities** such as duplexes/triplexes/fourplexes, laneway houses, basement suites, townhomes, and mid-rise apartment buildings (the so-called “missing middle”). Some homeowners who want to create secondary suites in their properties said that **restrictive zoning bylaws and a lack of support from City staff in navigating the process** pose barriers to realizing this additional housing stock.

Some participants with disabilities or accessibility challenges raised concerns about Toronto’s housing stock having **design barriers to accessibility**, especially in older buildings that have not been retrofitted to meet AODA standards.

It was noted by participants working in Toronto’s arts and culture sector that a lack of affordable living and working spaces for the city’s artists poses a threat to the cultural vitality and economic health of Toronto.

Many participants are concerned about the perception that short-term rentals such as Airbnb are reducing the housing stock that could otherwise be used for long-term or permanent rental tenures. The perceived threat of “renoviction” also reduces some participants’ sense of security of tenure.



Housing Development, Planning, and Zoning

Participants provided feedback on the development-, planning-, and zoning-related challenges of housing in Toronto. A significant proportion of this input originated from stakeholders working in this area across multiple sectors.

Many participants (mostly outside the private development sector) expressed concern over a perceived lack of comprehensive regulatory mechanisms (both municipal and provincial) that would require the construction of affordable housing units in new developments.

Inclusionary zoning was one of the most frequently mentioned mechanisms. On the other hand, some members of both the private and non-profit housing development industry commented that **the City’s planning approvals process is already excessively bureaucratic** and is preventing them from effectively working with the City to develop affordable housing and realize their philanthropic goals.

It was also noted that today’s perceived red tape and zoning regulation is restricting development for the “missing middle” or “gentle density” housing in more parts of the City. As well, more stringent borrowing requirements (e.g., the recently introduced mortgage stress test) and land transfer taxes imposed on new homebuyers are also factors exacerbating affordability beyond issues with supply.

Some participants feel that the City is **underutilizing its land assets** from a residential development standpoint, even with CreateTO’s Housing Now initiative. There is a perception, particularly among residents and stakeholders working in the supportive, social, and subsidized housing sectors that the City is not protective enough of its land and does not hesitate to sell it to private housing organizations instead of working with non-profit and co-operative housing organizations or TCHC to build more affordable housing.

Opinion was split amongst participants on whether overall residential density in Toronto is too low or too high. Some, such as the development industry and affordable housing advocates, feel that zoning bylaws should be relaxed to allow for greater densities than are permitted today in order to increase the supply. Others feel that zoning bylaws are not restrictive enough and that densities are currently too high and are reducing quality of life by placing significant strain on local infrastructure such as transit, schools, and greenspace without commensurate expansion to keep pace.

Organizations that develop and/or operate both supportive/transitional housing and long-term care facilities report several unique barriers to expanding this housing stock. These include a shortage of land that is zoned for such housing and an

expensive, lengthy, and demanding approvals process for expansions or new developments, which in the case of long-term care facilities must also meet stringent provincial design standards.



Financing and Funding

For many stakeholders participating in the HousingTO consultation process, financing and funding represented major barriers to realizing their organization’s goals.

Given the unprecedented value of land and the cost of construction and approvals in Toronto today, many non-profit supportive housing and long-term care organizations are finding it **difficult to finance the construction of new developments or expansions.** Many stakeholder organizations commented that government funding is not stable enough or sufficient in amounts provided to enable organizations to have the capacity to both develop and operate supportive housing or long-term care facilities. Unstable and insufficient funding is also a barrier to hiring enough qualified support staff to meet their clients’ demands for support services. It was also noted that reliance on external funding partnerships for initiatives such as community land trusts can negatively impact the organization’s autonomy in decision-making and goal-setting.



Equity, Representation, and Stigma

Many marginalized or traditionally

underrepresented groups in Toronto's housing landscape participated in HousingTO consultation process and discussed a variety of challenges and barriers specific to their identities and lived experiences, which often intersect.

Torontonians with Disabilities and Accessibility Needs

Participants report a **lack of sensitivity and discrimination** on the part of landlords towards people with disabilities, including those with developmental disabilities and chemical sensitivities. Recipients of ODSP face **discrimination by private landlords** on the basis of income. Some buildings do not meet universal design standards for accessibility or are not maintained in a state of repair that would also maintain accessibility (e.g., elevators). Some deaf participants said that their landlords refuse to pay for strobe

lights in their units' fire alarms or video screens in their elevators' emergency alarms, so they often pay out of their own pocket to make these retrofits in the interest of safety. Some participants with disabilities or accessibility needs who live in subsidized or social housing reported **difficulties transferring to more accessible housing due to long waitlists.**

Some participants with disabilities or accessibility needs noted that **much non-housing infrastructure such as transit and community recreational amenities is not accessible** (e.g. lack of elevators and zero-entry pools) but, like housing, are just as critical to a high quality of life. Navigating the detours and scaffolding of Toronto's many construction sites accessibly also presents a challenge for some. Many **participants move farther from the core to afford a unit, yet ironically, they often have the least accessible transit and neighbourhood landscape**, they noted.



LGBTQ2SAI+ Torontonians

LGBTQ2SAI+ Torontonians face homophobic or transphobic treatment on the basis of their sexual orientation and/or gender from landlords but also roommates and neighbours (even those also identifying as LGBTQ2SAI+). This includes being **denied access to housing** and isolation or stigmatization within one's building. The experiences of LGBTQ2SAI+ Torontonians also often (but not always) tend to intersect with racialization, poverty, homelessness, substance use, sex work, mental health struggles, and the associated housing challenges that come with these identities and life circumstances. Some participants commented that there are **insufficient housing supports and resources** for LGBTQ2SAI+ people, and those that do exist only exist in Toronto, which is preventing them from looking for less expensive housing outside the city.

Low-Income Torontonians

Torontonians with low incomes face barriers to **both accessing and maintaining housing**. Participants say that a significant proportion of the private rental market is now out of reach for low-income households, and the stock that is affordable has a severe supply shortage. To afford a unit in today's market, many low-income Torontonians report spending a majority of their monthly income on rent or working multiple jobs. Some renting from private landlords say they are discriminated against because of their source of income, in particular if that source is ODSP or OW. Larger low-income families can often only afford smaller units, leading to overcrowding. It was pointed out that penalties some landlords impose for late or incomplete rent payments compound the financial hardship of low-income tenants.

**“If you're on welfare or ODSP,
landlords don't want you.”**

– DIY workshop participant

Torontonians Experiencing Relationship Abuse or Domestic Violence

Residents experiencing relationship abuse or domestic violence (mostly women) said they must contend with numerous challenges navigating Toronto’s housing landscape. These challenges often intersect with identities and experiences of low-income, racialization, and newcomer or refugee status. When fleeing violence from their current household and applying for new housing, **many landlords illegally reject them** on the basis of receiving ODSP/OW, having children, or low credit (as a result of low-income and/or financial abuse from their partner).

Accessing the housing market through sites like Craigslist or Kijiji is difficult for

residents without computers or internet access, and many women fleeing violence are wary of advertisements that say “women only”. Many participants with children say that the process of finding housing when fleeing intimate partner abuse or domestic violence is **extremely stressful for their children**, and one participant pointed out that there is **no consistent system in place to remove abusers from the home instead of the victims having to flee** and find housing on their own. It was noted that women applying for Special Priority status through the City’s Housing Connections program must recount their experiences of abuse to qualify for priority status and that this can be re-traumatizing.

“[My son] does not like being in the shelter. He cries a lot and all the shelter people know it. Most landlords have turned me away upon realizing I have a child. They prefer people without children.”

– A Toronto mother fleeing domestic violence who participated in a DIY workshop

Torontonians Experiencing Homelessness

Torontonians experiencing homelessness face multiple challenges in Toronto’s current housing landscape that relate to **supply, supports, stigma, and geographic distance**. Many participants described the city’s homelessness crisis as unprecedented, with a shelter bed shortage that has grown exponentially in recent years and has resulted in the City using motels and dome tents in parking lots as shelters. It was noted that **homeless men in particular lack**

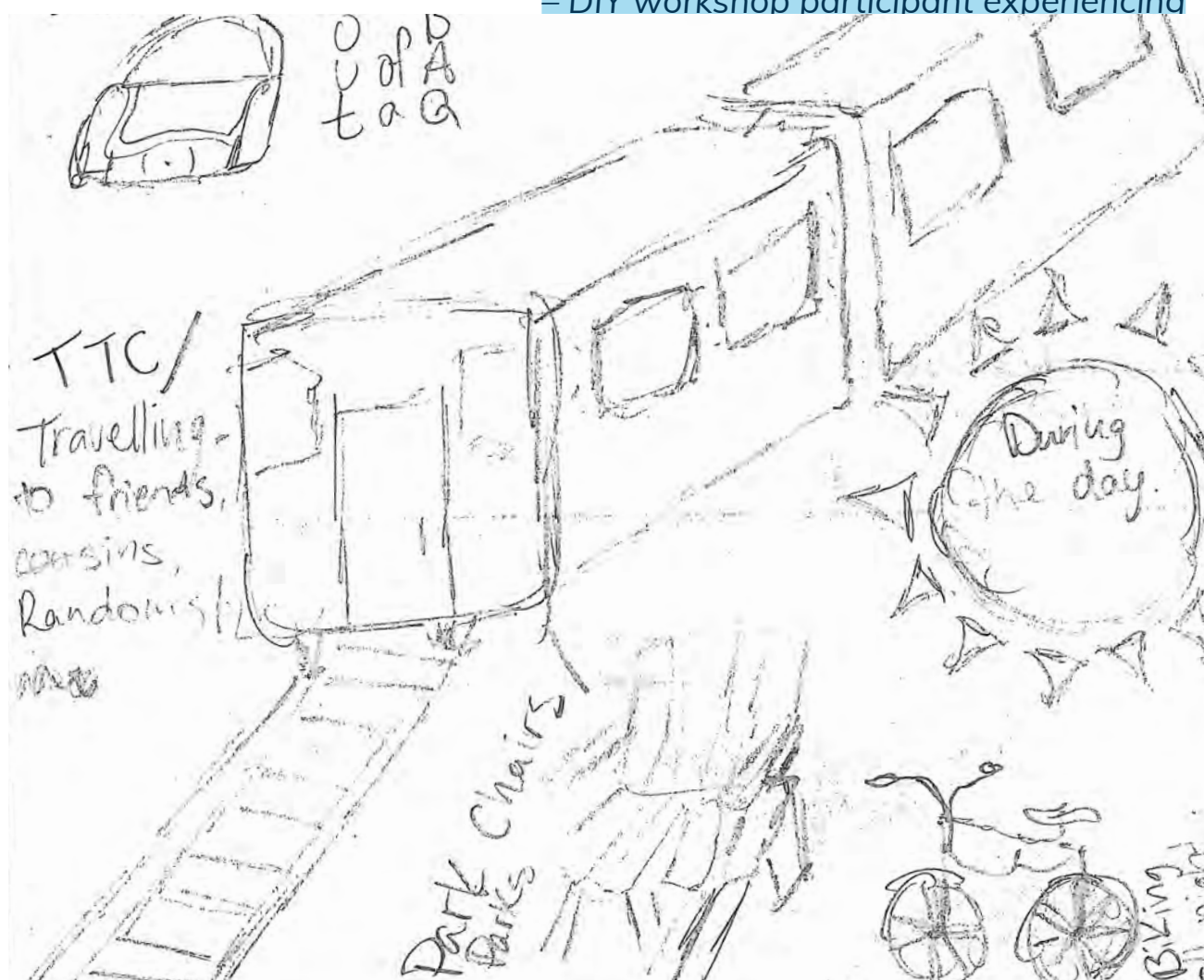
sufficient support services within shelters, and some face instability being frequently transferred as shelters close. One participant said that they feel **stigmatized and excluded from society** because of their state of homelessness. Because of a geographic imbalance of shelters across the city, some participants experiencing homelessness must commute between shelters downtown and their workplace or support services in geographically distant areas outside the core, such as Scarborough, which presents a financial and time barrier.

“[I am] homeless. I feel like I’m nothing. Not an asset to society, when I should be important and loved.”

– DIY workshop participant experiencing homelessness

“Without a home you look homeless and you can’t get a home. It’s a vicious cycle.”

– DIY workshop participant experiencing



Drawing submitted as part of a DIY Workshop activity led by the Native Women’s Resource Centre of Toronto.

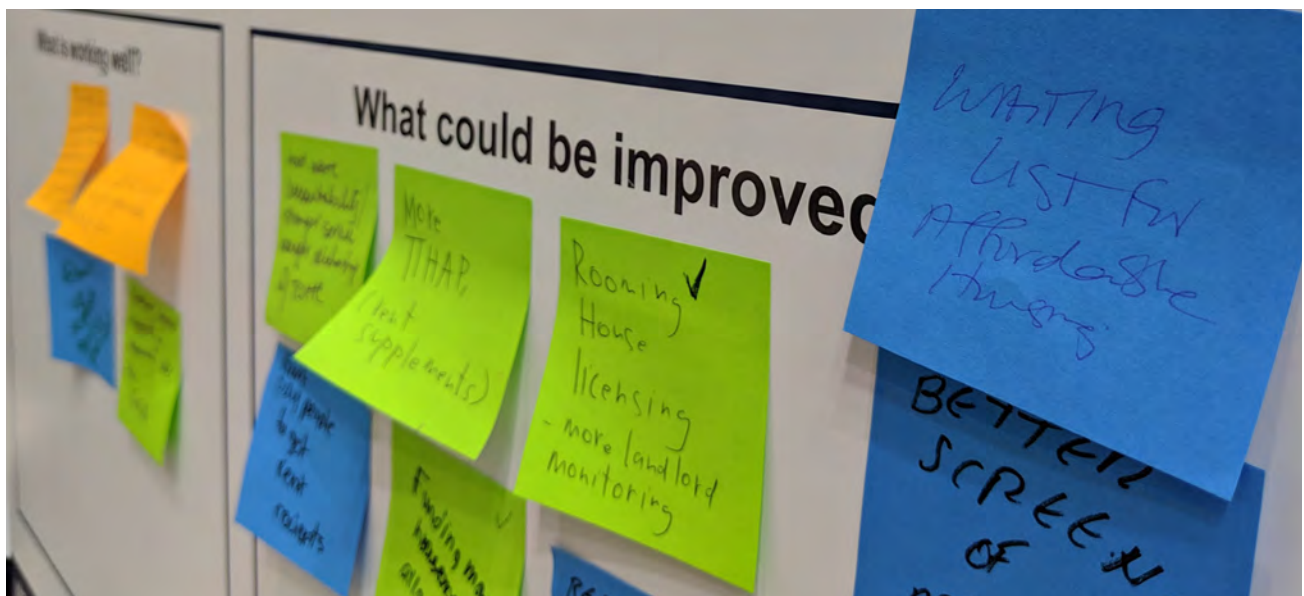
Torontonians with Mental Health Challenges

Many Torontonians struggle with mental health challenges, and their ability to find stable and affordable housing can greatly impact their mental health outcomes. Some Torontonians with chronic mental health concerns require supportive housing. Stakeholder participants working in these fields expressed concern over a **significant backlog of supportive housing units** in Toronto and identified challenges in securing consistent and adequate mental health and addiction support services funding from multiple orders of government.

Torontonians’ mental health can also be exacerbated by intersecting factors of discrimination, homelessness, affordability concerns, low-income or newcomer/refugee status, and overall living environment. For instance, some participants remarked that simply

navigating Toronto’s housing market today can be a highly stressful and demoralizing experience. Once they do obtain housing, the constant fear of “renoviction” or inability to make rent, as well as living in poorly maintained or pest-infested units or feeling like they do not belong (e.g. because of their sexual orientation, gender identity, immigration status, etc.), causes significant feelings of anxiety and isolation. Similarly, some participants who are experiencing homelessness or living in perpetually crowded shelters say that it is a depressing and lonely experience, and if they have children, it is distressing and destabilizing for them as well.

Some participants perceived neighbours who struggle with mental health and addictions as presenting a safety and security issue in their buildings.



**“Facing racism [is a barrier].
Landlords look at you like you
are not worthy. You are told that
a place is available, but when you
get there to see it and the landlord
sees that you are Native, suddenly
the place isn’t available anymore.”**

– Indigenous DIY workshop participant

Racialized, Indigenous, Newcomer, and Refugee Torontonians

Racialized and Indigenous Torontonians experience difficulties in Toronto's housing landscape, most prominently through discrimination they experience when looking for housing in an already tight market. Participants recounted stories of being **denied housing opportunities through overt racism** from landlords on the basis of their race, ethnicity, skin colour, Indigenous identity, or immigration status. For some, low income, no credit, and/or language barriers added to their

difficulties in accessing housing.

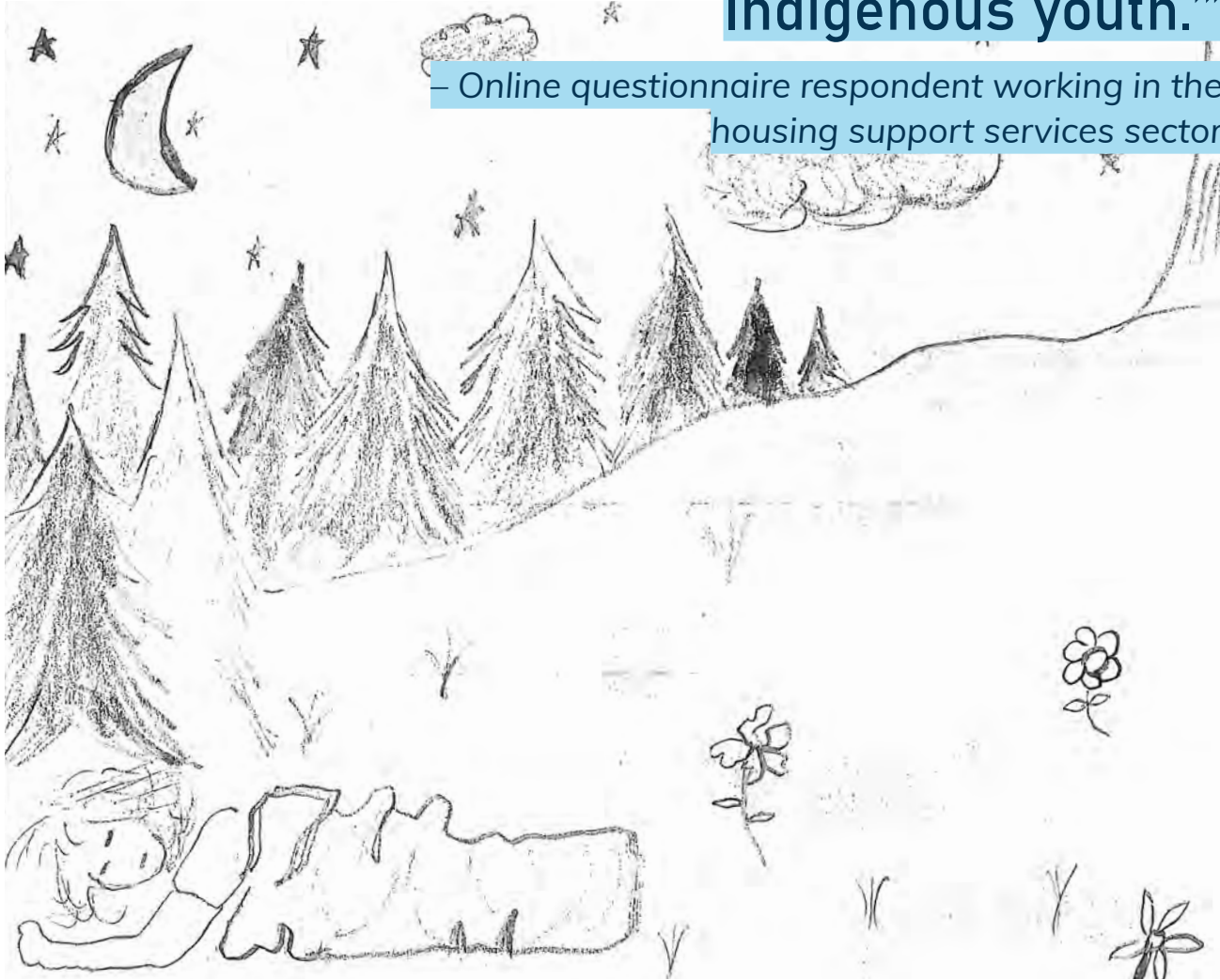
Participants noted that current rhetoric in media and politics blaming refugees and immigrants for Toronto's worsening housing crisis is further contributing to their stigmatization and barriers to accessing housing, despite the systemically complex nature of the housing crisis. It also exacerbates feelings of not belonging to Canadian society and the associated mental health impacts of such societal isolation.

“One participant noted that on multiple occasions they were refused apartments because they were black and from Nigeria. They would arrive to a showing and as soon as the landlord saw that they were black, they wouldn't even let them see the apartment.”

– Facilitator's notes from a DIY workshop

“Our agency has literally heard from a landlord in Toronto, ‘I’m not interested in renting to drunken Indigenous youth.’”

– Online questionnaire respondent working in the housing support services sector



Drawing submitted as part of a DIY Workshop activity led by the Native Women’s Resource Centre of Toronto.

“Landlords should stop discriminat[ing] against us just because of our status and the colour of our skin.”

– Refugee DIY workshop participant

Seniors

Seniors in Toronto contend with numerous intersecting challenges in the city’s housing landscape. Participants noted that the population of seniors will rapidly increase over the next few decades, and expressed concern that **shortages of affordable, accessible, and well-maintained units** (including long-term care beds) will lead to housing precarity for increasing numbers of seniors. It was noted that this is especially true for seniors on low/fixed incomes or with health and mobility issues. Isolation/loneliness and conflicts or tension with other senior neighbours were also mentioned as issues of particular concern for seniors.

Youth

Youth participants in the HousingTO consultation process (many of whom identify as newcomers, racialized Torontonians, and/or LGBTQ2SAI+) reported several challenges navigating housing in Toronto. Youth share many of the same concerns as their adult counterparts about affordability, the threat of “renoviction”, and language barriers, but also discrimination based on stereotypes of youth. An issue unique to youth in securing and maintaining housing that was mentioned is the **inherently**

imbalanced power dynamic between them and adults such as landlords and other housing providers. Youth exiting the care system often face barriers to finding and affording housing on their own, and do not always have the support or guidance needed to do so successfully. A common refrain among youth participants is that they simply do not have the knowledge or experience to find and maintain stable and affordable housing, and often do not know what resources are available to support them.

Youth are sometimes afraid to speak up about unsafe housing conditions or to turn down housing opportunities that would enable them to leave the shelter system out of a combination of inexperience, lack of education on tenants’ rights, and fear of eviction and becoming homeless. Participants expressed **feelings of isolation and abandonment by adults** who are supposed to support them and their well-being.

The mental health struggles of homeless or precariously housed youth are often compounded by other challenges typical of adolescence and young adulthood, such as obtaining an education, finding employment, and navigating relationships.

“Coping with intersecting challenges while navigating turbulent life trials and milestones...can often lead [youth] to negative self-image, mental health challenges, isolation and ultimately, lost potential.”

– Facilitator’s notes from a DIY workshop with youth



Maintenance/State of Repair and Safety & Security

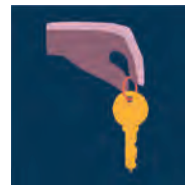
Although many HousingTO consultation participants reported being satisfied with the physical condition of their housing, the **overall quality and state of repair** of Toronto’s housing stock was a serious concern for many others. Participants mentioned many examples, including frequently broken elevators and laundry machines, frequent water and heat outages, pervasive pest infestations (especially bedbugs and cockroaches), mould, broken windows and cabinetry, unmaintained outdoor walkways and waste disposal areas, and dirty common areas, among other issues.

It was noted that poor maintenance can negatively affect residents’ mental health and can exacerbate accessibility issues (e.g., broken elevators) and health issues (e.g., dirty common areas and pests). Some participants noted a reduction in their buildings’ maintenance staff over the years, and that property managers can be unresponsive to maintenance requests or respond slowly or unprofessionally. Some participants commented that the chemicals and materials landlords use to maintain their properties (e.g., paint, insecticides, cleaning products, etc.) aggravate their allergies and sensitivities. Additionally,

participants said that some maintenance contractors perform low-quality work and use materials that do not last.

Participants who are TCHC tenants specifically called attention to the severely deteriorating state and capital repair backlogs of many of the Corporation’s properties.

Many HousingTO consultation participants do not feel safe or secure in their homes or their neighbourhoods. This stems from a number of factors, according to participants, including relations between neighbours, broken door locks, poor outdoor lighting, theft, and lack of or insufficient security staff.



Landlord Accountability and Tenants’ Rights & Education

Many participants expressed concern that landlords can get away with **discrimination, property neglect, fraudulent “renovictions”, and illegal rent increases and tenant screening practices without repercussions.** It was also noted that there is a perceived **lack of educational and legal resources** for tenants (especially those from vulnerable or marginalized groups) to learn about their rights, and for those resources that do exist, they often do not know where to access them.

Housing Priorities for the Next 10 Years

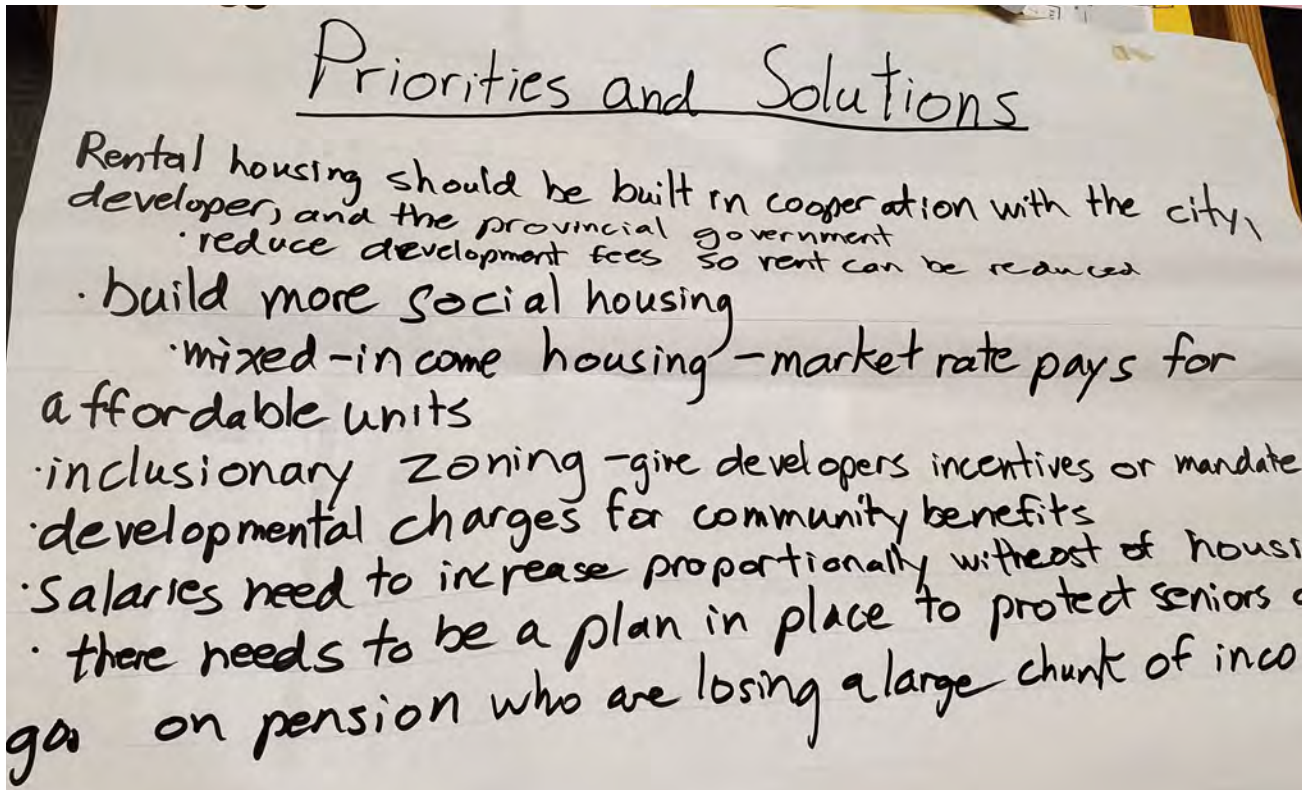
After identifying current challenges, barriers, and concerns in Toronto’s housing landscape, all HousingTO consultation participants were asked what their priorities were for housing in Toronto between 2020 and 2030. The three overwhelmingly salient priorities that emerged from the consultations are presented below, along with participants’ perspectives on municipal investment levels in housing and a human rights approach to housing. A more detailed summary of specific ideas for implementing these priorities is incorporated into the “Ideas” sections below.



Housing All Torontonians: Building More Supply, Reducing Waitlists, and Regulating for Affordability

Participants want all of the city’s residents to have a stable, affordable roof over their heads. This means expanding the supply of *all* parts of the housing spectrum but with a decreasing reliance on emergency shelters. **Participants envision that by 2030, homelessness will be eliminated and waitlists to access housing will be short or eliminated altogether.**

Affordability will be ensured through more supply but also through a diverse set of regulatory tools.



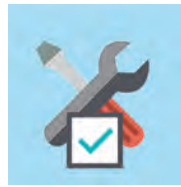


Expanding Supports

Participants voiced that ensuring Torontonians have

access to comprehensive supports is a priority for the next 10 years. These include both **financial supports to assist with affording housing** but also **supports for seniors, Torontonians with developmental disabilities and Torontonians struggling with mental health or addiction challenges.**

Participants envision that support services will be built into or tightly integrated with an expanded supply of supportive and long-term care housing.



Accountable Standards of Maintenance and Repair

Prioritizing high standards of maintenance and state of repair of housing is important to participants. **They envision that in 10 years, all housing will meet a rigorous minimum standard of quality and safety.** Repair backlogs will have been cleared and property owners will be held to account for failure to comply with these standards via a robust enforcement system.





Municipal Investment Levels in Housing

Most participants support a greater level of

municipal investment in housing over the next 10 years than is being invested

today, with a small fraction calling for the same level of investment and an even smaller number calling for less investment. However, many noted that the City should only invest more in housing if it can be certain through sound metrics that it will realize tangible returns in the form of better housing outcomes and quality of life for all Torontonians. It was also suggested that the City first examine opportunities to reallocate existing funds and explore multiple ways to sustainably raise new revenues or secure funding to be used for housing.



Human Rights Approach to Housing

Many participants emphasized that positive

change in Toronto’s housing landscape must come from a perspective of human rights and dignity, one that recognizes and values all Torontonians having a safe and affordable roof over their head. Policies, regulations, and enforcement mechanisms

relating to affordability, maintenance, and equity in housing access should be created with a high regard for human rights at their core, according to participants. **Many stakeholder participants noted the increasing commodification of housing and the effects of speculation in the housing market, which they perceive to be incongruent with a human rights orientation towards housing.**

In the “Housing as a Human Right” stakeholder workshop, stakeholders suggested that the City secure commitments among City departments and with other orders of government to closely coordinate the **advancement of housing policies and programs that are human rights-based and work towards principles of truth and reconciliation.**

Publicly transparent and evidence-based monitoring, the appointment of a human rights rapporteur or housing ombudsperson, and diverse representation among leadership could lead to accountability for municipal decision-making with regard to housing. It was also pointed out that there are many different human rights to consider, including the right to define one’s own housing needs.

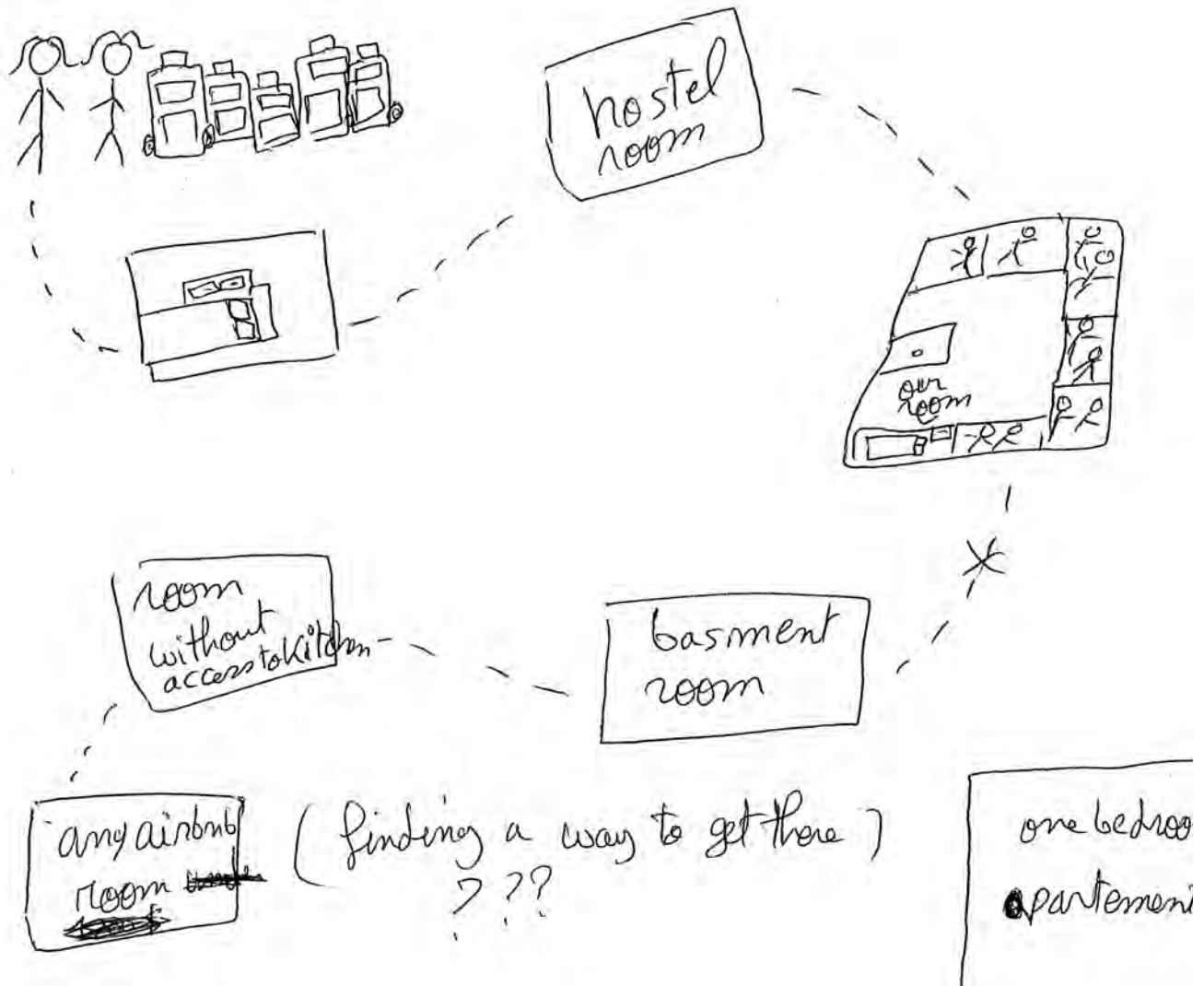
Ideas for the City of Toronto to Improve Housing

Throughout the HousingTO consultation process, participants put forward a plethora of suggestions for the City of Toronto on how it can improve housing in the city. **It is important to note that some of these ideas would require provincial authorization first or would fall exclusively under provincial purview.**



Improving Affordability

The most common idea for the City under the theme of affordability was to redefine the definition of affordability itself. **Participants said that affordability should be defined as percentage of income instead of the current definition that is based on average market rent (AMR).**



Drawing submitted as part of a DIY Workshop activity led by St. Stephen's Community House.

A significant number of participants suggested some form of a cap on rent as a way to help dissociate the cost of housing from the real estate market and maintain long-term housing affordability for Torontonians. **The most frequently mentioned examples of this idea are to reinstate rent control and expand the use of rent-geared-to-income subsidies (RGI).**

To facilitate affordability of home ownership, participants suggested incentives or subsidies (for both homebuyers and the private development industry), low-interest or interest-free loans (especially for first-time homebuyers), and expanded rent-to-own programs.

Some participants recommended that the City explore the expanded use of taxation as an economic tool to maintain housing affordability. Specific types of taxation include a foreign buyer's tax, speculation tax, and empty/vacant unit

tax, which participants noted have already been implemented in other Canadian jurisdictions. **Participants noted that compared to other municipalities in the GTA, the City of Toronto has some of the lowest property taxes, and that property taxes should therefore be increased to generate more revenue to fund housing affordability.** Increasing excise taxes on cigarettes and alcohol sales was also proposed.



Expanding the Housing Supply and Fast-Tracking/Streamlining Development and Zoning Processes

Participants agreed that Toronto's housing supply must be greatly expanded, particularly the stock of affordable purpose-built rental, supportive, transitional, and social areas of the housing spectrum. To achieve this, participants suggested many ideas: planning process-related, zoning-related, and financial.



Stakeholder participants who work in housing development asked that the City reduce bureaucratic red tape and streamline the approvals process so that new supply can be built faster. For private housing organizations in particular, time delays can jeopardize their capacity to realize affordable rental and ownership units as part of their philanthropic efforts. Non-profit housing organizations, some of whom are not as familiar with the development process or may not be as well-funded, would like dedicated resources and staff at the City to guide them.

Participants had many suggestions regarding zoning as a mechanism of

increasing the supply of affordable housing in Toronto. **By far, the most frequently mentioned idea was to implement inclusionary zoning in the City of Toronto to legally require the private development industry to incorporate affordable units into their developments.** Participants touted the potential benefits of inclusionary zoning, including affordable housing being spread out in more areas of the city and the potential for mixed-income developments to decrease stigma and build community cohesion. All new development should meet universal design principles and accessibility standards, participants said.

“There needs to be more supply. Period.”

– Online questionnaire respondent

Another common idea was to reform and harmonize zoning citywide in Toronto. Specific examples included allowing the development of “missing middle” or “gentle density” housing forms (including dwelling rooms) in the so-called “Yellow Belt” in Toronto’s inner suburbs, which is currently dominated by single-family detached homes. **A number of participants pointed to Minneapolis as a case study for densifying the Yellow Belt.** The City of Minneapolis recently amended its zoning bylaws to permit the construction of multi-unit or unconventional residential structures (e.g., triplexes, townhomes, laneway houses, tiny homes, etc.) citywide. These ideas for citywide zoning changes were put forth as a way to bring more affordable private market rental housing to more areas of Toronto and enable homeowners to activate their underutilized properties, especially homeowners who are over-housed.

Some participants, particularly non-profit housing organizations and operators, recommended that the City **allow certain types of residential development on commercially or industrially zoned lands.** They explained that long-term care and supportive housing generate a high density of jobs and that this could relieve cost pressures of the relatively more limited supply of land that is currently appropriate for long-term care and for supportive and transitional housing.

Proposed financial tools to encourage the development of affordable housing in Toronto included incentives, subsidies, and tax breaks for the development industry (both private and non-profit) and financial assistance or incentives for individual homeowners wishing to convert and densify their properties.

“[Require a] mandatory minimum amount of affordable units in every new development.”

– Online questionnaire respondent



Facilitating Collaborations and Partnerships

Participants had many ideas for the City to build collaborative partnerships to advance affordable housing in Toronto and implement the 2020-2030 Action Plan.

Some of these partnerships would be internal, such as interdivisional partnerships within the City (e.g., among the Planning Division, CreateTO, TCHC, Shelter, Support & Housing Administration [SSHA], Municipal Licencing & Standards [MLS], etc.). **Participants perceive that there are excessive silos within the City today, which is preventing departments from efficiently and effectively working towards solutions together.**

Many participants stressed the importance of building upon relationships between the City and the provincial and federal governments, particularly with regard to

advocating for new development-related authorizing legislation and securing funding for housing development and support programs. Continuing to foster strong working and funding partnerships between the City and Toronto's large system of housing support and advocacy organizations will help take advantage of agencies' capacity and expertise in frontline implementation of the Action Plan and streamline handoffs between City-run housing services (e.g., TCHC and emergency shelters) and organizations' support services or supportive housing.

More formalized partnerships between the City and the private development sector (i.e. public-private partnerships) could accelerate the construction of more affordable market housing and long-term care beds, participants suggested.

Participants emphasized maintaining a two-way relationship between the City and members of the general

“We need to work outside of silos. Partnerships are critical and require continuity in leadership.”

– Panelists at the Solutions Workshop

public, including a wide array of equity-seeking groups and resident/ratepayer/tenant associations. They noted that it is particularly important for ensuring transparency in the implementation and evaluation of the Action Plan, disseminating information, and ensuring equitable representation of all Torontonians, who lie at the heart of HousingTO. It was suggested that the City continue to consult Toronto’s Indigenous communities and create an Urban Indigenous Housing Strategy, recognizing that housing those who are Indigenous to Canada should be equally as important as housing newcomers and refugees and that

many Indigenous Canadians live in urban centres and not rural reserves.

A universal thread throughout all types of partnerships was participants’ **suggestion that data gathering and sharing between, within, and among governments and organizations be expanded and more robust than today. The data should also be transparent to the public.** This will provide insight into outcomes and the sometimes complex pathways leading to them, and provide metrics for future refinement and decision-making.

“The City should consider investing in resources to create an overarching data collection strategy on housing, and including investing in new resources to bolster the data-collection ability of this division and other divisions.”

– *Divisional feedback from the City of Toronto*

Housing Lead Committee

“Develop excellent data on what kinds of housing is needed based on transit and health care data, etc.”

– Facilitator’s notes from Centre for Independent Living Toronto’s DIY workshop





Regulation and Enforcement of Tenants' Rights

Participants proposed that the City of Toronto enact better regulation and enforcement mechanisms to protect tenants' rights. It was suggested that **all landlords be licenced and that the City expand its staff of bylaw enforcement officers.** Several participants suggested that the City work with private

landlords in Toronto to educate them on tenants' rights and AODA accessibility standards. The City could also provide monetary incentives when necessary to encourage landlords to improve their tenants' standards of living. Incentives could prevent them from engaging in illegal practices like raising rents above provincial guidelines unwarranted, and from "renovicting" or otherwise harassing tenants to vacate their units.



Drawing submitted as part of a DIY Workshop activity led by the Co-op Housing Federation of Toronto.

Ideas for Others to Improve Housing

In addition to the potential solutions HousingTO participants had for the City and other orders of government, they also generated many ideas for Toronto residents, organizations, and others to improve the housing landscape over the next 10 years.



Increasing Tenants' Rights Awareness and Political Action

One frequently mentioned idea was to scale up tenants' rights awareness, education, and organizing

efforts. Participants said that they can be active on local governing bodies, residents' associations, and provide input at future housing-related public consultation opportunities. Participants remarked that it is important for solutions to be both generated from and implemented at the community level. Voting for political candidates who prioritize affordable housing and champion the de-financialization of housing was also a positive action participants said they could take. Youth participants in particular noted that their peers are often unaware of their rights and how the housing system works, and said they would step up, speak out, and raise awareness of housing issues.

“[We can] tell landlords and tenants, renters about their rights – we are ready to work on this! [We can] participate in decision-making, tell our story, and advocate for regulations and human rights.”

– Youth DIY workshop participants



Increasing Affordability and Expanding the Housing Supply

Participants who are homeowners said that they can put empty or underutilized space in their properties on the rental market, convert their properties to create new rental stock, or home-share (especially between seniors and students).

Other participants suggested that **private housing organizations and property management companies should partner with non-profit housing support service organizations to expand the affordable housing stock**, with each contributing their expertise. There could also be more housing organizations who are also themselves non-profit (e.g., Options for Homes), according to some participants. Some participants proposed that private housing organizations and property

management companies voluntarily lower unit prices and rents to improve affordability and share their wealth. It was suggested that private housing organizations and property managers should also take responsibility for the conditions of their properties and quality of life of their residents by better maintaining their properties, participants said.

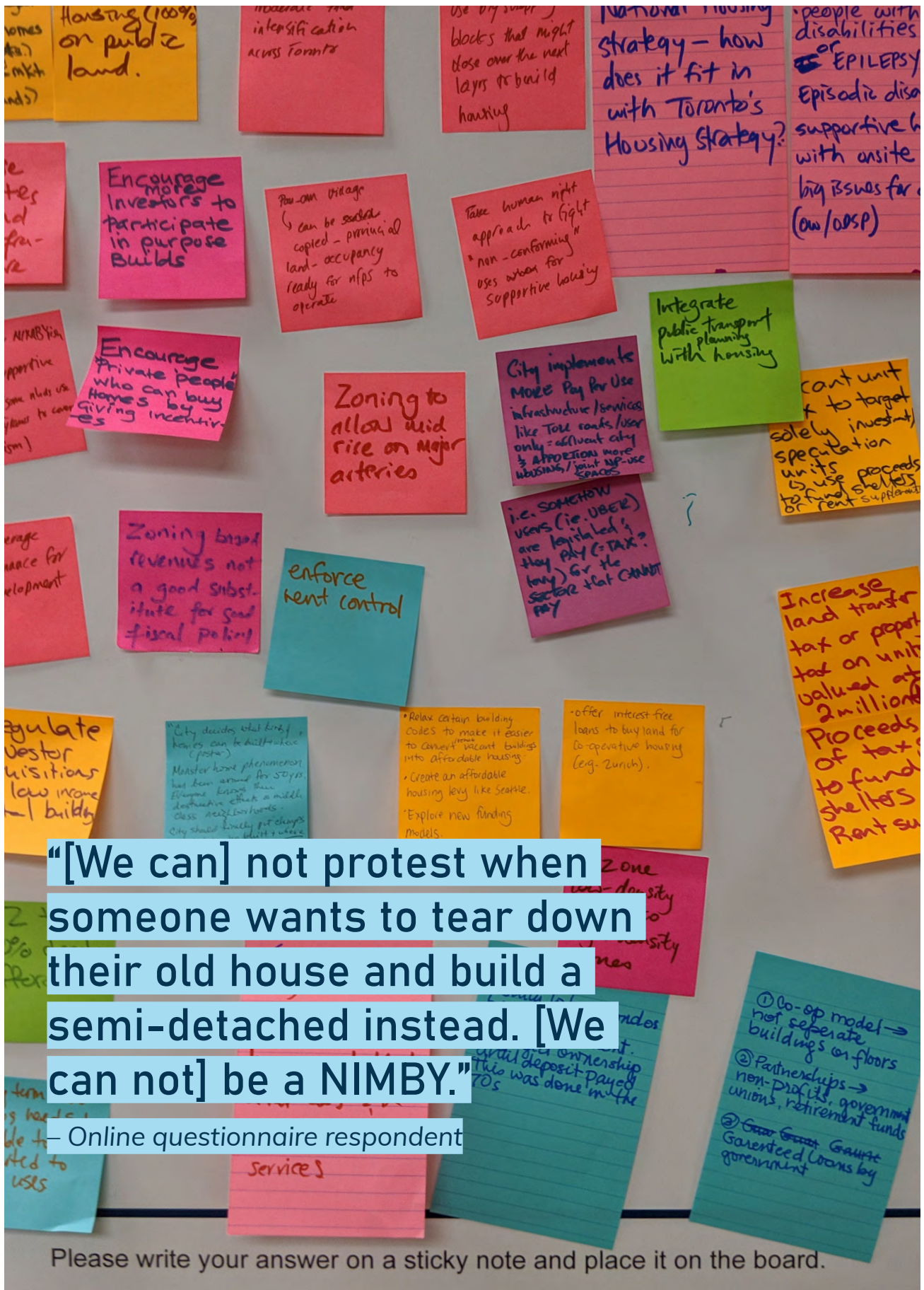


Fighting Stigma and NIMBYism

At a societal level, many participants noted that they can improve Toronto’s housing landscape by fighting stigma towards Toronto’s marginalized communities, as well as NIMBYistic (“not-in-my-backyard”) attitudes about denser development. They commented that Torontonians can foster a more inclusive civic culture and a stronger sense of community cohesion.

“Promoting/educating the general public about being inclusive is still a learning [area] that can be addressed.”

– Online questionnaire respondent



[We can] not protest when someone wants to tear down their old house and build a semi-detached instead. [We can not] be a NIMBY.

- Online questionnaire respondent

Please write your answer on a sticky note and place it on the board.



Moving Out of Toronto

Many participants suggested that residents and companies leave

the City of Toronto altogether for less expensive areas outside the city, including rural areas. From the perspective of residents, housing costs are perceived to be cheaper, and leaving Toronto would help relieve some of the demand pressure the city is facing. Some proposed that incentives could entice

current Toronto residents to move outside the city. However, some participants acknowledged that while this idea is appealing, they noted that support services they rely on are only located in Toronto currently.

Participants added that companies relocating outside Toronto would bring jobs with them, enriching the economies of rural or exurban communities and preventing employees from needing to commute into the core of the GTA.

“[Other cities] encourage large companies to move/open on the outskirts, to where they are expanding their transit. This creates a more economically stimulated area, where people ended up moving to.”

–Online questionnaire respondent

Housing Supports and Initiatives: What is Working Well

HousingTO consultation participants shared numerous positive aspects of the current ecosystem of housing supports and initiatives in Toronto.

Many participants noted that **rent-geared-to-income (RGI) subsidies are a housing support working quite well today and should be expanded further; however some feel that it disincentivizes recipients from seeking higher income.**

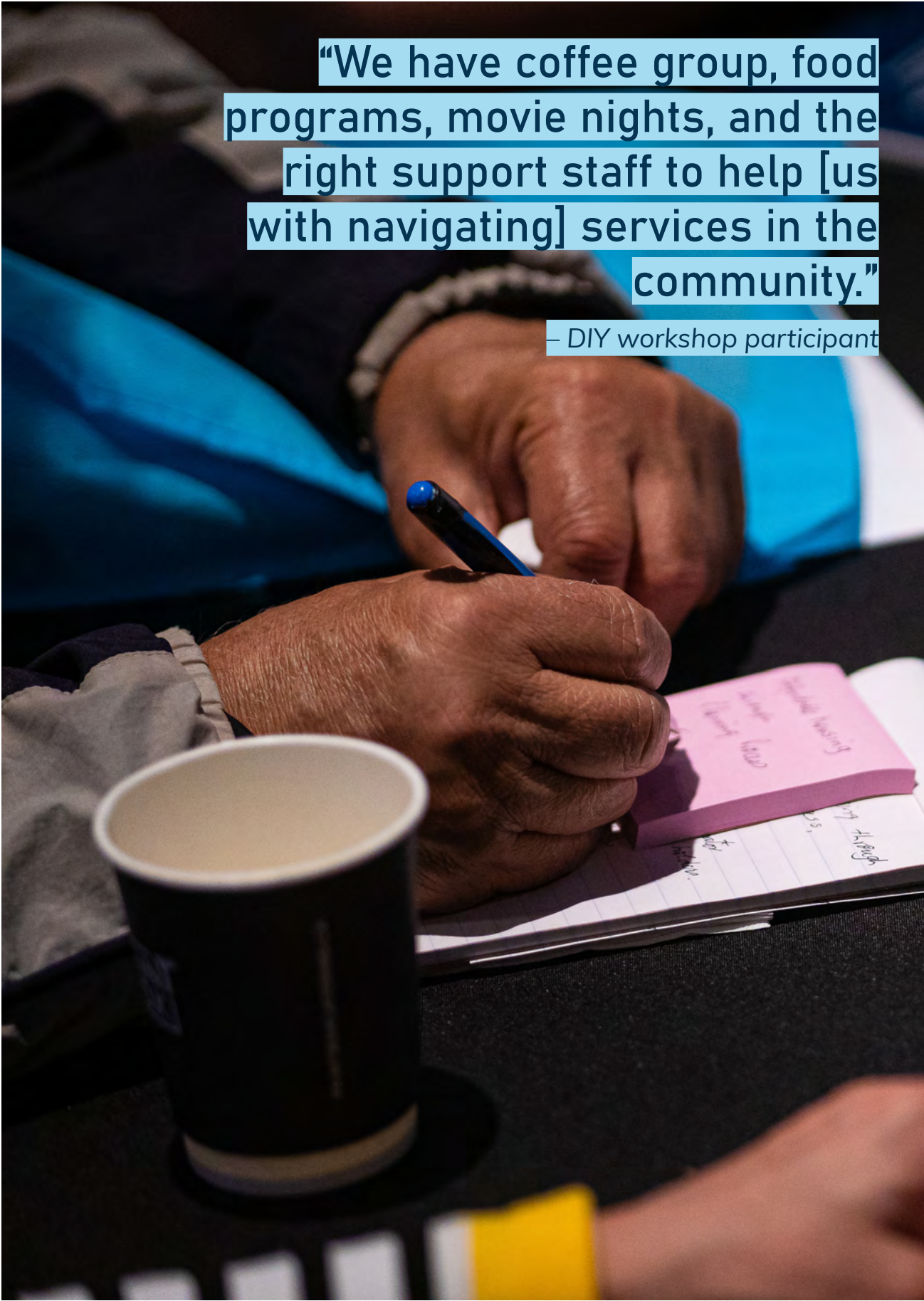
Rent subsidies and housing allowance programs (e.g., Toronto Transitional Housing Allowance Program [TTHAP]) also received positive feedback. Although

not a direct housing support or initiative, the co-operative housing model (co-ops) was also well regarded by participants.

Despite the challenges that support programs face (see “What Could Be Improved” below), participants (many of whom are clients of these programs) generally praised the existence of current housing support infrastructure. This includes advocacy and eviction prevention assistance for tenants, and outreach and supports for low-income Torontonians and those struggling with mental health and addiction challenges. Some participants commented that support staff are dedicated and well-trained, and that follow-up support is good.

“We have a very good supportive housing worker, Stephen, who pays attention to details.”

– *DIY workshop participant*



“We have coffee group, food programs, movie nights, and the right support staff to help [us with navigating] services in the community.”

– DIY workshop participant

Some participants commented that current housing supports must not be effective because homelessness and housing waitlists still exist and continue to grow. However, other participants expressed appreciation for the fact that supportive housing organizations do successfully assist and house many thousands of Torontonians, and coordinate service delivery with a wide network of organizations and agencies. Moreover, there is awareness and appreciation among many participants that the City of Toronto is prioritizing housing as a critical issue and that Torontonians are paying attention to the affordable housing crisis.

Housing Supports and Initiatives: What Could Be Improved

There were multiple areas where HousingTO consultation participants thought housing supports and initiatives could improve.

Participants noted that the capacity of current housing supports is far outstripped by the growing demand, and that financial supports often do not rise to keep pace with the rising cost of living in Toronto and so should be increased. **Some participants said that housing supports need to be easier to access, and that there should be more streamlined and**

centralized databases for the public to connect with services and view availability for social and supportive housing. Participants agreed that waitlists for accessing social, subsidized, and supportive housing need to be substantially shortened or eliminated altogether.

Greater accountability from and stronger governance structures within social and subsidized housing providers such as TCHC was requested, including financial oversight to prevent misuse or inefficient use of funds. Increasing tenant representation and holding regular meetings with tenants of social and subsidized housing was proposed as a way to ensure that decision-making and funding allocation meets their needs.

Some participants asked for more resources in social, subsidized, and supportive housing to be focused on women, people with developmental disabilities, and people who do not qualify for priority status in the application process.

Other Important Considerations and Advice

Throughout the HousingTO consultation process, there were lively conversations that provided participants' insight on the bigger picture of housing in Toronto and

how it integrates with economic, political/ civic, and cultural life in Toronto.

Participants pointed to the systemic nature of housing. It is a universal human need (and as recognized by the federal government and Toronto City Council, a right) to have a roof over one's head, yet so many factors influence housing in Toronto. For example, some participants interpreted Toronto's current housing crisis as a product of a capitalist paradigm that is seeing global flows of capital pour into the city faster than ever before. To these participants, housing has become commodified to the point of losing its human-centredness. It has **become dissociated from the concept of home, simply one of many sectors**

in an economy that is witnessing rapid restructuring and has resulted in increasing precarity and polarization, much like the job market.

From a values perspective, some participants commented specifically on a perception that Toronto has succumbed to a self-centred culture of greed that ignores the collective moral responsibility these participants say Torontonians should have for one another, regardless of similarities or differences in background or station in life. **Some participants saw the housing crisis as a system failure while others believed that responsibility for one's life, including housing, falls exclusively on the individual.**

“Truly affordable housing is essential but not enough. People need to be seen as part of society with skills they can contribute, currently there are barriers to their ability to bring this value to their communities.”

– Panelist at the Solutions Workshop

Many participants perceived a need for Torontonians to fundamentally redefine their relationship with and expectations of housing if the city is to be able to truly solve its housing crisis. For example, shifting the status quo with regard to the size, density, location of housing and rethinking who lives with you (e.g., multigenerational families or homeshare)

and next to you (e.g., mixed-income housing) is required as we move forward over the next decade. Many Indigenous participants commented that the design and format of Toronto’s housing stock could be changed to better meet the cultural and spiritual needs of Toronto’s Indigenous communities.

“We would like to see new, accessible, affordable housing communities (rather than scattered units throughout the city), with common areas for things like ceremonies, community kitchens, community gardens and other amenities relevant to our people and culture. We would also like these community living hubs to be located close to, or a convenient distance from, our community service providers”

– Feedback from the Indigenous Housing and Resource Collective of Tkaronto’s own Indigenous Housing Survey summary report

**“Change the culture of housing:
Bigger doesn’t mean better.”**

– Online questionnaire respondent

**“We can’t lose the middle-income
earners in the city if we want to
stay vital and open to all.”**

– Online questionnaire respondent

Despite the many and varied challenges that Toronto faces in housing and the profound impacts these challenges have had on many HousingTO participants' lives, optimism has not been lost by many participants. They noted that other cities around the world have successfully tackled

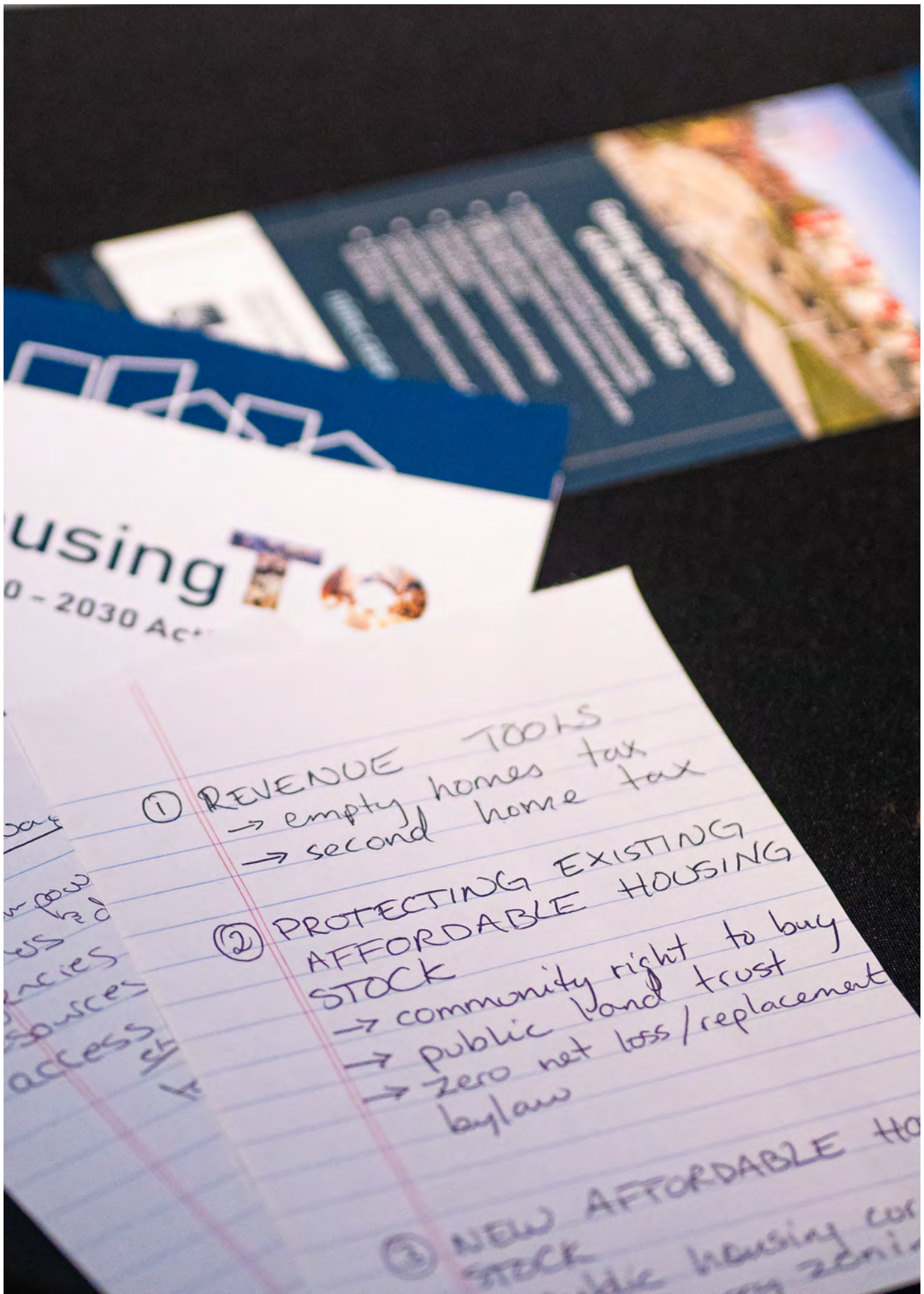
their housing crises and advised the City to learn from others and think outside the box. As long as the City, other orders of government, stakeholders, and residents commit to collaboratively taking actionable steps, they said, Toronto can improve its housing landscape, too.

“Be bold! Be innovative! Be creative!”

– Online questionnaire participant

“If there is commitment, follow through. [Do] not just talk about it.”

– Online questionnaire participant





Process Review and Recommendations

This section discusses the effectiveness of the various communication tools, consultation activities, and overall lessons learned about the consultation process of this project. It also provides the City with recommendations for designing the consultation process of similar projects in the future.

The wide assortment of channels through which participants could engage in the HousingTO consultation process was effective at reaching an exceptionally diverse cross-section of Torontonians from all walks of life across the entire housing spectrum.

The DIY workshop method was especially successful at reaching a significant number of Toronto's most marginalized and underrepresented residents, many of whom are disproportionately affected by Toronto's housing crisis. Many DIY participants and the organizations hosting the DIY workshops expressed gratitude for the opportunity to have their voices heard as part of the development of the Action Plan, and that the City reached out to them instead of vice-versa. The DIY workshop consolidated kit with clear instructions for facilitators and intuitive worksheets for participants resulted in a highly engaging consultation activity. It was standardized enough to collect the same types of feedback (e.g., challenges, priorities, and ideas) at every DIY workshop yet flexible enough for facilitators to modify based on the needs and demographics (e.g. age, language, etc.) of participants. LURA recommends that the City **replicate the DIY workshop format going forward in any project whose consultation requires external facilitation support and/or aims to reach marginalized and underrepresented voices.** This should be done keeping in mind the staff resources needed to coordinate

liaising with organizations facilitating the workshops and collecting feedback after the workshops.

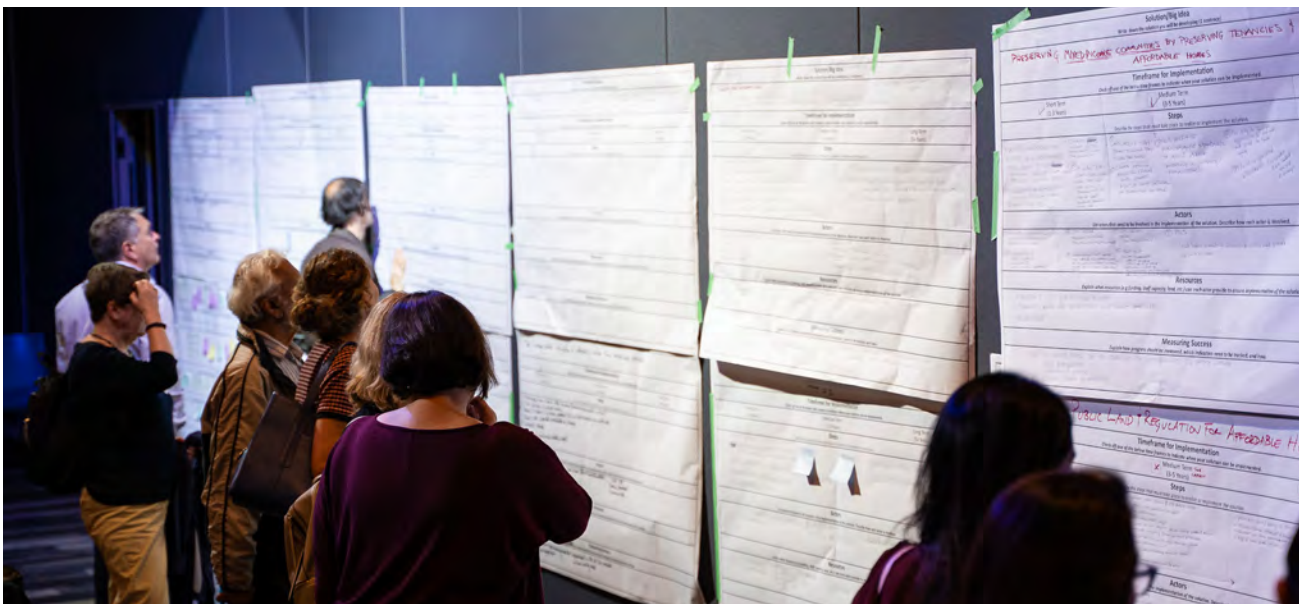
With over 2,000 respondents, the online questionnaire helped ensure geographic representation that reflects the input of Torontonians in every corner of the city. Upon analysis of responses, it was apparent that viewpoints on housing issues in Toronto were also highly diverse. The short and focused questions and 24/7 online availability likely boosted response rates by being open and flexible to participants' time. LURA recommends that **online questionnaires be implemented again in future projects of large scale similar to HousingTO.**

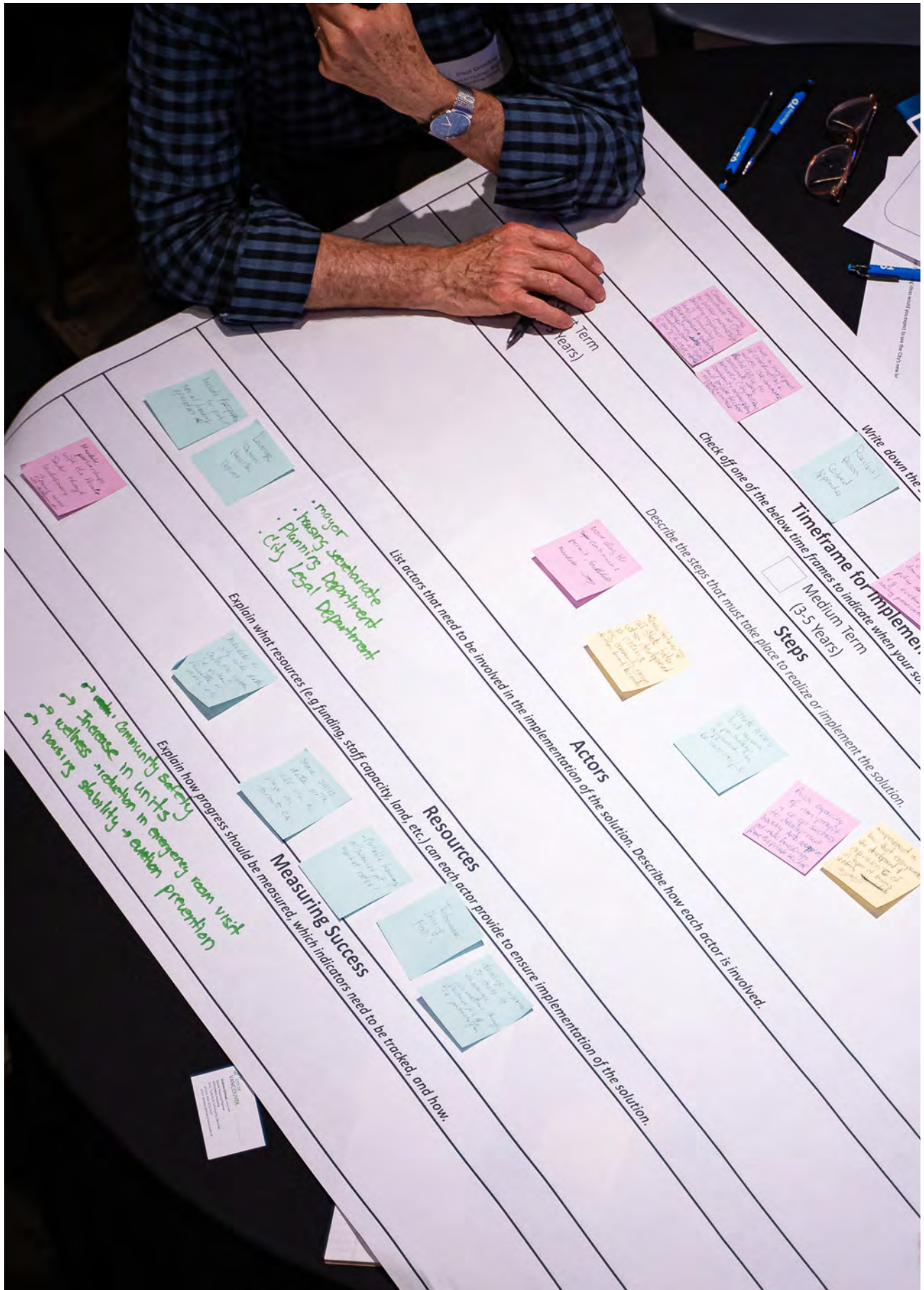
Themed workshops with stakeholders across sectors were very well-attended and allowed for a deep dive into specific housing-related topics. Their emphasis on encouraging housing professionals to cross-pollinate ideas, and to identify capacity within their organizations and forge partnerships with others to implement those solutions, yielded many enthusiastic and lively discussions. LURA recommends that the City **continue to organize themed stakeholder workshops when seeking professional expertise and capacity for action-oriented ideas is desired. This is also an opportunity to continue to build and foster relationships and partnerships with the City and stakeholders.**

Public meetings yielded much insightful feedback and covered all four Community Council Areas. However with the exception of the meeting held at Metro Hall downtown, attendance was relatively low compared to other consultation activity types. This traditional format of consultation was not as well received by some, and after feedback received on the meeting format itself at the second public meeting in Etobicoke, facilitated roundtable discussions were introduced alongside the panel open house as an additional option for participants who wanted to have deeper discussions with City staff and their fellow attendees. LURA recommends that **public meetings continue to form a key part of the consultation process, but with multiple engagement options within the meeting for participants to choose from.**

There are some areas where the consultation process could be improved

going forward. Some participants felt that the public meeting times were inconvenient for their schedules, reducing equitable access for participants who may work in the evenings to contribute to the public consultation process. Other participants perceived the consultation process for HousingTO 2020-2030 Action Plan as tokenistic, expressing disappointment that the City was spending public funds on conducting another round of consultation instead of taking action after Housing Opportunities Toronto 2010-2020 didn't meet its targets. Finally, **a notably absent voice from the HousingTO 2020-2030 Action Plan consultation process was small-scale landlords. It is recommended that the City continue to expand the reach and diversity of the stakeholder list throughout the implementation of the HousingTO 2020-2030 Action Plan.**





Next Steps

The City of Toronto will develop the HousingTO 2020-2030 Action Plan with input from the feedback outlined in this report. The plan will be presented to Committee and Council in Fall 2019.

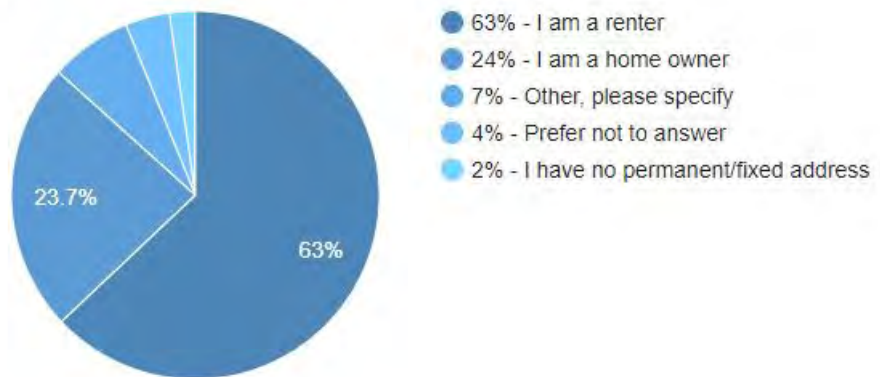
Appendix A - Online Questionnaire Demographics Details

Appendix A – Online Questionnaire Demographic Details

CURRENT HOUSING SITUATIONS OF ONLINE QUESTIONNAIRE RESPONDENTS

Current Housing Situation	Proportion of Respondents Who Answered Question	Respondent Count
Renter	63%	1,358
Homeowner	23.7%	511
I have no permanent/fixed address	2.3%	49
Other, please specify (<i>responses available upon request</i>)	7.2%	155
Prefer not to answer	3.9%	84
TOTAL	100%	2,157

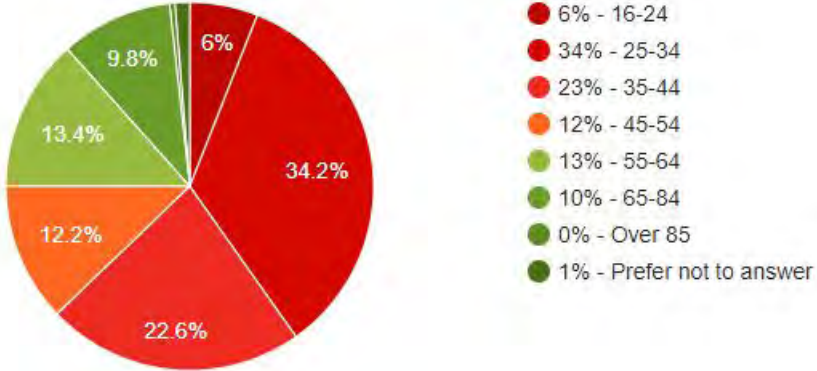
What is your current housing situation?



AGE OF ONLINE QUESTIONNAIRE RESPONDENTS

Age Range	Proportion of Respondents Who Answered Question	Respondent Count
16-24	6.0%	129
25-34	34.2%	737
35-44	22.6%	487
45-54	12.2%	263
55-64	13.4%	288
65-84	9.8%	212
Over 85	0.5%	10
Prefer not to answer	1.3%	28
TOTAL	100%	2,154

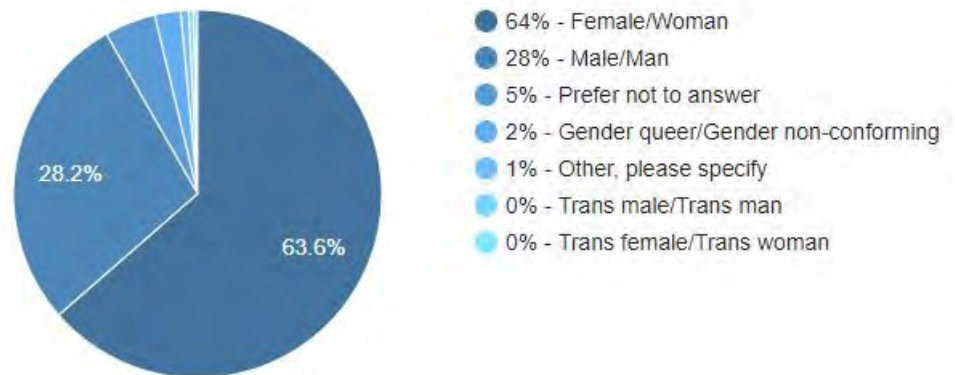
What is your age range?



GENDER OF ONLINE QUESTIONNAIRE RESPONDENTS

Self-Identified Gender	Proportion of Respondents Who Answered Question	Respondent Count
Female/Woman	63.6%	1,370
Male/Man	28.2%	607
Gender queer/Gender non-conforming	2.3%	49
Trans male/Trans man	0.4%	9
Trans female/Trans woman	0.4%	8
Other, please specify <i>(responses available upon request)</i>	0.7%	15
Prefer not to answer	4.5%	97
TOTAL	100%	2,155

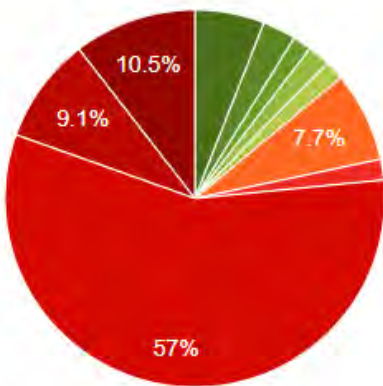
What is your gender?



RACE/ETHNICITY OF ONLINE QUESTIONNAIRE RESPONDENTS

Self-Identified Race/Ethnicity	Proportion of Respondents Who Answered Question	Respondent Count
White	57.0%	1,222
South Asian	7.7%	165
Black	5.9%	127
East Asian	2.8%	61
Latin American	1.9%	41
Southeast Asian	1.8%	38
Middle Eastern	1.7%	36
First Nations	1.6%	34
More than one category or not listed, please describe <i>(responses available upon request)</i>	10.5%	224
Prefer not to answer	9.1%	194
TOTAL	100%	2,142

How do you self-identify?



- 6% - Black (examples: African, African-Canadian, Caribbean)
- 3% - East Asian (examples: Chinese, Japanese, Korean)East Asia...
- 2% - First Nations (status, non-status, treaty or non-treaty), Inuit or...
- 2% - Latin American (examples: Colombian, Cuban, Mexican, Peru...
- 2% - Middle Eastern (examples: Afghan, Iranian, Lebanese, Saudi...
- 8% - South Asian (examples: Bangladeshi, Indian, Indian-Caribbea...
- 2% - Southeast Asian (examples: Filipino, Malaysian, Singaporean...
- 57% - White (examples: English, Greek, Italian, Portuguese, Russi...
- 9% - Prefer not to answer
- 10% - More than one race category or not listed, please describe^{2,142}

Appendix B - DIY Workshop Details

Appendix B – DIY Workshop Details

Please note that organization reports, activity sheets and notes are available upon request.

#	Organization	Funded	About the Organization	People Engaged <small>*as described by organization</small>
1	2 Spirited First Nations	●	2 Spirited First Nations provides prevention education and support for 2-Spirit, including First Nations, Métis and Inuit people living with or at risk for HIV and related co-infections in the Greater Toronto Area. They base their work on indigenous philosophies of wholistic health and wellness.	2 Spirited Indigenous peoples
2	ACORN	●	For over fourteen years, ACORN Canada has been leading the charge in organizing low- and moderate-income tenants for housing reform in the City of Toronto. Toronto ACORN is leading the fight and winning significant victories including raising the minimum wage; strengthening of the enforcement of apartment building standards; regulating the payday loan industry in Canada; and countless improvements in neighbourhoods.	Immigrants and refugees, people with disabilities, women, and people with low income

#	Organization	Funded	About the Organization	People Engaged <small>*as described by organization</small>
3	Africans in Partnership Against AIDS	●	Africans in Partnership Against AIDS (APAA), is committed to the provision of HIV/AIDS education in a linguistically and culturally sensitive context. APAA believes that a supportive environment is essential to the well-being of people living with HIV/AIDS (PHAs), as well as to the well-being of their partners, families and friends.	People living with HIV including women, youth, and men
4	Anishnawbe Health Toronto	●	Anishnawbe Health Toronto (AHT) is a vision of the late Elder, Joe Sylvester. Initial efforts began with a diabetes research project, which realized that a more comprehensive approach to health care was needed by the Aboriginal community. In response, Anishnawbe Health Resources was incorporated in 1984. One of its objectives stated, “To recover, record and promote Traditional Aboriginal practices where possible and appropriate.”	First Nations, Métis and Inuit people

#	Organization	Funded	About the Organization	People Engaged <small>*as described by organization</small>
5	Alternative Planning Group (APG) Toronto Equity Forum		The Alternative Planning Group is a group of community organisations working together to reduce systematic barriers that racialized communities face when it comes to city planning and accessing city services. The group consists of the Chinese Canadian National Council Toronto Chapter, African Canadian Social Development Council, Hispanic Development Council, and the Council of Agencies Serving South Asians.	Immigrants, refugees, racialized groups
6	Artscape	●	Artscape is committed to building a world that engages art, culture and creativity as catalysts for community vibrancy, sustainability, prosperity and inclusiveness.	Artist-led families
7	Bangladesh Centre and Community Services	●	BCCS is a non-profit, charitable organization that helps newcomers and long-time residents integrate into Canadian society through knowledge, skills, and other support. BCCS is run entirely by volunteers and community partners, with financial support from donors and government grants for special programs.	Immigrants, refugees, and racialized groups

#	Organization	Funded	About the Organization	People Engaged <small>*as described by organization</small>
8	Black Urbanism Toronto (2 sessions)	●	Black Urbanism TO seeks to highlight and celebrate the contributions of Black Ontarians in the building of the City of Toronto and to engage Black communities in re-envisioning their neighbourhoods to support social, economic and cultural advancement.	Black, African and Caribbean people
9	Canadian Hearing Society (Bob Rumball Centre)	●	Canadian Hearing Society (CHS) is Canada’s preeminent provider of clinical services, products, education, and source of information for the Deaf and hard of hearing.	Deaf population in Toronto
10	Canadian Mental Health Association		Founded in 1918, the Canadian Mental Health Association (CMHA) is the most established, most extensive community mental health organization in Canada. Through a presence in more than 330 communities across every province and one territory, CMHA provides advocacy, programs and resources that help to prevent mental health problems and illnesses, support recovery and resilience, and enable all Canadians to flourish and thrive.	People with mental health and addictions issues

#	Organization	Funded	About the Organization	People Engaged *as described by organization
11	Centre for Equality Rights in Accommodation	●	The Centre for Equality Rights in Accommodation (CERA) is a not-for-profit charitable organization dedicated to preventing evictions and ending housing discrimination across Ontario. CERA was founded in 1987 as the only organization in Canada with a primary focus on promoting human rights in housing.	Renters who are facing eviction, who face discrimination in housing, or require accommodations for disabilities
12	Centre for Independent Living in Toronto	●	The Centre for Independent Living in Toronto (CILT) is community-based resource organization run by people with disabilities for people with disabilities.	People with disabilities
13	Community Living Toronto	●	Since 1948, Community Living Toronto has been a source of support for thousands of individuals with an intellectual disability searching for accessible and meaningful ways to live in the community. Whether its living alone or with a roommate, working in a supported environment or participating in community activities, they are here to help individuals realize their full potential and dreams.	People with developmental disabilities, their families and supports

#	Organization	Funded	About the Organization	People Engaged <small>*as described by organization</small>
14	Co-operative Housing Federation of Toronto		The Co-operative Housing Federation of Toronto (CHFT) is a member-supported organization representing more than 45,000 people living in more than 160 non-profit housing co-operatives located in Toronto and York Region.	People who live in co-operative housing
15	Davenport-Perth Neighborhood and Community Health Centre (4 sessions)	●	Davenport-Perth Neighbourhood and Community Health Centre supports people in its neighbourhood, especially those who face economic and/or social barriers, to enrich their lives and the life of their community. They do this by working in partnership with local residents and organizations to deliver a range of community, health, and social support services that are responsive to local needs and opportunities.	Seniors, newcomers, Toronto Community Housing (TCH) tenants, and people experiencing homelessness
16	Elizabeth Fry Toronto		Elizabeth Fry Toronto delivers gender based, trauma informed services and advocates for justice and equity for women and nonbinary people who are criminalized and their families.	Women and non-binary people

#	Organization	Funded	About the Organization	People Engaged <small>*as described by organization</small>
17	FCJ Refugee Centre (2 sessions)	●	FCJ Refugee Centre serves refugees and others at risk due to their immigration status, and welcomes anyone asking for advice, counsel and support regarding these issues. They address systemic issues that newly arrived refugee claimants face in Canada including lack of resources, marginalization, and discrimination.	Immigrants and refugees
18	Flemingdon Community Legal Services	●	Flemingdon Community Legal Services is an accessible, non-profit, community based, poverty law clinic governed by a volunteer Board of Directors.	Immigrants, newcomers, refugees, people with low incomes, racialized groups, seniors, and youth.
19	Houselink	●	In addition to permanent affordable housing, Houselink provides a wide range of services to support recovery for those living with mental health challenges and addictions. Their social programs bring participants together to help address their biggest threats – poverty, social isolation and food security.	People with mental health and addictions issues.

#	Organization	Funded	About the Organization	People Engaged <small>*as described by organization</small>
20	Indigenous Housing and Resource Collective of Tkaronto		The Indigenous Housing and Resource Collective of Tkaronto is trying to increase Indigenous civic engagement at all levels of government. We amplify voices, engage the system and improve outcomes.	Indigenous peoples
21	Institutes for Research and Development on Inclusion and Society	●	<p>Institutes for Research and Development on Inclusion and Society (IRIS) provides policy research and social development leadership that encourages new ways of thinking, inspiration, and education to advance the citizenship, inclusion, human rights, and well-being of people with intellectual and other disabilities.</p> <p>Torontonians who have experienced structural violence, including Indigenous, Racialized, or Migrant Women and Women Labeled with Intellectual and Psychiatric Disabilities.</p>	Indigenous women, racialized women, migrant women and women with intellectual and psychosocial disabilities
22	Jane/Finch Centre	●	The Jane/Finch Centre is a multi-service, community-based organization with a strong focus on poverty reduction through resident engagement, capacity building and anti-oppression. They have a long history of innovation and response to community needs and priorities.	Immigrants, refugees, people with low incomes, racialized groups, seniors, and youth

#	Organization	Funded	About the Organization	People Engaged *as described by organization
23	Kerry's Place Autism Services	●	Kerry's Place is Canada's largest service provider to families with children, adolescents, and adults, with Autism Spectrum Disorder. Since 1974 Kerry's Place has been creating and providing evidence-based supports and services across the province of Ontario that enhance the quality of life of those with ASD.	Individuals living with Autism Spectrum Disorder, their families and direct service staff
24	Lakeshore Affordable Housing Advocacy and Action Group	●	The Lakeshore Affordable Housing Advocacy & Action Group (LAHAAG) is a resident-led community organization advocating for affordable housing in the Etobicoke-Lakeshore community.	Low- and middle-income people
25	Le Comité Francophone de Scarborough		Rassembler différents fournisseurs de services francophones et bilingues qui desservent la communauté francophone de Scarborough afin de mettre en commun, harmoniser et accroître leur prestation de services.	Community service providers, and French language speakers

#	Organization	Funded	About the Organization	People Engaged <small>*as described by organization</small>
26	Mainstay	●	<p>Mainstay Housing is a non-profit agency which provides housing for mental health consumer-survivors. Mainstay rents are geared to incomes and are subsidized by the government.</p> <p>For those capable of independent living, they offer 867 units in a variety of housing options with some degree of support. They are the single largest non-profit provider of supportive housing in Ontario with 41 residential locations across Toronto.</p>	<p>Mainstay tenants including people with experiences of homelessness, mental health, trauma and addiction issues, physical disabilities</p>
27	Margaret's	●	<p>Margaret's mission is to provide a continuum of safe supportive housing for women with mental health challenges.</p>	<p>People experiencing homelessness, people with mental health, addiction and trauma issues</p>
28	Native Women's Resource Centre of Toronto	●	<p>The Native Women's Resource Centre of Toronto (NWRCT) is a community-based organization dedicated to providing resources and support to urban Indigenous women and their families. NWRCT delivers culturally relevant programs and services that empower and build the collective capacity and self-sufficiency of Indigenous women.</p>	<p>Indigenous women including 2 Spirited and people experiencing homelessness</p>

#	Organization	Funded	About the Organization	People Engaged <small>*as described by organization</small>
29	North York Community House	●	North York Community House (NYCH) is committed to building strong, vibrant communities – serving over 20,000 residents in northwest Toronto every year. They help transform lives by working with people, understanding their needs, and supporting them in achieving their goals. For over 27 years, they have been opening doors for new Canadians; supporting youth, parents and seniors in becoming active, engaged citizens; and creating opportunities for residents to improve their lives and lead positive change in their neighbourhoods.	Racialized groups, and people with low incomes
30	Operation Springboard	●	Springboard builds stronger communities by helping at risk and vulnerable youth and adults through critical transitions in their lives with a focus on community justice, employment and developmental disability services.	Racialized and low income youth
31	Parkdale Activity-Recreation Centre (PARC)	●	PARC works with members on individual issues of poverty, mental health, addictions, homelessness and food security. Members access services and develop relationships with their staff and one another through four core areas of operation: a drop-in centre, a peer-support program, an outreach program and supportive housing.	People experiencing homelessness, mental health and addition issues and food insecurities

#	Organization	Funded	About the Organization	People Engaged <small>*as described by organization</small>
32	Regenesis York	●	Regenesis is a community environmental organization dedicated to empowering students to address today's environmental and social concerns, through advocacy and local service.	York University students
33	Romero House	●	Romero House welcomes refugee claimants: people who claim refugee status after arriving in Canada. They welcome refugees regardless of religion, ethnicity, political beliefs, sexual orientation or gender identity. In this way, they strive to create a community that celebrates difference.	Refugees

#	Organization	Funded	About the Organization	People Engaged <small>*as described by organization</small>
34	Scarborough Center for Healthy Communities (SCHC)	●	SCHC is dedicated to meeting the diverse, holistic health needs of the communities of Scarborough by addressing the physical, mental, social, financial and environmental aspects of their health. Through the promotion of healthy lifestyles and the delivery of a comprehensive range of culturally competent health and social services, they cultivate vital and connected communities.	Immigrants and newcomers, LGBTQ2S people, Indigenous peoples, women, youth, people with experiences of homelessness, people with disabilities, people with mental health and addiction issues and racialized groups

#	Organization	Funded	About the Organization	People Engaged <small>*as described by organization</small>
35	Scarborough Civic Action Network	●	<p>The Scarborough Civic Action Network (SCAN) is a network of individuals, community groups, and organizations that builds and supports infrastructure needed for enabling and cultivating meaningful community-based and community-driven civic participation throughout Scarborough with a target of reaching marginalized communities and those most at risk of social exclusion, namely those living in poverty. SCAN works inclusively with all Scarborough communities to address issues related to equity, inclusion and opportunity for all, and brings people together so that they can engage with each other, learn from each other and speak out with a stronger voice about the issues that matter to them.</p>	<p>Immigrants, people experiencing homelessness, people with disabilities, people with low incomes, racialized groups, seniors and youth</p>
36	Scarborough Community Legal Services	●	<p>SCLS was founded in 1981 as a community legal clinic to provide “poverty law” services. Poverty law includes work in areas of law that are particularly important for low income people.</p>	<p>People with low incomes, people with disabilities and racialized groups</p>

#	Organization	Funded	About the Organization	People Engaged <small>*as described by organization</small>
37	Sistering	●	<p>Sistering is a multi-service agency for at-risk, socially isolated women in Toronto who are homeless or precariously housed. They have been serving this community for over 35 years, validating women’s experiences regardless of outcomes. These marginalized women come from diverse backgrounds and includes; women with substance use and mental health issues; women who have experienced, or are experiencing, trauma and violence; immigrant and refugee women; women with disabilities; and women without legal status.</p>	<p>Diverse women and trans people experiencing homelessness and living with low, or no, incomes</p>
38	Social Planning Toronto	●	<p>Social Planning Toronto is a non-profit, charitable community organization that works to improve equity, social justice and quality of life in Toronto through community capacity building, community education and advocacy, policy research and analysis, and social reporting.</p>	<p>Racialized groups, people with low incomes, people with disabilities, people experiencing homelessness, seniors, and youth.</p>

#	Organization	Funded	About the Organization	People Engaged <small>*as described by organization</small>
39	Springtide Resources Inc., Ending Gender-based Violence	●	Springtide Resources is a registered charity that develops and implements programs aimed at responding to the growing prevention, intervention and educational needs of those working toward ending violence against women and their children.	People with disabilities from the established group Building Bridges Across Barriers (BABOB) and Non-Binary Group
40	St. Stephen's Community House	●	Creating opportunities and strengthening communities has been St. Stephen's motivating force for over fifty years. They work with individuals and communities primarily in downtown Toronto to identify, prevent and alleviate social and economic problems by developing and delivering a range of highly effective and innovative programs.	People with low incomes, people with mental health and addictions issues, people experiencing homelessness, immigrants, newcomers and youth

#	Organization	Funded	About the Organization	People Engaged <small>*as described by organization</small>
41	The 519	●	The 519 is committed to the health, happiness and full participation of the LGBTQ2S communities. A City of Toronto agency with an innovative model of Service, Space and Leadership, they strive to make a real difference in people’s lives, while working to promote inclusion, understanding and respect.	2SLGBTQ+ people including seniors, refugees and Indigenous peoples
42	The Housing Help Centre	●	The Housing Help Centre (THHC) is a registered non-profit agency whose mandate is to help people access and maintain affordable and safe market rent accommodation.	Ethno-cultural and racial minorities, immigrants and refugees, victims of domestic violence, people with disabilities, single parent families, single person households, seniors, youth, and Indigenous peoples

#	Organization	Funded	About the Organization	People Engaged <small>*as described by organization</small>
43	The Neighbourhood Organization	●	The neighbourhood organization is a community-based, multi-service agency providing a wide range of community services since 1985. They provide programs, services & activities to support low-income, marginalized and newcomer communities across Toronto in more than 50 languages and at no cost.	Immigrants, newcomers and racialized groups
44	The Redwood Shelter	●	The Redwood offers safety, healing and opportunities for growth for women and their children fleeing abuse. Families receive case management and counseling services from Resident Services Counselors, access to empowering and life-changing programs, and transitional support when they are ready to take the steps toward a new life.	Women and children with lived experiences of domestic violence
45	The Rooming House Project-Dixon Hall	●	The Rooming House Project (RHP), by Dixon Hall, in partnership with EcuHome, and Homes First Society is one of their newest initiatives in Housing Services, working with precariously housed populations. They have supported over 200 tenants in 23 rooming houses across the Cabbagetown neighbourhood. The project aims to build a better quality of life for tenants.	Rooming Housing Project tenants including people with mental health and addictions issues

#	Organization	Funded	About the Organization	People Engaged <small>*as described by organization</small>
46	Toronto Council Fire Native Cultural Centre	●	Toronto Council Fire Native Cultural Centre is an autonomous, vibrant cultural agency that involves and serves the Indigenous community with confidence for and commitment to their well-being. Their mandate is to provide counselling, material assistance and other direct services to First Nations people as well as to encourage and enhance spiritual and personal growth.	Indigenous peoples with disabilities, low income and experiences with homelessness
47	Unison Health and Community Services		Unison Health and Community Services provides programs and services to people of all ages, cultures and backgrounds. Their services are free, confidential and non-judgemental.	People with low incomes, seniors, and families
48	Waterfront Neighbourhood Centre	●	Waterfront Neighbourhood Centre (WNC) strives to engage all community members in an atmosphere of belonging, diversity and accessibility through their programs, services and facilities. As a cornerstone of the community, WNC also advocates for the needs of this ever changing neighbourhood.	Families of diverse racialized groups

#	Organization	Funded	About the Organization	People Engaged <small>*as described by organization</small>
49	West Neighbourhood House (5 sessions)	●	West Neighbourhood House enables less advantaged individuals, families and groups in the community to gain greater control over their lives and within their community.	Indigenous peoples, people who are experiencing homelessness, people with low incomes, and people with mental health and addiction issues
50	Weston Tenants Association	●	The Weston Tenants Association represents all residents in the Weston community. The community of Weston is, bordered by highway 401 to the north, the Humber River to the west, Jane Street to the east and Lawrence to the south. The convenience of this location is one of Weston's many strengths.	People with low incomes and racialized groups
51	Women Abuse Council of Toronto	●	The Woman Abuse Council of Toronto (WomanACT) works collaboratively to eradicate violence against women through community mobilization, coordination, research, policy, and education.	Women with lived experience of domestic abuse and homelessness

#	Organization	Funded	About the Organization	People Engaged <small>*as described by organization</small>
52	Women's Habitat of Etobicoke	●	Women's Habitat of Etobicoke is a community-based, feminist organization providing vital support to women and their dependents who are survivors of violence and poverty.	Women with lived experience of domestic abuse and homelessness
53	Woodgreen	●	WoodGreen is one of the largest social service agencies in Toronto, serving 37,000 people each year. Together they help people find safe, affordable housing, seniors live independently, internationally-trained professionals enter the job market, parents access childcare, children and youth access after-school programs, newcomers settle in to Canadian life, homeless and marginalized people get off the streets, youth find meaningful employment and training and provide a wide range of mental health supports.	Woodgreen properties tenants

Appendix C - Email Submissions and Proposals

Appendix C – Email Submissions and Proposals

There were 90 email submissions and proposals submitted as part of the HousingTO 2020-2030 Action Plan engagement process. These submissions were provided on behalf of organizations as well as individual residents of Toronto. All submissions are available upon request.

The list below highlights the organizational submissions received:

- Advocacy Centre for Tenants Ontario (ACTO)
- Association of Community Organizations for Reform Now (ACORN)
- Building Industry and Land Development (BILD)
- Centre for Equality Rights in Accommodation (CERA)
- ConveneTO
- Dwelling Room Preservation Policy Working Group
- Greater Toronto Apartment Association
- Maytree
- Planning Review Panel
- Power in Community
- Right2HousingTO
- Sienna Senior Living
- The Atmospheric Fund
- Toronto Alliance to End Homelessness (TAEH)
- Toronto Drop-in Network
- Toronto Real Estate Board (TREB)
- Toronto St. Paul's Tenant Associations Network (TSPTAN)
- Wellesley Institute

Appendix D - Meetings and Workshop Summaries

Appendix D – Meetings and Workshop Summaries

The following is organized according to the type of meeting/workshop listed below:

- Public Meeting Summaries
- Toronto Community Housing (TCHC) Meeting Summaries
- Indigenous Consultation Meeting Summaries
- Stakeholder Workshop Summaries

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Public Meeting #1 (Scarborough) – Summary Report

1. Meeting Details

Date: Wednesday, April 10, 2019

Location: Scarborough Civic Centre, Council Chambers, 150 Borough Dr, Toronto, ON, M1P 4N6

Time: 5:30pm – 8:30pm

2. Attendees

Members of the Public

- Approximately 45 people in attendance, 35 of whom signed in

Councillor Representation

- Deputy Mayor and Chair of Planning and Housing Committee, Ana Bailão, City of Toronto

3. Meeting Summary

Meeting Purpose

- Introduce the HousingTO: 2020-2030 Action Plan including background context, engagement approach, timing, and activities;
- Identify priority issues and themes, and build momentum around innovative housing solutions and outcomes;
- Provide an opportunity for interested residents to learn more about and discuss the issues related to housing;
- Ask residents to share their views on a vision for a new housing action plan;
- Answer community members' questions about the HousingTO: 2020-2030 Action Plan; and
- Highlight next steps.

Meeting Format

The meeting began at 5:30pm with an open house with four stations offering the public an opportunity to learn about the housing challenges, the HousingTO 2020-2030 Action Plan and consultation process, speak to City staff, the consultant team and facilitators, and share feedback. A project 'Backgrounder' document was provided to all participants, as well as a hard-copy of the public questionnaire for those who wanted to provide written feedback.

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The four stations comprised 12 panels total. The informational topics/feedback questions presented/asked at each were:

- Station 1 – About the Project
 - Housing Spectrum Overview
 - Housing Opportunities Toronto 2010-2020 Key Highlights
 - Project Background
 - Engagement Process and Timeline
- Station 2 – Housing Challenges
 - Toronto’s Housing Challenges Today
 - Toronto’s Housing Challenges Ahead
 - What are your current biggest concerns/challenges with housing in Toronto today?
- Station 3 – Feedback on Housing Supports and Initiatives, Priorities, and Investments
 - Housing Supports and Initiatives
 - What is working well?
 - What could be improved?
 - What priorities should the City consider for the next 10 years?
 - Given your identified priorities and innovative actions, should the City:
 - Invest less in housing?
 - Maintain the same level of investment?
 - Invest more in housing?
- Station 4 – Ideas to Improve Housing in Toronto
 - What new and innovative actions should the City take to make housing more affordable and more accessible to all?
 - Other than the City, what can you and other organizations/groups do to improve housing in Toronto?

Feedback was obtained through the following methods:

- Input during discussions and sticky notes at the ‘Housing Challenges’ station;
- Input during discussions and sticky notes and dot stickers at ‘Feedback on Housing Supports and Initiatives, Priorities, and Investments’ station; and
- Input during discussions and sticky notes at the ‘Ideas to Improve Housing in Toronto’ station.

A summary of the feedback collected at the public meeting through conversations and feedback panels is presented below.

[Meeting Presentation](#)

At 6:30pm, Zoie Browne, LURA Consulting, welcomed attendees, introduced the project team, and explained the context and purpose of the meeting. Deputy Mayor and Chair of the Planning and Housing Committee Ana Bailão then made a land acknowledgement and gave a few

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opening remarks before Sean Gadon, Executive Director, Housing Secretariat, gave a 20-minute presentation on the HousingTO engagement process, the City's role in housing, key highlights from the Housing Opportunities Toronto Action Plan 2010-2020, and current and anticipated housing challenges in Toronto. Following the presentation, the open house described above resumed until the adjournment of the public meeting at approximately 8:30pm.

4. Feedback Summary

This section presents the feedback received directly from meeting attendees, organized by station topic and then by sub-themes.

Housing Challenges/Concerns

Attendees touched upon a diverse array of housing challenges and concerns in their feedback:

Affordability

- Housing affordability was a consistent challenge noted by many participants across varying demographic and socioeconomic backgrounds
- One participant remarked that his family of five has trouble affording the high rent for their overcrowded one-bedroom apartment
- A participant said that they cannot afford to move from their current unit, which is in deteriorating condition
- Another attendee commented that the high cost of parking and auto insurance in Toronto is also a challenge for them personally

Tenants' Rights

- A major issue raised by several participants involved developers and landlords carrying out what were described as “renovictions” where they take advantage of tenants not knowing their rights in such situations
- One participant noted that insufficient tenant rights education and information in general was a current challenge
- Another participant noted that condominium units represent the vast majority of new housing being built in Toronto today and in recent years, tenants who rent these units do not enjoy the same rent protections, or tenants’ rights, under the Ontario Residential Tenancies Act (RTA) as tenants of purpose-built rental units
- One participant highlighted the phenomenon of rent increases due to illegal discrimination on the basis of income source, specifically the Toronto Transitional Housing Allowance Program (TTHAP)
- Another participant noted the importance of housing as a basic human right for all Torontonians

Maintenance

- A participant noted maintenance issues and deteriorating conditions in Toronto Community Housing (TCHC) units and buildings across the City
- It was raised by several attendees that repairs in rental buildings across Toronto are not being carried out by landlords (both private market rental landlords and TCHC) in a timely manner, and that tenants cannot afford to move elsewhere despite poor unit conditions

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Toronto Community Housing

A number of concerns regarding Toronto Community Housing specifically were noted, including:

- Poor building and unit conditions;
- ‘Corporate mismanagement’ and ‘dysfunctional leadership’;
- Unstable and insufficient funding; and
- Safety and security issues at TCHC properties.

Regulation & Enforcement

- There was frustration among some participants about perceived poor enforcement of anti-discrimination laws in housing and enforcement of illegal or improperly permitted development, as well as not enough regulation of housing and development in general
- It was noted by several attendees that existing regulations and zoning bylaws are not harmonized enough across the post-amalgamated Toronto

Other Challenges & Concerns

Participants spoke to several other challenges and concerns relating to housing in Toronto, including:

- A lack of understanding on the part of policymakers and decisionmakers of how people of colour experience poverty and homelessness differently
- Not enough mental health supports for those with undiagnosed conditions and those with substance addiction issues
- Poor planning for how student housing (particularly with the recent increased demand from international students) integrates with the surrounding housing landscape and impacts supply without enough newly built student housing units to meet demand
- Zoning changes in Scarborough enabling more housing demolitions and redevelopment
- The social impacts of affordable housing on existing residents
- The impact of Toronto’s residential growth and the connections to existing utilities, transit, and schools
- Housing funding being tied too much to politics and elections at all orders of government
- Market rental tenants or condo owners paying a disproportionate share of building maintenance fees to cover affordable rental tenants’ portions

Housing Supports & Initiatives

What’s Working Well

- One participant said that housing service providers’ follow-up support is good
- Another participant commented that tenant support programs provided by Toronto organizations like the Federation of Metro Toronto Tenants Associations are working well

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What Could Be Improved

- Several participants thought that rent supplement and allowance amounts, like the Toronto Transitional Housing Allowance Program (TTHAP), should be increased, and the variety of such programs should be expanded
- A few participants suggested that more rooming houses be licenced and more landlords monitoring be established
- Multiple participants requested greater accountability and stronger governance and customer service standards from TCHC and other subsidized housing providers in Toronto
- One participant asked for more shelters and supportive housing specifically for youth
- One participant suggested better screening of housing applicants (although it was unclear if this was referring to subsidized/TCHC or market housing)
- A few participants commented that there must be more information sharing, partnerships, and joint actions between and among all actors and sectors in housing (e.g. governments, landlords, non-profits/service providers, and tenants)

Investment Levels

All 9 participants who placed dot stickers indicated that they wanted the City of Toronto to invest more in housing over the next 10 years (as opposed to investing less or maintaining the current level of investment). However, some cautioned that if the City spends more money on housing, then it should only do so if:

- There is a return on the investment;
- Partnerships are formed to spend the money;
- More social housing and deeply affordable housing units are built with the money;
- City councillors declare housing an “essential service”;
- There is greater accountability and oversight of TCHC; or if
- The City engages the private sector to increase the supply of affordable housing.

Housing Priorities for the Next 10 Years

Participants noted the following priorities that need to be addressed in Toronto over the next decade:

- Increasing the supply of both ‘deeply’ affordable, supportive, and transitional housing units, including for seniors (e.g., rent-geared-to-income) and those with special needs
- Shortening the waitlist for subsidized housing
- Expanding the City of Toronto’s existing TCHC rent-to-own housing program
- Enforcing laws governing the relationships between landlords and tenants, and enforcing building safety codes (particularly for rooming houses)
- Increasing funding for volunteer citizen organizations and initiatives that support tenants’ rights

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- Enhancing equity by implementing a rights-based decision-making framework for housing policies and programs
- Piloting an innovative homeshare model for seniors, students, and immigrants
- Reforming TCHC
- Maintaining an effective housing referral and support system for vulnerable Torontonians
- Ensuring robust data gathering and accurate census counting to inform housing policies and programs and increase their effectiveness through better targeting. It was suggested that this data could also more accurately reveal the factors and chronology that lead to homelessness in Toronto

[Ideas to Improve Housing in Toronto](#)

In addition to the priorities identified above, meeting participants proposed many new and innovative actions to improve housing in Toronto between 2020 and 2030, most of which were directed at the City of Toronto specifically.

Ideas for the City of Toronto

- One participant suggested that developers and landlords should be incentivized to provide housing to vulnerable populations, including those receiving Ontario Works or Ontario Disability Support Program benefits. However, one participant noted that people have the right to live without discrimination and therefore developers and landlords should not be incentivized to rent to specific groups of people.
- Several participants suggested implementing rent control at the municipal level (if the province grants the City the jurisdiction to do so), and implementing rent control for all housing units
- One participant proposed creating a dedicated funding pool for deeply affordable housing, like those that exist for transit projects
- One participant suggested including people with lived experience and those who will be most directly affected by housing policy decisions more in the decision-making process
- One participant wanted to see universal design standards for new development implemented
- One participant recommended enhancing transit access and covered connections (i.e. for bad weather) with housing particularly for seniors
- It was suggested by a participant that financial assistance and incentives be provided to private homeowners to supply affordable housing units (e.g., dwelling rooms and basement suites)
- Several participants recommended harmonizing zoning bylaws across the amalgamated City of Toronto, implementing inclusionary zoning, and legalizing dwelling rooms citywide
- One participant suggested transferring more decision-making powers over property from individual landlords/building owners to the City

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- It was requested by a participant that the City keep the unique unit size needs of families in mind when developing housing policy
- One participant proposed moving more City jobs to Scarborough to relieve pressure on housing, transit, and roads downtown
- Using vacant municipal land to build subsidized housing and/or modular homes was an idea put forth by one participant
- One participant suggested that the City buy buildings and take over management of private market rental buildings currently managed by “slum landlords”
- One participant proposed not enforcing parking rules overnight since parking permits and fewer legal parking locations can be a barrier to affordability
- A few participants recommended designating more neighbourhoods as Neighbourhood Improvement Areas (NIAs) and subsidizing more housing units in Scarborough, especially in the northern and northeastern parts of the former borough
- Training more planners in the City in how to facilitate supportive housing in their work, and building stronger relationships between City staff and community organizations to connect people to appropriate housing services were ideas proposed by a few participants
- A few participants recommended legalizing zoning for smaller footprint housing forms (e.g. so-called tiny houses)
- Exploring how social enterprise partnerships and increasing competition in the building industry can help create more affordable housing were ideas suggested by a participant
- One participant suggested uniting multiple City divisions in an interdivisional effort to support affordable and supportive housing
- Enforcing RentSafeTO was requested by a participant

Ideas for Others

- A participant recommended that the City explore ways for the private and non-profit sectors to be more involved in creating affordable and supportive housing beyond what the City can do within its legal jurisdiction
- One participant suggested examining ways for the provincial government to get more involved (e.g. funding, regulation) in housing
- Facilitating alignment between all orders of government in housing matters, including standardizing the definition of “affordable housing” and incorporating location into the definition, was an idea brought forward by several participants
- A few participants recommended engaging in behavioural change techniques or behavioural economics to change the culture of planning and building housing in Toronto or, more generally, instilling a sense of civic responsibility among all Torontonians with regard to the issue of housing

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Public Meeting #2 (Etobicoke) – Summary Report

1. Meeting Details

Date: Thursday, April 18, 2019

Location: Etobicoke Civic Centre, Council Chambers, 399 The West Mall, Toronto, ON, M9C 2Y2

Time: 5:30pm – 8:30pm

2. Attendees

Members of the Public

- Approximately 20 people in attendance, 17 of whom signed in

3. Meeting Summary

Meeting Purpose

- Introduce the HousingTO: 2020-2030 Action Plan including background context, engagement approach, timing, and activities;
- Identify priority issues and themes, and build momentum around innovative housing solutions and outcomes;
- Provide an opportunity for interested residents to learn more about and discuss the issues related to housing;
- Ask residents to share their views on a vision for a new housing action plan;
- Answer community members' questions about the HousingTO: 2020-2030 Action Plan; and
- Highlight next steps.

Meeting Format

The meeting began at 5:30pm with an open house with four stations offering the public an opportunity to learn about the housing challenges, the HousingTO 2020-2030 Action Plan and consultation process, speak to City staff, the consultant team and facilitators, and share feedback. A project 'Backgrounder' document was provided to all participants, as well as a hard-copy of the public questionnaire for those who wanted to provide written feedback.

The four stations comprised 12 panels total. The informational topics/feedback questions presented/asked at each were:

- Station 1 – About the Project
 - Housing Spectrum Overview

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- Housing Opportunities Toronto 2010-2020 Key Highlights
- Project Background
- Engagement Process and Timeline
- Station 2 – Housing Challenges
 - Toronto’s Housing Challenges Today
 - Toronto’s Housing Challenges Ahead
 - What are your current biggest concerns/challenges with housing in Toronto today?
- Station 3 – Feedback on Housing Supports and Initiatives, Priorities, and Investments
 - Housing Supports and Initiatives
 - What is working well?
 - What could be improved?
 - What priorities should the City consider for the next 10 years?
 - Given your identified priorities and innovative actions, should the City:
 - Invest less in housing?
 - Maintain the same level of investment?
 - Invest more in housing?
- Station 4 – Ideas to Improve Housing in Toronto
 - What new and innovative actions should the City take to make housing more affordable and more accessible to all?
 - Other than the City, what can you and other organizations/groups do to improve housing in Toronto?

Feedback was obtained through the following methods:

- Input during discussions and sticky notes at the ‘Housing Challenges’ station;
- Input during discussions and sticky notes and dot stickers at ‘Feedback on Housing Supports and Initiatives, Priorities, and Investments’ station; and
- Input during discussions and sticky notes at the ‘Ideas to Improve Housing in Toronto’ station.
- Input during the impromptu discussion that took place in the Council Chambers following the presentation and Q&A session

A summary of the feedback collected at the public meeting through conversations and feedback panels is presented below.

Meeting Presentation

At 6:30pm, Zoie Browne, LURA Consulting, welcomed attendees, introduced the project team, and explained the context and purpose of the meeting. Sean Gadon, Director of the City of Toronto Affordable Housing Office, then made a land acknowledgement and a few opening remarks before giving a 20-minute presentation on the HousingTO engagement process, the City’s role in housing, key highlights from the Housing Opportunities Toronto Action Plan 2010-

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2020, and current and anticipated housing challenges in Toronto. Following the presentation, the open house described above resumed until the adjournment of the public meeting at approximately 8:30pm. At the request of participants for a more collaborative engagement process, many participants discussed their questions, challenges and ideas together in an open format with the project team.

4. Feedback Summary

This section presents the feedback received directly from meeting attendees, organized by station topic and then by sub-themes.

Housing Challenges/Concerns

Attendees touched upon a variety of housing challenges and concerns in their feedback:

Affordability

- Housing affordability was a consistent challenge noted by multiple participants
- One participant identified high mortgage rates as an affordability-related concern; another mentioned landlord carrying out what were described as “renovictions” where tenants are displaced from their homes as a means of increasing rents after renovations have been completed.

Housing Supply and Built Form

- One participant expressed concern over the market-driven nature of Toronto’s housing market
- Another participant remarked on increasing densities and mixed-uses [although it was unclear if this point was presented as a negative concern or a suggested action]
- One participant commented on the shortage of available land on which to build housing in Toronto
- One participant noted concerns with short term rentals such as AirBnB
- Another participant expressed concern over a lack of purpose-built rental units in Toronto
- Several participants signalled that a shortage of supportive housing and affordable housing specifically for adults with developmental disabilities are challenges

Housing Funding

- One participant was concerned that not enough money is being spent by the government on housing

Social Cohesion and Isolation

- The isolation of seniors and accessibility of housing were challenges identified
- One participant expressed concern over the perceived erosion of the sense of community in downtown neighbourhoods with the recent proliferation of luxury condominiums and diminishing stock of family-sized housing downtown

Housing Supports & Initiatives

What’s Working Well

- Housing is a priority issue for the City of Toronto government
- Street outreach workers are currently an effective support

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- One participant commented positively on stronger regulations and opposition with regard to “renovictions” (although it was not clear whose regulations and opposition the participant was referring to)

What Could Be Improved

- Eviction prevention services need to be easier to access
- Use of hotels as shelters should be reduced because they often make shelter users feel more vulnerable
- Communication around shelter space availability needs to be improved
- Create an online database for housing availability
- Inter-agency service coordination could be enhanced, and inter-ministerial collaboration increased
- Homeless Torontonians evicted from encampments should be housed immediately instead of accommodated in shelters
- A perceived culture of stigma and blame towards refugees and people with mental health challenges for the homelessness crisis should be eliminated
- Toronto’s housing support system should take a “housing first approach”
- Transitional housing should be expanded
- The dollar amount of needs-based rent subsidies should be increased
- Toronto Community Housing’s policy for transferring units should be more inclusive and attentive of tenants who don’t qualify for priority status
- Social housing applications should include a question that allows adults living with developmental disabilities to identify themselves
- More attention needs to be paid to addressing the housing needs of adults with developmental disabilities to prevent them from becoming or remaining homeless
- Integrate social housing lists with supportive housing lists (e.g. those managed by Developmental Services Ontario and The Access Point)

Investment Levels

All 7 participants who placed dot stickers indicated that they wanted the City of Toronto to invest more in housing over the next 10 years (as opposed to investing less or maintaining the current level of investment). No supplementary comments on these opinions were provided.

Housing Priorities for the Next 10 Years

Participants noted the following priorities that need to be addressed in Toronto over the next decade:

- Treating housing as a human right and homelessness as a crisis
- Prioritizing rental and social housing over other tenure models (e.g. ownership)
- Securing accountability mechanisms [for whom it was not clear]
- Setting timelines for housing decisions and their implementation
- Accommodating refugees

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- Investing in supportive and transitional housing [20,000 units was suggested]
- Using existing resources to maintain current housing stock before building new stock
- Repairing and maintaining the existing City-owned housing stock, while increasing the quality of these repairs and better planning for maintenance
- Enhancing supports for homeless Torontonians
- Designating a percentage of new housing for adults with developmental disabilities
- Prioritizing the construction of purpose-built rental units over condominium units, and increasing the affordability of rental housing
- Practicing environmental sustainability in the housing sector

Ideas to Improve Housing in Toronto

In addition to the priorities identified above, meeting participants proposed many new and innovative actions to improve housing in Toronto between 2020 and 2030, most of which were directed at the City of Toronto specifically.

Ideas for the City of Toronto

- **Affordability**
 - Defining a range of affordability instead of a single figure so that it better suites low-income families and people on fixed incomes
 - Basing the definition of affordability on a percentage of average household income in Toronto
 - Amending rent control legislation to apply in between occupancy of a vacating and new tenant
- **Regulation and Enforcement**
 - Licencing all landlords
 - Legalizing rooming houses citywide
 - Making it easier to build secondary suites and loosening bylaws on constructing laneway housing
 - Protecting rental tenants' tenures
 - Harnessing the power of inclusionary zoning to provide more deeply affordable housing
- **Housing Supply**
 - Building more rental housing stock, especially purpose-built rental stock
 - Investing in "missing middle" housing, both middle-density and mid-range affordability for the shrinking middle class
 - Facilitating the building of affordable housing near transit
 - Facilitating more homeshare options, particularly for seniors
 - Prioritizing non-profit and community-based housing organizations over large private developers
 - Incentivizing developers to build a wider variety of floor plans and unit sizes
 - Building more social housing and repair existing TCHC properties

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- Designating portions of newly constructed permanent housing buildings for adults with developmental disabilities as opposed to concentrating housing that meets their needs in the crisis support end of the housing spectrum
- Housing Funding
 - Placing a land transfer tax on home sellers
 - Raising property taxes and taxes on high income earners to fund affordable housing
 - Placing a tax on empty units
 - Funding non-profit housing providers
 - Creating a publicly owned real estate investment trust (REIT) that would allow the public to invest in publicly funded housing
- Housing Supports
 - Increasing outreach for Torontonians with mental health challenges or who are isolated
 - Funding eviction prevention, housing stabilization programs, and the legal representation of tenants
 - Provide a range of safe emergency housing options beyond shelters
 - Developing community-based housing responses
 - Amending the “3 refusal” rule for social housing such that if a person is presented with a housing placement but refuses it on grounds that they do not have the proper supports in place, then it does not count against them as a refusal
 - Increasing access to portable housing allowances
 - Making the social housing waitlist needs-based rather than chronological in priority
 - Closer and more frequent communication between TCHC management and tenants (e.g. monthly update meetings facilitated by TCHC staff)
- Accessibility
 - Consider accessibility needs beyond physical accessibility in housing, such as sensory needs, internet access to reach support services, meeting fire codes while keeping housing units accessible
 - Incentivizing aging-in-place and providing grants for necessary physical retrofits to facilitate aging-in-place
 - Requiring both high- and low-tech accommodations for accessibility needs in new housing units (e.g. push-button locks, automatic doors, safe appliances, etc.)
- Data Gathering
 - Counting people with developmental disabilities in homelessness counts

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Ideas for Others

- Affordability
 - Creating flexible rent-to-own plans for seniors and people with low incomes
- Society and Culture
 - Combating so-called “NIMBYism”, including through stories of those with lived experience of housing challenges or homelessness
 - Treating housing as a human right
 - Creating strong neighbourhood organizations
 - Respecting individuals’ long-term goals to either own or not own property
- Housing Supports
 - Increasing access to case management and eviction prevention supports
 - Increasing landlord and tenant education (like programs already provided by the Center for Equality Rights in Accommodation)
 - Working to reduce the waitlist for adults in the developmental disability community by 50% by 2022
 - Reforming the Landlord Tenant Board (LTB)
- Housing Supply
 - Incentivizing homeowners to create secondary suites and keep their rents affordable. Creating a “how-to” guide to make the process less daunting
 - Increasing the supply of housing units so that subsidies and portable housing allowances can actually be used; availability today is too limited
 - Encouraging public-private partnerships (P3s) to increase the stock of long-term care beds
 - Restricting the number of condominium units that can be built at market value
 - Homebuilders and developers using efficient, low-cost designs and technology to build modular/pre-fabricated affordable housing
 - Adding green spaces on the roofs of new buildings and in neighbourhoods
 - Building more mixed-income, mixed-use rental housing, and ensuring there are affordable units in all new developments
 - Examining the pervasiveness and impacts of foreign ownership of housing in Toronto
- Housing Funding
 - Creating more community-based land trusts (like the Parkdale Neighbourhood Land Trust)
 - Forming partnerships with housing agencies similar to the Reena Community Residence in Thornhill whereby the market rent from tenants without disabilities subsidize the rent of other tenants in the building with developmental disabilities (<http://www.reena.org/about/reena-community-residence/>)
 - Reducing the funding burden of housing that the province currently has downloaded onto the City of Toronto

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Public Meeting #3 (Metro Hall) – Summary Report

1. Meeting Details

Date: Tuesday April 30, 2019

Location: Metro Hall, Rooms 308/309, 55 John St, Toronto, ON M5V 3C6

Time: 5:30pm-8:30pm

2. Attendees

Members of the Public

- Approximately 64 people in attendance, 50 of whom signed in

3. Meeting Summary

Meeting Purpose

- Introduce the HousingTO: 2020-2030 Action Plan including background context, engagement approach, timing, and activities;
- Identify priority issues and themes, and build momentum around innovative housing solutions and outcomes;
- Provide an opportunity for interested residents to learn more about and discuss the issues related to housing;
- Ask residents to share their views on a vision for a new housing action plan;
- Answer community members' questions about the HousingTO: 2020-2030 Action Plan; and
- Highlight next steps.

Meeting Format

The meeting began at 5:30pm with an open house with four stations offering the public an opportunity to learn about the housing challenges, the HousingTO 2020-2030 Action Plan and consultation process, speak to City staff, the consultant team and facilitators, and share feedback. A project 'Backgrounder' document was provided to all participants, as well as a hard-copy of the public questionnaire for those who wanted to provide written feedback.

The four stations comprised 12 panels total. The informational topics/feedback questions presented/asked at each were:

- Station 1 – About the Project
 - Housing Spectrum Overview

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- Housing Opportunities Toronto 2010-2020 Key Highlights
- Project Background
- Engagement Process and Timeline
- Station 2 – Housing Challenges
 - Toronto’s Housing Challenges Today
 - Toronto’s Housing Challenges Ahead
 - What are your current biggest concerns/challenges with housing in Toronto today?
- Station 3 – Feedback on Housing Supports and Initiatives, Priorities, and Investments
 - Housing Supports and Initiatives
 - What is working well?
 - What could be improved?
 - What priorities should the City consider for the next 10 years?
 - Given your identified priorities and innovative actions, should the City:
 - Invest less in housing?
 - Maintain the same level of investment?
 - Invest more in housing?
- Station 4 – Ideas to Improve Housing in Toronto
 - What new and innovative actions should the City take to make housing more affordable and more accessible to all?
 - Other than the City, what can you and other organizations/groups do to improve housing in Toronto?

Feedback was obtained through the following methods:

- Input during discussions and sticky notes at the ‘Housing Challenges’ station;
- Input during discussions and sticky notes and dot stickers at ‘Feedback on Housing Supports and Initiatives, Priorities, and Investments’ station; and
- Input during discussions and sticky notes at the ‘Ideas to Improve Housing in Toronto’ station.
- Input during the impromptu discussion that took place in the Council Chambers following the presentation and Q&A session

A summary of the feedback collected at the public meeting through conversations and feedback panels is presented below.

Meeting Presentation

At 6:30pm, Zoie Browne, LURA Consulting, welcomed attendees, introduced the project team, and explained the context and purpose of the meeting. Deputy Mayor Ana Bailao, Chair of the HousingTO External Advisory Committee, then made a land acknowledgement and a few opening remarks before Sean Gadon, Executive Director of the City of Toronto Housing Secretariat, gave a presentation on the HousingTO engagement process, the City’s role in

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housing, key highlights from the Housing Opportunities Toronto Action Plan 2010-2020, and current and anticipated housing challenges in Toronto. Following the presentation, the open house described above resumed until the adjournment of the public meeting at approximately 8:30pm. At the request of participants for a more collaborative engagement process, many participants discussed their questions, challenges and ideas together in an open format with the project team at round tables facilitated by City and LURA staff.

4. Feedback Summary

This section presents the feedback received directly from meeting attendees, organized by station topic and then by sub-themes.

Housing Challenges/Concerns

Attendees touched upon a variety of housing challenges and concerns in their feedback:

Affordability

- Housing affordability was a consistent challenge noted by many participants
- Participants noted that home sharing should be encouraged but were simultaneously concerned about its affect on affordable housing
- Participants suggested that increased regulation on rent prices were needed but are concerned about how the benchmark prices are being derived and do not represent what is truly affordable
- Many participants expressed the need to regulate short term rentals to limit their influence on rent prices

Housing Supply and Built Form

- Many participants commented on the shortage of affordable housing available and the need to preserve existing affordable housing
- Many participants raised concerns about the increase of short-term rentals in the City reducing the availability of affordable housing
- Several participants raised concerns about the availability of affordable housing that take into consideration aging residents and residents with accessibility needs
- Several participants noted than an increase of Co-operative housing is needed in the city
- Another participant noted the importance of housing as a basic human right for all Torontonians
- Participants suggested reallocating green space in the city for community gardens to improve quality of life and provide health benefits for residents
- Participants suggested that future affordable housing should consider sustainable housing options with plenty of green space and the City should consider making existing affordable housing more sustainable
- Several participants were concerned about the quality of affordable housing. Related to this, they were concerned about holding property management accountable for repairs and maintenance
- Participants expressed concern that shelters were not a long-term solution to the shortage of affordable housing the City

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Tenant and Landlord Support

- Participants noted that there is limited access to resources and support for tenants in affordable housing. Related to this, participants were concerned that tenants are not fully aware of their tenant rights and the legal support and resources available to them
- Some participants were concerned about landlords with limited resources and suggested the City facilitate opportunities for them to work together
- Participants commented on lack of legal support for tenants who are facing “renovictions”

Social Cohesion and Isolation

- Several participants were concerned about creating a sense of community in affordable housing to reduce the number of residents experiencing isolation
- Related to this, many participants suggested establishing community hubs and facilitating opportunities for the community to socialize such as community gardens to improve access to resources and to connect residents to support (i.e. connecting communities to existing organizations)
- Several participants were concerned about the security in affordable housing
- Many participants suggested that more mixed income communities as a strategy to reduce isolation

Education and Awareness

- Many participants were concerned that consultation regarding affordable housing was not being carried out with the appropriate groups. They suggested more consultation with residents in the community due to their first-hand experiences and knowledge of the community. Related to this, participants suggested consultation and collaboration with a variety of organizations that specialize in supporting communities and residents.
- Several participants noted that accessing information and services through the City’s system was a challenge. They suggested that demystifying the system for residents through offering a database of available support could improve access to available resources
- Participants were concerned that not enough was being done by the City to educate the broader public about affordable housing and the challenges

Housing Supports & Initiatives

What’s Working Well

- Tenant councils are helping to ensure that tenants’ voices are heard
- A strong network of support from organizations and workers
- There is high public awareness about affordable housing in Toronto
- The increased coordination amongst housing tenure producers
- The increased support for people to navigate the system

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- A participant commented that TCHC was working well because it currently has good accountability mechanisms to the public and they noted that they prefer more funding to be allocated to TCHC than for non-profits and co-ops

What Could Be Improved

- Increase eviction prevention measures and address concerns related to “renovictions”
- Redefine affordable housing and rent costs based on the cost of living and income rates
- Holding landlords accountable to quality of rental units and regularly reviewing and inspecting units
- Public outreach about affordable housing to increase public education and awareness
- Address concerns surrounding short term rentals eroding the availability of rental units
- Improve Housing Connections application process by switching to an online portal as mail is not accessible to those without a permanent address
- Increased oversight on housing grant funding to ensure funding is being used to address tenants’ needs
- Increase education for tenants on tenants’ rights and improve access to resources and support to improve living conditions for tenants
- Prioritize building affordable housing as supply is currently not enough
- Increase tenant representation at TCHC
- Regular tenant meetings can improve living conditions and address ongoing concerns in the community

Investment Levels

All 26 participants who placed dot stickers indicated that they wanted the City of Toronto to invest more in housing over the next 10 years (as opposed to investing less or maintaining the current level of investment). Supplementary comments on these opinions were provided which are described below:

- More investment in RGI’s is needed
- Consider the impact of reallocating existing funds
- More investment in non-profit or city owned housing
- Invest in a spectrum of housing that suits the wide variety of needs

Housing Priorities for the Next 10 Years

Participants noted the following priorities that need to be addressed in Toronto over the next decade:

- Increase the availability of affordable housing to address long term issue of housing instead of establishing more shelters
- Establish regulation and policies regarding rooming houses and dwelling rooms

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- Consider how climate change will have an impact on affordable housing and designing affordable housing that is sustainable
- Address security concerns regarding housing tenure
- Increase density in areas with single family zoning
- Enhancing equity by implementing a rights-based approach to decisions related housing
- Increase control and regulation on short term rental market
- Establish a social support system within affordable housing communities
- Redefine affordable because it currently defined by the market but it should be defined by residents
- Focus on youth homelessness to prevent homelessness
- Establishing community land trusts that are led by the community

Ideas to Improve Housing in Toronto

In addition to the priorities identified above, meeting participants proposed many new and innovative actions to improve housing in Toronto between 2020 and 2030, most of which were directed at the City of Toronto specifically.

Ideas for the City of Toronto

- Several participants suggested increasing the availability of affordable housing by building more RGI units, more co-operative housing, providing more supportive housing, and building more multi-unit homes for rentals. Related to this, a participant suggested allocating funding from raising property taxes to fund these new units.
- One participant suggested that addressing homelessness at an early state in vulnerable groups should be a focus for the City
- One participant commented on the need for increased regulation of tenant eviction measures such as renovictions and addressing what they referred to as the ‘ghost hotel market’
- One participant emphasizes the need for a large-scale systemic change in order to fully address the housing problem
- Several participants suggested drawing on successful experiences from other cities about building co-operative housing on public land and one participant suggested inviting experts to increase public education and awareness about this issue
- Several participants commented about the role of TCHC. Participants noted that they want to see TCHC be strengthened, be more involved, and operate as an independent non-profit. Related to this, one participant suggested that ‘Tenants First’ be eliminated to avoid destroying TCHC
- One participant suggested that the City of Toronto sell THC units to non-profit housing organizations
- Some participants suggested that AirBnBs be regulated or eliminated to address related illegal activities and regulate their impact on available housing in the City

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- Several participants suggested that the City needs more industrial mixed-use other than retail space to prevent the collapse of the speculative tax base. Related to this, a participant suggested that an increase of multi-purpose inclusive zoning was needed with a concurrent reduction of single-family zoning in the City
- One participant suggested building more housing that considers the annual income of younger generations who are just entering the work force and support them in being able to afford housing
- One participant suggested the City take a different investment approach to provide funding for affordable housing as tax dollars are limited. Related to this, one participant suggested that overall funding for affordable housing should be increased.
- One participant commented that the overall price of housing per month should be decreased
- A small number of participants suggested that more flexible income criteria and tenure types be considered to address a variety of needs and to make affordable housing more accessible
- One participant suggested reinstating rent control for previously unoccupied units. Related to this, one participant suggested more regulation for rental rates to more accurately reflect the present size and value of physical amenities.
- One participant suggested that TCH branding be avoided to remove stigma of affordable housing
- One participant commented that dedicated and coordinated efforts were needed to help with navigating the availability of housing
- One participant suggested using section 37 funds to provide funding to increase the number of affordable housing units
- Several participants suggested taxing empty housing units
- One participant suggested a better system was needed to support for purpose-built rental development
- One participant suggested removing the income eligibility criteria
- Several participants suggested retrofitting old units and buildings
- One participant suggested that future affordable housing be built with abundant green space and designed in a way to reduce energy consumption
- One participant suggested agreements between new development to provide a certain portion of affordable rental units or co-op units
- One participant suggested that vacant public land should be made available for affordable housing development and to simplify approval processes
- One participant suggested that affordable housing units be built to fully accommodate accessibility needs of all residents

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Ideas for Others

- One participant noted that citizen opposition would delay new affordable housing developments
- One participant suggested that non-profits should operate more housing
- One participant suggested that community consultation include consultation with the Community Land Trust
- One participant suggested that TCHC should be overseen by the Provincial government
- Several participants commented that there was a larger role for Provincial and Federal governments. Related to this, one participant suggested that other orders of government should provide more support regarding affordable housing
- One participant noted that housing helped to remove individuals from isolation. Related to this, the participant added that housing is an opportunity to provide individuals a community and support
- One participant suggested that developers provide affordable rental units
- One participant suggested that affordable housing units remove age restrictions
- One participant suggested leveraging not for profit land and buildings
- One participant suggested that the City facilitate more opportunities for smaller landlords and housing providers to work together
- One participant suggested implementing design regulations of new developments to provide open public space and open commercial on the ground floor to animate the street level
- One participant suggested that increased education for tenants on tenants' rights
- One participant suggested making the community feel like their voices are being heard and their perspectives are being represented throughout this process

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Public Meeting #4 (North York) – Summary Report

1. Meeting Details

Date: Wednesday, May 3, 2019

Location: North York Civic Centre, Council Chambers, 5100 Yonge St, Toronto, ON, M2N 5V7

Time: 5:30pm – 8:30pm

2. Attendees

- Approximately 22 people in attendance, 18 of whom signed in

3. Meeting Summary

Meeting Purpose

- Introduce the HousingTO: 2020-2030 Action Plan including background context, engagement approach, timing, and activities;
- Identify priority issues and themes, and build momentum around innovative housing solutions and outcomes;
- Provide an opportunity for interested residents to learn more about and discuss the issues related to housing;
- Ask residents to share their views on a vision for a new housing action plan;
- Answer community members' questions about the HousingTO: 2020-2030 Action Plan; and
- Highlight next steps.

Meeting Format

The meeting began at 5:30pm with an open house with four stations offering the public an opportunity to learn about the housing challenges, the HousingTO 2020-2030 Action Plan and consultation process, speak to City staff, the consultant team and facilitators, and share feedback. A project 'Backgrounder' document was provided to all participants, as well as a hard-copy of the public questionnaire for those who wanted to provide written feedback.

The four stations comprised 12 panels total. The informational topics/feedback questions presented/asked at each were:

- Station 1 – About the Project
 - Housing Spectrum Overview
 - Housing Opportunities Toronto 2010-2020 Key Highlights

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- Project Background
- Engagement Process and Timeline
- Station 2 – Housing Challenges
 - Toronto’s Housing Challenges Today
 - Toronto’s Housing Challenges Ahead
 - What are your current biggest concerns/challenges with housing in Toronto today?
- Station 3 – Feedback on Housing Supports and Initiatives, Priorities, and Investments
 - Housing Supports and Initiatives
 - What is working well?
 - What could be improved?
 - What priorities should the City consider for the next 10 years?
 - Given your identified priorities and innovative actions, should the City:
 - Invest less in housing?
 - Maintain the same level of investment?
 - Invest more in housing?
- Station 4 – Ideas to Improve Housing in Toronto
 - What new and innovative actions should the City take to make housing more affordable and more accessible to all?
 - Other than the City, what can you and other organizations/groups do to improve housing in Toronto?

Feedback was obtained through the following methods:

- Input during discussions and sticky notes at the ‘Housing Challenges’ station;
- Input during discussions and sticky notes and dot stickers at ‘Feedback on Housing Supports and Initiatives, Priorities, and Investments’ station; and
- Input during discussions and sticky notes at the ‘Ideas to Improve Housing in Toronto’ station.
- Input during the roundtable discussions that took place following the presentation and Q&A session

A summary of the feedback collected at the public meeting through conversations and feedback panels is presented below.

Meeting Presentation

At 6:15pm, Zoie Browne, LURA Consulting, welcomed attendees, introduced the project team, and explained the context and purpose of the meeting. Erik Hunter, City of Toronto Housing Secretariat, then made a land acknowledgement and a few opening remarks before giving a presentation on the HousingTO engagement process, the City’s role in housing, key highlights from the Housing Opportunities Toronto Action Plan 2010-2020, and current and anticipated housing challenges in Toronto. Following the presentation, the open house described above

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resumed. Participants were invited to discuss their questions, challenges and ideas together in small roundtable discussions or at display panel stations until the adjournment of the public meeting at approximately 8:30pm.

4. Feedback Summary

This section presents the feedback received directly from meeting attendees, organized by station topic and then by sub-themes.

Housing Challenges/Concerns

Attendees touched upon a variety of housing challenges and concerns in their feedback which include:

Affordability and Access to Housing

- One participant said that the City’s definition of affordability being tied to the market rather than income is problematic
- A participant commented on the difficulty Millennials and members of Generation Y face in affording home ownership
- Another attendee remarked that Toronto’s middle class is also increasingly facing issues of accessing suitable and affordable housing, not just those who are traditionally perceived to be the most vulnerable and marginalized

Housing Funding and Supports

- One participant perceived a lack of coordination between different orders of government in the area of housing funding and support programs

Governance

- An attendee commented that the City having significantly less power and decision-making authority in the realm of housing when compared to the province is a current issue

Homelessness and Precarious and Unsuitable Housing

- Several participants expressed concern over the current state of homelessness in Toronto. One attendee expanded upon this point, perceiving that the current capitalist economic model perpetuates homelessness
- An attendee expressed concern for women and children in Toronto who wish to flee domestic violence but risk their lives staying in their current housing because there is no alternate housing for them to escape to
- One participant highlighted low-income and other vulnerable residents who often have no choice but to live with roommates in unsuitable living conditions

Culture and Attitudes

- Several participants noted a perceived lack of civic responsibility and a so-called “NIMBY” mentality in Toronto that prevents Torontonians from moving forward in a collective and compassionate way to solve the housing crisis

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Housing Supply and Built Form

- A participant identified real estate insiders and foreign investors flipping homes as a current issue
- Another attendee remarked upon empty housing units being used as investments without an occupant as a challenge
- One attendee identified the proliferation of short-term rental units as a current issue
- One participant perceived the number of low-density units in the current housing stock is too high and not effectively meeting the current demand for housing
- An attendee expressed concern over a perceived oversupply of luxury condominium units when compared to more basic condominiums
- Another participant expressed concern over the number of so-called “monster houses” being built in Toronto
- A participant perceived that the City is more interested in profiting from land sales to developers than building affordable housing on City-owned land
- A participant said that current residential density levels are not high enough to support the level of transit that is currently needed in Toronto
- An attendee expressed concern that Toronto’s constantly growing population is too high to be successfully accommodated by the current housing supply

Housing Supports & Initiatives

What’s Working Well

Participants noted that existing supportive housing organizations provide 5,000 individuals with safe and affordable housing, and that partnerships between Toronto Community Housing and mental health agencies are also working well.

What Could Be Improved

One participant commented that the efficiency of service delivery could be improved with higher density supportive housing but only with lower property tax rates to match those of low-density property owners. A participant suggested implementing place-based supportive housing and expanding it within TCHC by leveraging their vacant units. Another participant wanted to see more women-centred supportive housing, and another said that supportive housing for people with mental health and substance use issues could be improved. Others said that more funding is needed for supportive housing and portable housing subsidies, and that waitlists need to be reduced. One participant recommending learning from and integrating international models for supportive housing here in Toronto.

Investment Levels

8 of the 9 participants who placed dot stickers indicated that they wanted the City of Toronto to invest more in housing over the next 10 years (as opposed to investing less or maintaining the current level of investment). One of the 9 participants placed a dot sticker to indicate that they

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wanted the City to maintain the same level of investment in housing over the next 10 years. No supplementary comments on these opinions were provided.

Housing Priorities for the Next 10 Years

Participants noted the following priorities that need to be addressed in Toronto over the next decade:

- Increasing the density of Toronto’s so-called “Yellow Belt”
- Significantly increase Toronto’s housing supply, focusing on higher density housing
- Assist low-to-moderate Torontonians in both owning and renting their homes
- Restrict short-term rentals
- Building new housing in areas less prone to natural disasters
- Incentivizing developers to build larger condominium units (e.g. 2, 3, 3+ bedrooms)
- Investing in more transit to support more higher density housing development
- Building housing with the needs of seniors in mind, both at the unit and the neighbourhood scale (e.g. reducing physical barriers and increasing proximity to services and shops)
- Focusing on increasing housing affordability, but not at the expense of accessibility
- Ensuring that new housing stock is durable, high-quality, and built to last
- Increasing the amount of park and recreation space
- Advocating to the province for municipal rent control powers
- Continuously incorporate the input of Torontonians in the housing planning process

Ideas to Improve Housing in Toronto

In addition to the priorities identified above, meeting participants proposed many new and innovative actions to improve housing in Toronto between 2020 and 2030, most of which were directed at the City of Toronto specifically.

Ideas for the City of Toronto

- Affordability
 - Expanding rent-to-own programs
- Regulation and Enforcement
 - Enforcing rent control
 - Working around provincial limits to integrated zoning
 - Giving landlords more rights to deal with issues they encounter in managing their units
 - Moderating intensification and increasing densities across Toronto
 - Restricting the construction of so-called “monster homes”
 - Zoning for the construction of mid-rise residential buildings on major arteries
 - Upzoning low-density areas
 - Regulating investors’ acquisitions of low-income rental buildings
 - Allowing long-term care homes to be converted to other uses

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- Streamlining the approval process to construct supportive housing
- Housing Supply
 - Setting inclusionary zoning targets for deeply affordable housing to 20%
 - Rezoning former industrial and commercial lands to residential to facilitate the construction of more housing
 - Constructing more affordable housing units for singles receiving Ontario Disability Support Program (ODSP) benefits
 - Accelerating the construction of new shelter beds within existing supportive housing facilities and ensuring that new shelter beds are easily convertible to supportive housing beds
 - Focusing on the construction of dedicated supportive housing buildings
 - Expanding ownership housing as a potential way to increase competition and reduce rents and property costs
 - Using public land to construction exclusively non-profit housing
 - Encouraging more housing investors to invest in the construction of purpose-built rental housing
 - Expanding co-operative housing
- Transportation
 - Integrating public transportation planning with the planning of housing
- Housing Funding
 - Explore new funding models for housing
 - Implementing an affordable housing levy similar to the one that exists in Seattle
 - Increasing funding for social housing
 - Increasing funding to fight so-called “renovictions”
 - Increasing tax rates to fund housing and infrastructure
 - Using revenues from an empty homes or speculation tax to fund shelters or rent supplements
 - Leveraging social finance for the development of affordable housing
 - Creating sound fiscal policy to avoid the City’s reliance on zoning- and development-based revenues
 - Providing interest-free loans for organizations to buy land on which to construct co-operative housing
 - Implementing more pay-per-use schemes for using municipal infrastructure and services and harnessing the revenues to construct affordable housing
- Housing Supports
 - Providing on-site support services within supportive housing for people with episodic and developmental disabilities
- Partnerships
 - Expanding partnerships with non-profit organizations, government unions, and retirement funds

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- Encouraging private investors and the City or other orders of government to participate in joint housing ventures
- Determining how the National Housing Strategy integrates with the HousingTO 2020-2030 Action Plan

Ideas for Others

- Regulation and Enforcement
 - Making trading real estate on the stock market illegal
 - Increasing policy barriers towards buying real estate for investment purposes
- Housing Supports
 - Implementing the supportive housing strategies of TAEH, CMHA, and the Wellesley Institute
- Housing Supply
 - Being bold with targets and looking to cities around the world as case studies for rapid construction of housing units
- Partnerships
 - The provincial government taking greater responsibility for funding and constructing affordable housing in the GTA
- Housing Funding
 - Providing interest deductions and credits on taxes as incentives for first time homebuyers and homeowners living in and renting part of their homes at below-market rents

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Toronto Community Housing (TCHC) Meeting #1: Summary Report

1. Meeting Details

Date: May 7, 2019

Location: 65 Greencrest Circuit, Scarborough

Time: 6:30pm – 8:30pm

2. Meeting Summary

An open house was hosted that welcomed Toronto Community Housing (TCHC) residents and members of the public to share feedback about challenges and ideas for housing in Toronto to inform the development of the HousingTO 2020-2030 Action Plan. The meeting consisted of a brief context presentation as well as facilitated discussions between the Project Team and participants. The purpose of the meeting was to:

- Provide an overview of the purpose of the HousingTO 2020-2030 Action Plan; and
- Gather information, ideas, opinions, and insights from TCHC residents and members of the public to inform the development of the HousingTO 2020-2030 Action Plan

Approximately 26 people attended the open house.

3. Feedback Summary

This section presents the feedback received directly from meeting attendees and has been organized by theme. Two major themes were discussed; (1) Challenges and Barriers and (2) Ideas and Innovations. This summary is not intended to be a verbatim dictation, but instead an overview summary of feedback.

Challenges and Barriers

Supply

- There is not enough affordable housing in Toronto.
- The City has not invested enough in the development of additional affordable housing units. As a result, the waitlist has rapidly expanded.
- More long-term care facilities are needed.

Affordability

- Housing prices and rents in Toronto are becoming increasingly out of reach for the average person. With both rents and the cost of a mortgage rapidly increasing, it has become impossible for people to save for a down payment.

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- The definition of “affordable” used for TCHC buildings is tied to market value, which, due to the inflation of the housing market, is not all that affordable. There is also no cap to this definition of affordability, which means TCHC rents are also increasing.

State of Repair

- Many TCHC properties need repair and upgrades.
- Necessary building elements, such as elevators, are regularly broken.
- Issues such as pest infestation are common.
- Aging towers are an increasing liability to the City.

Ideas and Innovations

Affordability

- The City should redefine affordability in a way that protects the affordability of social housing.
- Rent-geared-to-income (RGI) should be expanded, not reduced. RGI has worked well for many residents, especially those on fixed income.
- Government programs should be developed to assist people in affording their first mortgage.

Private Sector Contributions

- The City should mandate that all new multi-unit developments include affordable units. One to two percent of the development should be affordable. Other considerations could be that some units are affordable, and some are RGI. The developer could also choose if they build the units in their development or pay into a pot.
- TCHC should establish partnerships with corporations located near TCHC buildings such as grocery stores, banks, and other stores. Residents spend lots of money at these businesses and they could afford to give back to fund repairs and maintenance.
- New developments should have businesses on the first floor to help cover the costs of operations and maintenance. The businesses should also be useful to residents such as clinics, daycares, etc.

Non-Profit Capacity

- Incentivize non-profit organizations to develop and manage new co-operatives.

State of Repair

- Create a program where TCHC buildings can create reserves, like condos, so that repairs and maintenance can be funded and buildings do not fall into disrepair.
- The City should focus on maintaining its existing properties.

Additional Ideas

- While a ten-year action plan is a good idea, identify immediate or short-term actions that can be taken to address affordability.

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Toronto Community Housing (TCHC) Meeting #1 Summary Report

- Develop a plan to house refugees. It's not fair to bring people in and then not have housing solutions for them. Motel and hotel rates are not an adequate solution.
- Develop a program where prospective tenants of a new affordable rental building can put money forward to fund the construction of the building like what is done for private condominium development.
- Standardize the size of affordable rental units.
- Activate all municipal surplus lands for affordable rental buildings within the new ten year plan.
- Mandate accessibility in all new developments. Universal design should be mandatory.
- Develop more long-term care homes to accommodate the City's aging population.
- Consider co-housing opportunities (e.g., students living with seniors).

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Toronto Community Housing (TCHC) Meeting #2: Summary Report

1. Meeting Details

Date: May 14, 2019

Location: 495 Wilson Avenue, North York

Time: 6:30pm – 8:30pm

2. Meeting Summary

An open house was hosted that welcomed Toronto Community Housing (TCHC) residents and members of the public to share feedback about challenges and ideas for housing in Toronto to inform the development of the HousingTO 2020-2030 Action Plan. The meeting consisted of a brief context presentation as well as facilitated discussions between the Project Team and participants. The purpose of the meeting was to:

- Provide an overview of the purpose of the HousingTO 2020-2030 Action Plan; and
- Gather information, ideas, opinions, and insights from TCHC residents and members of the public to inform the development of the HousingTO 2020-2030 Action Plan

Approximately 16 people attended the open house.

3. Feedback Summary

This section presents the feedback received directly from meeting attendees and has been organized by theme. Two major themes were discussed; (1) Challenges and Barriers and (2) Ideas and Innovations. This summary is not intended to be a verbatim dictation, but instead an overview summary of feedback.

Challenges and Barriers

Supply

- Demand for supportive housing, especially for seniors, will continue to increase in the coming years. The City needs to be prepared to dramatically increase its investment in this type of housing.
- The waitlist for TCH is too long and continues to grow. A dedicated play to shorten this list is needed.

Affordability

- Affordable housing isn't affordable to many people who live off low-income wages.

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Toronto Community Housing (TCHC) Meeting #2 Summary Report

- Rent-Geared-to-Income (RGI) is being discontinued, meaning people are now required to live in market rate units that are more expensive.
- Those that do have RGI units do not have expenses like medication considered, which continues to make it difficult for them to get ahead.

State of Repair

- Many TCHC properties need repair and upgrades.
- Cleanliness is an issue in some TCH properties.

Security

- Security and safety are an issue in some TCH buildings.

Ideas and Innovations

Supply

- Lobby other orders of government to invest more in the construction of social housing.
- Replace the city's low-rise TCH towers with high rise towers to maximize the number of people who can be housed.
- Continue to partner with private developers to build mixed-income housing.
- Establish a dedicated fund to build more TCH buildings.
- Lobby for the City to be able to impose its own taxes.
- Provide incentives for single-unit landlords to rent to low-income people.

Affordability

- Rents in TCH buildings should be lowered by one percent. This can be funded by raising property taxes.
- Create more rent-to-own programs to lift people out of social housing.
- Wages must continue to increase.
- Include utilities in the market rent payment equation for all TCH tenants.
- Reintroduce co-op housing.
- Ontario disability payments do not provide enough money to support people who live in TCH buildings.

Waitlist

- Vulnerable populations and seniors should be prioritized on TCH waitlists.
- Provide more information on when and how TCH waitlists are updated for increased transparency.

Supportive Housing

- Increase the number of supportive housing buildings in the City. Provide a mix of care levels and ensure that people with mental health concerns are housed appropriately.

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Toronto Community Housing (TCHC) Meeting #2 Summary Report

State of Repair

- Invest in the ongoing preventative maintenance of TCH facilities to ensure that costly repairs are avoided.
- Consider bed bug prevention programs.

Additional Ideas

- Lobby the provincial government to acknowledge housing as a human right.
- Encourage non-profits to invest in housing.
- Invest in support programs for TCH tenants, e.g., meals, personal support workers, medical care, daycare, etc.
- Create a housing tribunal to help in extraordinary cases where evictions can be prevented. In general, do more to prevent evictions.
- Ensure TCH buildings and units are accessible and compliant with AODA standards.
- Reintroduce the affordable housing lotteries.
- Reintroduce live-in superintendents.
- Ensure the units that are being built match realistic family sizes and have the appropriate number of bedrooms.
- Don't house seniors in separate TCH buildings as it can lead to social isolation.
- Create reserve funds within TCH to plan for unforeseen circumstances.
- Invest more in homelessness supports.
- Provide grants to individual community organizers within TCH to operate programming to give back to the community.
- Create an 'adopt-a-person' or 'adopt-a-family' program where residents can donate to support Torontonians in need.

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Toronto Community Housing (TCHC) Meeting #3: Summary Report

1. Meeting Details

Date: May 16, 2019

Location: 341 Bloor Street, Toronto

Time: 6:30pm – 8:30pm

2. Meeting Summary

An open house was hosted that welcomed Toronto Community Housing (TCHC) residents and members of the public to share feedback about challenges and ideas for housing in Toronto to inform the development of the HousingTO 2020-2030 Action Plan. The meeting consisted of a brief context presentation as well as facilitated discussions between the Project Team and participants. The purpose of the meeting was to:

- Provide an overview of the purpose of the HousingTO 2020-2030 Action Plan; and
- Gather information, ideas, opinions, and insights from TCHC residents and members of the public to inform the development of the HousingTO 2020-2030 Action Plan

Approximately 34 people attended the open house.

3. Feedback Summary

This section presents the feedback received directly from meeting attendees and has been organized by theme. Two major themes were discussed; (1) Challenges and Barriers and (2) Ideas and Innovations. This summary is not intended to be a verbatim dictation, but instead an overview summary of feedback.

Challenges and Barriers

Supply

- The waitlist for TCHC is too long and continues to grow.
- The development of new affordable housing stock has stagnated.

Affordability

- Affordable housing isn't affordable to many people who live off low-income wages.
- Rent-Geared-to-Income is currently being phased out, which is negatively impacting affordability.

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State of Repair

- Maintenance in repairs in many TCHC buildings is slow.
- The choice of materials, such as paint, seems to be cheap, and therefore needs to be replaced more often.

Security

- Security and safety are an issue in some TCH buildings. Some residents do not feel safe in their own homes.

Ideas and Innovations

Supply

- The City should increase the amount of funding that is dedicated to the construction of new TCH facilities.
- The City should increase taxes on the wealthy, international buyers, housing market investors and speculators, and developers to fund the development and maintenance of TCH buildings.
- Invest in TCH like the way one invests in their pension. Skim a dedicated percentage from the City's tax revenue and put it towards development and maintenance.
- Continue building new facilities.

Affordability

- Consider a cap for how much a tenant has to pay for their rent. Market-based rents mean that there is not limit to how much a tenant must pay, which negatively impacts affordability.
- Reinstate rent-geared-to-income.

TCH Tenant Freedoms

- TCH properties should be smoke free.
- Allow tenants to modify and renovate their units, provided appropriate approvals are granted.
- Provide more community gardens. This assists with food security.
- Provide programming in buildings, especially for seniors.
- Allow for apartment to be transferred to other family members.
- All TCH units should be accessible.

Housing Spectrum

- Recognize that Aboriginal Peoples deserve dedicated supports for housing. This would respond to Truth and Reconciliation.
- Place an emphasis on housing and affordable rentals. Shelters should be a last resort, not the funding priority.
- Assist people in aging in place.

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Toronto Community Housing (TCHC) Meeting #3 Summary Report*

- Create a mix of housing types, not all high rises. Families also vary in size, meaning that TCH should have a wide variety of housing types.
- Turnover should be faster. Creative solutions are needed so that people do not stay in TCH buildings permanently, but find affordable rentals elsewhere or move into home ownership.
- Focus on building more mixed buildings that contain both market and affordable units.

State of Repair

- When replacing materials, use sustainable products.
- Create an annual pest inspection program. All units should be inspected for common pests.
- Focus on proactive maintenance rather than responsive repair.

Additional Ideas

- Upgrade TCH buildings to use renewable energy sources, such as solar energy.
- Do more to engage the provincial and federal governments in the conversation about housing to secure funding.
- Create an Action Plan report card. The results of each Action Plan should be transparent.
- Look to other municipalities to see what is working well with their social housing systems.
- Create space for businesses in new TCH buildings. Renovate older towers to accommodate businesses to offset operating and maintenance costs.

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Toronto Community Housing (TCHC) Meeting #4: Summary Report

1. Meeting Details

Date: May 21, 2019

Location: 341 Bloor Street, Toronto

Time: 1:00pm – 3:00pm

2. Meeting Summary

An open house was hosted that welcomed Toronto Community Housing (TCHC) residents and members of the public to share feedback about challenges and ideas for housing in Toronto to inform the development of the HousingTO 2020-2030 Action Plan. The meeting consisted of a brief context presentation as well as facilitated discussions between the Project Team and participants. The purpose of the meeting was to:

- Provide an overview of the purpose of the HousingTO 2020-2030 Action Plan; and
- Gather information, ideas, opinions, and insights from TCHC residents and members of the public to inform the development of the HousingTO 2020-2030 Action Plan

Approximately 26 people attended the open house.

3. Feedback Summary

This section presents the feedback received directly from meeting attendees and has been organized by theme. Two major themes were discussed; (1) Challenges and Barriers and (2) Ideas and Innovations. This summary is not intended to be a verbatim dictation, but instead an overview summary of feedback.

Challenges and Barriers

Supply

- The City seems to have stopped building new units or has not built enough units to prevent the wait list from growing exponentially.
- The wait list has grown to a length that will be difficult for the City to catch up to.

Affordability

- Market rents are unaffordable. This is especially the case for seniors living off of fixed incomes.
- The current housing market in Toronto is fixated on increasing profits, not housing people.

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- Social housing is supposed to be a temporary hand up. Instead, it has become permanent housing for many.

State of Repair

- Maintenance in repairs in many TCHC buildings is slow.
- The repair of some essential building elements, such as elevators, can take weeks, which is unacceptable.
- Privately managed buildings are not well maintained.
- Some TCHC buildings are unclean.

Security

- Security and safety are an issue in some TCH buildings. Some residents do not feel safe in their own homes.
- A lack of security cameras in some buildings contributes to an unsafe feeling.

Ideas and Innovations

Supply

- Develop new social housing properties on all unused City lands.
- Mandate that new developments must contain a certain percentage of affordable units.
- Establish partnerships with the private sector to build more affordable units that stay affordable.
- Create more long-term and supportive housing facilities.

Safety

- Have security guards in all TCHC buildings.
- Provide onsite staff.

Affordability

- Consider a cap for how much a tenant has to pay for their rent. Market-based rents mean that there is not limit to how much a tenant must pay, which negatively impacts affordability. Consider a cap for seniors.
- Reinstate rent-geared-to-income and build more units.
- Some TCHC buildings are old and inefficient meaning that tenants pay high hydro bills. Include hydro bills in rent so that there is an obligation to improve energy efficiency.
- The City spends money to evict tenants who are behind on rent. It would actually be cheaper to set up repayment programs for good tenants who have simply fallen behind.
- Create a city-wide housing allowance program.
- Create an eviction prevention program for tenants who have lost their job.

State of Repair

- Invest in a consistent maintenance program to ensure that buildings do not fall into disrepair.

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- Replace aging infrastructure with energy-efficient materials.

Additional Ideas

- Upload responsibility for social housing to the federal government.
- Lobby other orders of government for greater investment in social housing.
- Create a program to address social isolation within TCHC buildings.
- Programs like ODSP and Ontario Works sometimes discourage people from getting jobs. Create a program within TCHC buildings that provides rent discounts for employed residents.
- Do not isolate seniors in their own buildings. Mix seniors with young families.
- End Tenants First. The program has taken away tenant decision making and provided no accountability for TCHC's senior portfolio.

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Workshop with Indigenous Partners - Summary Report

1. Meeting Details

Date: Monday, June 17, 2019

Location: Native Canadian Centre of Toronto, 16 Spadina Road, Toronto, ON M5R 2S7

Time: 1:00pm – 4:00pm

2. Attendees

Partner Organizations

There were 19 partners in attendance. The list of representative organizations is highlighted below:

- Inuit of Toronto Urban Katimavik
- Miziwe Biik Aboriginal Employment and Training
- Native Child and Family Services of Toronto
- Toronto Aboriginal Support Services Council
- Native Women's Resource Centre of Toronto
- Toronto Council Fire Native Culture Centre
- NA-ME-RES
- Wigwamen
- 2-Spirited People of the First Nations
- Native Community Centre Toronto
- Aboriginal Legal Services

Invited Guest

- Jacqui Lavalley, Ojibwe Traditional Gookomis

3. Meeting Summary

Meeting Purpose

- To introduce the HousingTO: 2020-2030 Action Plan including background context, engagement approach, timing, and activities;
- To identify priority issues and themes, and build momentum around innovative housing solutions and outcomes for Indigenous populations;
- Providing an opportunity for Indigenous partners to learn more about and discuss the issues related to housing;
- To hear Indigenous partners' views on a vision for a new housing action plan
- Answer partners' questions about the HousingTO: 2020-2030 Action Plan
- Highlight next steps

Meeting Format

The meeting began at 1:00pm. Linda Wood, City of Toronto Shelter, Support & Housing Administration, welcomed Ojibwe Traditional Gookomis Jacqui Lavalley to facilitate ceremony to open the session, offer smoke, speak to the Asema (tobacco), invite in the helpers/grandmothers/grandfathers and those sitting in the circle to come together and invite all to express thanks-givings.

Following the opening ceremony, Zoie Browne, LURA Consulting, welcomed attendees and explained the context and agenda of the meeting. Sean Gadon, Executive Director, City of Toronto Housing Secretariat, provided a brief introductory presentation that highlighted the purpose of the HousingTO 2020-2030 Action Plan, key highlights of the previous action plan pertaining to subsidized and social housing, transitional and supportive housing and affordable rental housing, and the consultation process involved in creating the new plan. Participants were encouraged to share their expertise, engage in honest feedback and consider creative solutions to Toronto's housing challenges.

Following the presentation, participants collaboratively provided feedback in table facilitated discussions. Guiding questions were provided to help inform the conversation. The questions were the following:

1. What are the biggest challenges and barriers to creating affordable and market rental opportunities in Toronto?
2. What new and innovative actions or improvements should the City undertake to support the creation of new affordable and market rental housing?
 - a. Are there innovations from other cities that Toronto should consider?
 - b. Are there existing programs or policies that should be improved/changed?
 - c. Are there low-cost high impact interventions the City can do?

3. The City wants to develop and enhance partnerships with affordable and market rental providers. How can we work together to improve housing in Toronto?
 - a. Are there other organizations/groups that can play a role?
 - b. Is there a role for the federal and provincial governments?

4. Feedback Summary

This section presents the feedback received from participants and has been organized by theme and then by sub-themes. Two major themes were discussed; (1) Challenges and Barriers and (2) Ideas and Innovations. This summary is not intended to be a verbatim dictation, but instead an overview summary of feedback.

Challenges and Barriers

Session participants touched upon various housing challenges and barriers in their feedback:

Affordability

- Buying undeveloped land to build affordable housing is an unaffordable option for non-profits in Toronto.
- Asking for first and last month's rent is a barrier to accessing housing.
- Individuals are spending all their money on housing, that they do not have any left for other necessities (i.e. food, transit, etc.).
- People who rely on Ontario Works or Ontario Disability Support Program do not have enough income to be paying their rent.
- Ontario Works participants need to provide a signed lease for housing if they are renting, and the program will not recognize sublets.

Policies and Processes

- The changes to the eviction policy did not make it harder for landlord to evict tenants – it is just as easy as before.
- Credit checks, references, employment history and other requested information are a barrier to accessing housing.
- Lack of regulations and code of conduct for landlords, as many abuse their power.
- Process and timelines for getting a building permit for creating housing prevents access to housing.
- The Residential Tenancies Act is rigid and inflexible in defining 'transitional housing'. The time-limited nature of transitional housing, and lack of affordable housing options, often results in youth being admitted to adult services once they leave transitional housing.
- The Residential Tenancy Act does not protect people who are subletting but that is often all a person can afford.
- The Right to Return for private buildings is often not feasible because tenants cannot afford the doubled rent, and there is currently no significant consequence for companies to stop this practice.

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- Downloading of the social housing stock to the City without supports or investments has historically created challenges in the municipal housing sector.

Funding

- Housing investments have been for creating/expanding shelters rather than creating affordable housing.
- Government funding is not enough to support housing projects in downtown Toronto and not going to the right stakeholders.
- Property tax reductions are not enough to stimulate affordable housing.
- There is a strong need for affordable housing options with support services attached to them.
- Rent allowances result in landlords in the private sector making a profit, and while allowances are stable, private rent increases.

Long Waiting List

- Changes to City by-law whereas a woman can remove herself from a lease or home in the event of an unsafe situation (domestic violence) but upon doing so, they have no other housing options.
- The wait list is too long and there are no other options for people.
- Oftentimes when someone has reached their turn on the waitlist, they cannot afford the cost of rent.

Lack of Sensitivity

- Community consultation processes for creating housing opportunities for Indigenous communities are often delayed by appeal processes for planning/development project. Partners expressed frustration with the appeal process, delayed timelines and additional community engagement that often included racist and discriminatory attitudes due to lack of understanding from community members.
- Roadblock of validating the need for housing benefits, especially for victims of domestic violence. Going through the Affordable Allowance Application is re-traumatizing.
 - If someone cannot prove they are on the lease they cannot apply for the benefit.
 - Women need to prove they are fleeing but also on the lease (which often they are not), and the only way to prove it is to prosecute, which they often do not want to do.

Lack of Property

- Lack of available property/lots, especially with the correct zoning requirements.
- Lack of accessible housing accommodations for people with disabilities that require mobility devices.
- Airbnb is reducing local property supply.

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Being an Indigenous Youth/Man

- Currently lack of priority access for youth.
- Men are perceived as a danger or a risk in a housing context.
- Due to the lack family housing opportunities, families are separated to access housing accommodations.

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Ideas and Innovations

Participants shared various ideas and innovations in their feedback:

Increase the Housing Stock

- The City should buy units from private developers/property owners and offer them as affordable housing units.
- Create more cooperative living spaces.
- Allocate a percentage of affordable housing units to Indigenous people and organizations.
- Strengthen inclusionary zoning practices to increase the supply of affordable housing.

Creating Affordable Housing Opportunities

- Re-zone properties to accommodate for more density.
- Redirect interest from endowments to be invested in affordable housing projects with not-for-profits rather than limiting the funding to go to programs and services by charities.
- Offer rent subsidies to tenants that are mobile and can follow them to different accommodations.
- Invest in not-for-profits to offer affordable housing projects.
- Create a social enterprise building where residents can work to maintain the building and receive training in collaboration with a post-secondary institution (college).
- Offer funding to create opportunities for more cooperative living spaces.
- Fund more projects geared to creating affordable housing, and less on rent subsidies for market rent.

Support Indigenous Populations

- Connect the HousingTO 2020-2030 Action Plan to calls of the Truth and Reconciliation Commission.
- When creating competitive funding opportunities for affordable housing projects, mandate that proposals require a specific percentage of units are allocated to Indigenous people, people with disabilities, etc.
- Deed City properties to Indigenous organizations with capital funding for repairs to address housing and service needs of the Indigenous community.
- Look to create a 'village-type housing model' where elders, family members and youth belonging to the community can live together.
- Look at innovative ways of increasing the housing supply, for instance through the creation of modular or 'shipping container housing'.
- Create long-term care homes for the Indigenous community.

Accountability

- Hold developers accountable to creating 30% of new housing to be integrated and inclusive affordable housing units (i.e. not separate entrances).

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- Create an accountability framework for landlords.

Other

- Review and revise the definition of affordable housing
- Decrease mortgage rates for landlords
- Explore feasibility of implementing a program similar to Alberta's Rent Smart program.

Partnerships

Participants shared various ideas for enhancing partnerships in their feedback:

Build Capacity

- Broader reach (e.g., regional) strategies and networks of housing help/community supports can be effective. Potentially explore a more holistic approach to client case-management working closely with other partner organizations and community members.
- Bring partners together to build capacity for housing advocacy through a campaign.

Partner with Experts

- Strengthen or create partnerships with Nishnawbe Homes and TASSC in tackling the housing issue.
- Partner with groups that are not traditionally involved because they are not funded agencies (i.e. grassroots groups have lots of insight on the situation).

Collaborate

- Working together to develop a traditional alternative dispute resolution program that differs from the Residential Tenancies Act.

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Workshop with Native Men's Residence (Na-Me-Res) Men's Shelter Residents Summary Report

1. Meeting Details

Date: Tuesday June 25th, 2019

Location: Native Men's Residence (Na-Me-Res) 14 Vaughan Road, Toronto ON M6G 2N1

Time: 6:30pm – 7:30pm

2. Attendees

Stakeholders

- 25 residents of Na-Me-Res were in attendance
 - *Note that not all residents of Na-Me-Res are Indigenous.*

3. Meeting Summary

Meeting Purpose

- To introduce the HousingTO: 2020-2030 Action Plan including background context, engagement approach, timing, and activities;
- To identify priority issues and themes, and build momentum around innovative housing solutions and outcomes;
 - Specifically, to identify issues, themes, solutions, and outcomes that have relevance to Indigenous communities and experiences with housing.
- To provide an opportunity for participants to learn more about and discuss issues related to housing;
- To ask participants to share their views on a vision for a new housing action plan;
- To answer participants' questions about the HousingTO: 2020-2030 Action Plan;
- To highlight next steps.

Meeting Format

The meeting began at 6:30pm with Zoie Browne (LURA Consulting) welcoming all those who were in attendance and delivering a land acknowledgement. Zoie then delivered a brief presentation to the group on the HousingTO 2020-2030 Action Plan process, specifically explaining the work to-date and the role of meeting participants in helping to inform the development of the plan. For the remainder of the meeting, Zoie facilitated a feedback session with participants exploring two main questions:

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1. What are some challenges you have experienced or concerns you have when it comes to your housing situation in Toronto today?
2. What new and innovative actions or improvements should the City undertake to improve housing in Toronto?
 - a. Are there innovations from other cities that Toronto should consider?
 - b. Are there existing programs or policies that should be improved/changed?
 - c. Do you have any advice and/or suggestions to consider for Indigenous communities specifically?

Responses from Question 1 were used as a framework for structuring the discussion of Question 2 by systematically moving through each of the challenges to think through potential opportunities, innovations, and solutions that might address these challenges. Following this feedback session, Zoie thanked all those in attendance and encouraged participants to share information about the project's online resources.

Feedback was obtained through the following methods:

- High-level ideas from participants during the feedback session were recorded on chart paper by Alexander Furneaux (LURA Consulting) during the meeting that could be referred to by participants and help guide relating challenges and opportunities;
- Detailed notes were taken by City of Toronto staff during the meeting to capture and elaborate on the details of the high-level ideas.

A summary of the feedback collected at the meeting is presented below and is organized by theme.

3. Feedback Summary

This section presents the feedback received directly from meeting participants and has been organized by theme. Two major themes were discussed; (1) Challenges and Barriers and (2) Ideas and Innovations. This summary is not intended to be a verbatim dictation, but instead an overview summary of feedback.

Challenges and Barriers

Participants touched upon an array of housing challenges and barriers in their feedback:

Affordability

- A gap exists between housing allowances and the cost of rent, specifically rent supplements do not do enough to support those in need of assistance to make it affordable for them to access rental housing.

Supply & Demand

- The waitlist for transitional/supportive housing is too long.

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Workshop with Na-Me-Res Residents – Summary Report*

- Many participants at the meeting felt that too many people are coming to Toronto (both from within Canada as well as internationally) placing too much demand on the existing supply.
- Several participants felt that there are limited Toronto Community Housing options when it comes to placement that meets their needs (such as access to nearby supportive services).

Discrimination/Racism

- Many participants shared stories of their experience dealing with discrimination by landlords based on their race, criminal record, income source, etc... as they sought out housing.

Safety

- Toronto Community Housing properties experience problems with drugs, prostitution, and gangs that make it a challenging environment for individuals coping with complex issues (physical and mental health, PTSD) to continue their path to recovery.

Governance

- Loopholes exist that allow landlords to “renovict” tenants without a clear method for tenants to access services that support tenants’ rights.

Ideas and Innovations

Participants discussed an array of ideas and innovations in their feedback aimed at addressing the challenges they identified in the ‘Challenges and Barriers’ portion of the discussion:

Funding

- One participant referred to a program in Alberta where government (not specified – either provincial or municipal) pays first and last month deposit to help individuals who are on tight budgets gain access to housing.
- Develop incentives (not specified) for landlords to take on people receiving benefits.
- Redesign assessment system to provide individuals with poor credit access to housing by assessing them against other criteria (for instance criteria might be established based on consultation with the individual and their case worker).
- Down payment assistance.

Education

- Desire to see more education for tenants on their rights to confront discrimination and for more widespread education on the impact of discrimination on people seeking housing
- Need for consultation with jails and correctional institutions (such as Toronto South Detention Centre) about the impact of crime, gangs, and drugs associated with areas of the housing continuum.

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Prioritization

- Prioritize Indigenous peoples seeking housing not just refugees, to take care of people who are already here and who have and continue to be excluded.
- Focus on housing for seniors.
- Process should be established that grant residents of shelters priority access to new and existing affordable units.

Governance

- Municipal and provincial government need to legislate changes that close loopholes being exploited by landlords to unjustly raise rent and “renovict” tenants.
- Several participants wished to see drug-free buildings; this includes legalized drugs such as marijuana.
- Bring back rent control.

Supply & Demand

- Government (not specified) should look at how to encourage people to settle in areas other than Toronto to curb demand on housing by new arrivals (from within Canada as well as internationally).
- All orders of government need to be involved and actively pursuing the development of co-op housing.

Inclusionary Zoning

- Several participants advocated on behalf of more affordable units included in new downtown tower developments on the basis that the current system of pooling them in one building (often in the inner-suburbs according to one participant) leaves people disconnected from the support services they need to accompany them.

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Stakeholder Workshop #1 - Affordable and Market Home Ownership Summary Report

1. Meeting Details

Date: Monday, May 13, 2019

Location: Toronto Archives, 255 Spadina Road, Toronto, ON M5R 2V3

Time: 9:30pm – 12:30pm

2. Attendees

Stakeholders Organizations

16 stakeholders attended the workshop including representation from:

- Canadian Urban Institute
- Choice Properties REIT
- Create TO
- Daniels Corp
- Diamond Corp
- Habitat for Humanity
- Home Ownership Alternatives Non-Profit Housing
- MOD Developments
- Options for Homes
- Toronto Real Estate Board

3. Meeting Summary

Meeting Purpose

- To introduce the HousingTO: 2020-2030 Action Plan including background context, engagement approach, timing, and activities;
- To identify priority issues and themes, and build momentum around innovative housing solutions and outcomes;
- Providing an opportunity for stakeholders to learn more about and discuss the issues related to housing;
- Asking stakeholders to share their views on a vision for a new housing action plan
- Answer stakeholders' questions about the HousingTO: 2020-2030 Action Plan
- Highlight next steps

*HousingTO: 2020-2030 Action Plan
Stakeholder Workshop #1 Affordable and Market Home Ownership Summary Report*

Meeting Format

The meeting began at 9:30am, Zoie Browne, LURA Consulting, welcomed attendees and explained the context and agenda of the meeting. Sean Gadon, Executive Director, Housing Secretariat, provided a brief introductory presentation that highlighted the purpose of the HousingTO 2020-2030 Action Plan, key highlights of the previous action plan pertaining to home ownership, and the consultation process involved in creating the new plan. Participants were encouraged to share their expertise, engage in honest feedback and consider creative solutions to Toronto's housing challenges.

Following the presentation, participants collaboratively provided feedback in table facilitated discussions. Guiding questions were provided to help inform the conversation. The questions were the following:

1. What are the biggest challenges and barriers to creating affordable and appropriate home ownership opportunities in Toronto?
2. What new and innovative actions should the City undertake to make ownership housing more affordable and more accessible?
 - a. Are there innovations from other cities that Toronto should consider?
 - b. Are there existing programs or policies that should be improved/changed?
 - c. Are there low-cost high impact interventions the City can do?
3. The City wants to develop and enhance partnerships with affordable and market ownership housing stakeholders. How can we work together to improve housing in Toronto?
 - a. Are there other organizations/groups that can play a role?
 - b. Is there a role for the federal and provincial governments?

4. Feedback Summary

This section presents the feedback received from stakeholder attendees and has been organized by theme and then by sub-themes. Two major themes were discussed; (1) Challenges and Barriers and (2) Ideas and Innovations. This summary is not intended to be a verbatim dictation, but instead an overview summary of feedback.

Challenges and Barriers

Stakeholders touched upon an array of housing challenges and barriers in their feedback:

Regulation & Red Tape

- Time is one of the biggest cost sources for developers. Some developers may be interested in working with the City to develop affordable housing, but approval delays and administrative delays are discouraging to philanthropic efforts.
- Regulations such as the new federal stress test and municipal land transfer taxes put homeownership out of reach for those who may previously been within reach.

Planning Regulations

- The current planning regime prevents the development of the “missing middle.” This includes alternative models of tenure such as duplexes, triplexes, and low-rise walk-up buildings.
- The City should consider incentives to assist homeowners in bringing secondary suites up to code to provide an ample supply of rental housing in the City.

Blockages in the Housing Spectrum

- There are several blockages in the housing spectrum that have prevented an ease of movement for residents. Ownership has been particularly affected.
- Seniors are typically over housed. Owners are staying in their homes longer as downsizing to ideal locations isn't affordable. This creates a blockage for young families who would be attracted to these full-sized homes.
- Seniors are not permitted to split their homes into multiple units
- When housing becomes unaffordable to current renters, this causes a blockage in the rental market and creates the current issue we're seeing with dramatically increasing rent prices.

Supply of Housing

- Housing supply is an ongoing issue. Demand has consistently gone up, but the supply has not kept pace.
- Many people are moving out of Toronto, including many who do have money. Either new residents can buy into the local market, decreasing availability, or they themselves are forced to look outside Toronto.

HousingTO: 2020-2030 Action Plan
Stakeholder Workshop #1 Affordable and Market Home Ownership Summary Report

Cultural Perceptions

- Perceptions around housing needs to change. The millennial dream is still to own a single detached home. The reality is that more people will be living in alternate arrangements.

Ideas and Innovations

Stakeholders discussed a array of ideas and innovations in their feedback:

Municipal Strategies

- A dedicated portion of community benefits should be funneled into affordable housing.
- Modify definition of affordability to an income-based definition like Vancouver or New York.
- Some costs cannot be reduced (e.g., materials, labour, etc.), however administrative costs and charges can be reduced to attract private sector development partners. Tax or fee forgiveness should be granted to developers who provide affordable units.
- Implement policies that replace regressive housing charges and fees with a flat rate or progressive rate system. This would reduce costs for lower priced housing and provide an equivalent revenue.
- Amend the Toronto Land Transfer Tax to increase amounts paid on luxury homes while simultaneously reducing rates on entry level homes. Provide an exemption from the tax for non-profit housing providers.
- Redirect a percentage of the City's reserves to be invested in affordable housing.
- Provide priority access to non-profit housing organizations in the sale of surplus lands.
- Non-profit housing providers should be made exempt from regulatory, planning, tax, charges and fee requirements. Some examples include development charges, building and planning fees, construction insurance, parkland and other dedications, land transfer tax and property tax.
- The City should work to seize the greatest amount of opportunity from the new National Housing Strategy.
- The City should make use of flexibility regarding inclusionary zoning programs.

Non-Profit Capacity

- Revive the co-op movement through reinvestment.
- Create an environment where non-profit affordable housing developers can compete against for-profit developers. For example, during the sale of public land, if a non-profit bid is with ten to fifteen percent of the highest bid, the non-profit developer should win.
- Programs such as development charge deferrals have been effective at assisting organizations like Options for Homes in developing new affordable housing.
- Find creative solutions to build affordable housing on former faith sites.

*HousingTO: 2020-2030 Action Plan
Stakeholder Workshop #1 Affordable and Market Home Ownership Summary Report*

Building the Missing Middle

- Modify restrictive planning bylaws to allow for duplexes, triplexes and other forms of gentle density in low-density neighbourhoods. As Toronto continues to increase in population, more gentle infill development is needed.
- Increased availability and supply in the housing market will free up rental housing, thus keeping the spectrum moving.

Housing Spectrum

- Create incentives for over-housed individuals to downsize.

Private Sector Incentives

- Reduce Section 37 fees if affordable housing is being provided within a development.
- Process development applications quickly and at a predictable rate.

HousingTO: 2020-2030 Action Plan

Public Meeting #2 – Supportive and Transitional Housing Summary Report

1. Meeting Details

Date: Thursday May 16, 2019

Location: Ralph Thornton Community Centre, 765 Queen Street East, Toronto ON, M4M 1H3

Time: 1:30pm – 4:30pm

2. Attendees

Stakeholders Organizations

34 stakeholders attended the workshop including representation from:

- South Asian Women's Centre
- John Howard Society of Toronto
- The Housing Help Centre
- St. Clare's Multifaith Housing Society
- Dixon Hall
- Reena Ready Homes
- Maytree
- Mainstay
- Wellesley Institute
- LAMP Community Health Centre
- Madison Community Services
- Houselink Community Homes
- Street Health
- Ecuhome Corporation
- Eve's Initiatives for Homeless Youth
- Toronto Alliance to End Homelessness
- South Asian Women's Centre
- COSTI Immigrant Services
- habitat Services
- LOFT Community Services
- Homes First
- COTA
- Centre for Addiction and Mental Health
- Toronto FASD Network
- St. Stephen's Community House
- Toronto North Support Services (North York)
- WoodGreen Community Services
- METRAC
- Toronto Alliance to End Homelessness
- Dixon Hall
- Margarets
- Fred Victor
- Women's Habitat
- St. Stephen's Community House

3. Meeting Summary

Meeting Purpose

- To introduce the HousingTO: 2020-2030 Action Plan including background context, engagement approach, timing, and activities;
- To identify priority issues and themes, and build momentum around innovative housing solutions and outcomes;
- Providing an opportunity for stakeholders to learn more about and discuss the issues related to housing;
- Asking stakeholders to share their views on a vision for a new housing action plan
- Answer stakeholders' questions about the HousingTO: 2020-2030 Action Plan
- Highlight next steps

Meeting Format

The meeting began at 1:30pm, Zoie Browne, LURA Consulting, welcomed attendees and explained the context and agenda of the meeting. David Reycraft, Dixon Hall Housing Services and Co-Chair of the HousingTO External Advisory Committee spoke briefly about the importance of this project and stakeholder session. Erik Hunter, City of Toronto Housing Secretariat, provided a brief introductory presentation that highlighted the purpose of the HousingTO 2020-2030 Action Plan, key highlights of the previous action plan pertaining to supportive and transitional housing, and the consultation process involved in creating the new plan. Participants were encouraged to share their expertise, engage in honest feedback and consider creative solutions to Toronto's housing challenges.

Following the presentation, participants collaboratively provided feedback in table facilitated discussions. Guiding questions were provided to help inform the conversation. The questions were the following:

1. What are the biggest challenges and barriers to creating supportive and transitional housing opportunities in Toronto?
2. What new and innovative actions should the City undertake to make supportive and transitional housing more affordable and more accessible?
 - i. Are there innovations from other cities that Toronto should consider?
 - ii. Are there existing programs or policies that should be improved/changed?
 - iii. Are there low-cost high impact interventions the City can do?
3. The City wants to develop and enhance partnerships with supportive and transitional housing stakeholders. How can we work together to improve housing in Toronto?
 - i. Are there other organizations/groups that can play a role?
 - ii. Is there a role for the federal and provincial governments?

4. Feedback Summary

This section presents the feedback received from stakeholder attendees and has been organized by theme. Two major themes were discussed; (1) Challenges and Barriers and (2) Ideas and Innovations. This summary is not intended to be a verbatim dictation, but instead an overview summary of feedback.

Challenges & Barriers

Stakeholders touched upon an array of housing challenges and barriers in their feedback:

Regulations & Red Tape

- Inability to transfer Housing Stability Fund across municipal jurisdictions.
- Inability to receive a housing allowance in Toronto if you are not the main tenant.

Planning Regulations

- General desire to see Inclusionary Zoning realized, with a higher percentage of affordable housing in these areas.
- Participants discussed the lengthy approvals and site study process required for new developments causing projects to be delayed and incur more costs making it more difficult to provide affordable housing.
- One participant raised the suggestion that the City should revisit the employment lands designation to create exceptions that would allow some housing to be created, particularly in more commercially focused employment areas.

Blockages in the Housing Spectrum

- Access to stable revenue to fund the capital and operational costs associated with developing and maintaining these projects. Several individuals identified a disconnect between funding mechanisms that provide capital or operational funding.
- Several participants discussed the lack of resources allocated to assist individuals as they move through the housing spectrum. For example, one participant discussed how TCHC may not possess enough resources to support individuals moving from supportive/transitional housing into social housing.
- One participant vocalized that individual subsidies are problematic because they don't lead to the creation of places for people to live that are affordable and they aren't enough to serve as a meaningful subsidy to places that are unaffordable even with a subsidy.
- Emergency shelters becoming transitional shelters given a lack of space and resources for transitional housing – emergency shelters are not designed for long stays.
- Lack of capacity to engage specialized consultants

Supply

- AirBnB and other short-term housing viewed by some as a huge issue in limiting supply.

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Stakeholder Workshop #2 Supportive and Transitional Housing Summary Report*

- Several members expressed the need for more accessible data on how the current supply of supportive / transitional housing is being utilized.
- Limited opportunities for the construction of large developments that can accommodate large quantities of affordable housing.
- ‘Renovictions’ viewed as a threat to current supply of housing along the housing spectrum that provides space for people to move up.

Funding

- Bridging grants useless if there are no units that are under \$1500, deficiency of places for clients to go.
- Demonstrate the impact transitional housing has on saving money, serves as a preventative role (reduces costs associated with crime, health, etc...)

Cultural Perceptions

- Ensuring clarity of communication on various terms is seen as essential to a productive discussion, this entails terms like transitional / supportive housing (which participants discussed as having different interpretations at the municipal and provincial level), as well as reserving the term ‘affordable’ for units tied to a measure of income.
- A recurring comment emerged stressing the need to ‘de-generalize’ the experience of supportive / transitional housing given that individuals have widely different needs associated with it.
- Many individuals expressed the perception that the City’s planning department does not see housing spectrum discussions as a priority and felt they are continually having to fight the City to get these projects “on the top of the pile”.

Governance

- The lack of a systems-based approach to addressing supportive and transitional housing was expressed by several individuals as a challenge to providing a secure path forward for individuals. For instance, one participant spoke to a lack of resources in other parts of the housing spectrum that can continue to support individuals as they move along the spectrum but still require some form of support.
- Desire to see landlords held accountable to falsely claiming a unit is affordable.
- Many participants disagreed with the selling of surplus public land as an incentive to create affordable housing, would rather public housing be owned in perpetuity by the public.
- A few service providers expressed concerns with the City’s RFP process
- City and community sector don’t have a clear set of priorities and actions – housing is nebulous, can’t just tackle the easy actions

Non-material Limitations to Supportive / Transitional Housing

- Some participants see challenges related to Supportive / Transitional Housing staff turnover and displacement as a result of a challenging real estate market in Toronto.

Ideas & Innovations

Stakeholders discussed a diverse array of ideas and innovations in their feedback:

Municipal Strategies

- Transferability of the Housing Stability Fund between municipalities
- Municipal guarantor program enabling individuals to access private rental with an agency assuming responsibility as guarantor while attaching a case worker to the individual
- Participants identified the need for inter-departmental collaboration on this issue given that its challenges touch upon areas such as planning, public health, housing, and more.
- Develop greater engagement between tenants, landlords, agencies providing services and supports, and the City
- City should support rent-to-own and co-op housing structures
- Focus on spectrum of housing needed not just affordable market rental units, City needs to provide greater leadership in a comprehensive understanding of the range of housing needed

Improving Existing Programs & Policies

- Participants identified the need for an intersectional approach to planning addressing how programs and policies are developed to better represent different needs associated with people's self-identification.
- New guarantor program delegated to an agency or the City serving as a guarantor for individuals
- Revisit how surplus land is utilized to prioritize continued public ownership while leasing the land to interested developers selected based on a points structure
- Several participants vocalized a need for action to prevent evictions
- Streamline the application process
- Strong support was shared for a spectrum of support that extends beyond housing to address basic needs (food, laundry, internet, clothing, transportation, etc...) that individuals may require. This also includes providing social, emotional, physical and mental health supports
- Increased support for programs that aim to ensure private landlords are properly maintaining existing stock
- Develop policy to deal with foreign buyers and Airbnb – find way to better use these underutilized units

Non-Profit Capacity

- Numerous participants suggested the City should have a dedicated point-person (and possibly a team) to assist non-profit developers with the development process and help advance these projects internally while also coordinating between different City departments relevant to implementing supportive / transitional housing.

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- Level the playing field for non-profit developers by not treating them the same way as for-profit developers. Non-profit development should not be a race to the bottom in order to be competitive, especially in the RFP process.
- Several suggest waiving fees and reducing the number of studies required
- Agencies should be able to take over some of the TCHC's stock of buildings to help manage it and provide greater support for tenants

Building the Missing Middle

- Undertake asset mapping exercise to look at potential spaces for infill and different forms of housing
- Desire to see innovative forms of housing such as small, temporary forms of housing

Housing Spectrum

- 'Campuses of care' model seen as a good guiding point for informing programs and policies dealing with design and support systems
- Creation of dedicated supportive housing units associated with communities to optimize service delivery that is specific to their targeted needs
- Suggest the creation of more flexible spaces that can adjust the floorplates of buildings to suit evolving needs
- Restructuring buildings
- More scattered units where appropriate supports can be brought in

Private Sector Incentives

- Ask private market landlords what the City could do to make it more attractive to work with supportive / transitional housing providers
- P3 structure where private deals with capital construction costs and public sector delivers operation. Enable private sector to access CMHC grants

Low-Cost High Impact Interventions

- Examine how other municipalities have effectively or ineffectively addressed these issues
- Greater focus on engaged communities that can provide support from within to individuals in supportive / transitional housing
- Deploy modular housing (like what is found in Vancouver) to quickly provide more space
- Prioritize individuals seeking supportive housing to move into affordable units

Partnerships

Stakeholders provided feedback about potential partners that should be considered moving forward:

Potential Partners

- Several individuals see BIAs as potential assets to spur community discussion and identify opportunities for the implementation of housing in their area

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- Work with partners who have expertise in various areas of program delivery, research, industry connections, etc. (residential associations, Canadian Alliance to End Homelessness, Urban Land Institute)
- Working with TCHC on easing the movement between different areas on the housing spectrum
- Disparity between non-profits
- Work towards partnerships with smaller property owner/management companies or individual owners
- Partner with organizations that can filter people to the appropriate resources

Roles for Other Orders of Government

- City should serve as a coordinator for agencies such as NGOs to provide oversight and accountability
- All three orders of government need to have a more orchestrated approach to align capital and operational funding for projects
- Need the province to contribute significant funds to provide supportive housing

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Public Meeting #3 – Long-Term Care & Seniors Housing Summary Report

1. Meeting Details

Date: Wednesday, May 22, 2019

Location: YWCA Toronto, Auditorium, 87 Elm Street, Toronto, ON, M5G 0A8

Time: 9:30am – 12:30pm

2. Attendees

Stakeholders Organizations

21 stakeholders attended the workshop including representation from:

- Coram Construction Solutions
- Revera Living
- Oxford Living
- Solterra Co-housing Ltd.
- St. Peter & Paul Residence Apartments & Retirement Home
- Extencicare
- St. Matthew's Bracondale House Supportive Housing Program
- AdvantAGE Ontario
- Chartwell
- Wellesley Institute
- Ontario Long Term Care Association
- Toronto Seniors Forum
- Copernicus Lodge
- Schlegel Villages
- Woodgreen
- Alzheimer Society of Toronto

3. Meeting Summary

Meeting Purpose

- To introduce the HousingTO: 2020-2030 Action Plan including background context, engagement approach, timing, and activities;

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Stakeholder Workshop #3 Long-Term Care & Seniors Housing – Summary Report*

- To identify priority issues and themes, and build momentum around innovative housing solutions and outcomes;
- Providing an opportunity for stakeholders to learn more about and discuss the issues related to housing;
- Asking stakeholders to share their views on a vision for a new housing action plan
- Answer stakeholders' questions about the HousingTO: 2020-2030 Action Plan
- Highlight next steps

Meeting Format

The meeting began at 9:30am. Zoie Browne, LURA Consulting, welcomed attendees and explained the context and agenda of the meeting. Sherri Hanley, City of Toronto Housing Secretariat, provided a brief introductory presentation that highlighted the purpose of the HousingTO 2020-2030 Action Plan, key highlights of the previous action plan pertaining to housing for seniors, and the consultation process involved in creating the new plan. Participants were encouraged to share their expertise, engage in honest feedback and consider creative solutions to Toronto's housing challenges.

Following the presentation, participants collaboratively provided feedback in table facilitated discussions. Guiding questions were provided to help inform the conversation. The questions were the following:

1. What are the biggest challenges and barriers to creating new long-term care and housing for seniors' opportunities in Toronto?
2. What new and innovative actions or improvements should the City undertake increase the supply of long-term care and housing for seniors?
 - a. Are there innovations from other cities that Toronto should consider?
 - b. Are there existing programs or policies that should be improved/changed?
 - c. Are there low-cost high impact interventions the City can do?
3. The City wants to develop and enhance partnerships with long term care and housing for seniors' providers. How can we work together to improve housing in Toronto?
 - a. Are there other organizations/groups that can play a role?
 - b. Is there a role for the federal and provincial governments?

4. Feedback Summary

This section presents the feedback received from stakeholder attendees and has been organized by theme. Two major themes were discussed; (1) Challenges and Barriers and (2) Ideas and Innovations. This summary is not intended to be a verbatim dictation, but instead an overview summary of feedback.

Challenges and Barriers

Stakeholders touched upon an array of housing challenges and barriers in their feedback:

Land, Development, Planning, Regulation, and Design

- Shortage of available and suitable land
 - Difficult to comply with Ministry standards for long-term care facilities (e.g. wider hallways and elevators)
 - Difficult to renovate
 - Difficult to expand and build more beds to both relocate current residents from other facilities under an organization’s portfolio, and to accommodate new residents
 - Cannot take advantage of efficiencies brought by economies of scale of a larger site
 - Land that is available is not in developable condition, not zoned for building long-term care facilities, or not large enough to financially break even or meet legally mandated or universal design standards for long-term care facilities
- Long-term care organizations are being approached by developers who want to buy out their existing land for redevelopment
- Municipal development charges and fees are a costly barrier to building more long-term care and seniors' housing. Charges are the same as other types of developments
- Discrepancies between legal design standards/regulations for unit count and what research shows is most effective
- Front-line staff of long-term care facilities or supportive housing for seniors are often not able to participate in broader planning discussions affecting their facilities (e.g. zoning, rooming house regulations) because they do not understand the context
- Lack of clarity surrounding the definition of employment lands and permitted uses within them, and the need to loosen regulations to allow long-term care facilities (which have more jobs per square foot than factories) to be built within employment lands
- Lack of regulatory standardization in the design of long-term care facilities and housing for seniors (e.g. definition of “kitchen” varies across jurisdictions)
- Long-term care facilities are not financially viable enough to pay off cost of land and development
 - Developers do not see long-term care facilities as the “highest and best use” of land

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- Non-profit organizations have difficulty competing with private sector developers for land, both about money and knowledge of the area surrounding a site and of the planning system
- The need to renovate older long-term care facilities or housing for seniors by 2025 in order to meet Ministry requirements and maintain licence
 - Inability to finance renovations will result in lost housing stock
- Zoning bylaws that do not differentiate between different types of long-term care facilities and housing for seniors (e.g. retirement homes vs. nursing homes)
- Perception that municipal planning departments discourage the development of long-term care facilities
- Excessive regulations to comply with and municipal bureaucracy to navigate in order to develop long-term care and seniors housing facilities
- Different regulations applying to seniors' homes with fewer than 6 residents vs. 6 or more
- Private sector developers of long-term care facilities and housing for seniors profiting off municipal contributions towards the construction of their buildings
- Poor communication from the City about its Housing Now initiative

Financing, Funding, and Staffing

- Difficulties fundraising for seniors' programs
- Insufficient provincial funding/subsidies for the cost of acquiring land for and constructing or renovating long-term care facilities and housing for seniors.
- Provincial cutbacks, including those elsewhere in the province, impact long-term care and housing for seniors in Toronto
- Provincial funding for long-term care and housing for seniors, as well as the maximum daily rates that senior residents pay for long-term care is the same for all locales across Ontario, despite the fact that costs to build and operate this housing are higher in Toronto
- The current operating funding and capital funding models are too regulated/controlled and standardized across Ontario to allow some individual organizations to use more of their own capital or to enhance operations or to more easily redevelop their long-term care or seniors housing facilities
- National Housing Strategy funding does not apply to long-term care facilities or retirement homes
- Smaller social housing providers for seniors are struggling financially
- There are not or are not enough financial incentives from the City of Toronto for seniors housing providers to increase their unit stock

Client Case Management and Client Misclassification

- A mismatch exists between supply and demand: There is not enough less intensive supportive housing for residents of long-term care facilities whose situation is not

severe enough to warrant a bed in a long-term care facility. Existing supportive housing stock and programs are not advertised effectively, preventing long-term care beds from being freed up

- Conversely, some seniors who really do need long-term care refuse to go, often due to financial barriers and/or difficulty managing the transition from transitional housing
- Standardization and protocol sometimes prevents housing providers from intervening in a client's crisis situation (due to human rights reasons) when it would actually be in the best interest of the client for the housing provider to intervene
- An overemphasis on setting standards instead of human-centred, flexible goals sometimes results in people moving into long-term care prematurely. People's varied environments across post-amalgamation Toronto should be optimized to preventatively reduce the need for long-term care
- The system does a poor job of differentiating between low-income seniors who require affordable or subsidized housing versus middle-to-high income seniors who do not

Culture, Attitudes, and Stigma

- There is significant 'Not-In-My-Back-Yard' (NIMBY) mentality and ageist attitudes and stigmas in society surrounding long-term care and housing for seniors
- Many long-term care facilities are located within the interior of neighbourhoods, away from arterial roads, and this often results in tensions with neighbours who are concerned that the semi-commercial nature of the long-term care facilities conflicts with the neighbourhood character
- Developers not seeing long-term care facilities or housing for seniors as the "highest and best use of land" perpetuates a notion that this type of housing is not important and does not productively contribute to society as much as conventional housing
- There are psychological barriers seniors face (e.g. loneliness, cultural differences) in long-term care and housing for seniors, not just physical barriers
- Isolation is a major issue that LGBT seniors face
- Since the City of Toronto expanded ward sizes with the recent shrinking of Council, many councillors are not familiar with the unique cultural and language groups of the new areas within their wards
- It is increasingly difficult for some long-term care facilities serving specific ethnic communities to find enough staff who speak the same language as the residents
- There is a perceived break in understanding between the City and the diverse needs of seniors belonging to specific cultural communities
- LGBT seniors sometimes face barriers with caregivers who have conservative religious backgrounds and show prejudice when caring for these seniors
- Societal stigma continues to exist for moving from conventional housing into housing for seniors

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Partnerships/Collaboration or Competition

- The non-profit and private sectors are still seen as being in competition around housing development. There is not enough collaboration currently or public-private partnerships in the area of seniors housing. Partnerships that do occur are not always fair to all parties
- Communication and coordination between the multiple orders of government and seniors housing providers is challenging and bureaucratic
- The communities for whom seniors housing is built (e.g. LGBT, ethnocultural, religious) are rarely consulted in the design of this housing

Housing Models and Supports

- Facilities or developments that exclusively house seniors and not other generations as well can result in staffing shortages when other, younger members of the building's community could otherwise help fill the gap on a casual basis
- Seniors housing models in Toronto do not always match well with the surrounding neighbourhood (e.g. downtown vs. inner suburbs)
- Some areas (e.g. South Etobicoke) have many senior residents but no seniors centres or seniors supports
- Many traditional seniors housing and long-term care models are not flexible enough to meet the needs of seniors as they make individually different life stage transitions at different paces

Housing Stock and Access to Housing

- Accessing long-term care remains a financial barrier
- Waitlists for seniors housing (e.g. Housing Connection for Seniors) can be a couple of decades long
- Wait times for long-term care beds also present a major challenge today, more severe in some areas of Toronto (e.g. Scarborough) than others
- Affordable housing and long-term care stock for seniors is lacking generally
- Some supportive housing's supports are not available 24/7
- Seniors cannot move within "campuses of care" because there can be long waitlists for other types of housing within the campus, like long-term care
- The province does not find it financially efficient to fund enough individual long-term care facilities for specific ethnocultural communities to meet demand, but mainstream long-term care homes often do not meet the needs of ethnoculturally diverse communities, and this presents equity issues

Ideas and Innovations

Stakeholders discussed a diverse array of ideas and innovations in their feedback:

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Supports for Clients and Community-Building

- Home visits (e.g. from a public health nurse) once one turns a certain age to determine if supports (e.g. a social worker) are needed for the individual as they start aging
- Community paramedics responding to TCHC senior residents when they call 911 as a low-cost, high-impact solution for less severe emergencies
- More live-in care options for seniors to be looked after in their own homes
- Locating more support services close to (or within) where seniors live. Consider basing seniors service providers within conventional rental buildings
- Building up the resilience of caregiving staff to in turn build up the resilience of the seniors they care for
- Using design features like pods/clusters and use of interior windows and transparent walls in long-term care facilities and seniors housing to increase a sense of community and reduce residents' isolation
- Comprehensively designing supports for residents of long-term care and seniors housing (e.g. shelter, medical care, social programming, nutrition)

Housing Options, Models, and Designs

- Increasing the number of co-housing options available to seniors (e.g. through renovating/modifying existing houses). Matching seniors to co-housing if it meets their needs
- Learning from innovative seniors housing models already in and around Toronto, and further afield. Some suggestions include:
 - The Re kai Centres, a long-term care facility and senior's condominium developer
 - Schlegel Villages, a manager of long-term care and retirement villages across Ontario
 - Campuses of Care: 33 member campuses exist across Ontario
 - Schlegel Villages' Village of Humber Heights in Etobicoke
 - Abbeyfield House Society of Lakefield's shared equity model with some care services on site (Kawartha Lakes region)
 - Chartwell, Canada's largest seniors housing operator, offers various service package levels at their Quebec locations to meet individual seniors' different needs
 - Villa Colombo Homes for the Aged at Dufferin and Lawrence in Toronto provides supportive housing, long-term care, and community services for Italian seniors all on one site, and is operated by a private third-party
 - Castlerview Wychwood Towers, a City of Toronto-operated long-term care facility that supports seniors of multiple cultural backgrounds within the same building and brings in volunteers of diverse cultural backgrounds to support residents
 - In Quebec, housing for seniors has a built form that's more similar to the conventional purpose-built rental environment and encourages independence more than in other provinces, so it is quite popular seniors in Quebec

- Seniors rental housing models in other jurisdictions like New York City that could be applied to seniors housing in Toronto
- Building more “campuses of care” to take advantage of synergies and social benefits, while recognizing that the economics of this model may exclude some seniors, is not universally supported, and is very land and capital intensive
- Giving “campus of care” residents and residents of faith-based and ethnic seniors housing life lease options
- In co-housing situations, creating a paid role of permanent staff to assist with cooking and cleaning
- Developing seniors’ centres within community centres, and making sure seniors can access it safely
- Exploring new and different models for long-term care that are flexible enough to meet seniors’ specific needs

Development and Planning

- Including in the City’s Official Plan calls for seniors housing models and associated funding (e.g. both Haliburton and Barrie have included co-housing in their OPs)
- Expediting CreateTO projects
- Developers of conventional condominium developments building “pods” with common areas in their buildings to foster a sense of multigenerational community for residents, including seniors
- Use the TCHC senior’s portfolio to identify City-owned land on which to build “campuses of care”
- Harnessing the power of inclusionary zoning for seniors housing (especially in the denser core of Toronto), and handing over affordable units generating through inclusionary zoning to co-ops and non-profits
- Creating a City program to acquire existing privately-owned buildings on which seniors housing can be built
- Provide supports and incentives for private developers to build seniors housing
- Including rooming houses in the conversation of affordable housing for seniors
- Creating guides for non-profit organizations on how they can create affordable housing for seniors, and have development consultants available to assist with the planning process
- Waiving the municipal land transfer tax and development charges for organizations when creating seniors housing
 - Durham Region and Sudbury defer/exempt development charges for non-profit organizations’ long-term care development projects
- Learn from past lessons and experiencing building seniors housing (e.g. in the 1980s and 1990s)
- Taking a “housing as a human right” approach to planning for seniors housing

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Stakeholder Workshop #3 Long-Term Care & Seniors Housing – Summary Report

- Developers of long-term care projects should not have to pay for parkland as part of Section 37 agreements; land is already very expensive for non-profits to acquire for long-term care projects
- Reducing parking ratio requirements for new seniors housing developments, since a significant proportion of seniors do not drive
- New seniors housing and long-term care developments should be located close to transit lines for easier employee access
- Development fees should be clarified for institutional vs. residential developments of seniors housing
- Consider developing long-term care facilities in land zoned as employment lands, since the employee-to-resident ratio is 1:1
- Exploring the possibility of school board lands to develop long-term care facilities and housing for seniors

Housing Stock

- Taking advantage of the many empty bedrooms in Toronto to use for housing seniors
- Utilizing older houses temporarily while new long-term care developments are being built, to free up beds and reduce waitlists in existing long-term care facilities

Financing and Funding

- Funding programs for long-term care and seniors housing should eliminate, not create more silos
- More fundraising in general is needed for seniors and aging
- Municipalities incentivizing the development of affordable housing for seniors through an endowment fund
- Provide seed funding to a broad range of organizations (including ethnic and faith-based) to develop long-term care and housing for seniors
- Stable government funding to organizations so that they do not have to rely on volatile private donations
- Investing sufficient amounts in artificial intelligence for long-term care and seniors housing to make this technology viable and implementable like it already is in Japan

Culture and Attitudes

- Focusing on the value that seniors bring to the community in order to improve their societal image and reduce stigma
- Adopting age-friendly principles, like the City of Barrie has done
- Shifting landlords' attitudes so that supporting their senior tenants is not misconstrued as "getting into their business"

Partnerships/Collaboration

- Bringing community organizations that do work in long-term care and/or seniors housing together in partnerships based on common elements amongst them

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Stakeholder Workshop #3 Long-Term Care & Seniors Housing – Summary Report

- The City acting as a facilitator or matchmaker between organizations
- Breaking down internal silos or barriers within the City
- Government programs (of all levels) should be flexible enough for smaller organizations to apply, especially for smaller scale projects
- Partnering with the National Housing Strategy to advance long-term care and housing for seniors
- Greater integration and collaboration between all three orders of government

HousingTO: 2020-2030 Action Plan

Stakeholder Workshop #4 (Social and Subsidized Housing) – Summary Report

1. Meeting Details

Date: Wednesday, May 22, 2019

Location: Ralph Thornton Community Centre, 765 Queen St E, Toronto, ON, M4M 1H3

Time: 1:30pm – 4:30pm

2. Attendees

Stakeholder Organizations

19 stakeholders attended the workshop including representation from:

- Maytree
- Centre for Equality Rights in Accommodation
- Nishnawbe Homes
- Bellwoods Centres for Community Living
- Internal Faith Homes
- Ahmadiyya Abode of Peace Inc.
- Evangel Hall
- Richview Residence
- DMS Property
- Dixon Hall Homes
- Seniors Persons Living Connected
- City Park Co-operative Apartments Inc.
- YWCA Toronto
- Aldebrain Attendant Care Services of Toronto
- Egale
- Toronto Community Housing
- HousingTO External Advisory Committee
- Wellesley Institute
- Massey Centre
- Christian Resource Centre

3. Meeting Summary

Meeting Purpose

- To introduce the HousingTO: 2020-2030 Action Plan including background context, engagement approach, timing, and activities;
- To identify priority issues and themes, and build momentum around innovative housing solutions and outcomes;
- Providing an opportunity for stakeholders to learn more about and discuss the issues related to housing;
- Asking stakeholders to share their views on a vision for a new housing action plan
- Answer stakeholders' questions about the HousingTO: 2020-2030 Action Plan
- Highlight next steps

Meeting Format

The meeting began at 1:30pm. Zoie Browne, LURA Consulting, welcomed attendees and explained the context and agenda of the meeting. Sean Gadon, Executive Director, City of Toronto Housing Secretariat, provided a brief introductory presentation that highlighted the purpose of the HousingTO 2020-2030 Action Plan, some of the outcomes of the previous action plan pertaining to social and subsidized housing, and the consultation process involved in creating the new plan. Participants were encouraged to share their expertise, engage in honest feedback and consider creative solutions to Toronto's housing challenges.

Following the presentation, participants collaboratively provided feedback in table facilitated discussions. Guiding questions were provided to help inform the conversation. The questions were the following:

1. What are the biggest challenges and barriers to creating social and subsidized housing opportunities in Toronto?
2. What new and innovative actions or improvements should the City undertake to maintain, expand and facilitate access to social and subsidized housing?
 - a. Are there innovations from other cities that Toronto should consider?
 - b. Are there existing programs or policies that should be improved/changed?
 - c. Are there low-cost high impact interventions the City can do?
3. The City wants to develop and enhance partnerships with social and subsidized housing providers. How can we work together to improve housing in Toronto?
 - a. Are there other organizations/groups that can play a role?
 - b. Is there a role for the federal and provincial governments?

After the facilitated table discussions, one stakeholder attendee from each table reported back to the larger group the main points raised in their table's discussion.

A brief recap of next steps followed the report-back.

4. Feedback Summary

This section presents the feedback received directly from meeting attendees and has been organized by theme. Two major themes were discussed; (1) Challenges and Barriers and (2) Ideas and Innovations. This summary is not intended to be a verbatim dictation, but instead an overview summary of feedback.

Challenges and Barriers

Stakeholders touched upon an array of housing challenges and barriers in their feedback:

Financing, Funding, and Capacity

- Stable, consistent cash flow is a significant issue for social and subsidized housing providers
 - When a rent-geared-to-income (RGI) tenant leaves a unit, it can pose challenges for the unit operator to have a stable/predictable financial flow
- Some social and subsidized housing organizations are so pre-occupied with financial survival that they cannot divert their efforts towards other areas, like building/developing more housing
- Social and subsidized housing providers do not always have the skills or capacity to conduct scenario planning, do financial analysis, or respond to RFPs for new housing development opportunities they wish to pursue
- Some social and subsidized housing organizations do not have capacity to both build/develop *and* operate housing versus just operating it
- The cost of building housing (especially the cost of land) and acquiring financial equity is very high for most non-profits, causing cash flow issues
- The costs of *not* providing enough social housing in the present will ultimately be higher than the cost of constructing social housing now
- Lack of governmental willingness to fund the development of affordable housing, especially when compared to the 1990s
- Insufficient funding for housing support services
- Staff imbalance: There is a lack of qualified staff who are specifically trained to provide support to clients. Other staff (e.g. admin) do not have the training or skill-building opportunities to provide this support
- Perceived difficulty in establishing new organizations that develop or provide social or subsidized housing and supports
- Perception that the City expects non-profit organizations to redevelop their housing units

Planning & Development Process, and Legislation

- Perception that the current Official Plan and zoning bylaws are too restrictive and do not integrate well enough with a people-focus approach to creating social housing

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Stakeholder Workshop #4 (Social and Subsidized Housing) – Summary Report*

- Perception among non-profit housing organizations that the planning process for developing social and affordable housing is long, bureaucratic, and inflexible (particularly for need-specific projects)
- Perception that the City incentivizes and focuses on condominium and private market development more than the development of social housing, and that the City lacks a vision for social housing
- Perception that if the City sells its precious and limited land to developers and the private sector, it will never be able to recover it
- Perception that the City is placing an unrealistic expectation of non-profits to redevelop their housing without the necessary supports
- Maximizing the use of public land for non-profit housing is a challenge
- The Residential Tenancies Act (RTA) has restrictions on how long people can stay in supportive housing; these limits have a deep impact on clients, especially once they reach the limit
- The tenant behaviour requirements of both the RTA and the Retirement Homes Act are inflexible, making it difficult to continue to accommodate hard-to-house clients when their behaviour does not meet the requirement
- The current lack of legalization of rooming houses in the inner suburbs (e.g. Scarborough, Etobicoke, North York) represents a barrier for using them as social or subsidized housing
- Legal barriers and disincentives currently exist that prevent developers from partnering with non-profit housing service providers
- Perception that there is a lack of leadership at the City in working with developers and organizations to build housing

Culture, Attitudes, Representation, and Equity

- The non-profit sector and private developers do not share the same mindset
- Consultations for new housing developments are not representative of diverse and historically underrepresented groups like people experiencing mental health issues, shelter residents, and people belonging to LGBTQ2SAI+ communities
- It can be difficult for older seniors and other marginalized people to participate in consultations
- Perception that politicians (including city councillors) do not understand the housing issues faced by average Torontonians, and that they and other politicians are not open towards and do not engage with their constituents' housing needs and input
- Language, culture, literacy level, and accessibility can be barriers to residents of social and subsidized housing with regard to both interacting with other residents and the physical age and condition of the building itself
- Board of directors of some social and subsidized housing providers have become discouraged

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- Perception that social/subsidized housing should be temporary or transitional. Some residents and clients *want* to stay in this type of housing long-term
- Lack of societal understanding that there is a connection between housing and community capacity
- Perception that low welfare rates are acceptable
- NIMBY (“not-in-my-backyard”) attitudes
- Lack of a human rights lens on housing issues

Housing Supports and Services

- Many tenants do not understand how to access the resources and information they need
- Uncertainty about the effectiveness of portable housing benefits (i.e. do they actually worsen the quality of life of those who use them?)
 - Perception that rent supplements and portable housing benefits provide less stability than the social/subsidized housing units themselves
- Support services in the dense downtown area do not have the capacity to meet the demand
- Social housing is often located in unattractive areas or areas without adequate supports, leading to isolation and a decreased sense of community for residents
- Difficulty incentivizing and attracting resources and businesses to locate near social housing after the housing has been developed
- Difficulty for residents of a supportive housing development to access supports within their own building when the capacity of the in-building supports serves clients from outside the building as well
- Maintenance and security staff providing supports to residents as a result of a shortage of trained and qualified dedicated support staff
- Some seniors misuse emergency services and supports
- Concerns that housing benefits and allowances will be eliminated as governments slash budgets
- Clients can be shut out from accessing services once they reach the maximum amount they are allotted or for which there is funding, resulting in a break in or discontinuation of support
- Some clients who require long-term care refuse to go, making the transition from social housing difficult for them
- Perception that there is an imbalance between those who need social housing and those who need supportive housing (i.e. some clients are misclassified)

Accountability and Oversight

- Perception that the development community worked to profit off a 35-year funding commitment from government

*HousingTO: 2020-2030 Action Plan
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- Perception that government gives too much funding to ineffective/inefficient social and subsidized housing providers
- Perception that some social and subsidized housing organizations spend their funding inefficiently or improperly and so need more auditing

Housing Stock, Affordability, and Access to Housing

- Housing affordability was identified as an overall challenge
 - Housing costs are increasing at a faster rate than the incomes of low-income Torontonians
- Perception that there is not enough mixed-income housing along the waterfront
- Aging and deteriorating housing stock
- Many older buildings have not been converted to meet current accessibility design standards
- Many Torontonians are over-housed and have empty bedrooms that could otherwise be used for social or subsidized housing stock
- Perception that there are too many condos and not enough housing for people experiencing homelessness

Ideas and Innovations

Stakeholders suggested many innovative ideas and actions in their feedback:

Financing and Funding

- Raise taxes to fund housing support programs and social housing development
- Create an empty homes tax (i.e. tax those who are over-housed)
- Explore social impact bonds as a funding tool
- Leverage the equity of non-profit organizations
- Increase government subsidies and lower interest rates to spur the development of housing, as was more common in the 1960s-1990s
- City should give upfront cash subsidies to non-profit groups if they agree to maintain social/subsidized housing for a fixed time period and operate efficiently
- Proportionally adjust reporting requirements for non-profit organizations according to the amount of funding they receive
- Waive the municipal land transfer tax for non-profit organizations
- Government should facilitate organizations' access of financing and related supports
- City should advocate for more provincial and federal funding for housing
- City should assist non-profit housing organizations with paying for architectural and planning consulting services for their housing development projects

Inclusionary Zoning: Planning, Development, and Design

- Implement inclusionary zoning
 - A percentage of units should be designated with rent-gear-to-income (RGI) status

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- Transfer units generated by inclusionary zoning to co-ops and non-profit organizations
- Provide benefits and incentives to developers to build affordable housing faster instead of leaving their land vacant
- The City should use all of its own land for social housing and not sell any of it to private developers
- A registry of excess land (especially belonging to the City and non-profits) should be created, and this land should be used for the development of affordable housing
- Planning by-laws and strategies should align with the HousingTO 2020-2030 Action Plan and should encourage affordable housing development
- Distance from supports and resources is an important factor to consider before deciding on a site for social housing development
- The City should create a standardized planning and approvals process, along with a dedicated staff team, specifically for new affordable and social housing development projects.
 - A certain degree of flexibility should be built in for non-profit organizations
- Delegate some authority currently only belonging to Council to planning staff as well in order to expedite the approvals process for social housing developments

Models/Case Studies and Pathways/Approaches

- Explore using modular, laneway homes, and units with movable walls for social/subsidized housing
- Use a bigger-picture continuum-based approach for planning for housing, not just individual buildings
- Use a unit swap model whereby tenants of different housing providers across town trade units (model used in the UK)
- Implement the Energiesprong townhouse retrofit and modular/pre-fabricated housing program used in Europe
- Implement a “moving to work” (MTW) program as used in US cities like San Diego
- Focus on low-cost, high-impact interventions, including small-scale, low-risk pilot projects to demonstrate viability and effectiveness
- City could increase its inventory of developable land for social housing through a “land amnesty” or “buyback” program
- City could facilitate a homeshare model in Toronto, help with matchmaking for tenants, and create a portable housing subsidy and/or incentive to fund such a subsidy.
 - Explore multi-generational homeshare models
- Overhaul the non-profit housing model
- Overhaul the evictions process
- Create a housing ombudsperson (used in the UK)
- Tax vacant rooms and create incentives for renting them out

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- Create a pathway between social housing and supportive housing (e.g. the “Bridges In, Bridges Out” model)
- Create a pathway for tenants to voice their problems and share innovative ideas (e.g. a Tenant Services Committee)
 - City should develop a process to address tenants’ issues without escalating to the Landlord Tenant Board (LTB)

Equity, Culture and Stigma

- Notwithstanding the importance of developing new housing stock, shift the cultural focus of planning for housing from function to people, human rights, and a sense of community
- Build into City policy a requirement for engagement with diverse populations and people in need of social housing in the planning process, to increase representation
- Ensure that the most vulnerable and marginalized are aware of engagement and consultation opportunities, and that these opportunities come to them
- Ensure that staff undergo cultural training so that they can more effectively and respectfully address the needs of these populations
- Add an LGBTQ+ perspective and lens to housing strategies at all orders of government
- New housing developments should be mixed-income
- Equitably support both those who live in new social/subsidized housing developments and those who do not or cannot
- Foster a culture at the societal level that people are responsible for their neighbours and have a role to play in preventing their isolation
- Shift the cultural mindset away from moving between homes and towards stability and security of tenure, a home in which to age in place
- Reduce the stigma of adult children living with their parents
- Reduce the stigma of social housing

Housing Supports and Services

- Create a website to help connect people with others for shared accommodation
- Advertised housing support programs more effectively
 - Doing so could make people aware of social housing they would qualify for, thereby freeing up the housing stock they currently live in
- Improve communication surrounding Housing Now
- Link clients of housing support programs to other support programs they might benefit from (e.g. seniors programs at organizations that are not seniors housing-focused)
- Expand live-in care programs for seniors
- Lengthen the time limit of housing subsidies and provide them directly to individual if their non-monetary support needs are not as intensive
- Expand rent supplements
- Increase long-term affordability requirements for new housing units

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Accountability and Oversight

- Create people-centred targets for measuring progress
- Expand the role of the TCHC housing ombudsperson, and allow non-TCHC tenants to access them (i.e. create a housing ombudsperson for all tenants)
- Conduct more stringent audits of landlords who wish to renovate to ensure that the eviction is genuinely to have family move in

Partnerships, Collaborations, and Advising

- Provide more funding to non-profit organizations
- City could proactively communicate with social and subsidized housing organizations with social procurement opportunities, and include them in the procurement process for developing surplus municipal lands
- Host sessions for developers to build their capacity and networks in the social/subsidized housing sector
- Facilitate partnerships and alliances among and between the community, the City, and the private and non-profit sectors to build more affordable housing, advance inclusive communities, and share skills and expertise
 - Private developers could build the social/subsidized housing sites
 - Local Health Integration Networks (LHINs) could provide health supports
 - The Ontario Non-Profit Housing Association (ONPHA) could help with capacity-building
- Renegotiate the business relationship between the City and developers so that it is worthwhile to the developer and demonstrates the potential for shared wealth
- Facilitate networking opportunities between non-profit housing organizations and philanthropists or other funders who want to help build housing but do not know with which organizations to connect or donate their money
- Provide more supports to non-profit housing organizations, like providing free consulting services from City staff who can advise them on how to make their housing ideas or services a reality
- Connect developers with non-profit organizations that have unutilized land on which to build social housing
- Create a registry of developable land for social housing and a City-run program for non-profit housing organizations to acquire it
- Pre-qualify housing providers for City assistance and funding
- Open a “Community Housing Transformation Centre” funded through the Ontario Non-Profit Housing Association and/or the National Housing Strategy
- Open a “Housing Solutions Lab” to encourage innovation and input between sectors and people with lived experience
- Housing providers could collaborate with each other to layer and integrate their support services

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Stakeholder Workshop #4 (Social and Subsidized Housing) – Summary Report

- Integrate the provincial ministries responsible for health and housing. Within the Ministry of Health and Long-Term Care, combine the health teams responsible for children, long-term health, and mental health for a more integrated approach vis-à-vis housing supports

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Stakeholder Workshop #5 – Affordable and Market Rental Housing Summary Report

1. Meeting Details

Date: Thursday, May 23, 2019

Location: North York Memorial Community Hall, 5110 Yonge Street, Toronto, ON, M2N 6M1

Time: 9:30am – 12:30pm

2. Attendees

Stakeholder Organizations

26 stakeholders attended the workshop including representation from:

- House Link
- Greater Toronto Apartment Association
- REENA
- Mainstay
- Minto Apartments Limited
- West Bank
- Rockport
- Concert Properties
- Greenwin
- YWCA
- Medallion Corp
- Shiplake/Collecdev
- PARC
- Kehilla
- CHF Canada
- Tricon Canada
- Waterfront Toronto
- Toronto Community Housing Corporation
- FMTA
- Aldebrain Attendant Care Services of Toronto
- ACORN

3. Meeting Summary

Meeting Purpose

- To introduce the HousingTO: 2020-2030 Action Plan including background context, engagement approach, timing, and activities;
- To identify priority issues and themes, and build momentum around innovative housing solutions and outcomes;
- Providing an opportunity for stakeholders to learn more about and discuss the issues related to housing;
- Asking stakeholders to share their views on a vision for a new housing action plan
- Answer stakeholders' questions about the HousingTO: 2020-2030 Action Plan
- Highlight next steps

Meeting Format

The meeting began at 9:30am. Zoie Browne, LURA Consulting, welcomed attendees and explained the context and agenda of the meeting. Sean Gadon, Director, Executive Director, Housing Secretariat, provided a brief introductory presentation that highlighted the purpose of the HousingTO 2020-2030 Action Plan, key highlights of the previous action plan pertaining to rental housing, and the consultation process involved in creating the new plan. Participants were encouraged to share their expertise, engage in honest feedback and consider creative solutions to Toronto's housing challenges.

Following the presentation, participants collaboratively provided feedback in table facilitated discussions. Guiding questions were provided to help inform the conversation. The questions were the following:

What are the biggest challenges and barriers to creating affordable and appropriate home ownership opportunities in Toronto?

1. What are the biggest challenges and barriers to creating affordable and market rental opportunities in Toronto?
2. What new and innovative actions or improvements should the City undertake to support the creation of new affordable and market rental housing?
 - a. Are there innovations from other cities that Toronto should consider?
 - b. Are there existing programs or policies that should be improved/changed?
 - c. Are there low-cost high impact interventions the City can do?
3. The City wants to develop and enhance partnerships with affordable and market rental providers. How can we work together to improve housing in Toronto?
 - a. Are there other organizations/groups that can play a role?
 - b. Is there a role for the federal and provincial governments?

4. Feedback Summary

This section presents the feedback received from stakeholder attendees and has been organized by theme and then by sub-themes. Two major themes were discussed; (1) Challenges and Barriers and (2) Ideas and Innovations. This summary is not intended to be a verbatim dictation, but instead an overview summary of feedback.

Challenges and Barriers

Stakeholders touched upon an array of housing challenges and barriers in their feedback:

Regulation & Red Tape

- City does not provide any incentives or benefits to make rental housing more viable
- Takes 5+ years to go from purchasing site to accepting tenants
- When affordable housing is developed, the developer must maintain its own waitlist process which is costly and time consuming
- Councillors are often not supportive of new rental or affordable apartment developer
- City has no process to give advantage to rental unit developers or connect them with adequate resources and supports

Planning Regulations

- Costs and risk are the biggest issue for purpose-built rentals and there is no leniency during the planning process
- The planning process costs the same to develop affordable units and rental units as luxury rentals and condos
- The approval process timeline is an issue because there are too many parties involved and they are not coordinated. There is a lack of coordination between City Divisions and the fragmentation is not helpful or supportive to tenants, service providers and developers
- There is no long-term plan to manage planning applications for affordable housing
- TCH doesn't have available land often and zoning doesn't always allow for intensification
- There is great uncertainty and unpredictability when costs for rental developments are calculated and when payments are due
- Development charges are increasing every 4 years and doubling
- Infill developments are limited by planners and designers. There is too much push back
- There is a lack of tenant perspective in the planning process
- The 'Growing Up' guidelines and TOCore are too restrictive

Blockages in the Housing Spectrum

- City doesn't seem to recognize that purpose built rental units serve a unique need and that condos can't replace rental demand

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- Property owners are concerned with inconsistent payments from tenants. It was noted that evictions are a rising issue for the tenants and affordable housing providers
- Tenants can't move out of old buildings as there are not enough new rental development in the midrange of cost
- City doesn't provide information on tenant rights directly to tenants

Supply of Housing

- Many rental units are being purchased by international organizations that are trying to quickly maximize profit without consideration of existing tenant needs
- Suburbs have very little development of rental units (i.e Etobicoke) but there is an opportunity for these areas to be more dense
- There is a huge lack of supply in midrange rental housing between affordable and market prices
- Some of the affordable housing is lost and there are not enough rental properties to replace it. Former investments for developers provided millions to keep properties affordable for 20 years and now those spaces are being converted to other uses.
- The city does not have enough social housing and people are forced into unaffordable housing situations
- TCH revitalization projects underway with several sites not located in strong market locations
- Supportive housing for specialty groups may acquire rental sites but often cannot move existing tenants to other affordable rental units
- Barriers to redevelopment of existing buildings include overly stringent rental replacement requirements in Toronto.

Cultural Perceptions

- There is stigma against development of new rental and affordable units in some parts of Toronto (example: North Etobicoke)
- Some communities do not want rental or affordable housing based on false stereotypes (i.e. 'ghettos'). However, it was noted that rental demand is high amongst young professionals, many who currently live in suburbs

Affordability

- Land speculation is driving up costs of land and ownership developers are able and willing to pay more
- Without profit for rental development there is nothing to re-invest in new rental unit development and therefore the system is unsustainable
- Developers are not often subsidized for offering affordable units
- Property tax rate for rental is higher than for ownership

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Maintenance

- Affordable housing is not maintained for years leading to poor quality of life for residents
- Developers need a large amount of money to repair damage and pass costs to residents
- Disincentive to adequately maintaining units
- Lack of enforcement of building standards

Transit-Oriented Development

- Poor transit access makes many development sites unviable
- Affordable housing and transit affordability go together. Residents are penalized by two transit fares if they live in Toronto and work in Markham (or vice versa)

Ideas and Innovations

Stakeholders discussed an array of ideas and innovations in their feedback:

Municipal Strategies

- City Council needs to mandate a "can do" attitude for staff to enable development of affordable rental units.
- Create rental zones in the City's Official Plan and ensure rental zones are mixed income to prevent concentration of poverty
- Create exemptions from the planning design guidelines that don't impact tenant quality of life, while allowing buildings to be built more efficiently. Planning process should be more proactive and allow flexibility
- Facilitate and expedite the development process with an Open-Door RFP process
- Enforce one-to-one replacement regulations regardless of any assessment of tenant needs
- Centralize affordable housing applications across the City of Toronto
- Integrate the City and Provincial waitlists and develop a transparent assessment system to address any concerns of favouritism towards one group over others
- Develop a strategy to ensure barrier-free units are available to tenants with disabilities when they become vacant
- City to advocate to the Province to improve tenant's laws

Maintenance

- Enforce landlords to do regular maintenance checks and up-keep of rental units
- Develop a strategy to prevent building management from avoiding maintenance for years than increasing rent to pay for repairs all at once
- Make capital improvement before building facilities fail by developing specific policies for regular maintenance to inspect and encourage regular maintenance of rental buildings
- Develop a system whereby rental buildings can reserve money to pay for improvements like condo corporation reserve funds

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- Check if innovation in building code still provides quality units that maintain quality of life
- Secure other sources of revenues for redevelopment of TCH sites

Inclusionary Zoning

- Develop a 25-year affordability terms
- Ensure a customized approach with different levels of affordability like in New York City
- Create a centralized and transparent process to select who gets affordable units in new development
- Develop a standardized and transparent process for the waitlist management for buildings with a mix of affordable rental units
- Exempt affordable and mid-range rental buildings from inclusionary zoning requirements

Non-Profit Collaborations

- Housing secretariat should play “master role” between private sector and non-profits to help develop partnerships with specialized housing providers and the private sector
- Develop strategies to reduce the competition between non-profits and private developers to find more opportunities for partnerships
- Non-profits should be provided with an operating agreement rather than helping develop the land
- Ensure non-profit sector is a big part of the development process right from the beginning. Non-profit sector knows how to manage and work with affordable housing best
- Work with Tenant Associations and other groups to prevent evictions and have tenants’ needs be heard

Private Sector Incentives

- Provide certainty in timeline and approvals to alleviate risk-factor concerns for developers
- Provide incentives for the development of affordable housing and mid-market priced condos
- Subsidize the development of affordable housing developments by extending the term the housing needs to remain affordable. 20 years is too short particularly for people on fixed incomes.
- Incentives are needed to encourage longer terms for affordability. Too much speculation on land value to make long term feasible without incentives
- Facilitate cost-sharing opportunities to enable other builders to pay into the facility after its developed
- Spread out development charge payments in 6-month installments

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Building the Missing Middle

- Prioritize the mixed development of market and affordable units so there is less discrimination
- Recognize rental housing as a public benefit and incentivize through policies
- Build small rental buildings (less than 20 units) in spaces not previously used
- Create Federal co-investments under the National Housing Strategy for affordable rental developments
- Create incentivization in priority development areas

Housing Spectrum

- Promote development of communities rather than just units and ensure that it is based on the life cycle of residents
- Reassess income of tenants annually and charge more to those that can afford it, and then redistribute extra revenues to improving other units and enable people to move across the housing spectrum

Engagement and Education

- City should work to engage all communities, and different demographics in planning meetings for new rental housing developments
- Develop engagement opportunities to help build trust and understanding between low income rent tenants and landlords
- Develop a 'Public Education Campaign' to help remove the stigma against rental market developments. This should include open houses and public education materials to show how modern rental units are well maintained and beneficial to communities
- Host more community meetings and bring engagement opportunities to people rather than asking individuals to come to a meeting

Programs and Supports

- Capital grants need the flexibility to assist with funding rent assistance programs
- Develop eviction prevention supports and programs
- Invest in tenant education programs
- Develop organized ways for tenants to communicate with their Councillors. This could include mandatory meetings for Councillors

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Stakeholder Workshop #6 Creating the Right Supply – Summary Report

1. Meeting Details

Date: Tuesday June 4th, 2019

Location: 87 Elm Street, Toronto ON M5G 0A8

Time: 9:30am-11:45am

2. Attendees

Stakeholder Organizations

32 stakeholders attended the workshop including representation from:

- CRC Regent Park Community Food Centre
- Reena
- West Neighbourhood House
- Ryerson City Building Institute
- Wellesley Institute
- New Commons Development
- Maytree
- St. Stephen's Community House
- Tenants First
- YWCA Toronto
- Options for Homes
- Ecuhome Corporation
- Habitat Services
- Miziwe Biik Development Corp
- Avenel Non-Profit Housing Corporation
- MBDC
- Elizabeth Fry Toronto
- ACTO
- Community Living Toronto
- Kehilla Residential Programme
- Sistering
- FMTA
- Century 21 Harvest Realty Ltd.
- CAMH
- Woodgreen Community Services
- Toronto City Planning
- CERA
- TCHC

3. Meeting Summary

Meeting Purpose

- To introduce the HousingTO: 2020-2030 Action Plan including background context, engagement approach, timing, and activities;
- To identify priority actionable solutions and tactics, and build momentum around innovative solutions and outcomes for creating the right supply of housing in Toronto;
- Providing an opportunity for stakeholders to learn more about and discuss the issues related to creating the right supply of housing in Toronto;
- Asking stakeholders to share their views specific to actionable solutions/tactics for a new housing action plan
- Answer community member questions about the HousingTO: 2020-2030 Action Plan
- Highlight next steps

Meeting Format

The meeting began at 9:30am with a brief presentation from Valesa Faria. This presentation was followed by the 'IdeaRating Frames' activity. IdeaRating Frames involves a group facilitated table discussion to create actionable ideas that might be considered for the Action Plan. Facilitators guided stakeholders in table discussions through the individual development of actions and tactics answering the question "What actions/tactics should the plan include to increase the supply of housing?". These individual actions were then synthesized to create actionable ideas to present to the entire stakeholder workshop group. After developing these actionable ideas, participants place tokens into concealed slots. Each token signified their level of support for the idea. Stakeholders could also comment on the action in an optional comment section. After everyone had a chance to drop tokens, the results were revealed and several actions with more than fifteen (15) tokens in the 'Top Priority' column were read out loud to the group.

Feedback was obtained through the following methods:

- Table facilitators recorded group discussions through notetaking
- Support for actionable ideas was recorded on worksheets and IdeaRating Frames

A summary of the feedback collected at the public meeting through conversations and the IdeaRating Frames is presented below.

Meeting Presentation

At 9:30am, Zoie Browne (LURA Consulting) welcomed attendees, introduced the project team, and explained the context and purpose of the meeting. Valesa

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Faria (City of Toronto, Housing Secretariat) then delivered the land acknowledgement and gave a few opening remarks before continuing with a brief summary presentation on what has been heard so far in the consultation process from the five stakeholder workshops conducted dealing with different areas of the housing continuum. Following the presentation, Zoie Browne provided stakeholders with an overview of the 'Idea Frames' activity.

4. Feedback Summary

This section presents the feedback received directly from meeting attendees, organized by themes.

General Feedback

Attendees touched generally upon a diverse array of themes in their actions to increase supply of housing:

Zoning

- Housing-oriented transit planning was viewed as an opportunity to bring transit to areas where there is potential for new affordable housing to be built.
- Several participants raised the need for provisions in the Official Plan and Secondary Plans for a percentage of all new residential units to be dedicated to affordable housing.
- Support for lower-density (compared to higher density mid-rise and point tower) construction not on main streets. Redirect growth away from main streets.
- Desire to see more types of housing allowed in most parts of the city, exceptional circumstances should still apply.
- Yellowbelt study needed in order to assess and understand where new multi-unit building types (duplex, triplex, fourplex, low-rise apartment, etc...) can be built.
- Support needed from city staff or 3rd party to help facilitate the smaller agencies and individuals with the creation of housing such as Secondary Suites.

Affordability

- Definition needs to change to reflect 'deep affordability' as a measure of income rather than average market rent. These definitions must be consistent across city departments and city documents.
- Double the city's targets from 400 to 800 new affordable units each year.
- Desire to see a percentage of new units required in inclusionary zoning however that percentage should reflect local building types and neighbourhood need rather than having a set target every development needs to meet.

Funding

- Adjust property taxes or create a tax-levy dedicated to affordable housing.
- Combining federal, provincial, and city assistance in partnership with non-profits to deliver supportive housing.
- City-seeded acquisition fund to enable community-based/non-profit acquisition of existing privately-owned housing stock
- Introduce tax-incremental financing structure to pay for affordable housing development

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Non-profit support

- Prioritizing and expediting approvals process for non-profits and developers who partner with non-profits to deliver affordable housing.
- Supporting non-profits through the development and approval process to create strong applications.
- Regulations surrounding the development of housing were viewed as restrictive of creativity and entrepreneurial use, management, and development of current and future housing stock by non-profits.
- Assign a dollar-value (social return on investment) to the service non-profit developers provide to strengthen their competitiveness in procurement process. Social valuation of the service provided should be viewed as an asset that strengthens a project's proposal.

Public Ownership

- Desire to see publicly owned land remain publicly owned in perpetuity and designated for long-term affordability.
- Assembly of adjacent publicly owned lands into larger properties.
- Intensification of existing publicly owned sites (libraries, municipal buildings, hydro lines, parking lots).

Other

- Seniors should be incentivized to downsize from or alternatively co-habitate in their current home. These incentives may manifest themselves in appealing alternative housing options.
- Reducing NIMBYism by de-politicizing the planning process.

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Idea Frames Feedback

Some key actions from this workshop that displayed both a high score (indicative of many people either listing the action as either a ‘top priority’ or ‘strong support’) and low controversy (indicated by the standard deviation of responses to the action) include.

Action	Score (Mean)	Controversy (Standard Deviation)
Ensure new affordable housing remains affordable in perpetuity by adjusting property taxes or other barriers to accommodate, and place priority on deep affordability	4.50	4.06
City should create more supportive housing (mental health & chronic homeless) in partnership with non-profits, by (a) combining federal capital, provincial supports, and city assistance, (b) creating a 3-year implementation plan	4.46	4.12
Increase/facilitate development of affordable housing by non-profit housing providers by prioritizing/speeding up approval for these, supporting increased capacity of these developers to put in strong development applications	4.44	3.53
Change the definition of affordability to be based on income level as opposed to market rent i.e. instead of it being 80% of market rent, it's a percentage of units must be rent-geared-to-income	4.36	4.45
All publicly owned land (school boards, city, province) should remain publicly owned and designated for long term affordability	4.28	5.08

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Stakeholder Workshop #7 (Making Supportive Housing Happen) – Summary Report

1. Meeting Details

Date: Wednesday, June 5, 2019

Location: Central YMCA, 20 Grosvenor St, Toronto, ON, M4Y 2V5

Time: 9:30am – 3:30pm

This workshop was the final iteration of a design charrette to tackle barriers to non-profit supportive housing development first committed to by the Toronto Alliance to End Homelessness and the City of Toronto's former Affordable Housing Office in 2018. This workshop was conducted as part of the HousingTO 2020-2030 Action Plan consultations since supportive housing will be a key theme in the plan.

TAEH and the Housing Secretariat will also use these results to inform a separate *Making Supportive Housing Happen Charrette Report* in September 2019 to support focussed follow up and next steps beyond the purview of the HousingTO report.

2. Attendees

Stakeholder Organizations

36 stakeholders attended the workshop including representation from:

- St Clare's Multi Faith Housing Society
- Yonge Street Mission
- BGM Strategy Group
- Dixon Hall
- Margaret's Housing and Community Support
- Raising the Roof
- Maytree Foundation
- Elizabeth Fry Toronto
- Toronto Central Local Health Integration Network
- Houselink Community Homes
- Wellesley Institute
- Mainstay Toronto
- LOFT Community Services
- Madison Community Services
- Power in Community
- The Access Point
- Ecuhome Corporation
- Ministry of Municipal Affairs and Housing
- Habitat Services
- City of Toronto

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- Building Up
- Fred Victor
- PARC
- Canada Mortgage and Housing Corporation
- Kehilla Residential Program
- Sistering
- Cota
- Canadian Mental Health Association
- Toronto Alliance to End Homelessness
- Woodgreen
- Woodsworth Co-op
- Eva's Initiatives
- Homes First Society
- Raising the Roof

Council Representation

- Councillor Ana Bailão, Deputy Mayor and Planning & Housing Committee Chair, City of Toronto

TAEH Team

- Daphna Nussbaum, TAEH
- Kira Heineck, TAEH
- Brian Davis, TAEH
- Paul Bruce, TAEH

Guest Speakers

- Brian Davis, Houselink
- Mariner James, Portland Hotel Society (Vancouver)

3. Meeting Summary

Meeting Purpose

- To take stock of existing opportunities;
- Identify and seek solutions to address barriers to providing more supportive housing options; and
- Explore modular housing as a new option to bring supportive housing on-line.

Meeting Format

The charrette-style workshop began at 9:30am. Zoie Browne, LURA Consulting, welcomed attendees and explained the context and agenda of the meeting. Sean Gadon, Executive Director, City of Toronto Housing Secretariat, provided a land acknowledgement and opening remarks.

Following the welcome, Brian Davis, Executive Director of Houselink Community Homes, and Chair of the TAEH Housing Development Working Group, gave a presentation on experiences, challenges, and ideas for developing supportive housing in Toronto on behalf of the TAEH.

The presentation was based on the analysis of 9 relatively recent alternative and supportive housing projects across 8 non-profit alternative and supportive housing organizations in Toronto. The full report entitled *“Developing Supportive Housing in Toronto: Experiences, Challenges and Ideas,”* and found at <https://taeh.ca/>, is a foundational document that informed the development of this workshop.

As its recommendations were widely accepted by the organizers of the charrette and many of the attendees prior to this workshop, the Executive Summary of the Report is included here:

Commit all City divisions to facilitating new supportive housing development

The City has embraced an "all of government approach" to creating affordable housing through its new Housing and Planning Committee, and Housing Now initiative. To enable the City to meet its annual target of 1,800 new supportive housing units, we need the City to take a similar approach:

- Recognize the creation of perpetually affordable housing — accessible to people on OW and ODSP who need support — as a City priority in all City divisions.
- Ensure delivery targets for new supportive housing are included in the Toronto Housing Plan 2020-2030.
- Commit capital funding and rent supplements in the City budget for new supportive housing.
- Make supportive housing a priority for all city-owned sites (see below).
- Consider an "official trouble-shooter" position to advance supportive housing.

Streamline municipal planning approvals

The Housing Now initiative calls for dedicated staff from the City Planning Division to fast-track

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municipal planning approvals. We are seeking a similar approach for supportive housing on other sites that:

- Starts with the question, "How can we make this project work?"
- Streamlines approvals to keep costs down, recognizing that in recent years construction costs were increasing by 1% per month. (For example, the cost of one 36-unit project increased by 30% during the 2.5 years it took to get the necessary approvals).
- Accepts that innovative supportive housing models do not always match the definitions set out in Toronto's Official Plan or Zoning By-law. Let us recognize that "residential is residential," regardless of the characteristics of the people being housed or the provider's support model.

Co-ordinate City funding programs with federal and provincial funding programs

- **Take full advantage of provincial supportive housing funding.**
Among the eight supportive housing providers interviewed, over 150 health-funded rent supplements and three full-time support staff lay fallow because of delays in housing approvals. In some cases, these subsidies may need to be returned in the year they were approved. We recommend that the City co-ordinate its work with the Ministry of Health and LHINs (or any successor organization) to take full advantage of these significant subsidies.
- **Align Housing Now, Open Door and NHS Co-Investment Fund approvals.**
In our experience, the applications for both the NHS Co-Investment Fund and Open Door have been very costly for providers to prepare — costs that either reduce affordability or increase public costs.

The City has already taken a welcomed first step towards coordinating Housing Now and NHS funding approvals. Is it possible to extend this work to other affordable and supportive housing sites? Some possibilities:

- Replacing the annual RFP for proponents seeking relief from fees, charges and taxes (but not land or direct funding) with an ongoing system of delegated administrative approval to qualified non-profit applicants. For example, we understand that in Ottawa, verification of non-profit or charitable status is sufficient to access relief from charges and fees for affordable housing developments.
 - Building on the Parkdale Rooming House Acquisition Pilot, the City should establish a city-wide funding program to facilitate acquisition of existing affordable rental housing by non-profits.
 - Coordinating any municipal funding approvals with the Co-Investment Fund's continuous intake process.
 - Consulting and partnering with TAEH members to ensure the best use of the new Non-Profit Housing Capacity Fund.
- **Facilitate the development of supportive housing on City-owned sites.**
Effective use of City sites such as the eleven Housing Now sites, combined with Ministry of

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Health rent supplements, will be crucial to achieving the City's supportive housing targets. We recommend:

- Capitalizing on supportive housing's commitment to maintaining perpetual affordability and ending homelessness. Set aside a portion of units on each Housing Now site for supportive housing. Give preference to for-profit developers that partner with supportive housing owners and operators.
- Stacking operational and capital funding from federal homelessness and provincial health programs to create maximum affordability. Remember that most supportive housing units are bachelor or micro-units with no parking requirements.
- Consulting with TAEH members to ensure the best use of the new Non-Profit Capacity Fund. Strengthen the sector.

Strengthen the supportive housing sector

Supportive housing providers recognize that we must strengthen our own development capacity. Some ideas we'd like to explore:

- Building or acquiring larger mixed supportive/market buildings, learning from developments in New York City and Peel Region.
- Making more effective use of the sector's asset value and total revenue stream to increase borrowing capacity, rationalize the portfolio, intensify existing sites, reduce risks and increase asset management expertise.
- Strengthening the sector's collective development capacity, learning from such models as the Calgary Homeless Foundation and HomeSpace Society (formerly Calgary Community Land Trust Society); Ottawa's Cahdco; Vancouver's Community Land Trust Foundation; and the US Corporation for Supportive Housing.
- Creating an affordable housing revolving fund supported by a combination of philanthropy and patient capital investment.

After Brian Davis's presentation, participants collaboratively discussed at their table challenges and barriers surrounding supportive housing in Toronto, as well as ideas for short-, medium-, and long-term solutions for addressing them. Guiding questions were provided to help inform the conversation. The questions were the following:

1. What do you like about the proposed options to bring more supportive housing solutions on-line?
2. What is needed to address the identified challenges?
 - a. What resources are needed?
 - b. What partnerships are needed?
 - c. How can your organization be involved?

After this round of facilitated table discussions, one stakeholder attendee from each table reported back to the larger group the main points raised in their table's discussion.

All staff and attendees then had a lunch break.

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Following lunch, Mariner James, Senior Manager of Housing at Portland Hotel Society in Vancouver, gave a presentation on modular housing and how PHS helped implement the model in Vancouver as a way to boost the stock of supportive housing in that city. Examples of the Portland Hotel Society's work with modular housing can be found at <https://www.phs.ca/project/chartrandplace/>

Then attendees participated in another round of facilitated discussion at their tables, with Mariner James rotating to each table over the course of the discussion period. The discussion focused on the opportunities modular housing presented for Toronto, and how it could be implemented in the city. Guiding questions were provided to help inform the conversation. The questions were the following:

1. What can Toronto learn from the supportive housing experience and practice from PHS in Vancouver?
2. Should the City of Toronto advance modular housing in Toronto? What are the key issues in supporting its successful implementation?
3. When selecting a site, what kind of considerations should be taken into account?
 - a. Transit?
 - b. Local community?
 - c. Other community services?
 - d. Geographic location in the city?

Once again, after the facilitated discussion, one stakeholder attendee from each table reported back to the larger group the main points raised in their table's discussion.

Councillor Ana Bailão then provided some closing remarks before the workshop ended at 3:30pm.

4. Feedback Summary

This section presents the high-level summary of the discussions that took place. It is organized into two sections, one for each round of discussions as described above in the *Meeting Format*. As noted above, the TAEH and the Housing Secretariat will release a separate report that will consolidate feedback into a set of next steps and areas for possible action.

Feedback from the morning discussion is organized by short-, medium-, and long-term solutions and then by theme; feedback from the afternoon discussion is organized by guiding question.

Solutions and Ideas for Supportive Housing in Toronto (Morning Discussion)

Short-Term

Housing Stock, Development, and Planning

- Preserve and renovate the existing supportive housing stock
- Locate existing stock in which to rapidly house people in need of supportive housing using an adequate portable housing allowance
- Build modular housing on vacant lots
- Housing Sites
 - CreateTO and the City’s real estate department to Identify additional sites on which to build supportive housing (especially on City-owned land)
 - Articulate a framework within Housing Now that aligns housing needs with supports
- Explore opportunities for people to pursue housing options outside of Toronto if they so choose by making their housing allowances portable.
- Prioritize “open door” RFPs for non-profit housing providers
- Approach new housing developments nearing completion to explore opportunities to allocate some of the units to those in need of affordable housing
- Withhold City building permits in cases of renoviction that may meet the provincial RTA definition for legal eviction, but do not meet the City’s definition

Culture

- Make fast-tracking deeply affordable and supportive housing part of the City of Toronto Planning Division’s mandate by providing a troubleshooter or shepharding role
- Appeal to the private sector’s social conscience to advance supportive housing
- Shift to a human rights approach to planning and the use of City-owned properties

Financing and Funding

- Establish a standing table between the City and the Province on supplementing housing funding
- Coordinate funding between different orders of government

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Models

- Emulate Vancouver’s “Friendly Landlord Network” model that connects youth in care with affordable rental housing

Housing Supports

- Advocate with the Ministry of Municipal Affairs and Housing, as well as the Ministry of Health and Long-Term Care to index rent supplements, housing allowances, and portable housing benefits to increases in housing costs, aiming to increase to \$1,100 per month
- Emphasize rent supplements over less effective portable housing allowances

Partnerships and Collaboration

- TAEH working at multiple scales, advocating at the system/sector level while building relationships at the agency level
- Affirm a commitment to supportive housing between all orders of government, clarifying the contributions each government will make
- Establish more partnerships between the public and private sectors
- Involve supportive housing tenants and clients more in the planning process
- Seek City Council endorsement of TAEH’s ZERO TO campaign

Medium-Term

Build upon and round out the short-term solutions and...

Housing Stock, Development, and Planning

- Support the current development of a Supportive Housing Growth Strategy and work with TAEH and other orders of government to implement the strategy
- Keep metrics data on gains and losses in supportive housing stock
- Create a pathway for the ownership of affordable units generated by inclusionary zoning to be transferred to non-profit organizations
- Implement rent control and inclusionary zoning
- Support a collective entity (i.e. Community Land Trust) to hold and financially leverage supportive housing stock for repurposing and expansion
- Explore how the City or non-profit organizations can partner with the private sector to manage affordable units in private market buildings
- Identify opportunities to optimize TCHC assets and units
- Fast-track the construction of modular housing instead of traditional shelters and respite sites
- Draw from the Pan Am Athletes’ Village as a development model for supportive housing
- Download more authority over planning and building laws, zoning, and permit approvals to municipalities
- Start advanced planning work on the next iteration of the HousingTO initiative
- Explore converting some shelter sites into supportive housing

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- Commit to continuing to develop the vision for housing in Toronto beyond the truncated HousingTO consultation process

Financing and Funding

- Keep metrics data on gains and losses of funding for supportive housing
- Align housing assets with financial equity
- Demonstrate non-profit organizations' fiscal reliability to government funders and lenders
- Secure long-term funding for supportive housing projects to ensure viability, including a funding source for acquiring existing properties
- Centralize access to a co-investment fund for supportive housing that is accessible year-round through an "open door" application policy

Housing Supports

- Centralize access to supportive housing units and establish a revolving and on-going "open door" program for accessing supportive housing
- Lower the threshold for what is considered "affordable"
- Reallocate resources and enhance financial efficiency by reassigning supportive housing workers to tasks that have the greatest need and highest impact

Partnerships, Collaboration, Advocacy, and Capacity-Building

- Establish early partnerships between non-profit organizations and developers
- Build non-profit organizations' skills and capacity to develop and manage supportive housing. Establish a resource group or a guide to coordinate this, either inside or outside the City
- Partner non-profit organizations that provide tenant support services with property managers and owners
- Continue to fund and partner with TAEH as a key housing stakeholder

Enforcement and Accountability

- Enforce rent control and inclusionary zoning regulations
- Require developers and landlords to register all their assets and corporations and hold them accountable for the taxes they owe
- Establish a committee that oversees and enforces regulations surrounding illegal evictions and redevelopment bullying and retaliation

Long-Term

Entrench the short- and medium-term solutions and...

Housing Stock, Development, and Planning

- Plan with purpose
- Explore partnership models where one partner manages the physical aspect of a building and another partner manages part of the tenancy

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- Reach a target of 18,000 supportive housing units built
- Reach a target of 30% of Housing Now units being deeply affordable (20% of units in other new market housing developments)
- Institute ward-based housing targets
- Aggregate the supportive housing asset base and maximize its value to fund more affordable housing development
- Non-profit organizations give up building ownership entirely to focus solely on support services
- City addresses the commodification of the housing stock and taxes vacant units
- Expand and support community land trust initiatives
- Remove all barriers to non-profit housing development

Housing Supports

- Expand housing subsidies to modular homes and tiny homes
- Expand rent-to-own programs
- Provide an additional refundable tax credit to the basic personal amount for very low income households
- Improve the case management flow in the supportive housing system and remove barriers

Partnerships and Collaboration

- Work with Housing Now and social enterprises to create employment opportunities
- Create an interjurisdictional vision to address housing as a regional issue that leads to responsive and proactive rather than reactive Council action

Implementing Modular Housing in Toronto (Afternoon Discussion)

1. What can Toronto learn from the supportive housing experience and practice from PHS in Vancouver?
 - A streamlined approvals process at the City's planning department
 - Reallocating resources that currently go towards shelters and respite sites to modular housing instead
 - Full funding for modular housing with clear criteria and plans (e.g. locations of each site and number of units planned for each)
 - Having a clear mandate, coordination, and a sense of urgency between all stakeholders, the non-profit sector, and all orders of government to implement modular housing
2. Should the City of Toronto advance modular housing in Toronto? What are the key issues in supporting its successful implementation?
 - Conduct a cost-benefit analysis for modular housing over other options; if the benefits outweigh the costs, secure a stable funding model

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- Ensure that outcomes are substantially better than the traditional shelter model, or explore how the two models can be combined
 - Find appropriate and sufficient land (especially former industrial or commercial sites, City-owned land, and above existing buildings) for building modular housing
 - Explore centralized or collective funding models
 - Establish a tendering process to find an operator for the modular housing development
 - Secure community buy-in at the very start of the modular housing planning process and ensure a high level of supports for the new residents to prevent NIMBY opposition in the community
 - The modular housing model is already proven successful: Follow other City's (e.g. Vancouver's) lessons and insights in order to scale up modular housing quickly in Toronto instead of piloting it and then gradually scaling up
 - Programming and supports must be comprehensive and have a pathway to transition out of the modular housing to other housing and integrate into the wider community, ideally in the same neighbourhood
 - Minimize the eviction rate
 - Consult potential residents of modular housing on the programming and support services they would like to see
 - Expedite the approvals process for modular housing, and classify it as supportive and affordable housing to bypass zoning and/or building code restrictions the project would otherwise face
 - Identify a champion to coordinate implementation
 - Identify the target population of the modular housing development
3. When selecting a site, what kind of considerations should be taken into account?
- a. Transit?
 - b. Local community?
 - c. Other community services?
 - d. Geographic location in the city?
- Plan for the site and the modular housing construction to be high quality enough to endure over time in case it needs to be permanent
 - Identify and remediate any contamination of the land
 - Build on transit-accessible sites and install bike parking
 - Build on sites that will bring higher density to low density neighbourhoods
 - Build near existing and future community services, permanent housing, and retail (e.g. grocery stores and coffee shops)
 - Provide on-site:
 - Outdoor spaces

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- Community kitchen
- Programming
 - Skills training
- 24/7 health support services (including overdose prevention)
- Build where there is less stigma surrounding homelessness

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Stakeholder Workshop #8 – Housing as a Human Right

1. Meeting Details

Date: Thursday, June 6, 2019

Location: Regent Park Community Center, 402 Shuter Street, Toronto, ON M5A 1X6

Time: 1:30pm – 4:30pm

2. Attendees

Stakeholder Organization

30 stakeholders attended the workshop including representation from:

- PARC
- Evangel Hall Mission
- TATEH Human Rights Working Group
- Toronto Drop-in Network
- Maytree
- Raising the Roof
- Elizabeth Fry Toronto
- Tenants First
- University of Toronto Department of Geography and Planning
- The 519
- Habitat GTA
- Ecuhome Corporation
- LEAG
- WoodGreen
- Avenel Non-Profit Housing Corporation
- Bellwoods Centers for Community Living Inc
- Francoqueer
- Homes First Society
- Dixon Neighbourhood Homes
- Sistering
- Solterra Co-Housing Ltd
- Mainstay Housing

3. Meeting Summary

Meeting Purpose

- Provide an overview of the purpose of the Housing Toronto Plan and the context surrounding this workshop's housing theme, Housing as a Human Right.
- Gather information, ideas, opinions, and insights from stakeholders to complement existing secondary research and data analysis on housing in Toronto.
- Identify opportunities for collaboration between stakeholders in shaping and implementing the Plan, including identifying resources and defining roles and responsibilities for implementation

The meeting began at 1:30pm, Zoie Browne, LURA Consulting, welcomed attendees and explained the context and agenda of the meeting, and introduced Sean Gadon, Elizabeth Mclsaac (Maytree), Emily Paradis (University of Toronto), and Alyssa Brierley (Centre for Equality Rights in Accommodation), who would be giving the presentation. Sean Gadon provided introductory remarks and the land acknowledgement, Elizabeth Mclsaac introduced the history of Housing as a Human right, Emily Paradis shared with participants what taking a rights-based approach to housing would look like in Toronto, and Alyssa Brierley introduced five guiding principles for a rights-based housing plan. Zoie Browne invited questions of clarification and explained how the guided facilitated discussion process would work. Participants were encouraged to share their expertise, engage in honest feedback and consider creative solutions to Toronto's housing challenges.

Following the presentation, participants collaboratively provided feedback in table facilitated discussions, on each of the five guiding principals of Housing as a Human Right. Each table was given 10 minutes to discuss each of the guiding principles, listed below:

1. Rights-based decision-making

- A rights-based HousingTO Plan would implement protocols for city staff and officials to review the impact of any decisions on the right to housing. In rights-based decision-making, human rights are a primary consideration, taking precedence over other factors. Decision-making processes go beyond consultation, to engage the meaningful participation of individuals and communities directly affected.

2. Coordinated governance & action

- A rights-based HousingTO Plan would set out structures and bodies to coordinate the City's work on housing and homelessness. Currently, Toronto's housing-related functions are dispersed across multiple City divisions, including Planning, Affordable Housing Office, Municipal Licensing and Standards, Shelter Support and Housing Administration. In a rights-based approach, divisions would work together across silos to coordinate action and resources in innovative ways that expand the impact of City investments.

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3. Transparent, evidence-based monitoring

- In order to ensure it is advancing the right to housing, the Plan would be subject to evidence-based monitoring, using high-quality data disaggregated by race, gender, age, income, and other variables, to determine the impacts of the Plan’s policies and programs on the housing rights of priority populations and equity-seeking groups.

4. Rights-based participation and leadership

- The Plan would be designed, implemented, and monitored with the participation and leadership of diverse individuals and communities directly affected by inadequate housing and homelessness, civil society organizations, and other stakeholders. Communities would have opportunities to provide input into decision-making processes.

5. Accountability Mechanisms

- A rights-based HousingTO Plan would include independent mechanisms, outside the court system, through which the right to adequate housing can be monitored, claimed, and enforced. For example, the National Housing Strategy will include a Federal Housing Advocate who will receive and investigate information about systemic issues that interfere with access to adequate housing. The Advocate will provide recommendations that the Minister must take into consideration in implementing the National Housing Strategy.

Discussion questions were provided to help inform the conversation. The questions were the following:

1. What is already in place at the City that could be built on to make this a reality?
2. What would need to change to make this a reality?
3. As we monitor the Plan between 2020 and 2030, how will we know we are achieving this approach?

After the table facilitated discussions participants were invited to provide their vision for the implementation of housing as a human right by 2030. Participants were asked to complete the following statement on sticky notes:

- “If housing is a human right in Toronto by 2030...”

Sticky notes were gathered and placed on a board organized broadly by statement theme.

4. Feedback Summary

This section presents the feedback received directly from meeting attendees and has been organized by guiding principle. The five guiding principles discussed include; Rights-based Decision Making; Coordinated Governance & Action; Transparent, Evidence-based Monitoring; Rights-based Participation and Leadership; and Accountability Mechanisms. Following this, there is also a summary of the feedback received in response to the prompt “If housing is a human right in Toronto by 2030...”. This summary is not intended to be a verbatim dictation, but instead an overview summary of feedback.

4.1 Guiding Principles Facilitated Discussions

1. *Rights-based decision-making*

Landlord and Tenant Rights

- Participants noted that landlords have an obligation to tenant rights, and that public education for landlords and information about tenant rights should be a priority. It was suggested this could be facilitated through the TDSB.
- It was suggested to create a tenant advisory group embedded within the Shelter Support and Housing Administration.
- There was also a desire among participants to advocate for the province to uphold the human rights code with respect to tenant rights and access to housing.

Equity and Rights

- There was a desire to see rights-based decision making go beyond minimum requirements for marginalized communities.
- It was also considered important for individuals to be able to define their own housing needs. For example, some people may prefer sleeping outside or in informal housing.
- There was discussion on how there are many different human rights, and one right should not trump another.

Planning Decisions

- Participants noted that planning decisions need to balance interests that are not equal and suggested that Council recommendations should be made relative to how those decisions advance approved city goals. It was suggested to have a Housing and Human Rights committee to filter Planning and Housing Committee decisions.
- There was discussion on how planning and zoning can cause an undersupply of affordability. The ability to choose where to rent property was specifically named as an example of how access to housing decisions is limited.

Suggestions for City Processes

- It was suggested that the city create roles for accountability groups in decisions around housing. An example is having a human rights rapporteur to advise Council on decisions with human rights implications.

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- There was a suggestion that the city develop a points-based system to evaluate affordable housing in a transparent way.
- There was also a comment about private versus non-profit disposition of city land.
- Taxation or punitive measures on vacant housing was suggested to build revenues to address housing challenges. For example, it was suggested to raise revenues to build housing, and not rely on developers.

2. Coordinated governance & action

Communication and Coordination

- Communication within and across divisions was mentioned, and cited disconnections with city planning as problematic. It was suggested that there should be a mechanism for all City of Toronto divisions to hear about concerns and challenges directly from stakeholders. To hold decision makers accountable, it was suggested that this mechanism should be chaired by Councillors. The City Manager was cited as a person who should have a key role in coordinating work between divisions and suggested that each division should have a separate budget to facilitate this.
- Silos within the City of Toronto's administration were identified as a challenge, it was suggested that their performance should be based on the coordinated approach they adopt. Participants suggested this could help with alignment in where the City invests in shelters and supportive housing. Coordinated governance was identified as necessary to make sure there are adequate housing options across the continuum.
- A question was raised about what taxes could be raised to help facilitate this.
- There was a question about the root causes of the lack of coordination between city departments.

Accountability

- Participants identified that each program or initiative has a set of indicators that are inconsistent, and that there should be common indicators for performance measurement.
- It was suggested that without proper governance mechanisms, nothing seems to be done around protecting existing supply, and that this leads to relocation and displacement of tenants.
- Inspection and enforcement were suggested as a part of the governance mechanism, and that there should be protocols in place that stakeholders can use to escalate issues.

Housing Secretariat

- Regarding the Housing Secretariat, interdivisional relations and intergovernmental commitment was suggested as areas of main priority.
- It was suggested that the ombudsman and Housing Secretariat should work together and link with the federal government and the United Nations Rapporteur.

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- Participants suggested that the housing secretariat should make sure all five guiding principles are included and implemented throughout all policies, and that Secretariat should establish a committee to continue monitoring implementation and have the power to change policies if they do not meet the principles. This body could be a sub-committee of Planning and Housing, and it was suggested that it should be a step in the approval process.

Suggestions for City Processes

- Quicker implementation needs to be a priority.
- Participants also suggested that reporting to Council should focus on the City's performance collectively. An example was given that some divisions are making decisions that have bigger implications on housing situations, like the inspection of dwelling rooms.
- It was suggested that from the client perspective there should be a one-window approach to housing needs.
- It was suggested that housing should be a mandate for each of the City divisions, and that getting cross sectoral stakeholders to provide input is an important first step.

Other Comments and Questions

- The soft costs of housing should be looked at.
- Is public education around tenants' rights part of this?
- How do we move from talking to action?

3. Transparent, evidence-based monitoring

Measuring Success

- To measure success, conduct the Street Needs Assessment every few years, and use a daily shelter census lens to determine if Housing Policy is being achieved. For example, being able to tell if youth are being served at an 80% success rate.
- It was suggested to use a Toronto Housing Market analysis and measure the costs of housing relative to income and household size.
- Participants wanted to see evidence that performance monitoring is taking place and suggested that monitoring is currently used to enforce as opposed to improve, and that clear paths for measuring success should be decided prior to implementation.
- It was suggested the Housing Secretariat should be responsible for regular monitoring.

Data Collection

- It was suggested that data collection should move beyond demographics and focus metrics on interventions.
- Participants noted a lack of openness on the part of the City to share any type of data, including data that does not affect privacy, including accumulated and aggregate data. They also noted that individual organizations capturing data lacked consistency and led

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to a duplication of funds and time. They were looking for more dissemination of collected data, and more open communication with the City.

- Participants suggested a centralized data dashboard to collect usable data, since currently this infrastructure is not in place. They were looking for a standardized system to collect data across orders of government, especially on items like children aging out of the system, and a central intake for housing services.
- Participants also noted that 2020-2030 would be crucial for indicators monitoring achievement.
- Some examples of data and organizations currently collecting data include: Community Care Information Management, Ontario Common Assessment of Need, Shelter Management Information System, Toronto Police and CBI.
- Participants explicitly noted they did not like the HIFIS system (Homeless Individuals and Families Information System) because of not being able to compare data.

Equity and Rights

- Participants were interested in using data on extreme violence aimed at different groups that is often underreported to support policy.
- They were also interested in individual experiences and interventions.

Access to Services

- Based on anecdotal data, it was suggested to have legal Clinics that focus on housing and add more stakeholder clinics.
- There is a theory that good relationships with staff help residents get housing sooner.
- Coordinated access “one stop shopping”-streamline services for people experiencing homelessness.

Suggestions for City Processes

- Approve private developments and monitor how much they cost and how many Torontonians can live there with their families.
- Increase the number of affordable housing units.

Other

- Individual-community and or developer choosing the type of space usage.
- Make use of Section 37 in the Planning Act.

4. Rights-based participation and leadership

Equity and Rights

- Is inclusive the same as rights-based?
- Inclusivity is seen as optional, but a human rights lens would be a contractual obligation.
- It also depends on who gets included and invited, and as such diverse groups should be invited.

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- Inclusion processes move beyond stigma and discrimination of social housing.

Community Engagement

- Create a contract between who is served, and who funds the program. There is the opportunity to create community through inclusion that goes beyond housing and access to neighbourhood services. Provide participants with information about their rights.
- Can do meaningful outreach by taking a peer approach (leadership from and with peers), with compensation for involvement.
- The City should maintain the accessibility of engagement processes and consider meeting peoples' basic needs like access to TTC tokens and food.
- The City should look for a mechanism to follow progress and be accountable to the voices that are heard.
- Host consultation sessions for both large and small groups, with different approaches to give feedback. Participants suggested the City must ratify community involvement before it goes to committee.
- The City must also build trust and treat people engaging in the process as equal partners, “nothing about us without us”. There is a perception that nothing said matters, to address this show the results, report back and provide action and progress reports.
- Resource consultation properly, and provide more outreach throughout the City, involving the community early in the process, building on existing community committees and stakeholder processes, ensuring consultations are culturally appropriate. For example, do not hold student consultations when students are not free.
- Offer \$1000 grants to communities to “own” the consultation process and host their own, building grassroots outreach and building capacity in the community.
- There is the opportunity to host a low barrier community leadership fellowship program to get community representatives. This also helps the participants with the opportunity to get jobs.
- Reach out to clients coming out of incarceration and other service users, as they have a wealth of knowledge.
- Examples of Community Engagement Models the City can consider looking at
 - Stop Food Center is a model of peer to peer advocacy training.
 - Models of Indigenous research projects.
 - Shared governance models like A Way Home Toronto’s Youth Advisory.
 - Lived Experience Advisory, (the planning department sent a mailing across the City and created a diverse group across demographics. It is a 2 year commitment).

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- Environmental Bill of Rights public registry offers the public the opportunity to give feedback on policy, and the province must respond citing the impact the feedback has had on their decision making.
- The City can ensure government information and ways to be involved are public using Canadian Alliance to End Homelessness caucus process. This was cited as an example that is not tokenism.

Suggestions for City Processes

- Planning and Housing Committee should provide more than two days notice, as this limits presentations.
- It was suggested to change process, perhaps giving a week's notice of the Agenda from the Clerks department.
- A timeline should be in place, with a need for the public to hear back.
- The city should provide an annual progress report on how the plan helps specific communities-like a joint community plan.
- Provide living wages, invest in communities, and pay salaries for lived experience voices.
- The City gives a time and date for development plan, they should commit and follow through, with participants adding that the silence should end.
- There was a question about staff led reporting, wondering if City staff know more than the others in the room, even though they decide what goes in the report. It was suggested that to address the power imbalance, the people involved in consultation process should have the ability to review reports.

5. Accountability Mechanisms

Community Engagement

- Create an accountability system that includes all public, lived experts, and connects with staff at multiple access points to keep City accountable.
- Create online feedback mechanisms to report on characteristics/elements of adequate housing.
- There was a question about who is being held accountable, if it is staff or Council, and what the provincial influence is.
- Engage in capacity building for tenants and community, as well as the public sector so they can be accountable.

Access to Services

- Create neighbourhood-based scrutiny committees linked to legal clinics, and possibly to wards. This needs to have an accountable selection process and be representative.
- Map various access to service points like CERA, clinics, and tenant assistance to create pathways to accountability. For example, create a dedicated hotline and website like 311.

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Suggestions for City Processes

- Create a dedicated housing ombudsperson (but don't inflate bloated bureaucracy) being careful to not cause unintended consequences borne of the recommendations. Caution, due to experience and possible unintended consequences of recommendations. The ombudsperson would report and make recommendations on missed targets. Mandate a City response to meet targets of the Action Plan.
- Create a progressive realization public report that could be within the Housing Secretariat with representatives with lived experience but is also connected to neighbourhood committees.
- Ensure that there is accountability for incentives given to developers, report out and account for funds.
- There was a question about how to ensure a Right to Housing Approach cannot be undone.
- It was suggested to use the Environmental Bill of Rights as model, where the government needs to explain the impact their decisions have on housing.
- Ensure that bad decision making does not happen and make sure that accountabilities tie back to the Plan fundamentals, ensuring there are the steps, budget, and power to proceed.

4.2 Visioning Exercise

Participants were invited to provide their vision for the implementation of housing as a human right by 2030. They were invited to complete the following statement on sticky notes. "If Housing is a Human Right by 2030...". Sticky notes were then gathered and placed on a board organized broadly by statement theme. These responses are recorded below.

Supply

- More purpose-built rentals for all sizes of households.
- That shelters are used for extreme emergencies!
- They would stop building condos.
- All housing built over the last ten years would be fully accessible-using universal design.
- City develops in a way that is not overstressing for the "low income".
- No disaster can surprise us (fire, flood protection).
- Regulations have been put in place to limit private developers and prioritize affordable public housing by building more and fixing pre-existing.
- There would be much more deeply affordable houses.
- We will have more supports and housing in place than we will homeless people.
- Chronic homelessness will be remembered as something that happened in the "bad old days".
- There is little to no wait time to access any levels of housing, housing supports or services.
- Housing, including assisted living, supportive housing, co-op, rent-to-own, etc.

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- There will be a lot more housing in TO.
- All Torontonians would be appropriately housed.

Investment

- Incentives for developers and non-profits to build affordable units.
- Funding from federal and provincial government invested in all types of housing models.

Community/Engagement

- Community hubs are everywhere within walking distance that have connections to housing.
- Community members feel like their voices were heard, that they were meaningfully listened to in the consultation process.
- Increased partnership between community agencies and housing providers.
- Relationships are improved (respect, valuable) between tenants and staff.
- In case something happens to a building or house people are not left alone.
- All neighbourhoods are well served, safe, green, mixed use.
- Systems throughout Toronto Community Housing Corporation and social housing are integrated with tenant participation throughout.
- A human rights-based definition of affordable housing will be in place.
- Low income neighbourhoods are something that does not exist.

Choice

- Fewer families will be separated.
- No one will have to choose between housing and food.
- All humans are viewed as having a right-and not only those supported by systems.
- I want to see dedicated housing for youth leaving care.
- There will be loads of housing options available that meet the needs of the most vulnerable people.
- Individuals can make decisions regarding what is right for them.
- All citizens are residents in housing that sustains their physical, emotional, and psychological well being.
- Short term options exist (modular housing).
- People have a possibility to choose where and how they want to live.

Cooperative Housing

- To see co-op housing become the standard for affordable housing.
- More cooperative housing would be invested in to reduce isolation.
- To see drastic improvement to repairs in social housing-good state of repair.
- Every Toronto Community Housing Corporation and social and not-for-profit housing communities should have access to benefits like police, summer jobs programs, apprenticeships, scholarships, girls' programs.

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Equity/Accessibility

- Indigenous housing is adequate (no mould, clean water is a must).
- Tenants have a clear and definite means to report inefficiencies.
- Access to supportive and affordable housing will no longer be an issue.
- By name lists are implemented across housing services.
- No child/young person is left to struggle with housing.
- Everyone would have a place where they feel belonging and community as a foundation to build a better life.
- All buildings will be accessible, meaning affordable, with well maintained elevators, scooter and wheelchair access, including units that can accommodate folks with disabilities, braille, etc.
- The great inequity between homeowners and tenants will have shrunk
- Then there will be more protections in place to prevent racism in the rental market.
- Everyone has access to adequate housing, including folks who use substances, sex workers, 2SLGBTQIA folks, refugees...everyone!
- People of all backgrounds/identities are reaching their full potential in school, work and social settings.
- No one feels anxious about their housing situation.
- A culture will be fostered where all people are welcomed and able to live in all areas of the city... this means no more protests when shelters and affordable units open in a particular area.

End Homelessness

- Reach functional zero in the emergency shelter system.
- There will be zero homelessness
- In 2030 the Toronto housing crisis is back in history (that never should repeat).
- People do not discharge from healthcare, child protection, justice systems into homelessness.
- Homelessness is tackled in 2 directions-ending chronic homelessness and preventing homelessness.

Landlords

- Landlords would be licenced and monitored to ensure they are providing safe housing.
- Trauma informed landlords exist, with better building management.
- Landlords will be charged with human rights violations when illegally evicting people to reposition apartment buildings.
- People will not feel oppressed by landlords, they will have a sense of security in their accommodations and have mechanisms to hold their landlords accountable.

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Stakeholder Workshop #9 Valuing the Existing Supply – Summary Report

1. Meeting Details

Date: Tuesday June 11th, 2019

Location: 87 Elm Street, Toronto ON M5G 0A8

Time: 9:30am-12:30pm

2. Attendees

Stakeholder Organizations

40 stakeholders attended the workshop including representation from:

- Wigwamen Incorporated
- IFH Group
- Houselink Community Homes
- University of Toronto, School of Cities
- CRC Regent Park Community Food Centre
- Maytree
- Elizabeth Fry Toronto
- Houselink Community Homes
- St. Stephen's Community House
- Tenants First
- University of Toronto, Department of Geography and Planning
- Parkdale Neighbourhood Land Trust
- Ecuhome Corporation
- LEAG
- Habitat Services
- Cultuerlink
- Bellwoods Centre for Community Living
- Primaris
- Habitat for Humanity GTA
- Simpson Consulting
- Dixon Neighbourhood Homes
- TREB, Government Relations Committee
- CERA
- Women's Habitat
- CHF Canada
- LOFT Community Services
- Beaver Hall Artists Co-Op
- Woodgreen Community Services
- TAEH
- City of Toronto
- Convene Toronto
- ACTO

3. Meeting Summary

Meeting Purpose

- To introduce the HousingTO: 2020-2030 Action Plan including background context, engagement approach, timing, and activities;
- To identify priority actionable solutions and tactics, and build momentum around innovative solutions and outcomes for creating the right supply of housing in Toronto;
- Providing an opportunity for stakeholders to learn more about and discuss the issues related to creating the right supply of housing in Toronto;
- Asking stakeholders to share their views specific actionable solutions/tactics for a new housing action plan
- Answer community member questions about the HousingTO: 2020-2030 Action Plan
- Highlight next steps

Meeting Format

The meeting began at 9:30am with a brief presentation from Sean Gadon, Executive Director, Housing Secretariat. This presentation was followed by the 'IdeaRating Frames' activity. IdeaRating Frames involves a group facilitated table discussion to create actionable ideas that might be considered for the Action Plan. Facilitators guided stakeholders in table discussions through the individual development of actions and tactics answering the question "What actions/tactics should the plan include to help value the existing supply of housing?". These individual actions were then synthesized to create actionable ideas to present to the entire stakeholder workshop group. After developing these actionable ideas, participants place tokens into concealed slots. Each token signified their level of support for the idea. Stakeholders could also comment on the action in an optional comment section. After everyone had a chance to drop tokens, the results were revealed and several actions with more than fifteen (15) tokens in the 'Top Priority' column were read out loud to the group.

Feedback was obtained through the following methods:

- Table facilitators recorded group discussions through notetaking
- Support for actionable ideas was recorded on worksheets and IdeaRating Frames.

A summary of the feedback collected at the public meeting through conversations and the IdeaRating Frames is presented below.

Meeting Presentation

At 9:30am, Zoie Browne (LURA Consulting) welcomed attendees, introduced the project team, and explained the context and purpose of the meeting. Sean Gadon (Housing Secretariat) then delivered a land acknowledgement and gave a few opening remarks before continuing with a

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brief summary presentation on what has been heard so far in the consultation process from the five stakeholder workshops conducted dealing with different areas of the housing spectrum. Following the presentation, Zoie Browne provided stakeholders with an overview of the 'Idea Frames' activity.

4. Feedback Summary

This section presents the feedback received directly from meeting attendees, organized by themes.

General Feedback

Stakeholders touched generally upon a diverse array of themes in their actions to value the existing supply of housing:

Zoning

- Several groups discussed the need for zoning to allow for rooming houses and establish greater permissiveness for multi-tenant/shared housing across the city.

Partnerships / Collaboration

- Several groups discussed the need for collaboration between different City departments (such as Fire services, municipal licensing, housing secretariat, community planning, etc...) to provide more proactive responses to challenges such as renovictions, demovictions, enforcement of code violations, unsafe conditions, and tenant displacement.
- One group discussed the opportunity to pair TCHC repairs with opportunities to expand job skills, community programs, and apprenticeships.
- Several groups discussed with regard to tenant support, the need for greater transparency and accountability in supporting tenants' rights, employment, and other services, and opportunities for the City to partner with diverse agencies delivering these services.

Funding

- Broadly, actions reflected an emphasis on public investment from the City of Toronto to build and sustain affordable housing.
- Several groups discussed the creation of an acquisition fund by the City of Toronto to support the non-profit sector in purchasing and maintaining deeply affordable buildings. One group outlined that this should focus on small site acquisitions.
- A couple groups discussed the benefits and drawbacks associated with waiving property taxes for non-profit housing providers.
- Groups discussed increasing opportunities for non-profits and co-ops to reinvest in maintenance and expansion of housing stock by retaining operating surpluses, and leveraging their mortgage savings.
- Participants vocalized a need for more robust incentives to support retrofits and renovations to the existing supply that is publicly held to ensure it meets code

Policy

- Participants discussed the desire for rent control on existing and new development as well as additional control on vacant properties (in the form of a 'Vacancy tax' used to fund affordable housing). While individuals noted that rent control is above the City's

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jurisdiction, they suggested the City find ways within its powers to better protect tenants and existing affordable units.

- Adopt a 2-to-1 replacement policy for dwelling rooms, with other participants adding that this should extend to include all social housing revitalizations.
- Several actions addressed operating agreement contracts, with actions focused on renewing these contracts with housing providers in the long-term and ensuring that rent-subsidies continue to be provided post-operating agreement.
- Several groups focused on the need for better regulation around short-term rentals (such as AirBnB)
- Participants suggested there needs to be greater regulation of dwelling rooms including a comprehensive licencing strategy across the city to ensure rooms are not lost.
- One group suggested re-examining Section 37 agreements to prioritize allocating funds towards affordable housing.
- Change licensing regulation to allow up to 5 unrelated people to live together in a non-rooming house situation (bring a non-discriminatory lens to shared housing).

Data

- One group expressed the desire to see a housing database created to monitor and respond to changes more quickly and effectively.

Ownership

- Some groups felt that non-profits should possess more/full control of their assets so that they can direct capital repairs and leverage these assets to create new housing stock.
- Discussion emerged surrounding non-profit acquisition of public assets. Specifically, groups discussed non-profits getting the first opportunity to take over units up for redevelopment to protect things like dwelling units. Additionally, non-profits should take ownership of scattered homes operated by TCHC.

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Idea Frames Feedback

Some key actions from this workshop that displayed both a high score (indicative of many people either listing the action as either a ‘top priority’ or ‘strong support’) and low controversy (indicated by the standard deviation of responses to the action) include.

Action	Score (Mean)	Controversy (Standard Deviation)
Acquisition fund for non-profits to obtain and maintain at-risk rental housing at affordable levels in perpetuity*	4.73	3.22
Allow rooming houses city-wide**	4.66	3.25
Allow co-ops / non-profits to keep operating surpluses to re-invest and expand housing stock	4.43	3.11

*Two other actions used similar wording and were also scored similarly. These are: “City to create a fund to enable non-profit sector to purchase deeply affordable buildings eg. PNLT dwelling rooms” [Mean 4.71 | SD 3.70], and “Create small site acquisition program designed to work within current market conditions that enables non-profits to acquire and rehabilitate rental housing” [Mean 4.68 | 3.28].

** Two other actions used similar wording and were also scored similarly. These are: “Legalize rooming houses across the entire City of Toronto” [Mean 4.66 | SD 3.25], and “Permit multi-tenant / shared housing in all parts of the city (rooming houses, etc...)” [Mean 4.60 | SD 4.24].

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Housing Solutions Workshop – Summary Report

1. Meeting Details

Date: Thursday June 13th, 2019

Location: 585 Dundas Street East, Toronto M5A 2B7

Time: 9:30am-3:00pm

2. Attendees

Stakeholder Organizations

116 stakeholders attended the workshop including representation from:

- ArtPond
- Waterfront Toronto
- CERA
- Bellwoods
- TCHC
- CRC/Regent Park Community Food Centre
- York University
- ACTO
- FMTA
- Habitat for Humanity
- N. Barry Lyon Consultatns
- Ecuhome Corporation
- University of Toronto
- IFH Group
- CP Planning
- Graywood Group
- Margaret's
- Toronto Writers Collective
- ACORN
- LAMP Community Health Centre
- TAEH
- Schlegel Gillages
- Ministry of Municipal Affairs and Housing
- The Safehaven Project for Community Living

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- Métis Nation of Ontario
- Women’s Habitat Etobicoke
- The 519
- Canadian Mental Health Association
- Artscape
- Parkdale Neighbourhood Land Trust
- Sistering
- Elizabeth Fry Toronto
- Ryerson City Building Institute
- Habitat Services
- Trillium Housing
- Woman Abuse Council of Toronto
- Richview Baptist Foundation
- Raising the Roof
- Sts. Peter and Paul Residence
- AdvantAge Ontario
- Infinity Property Services
- Avenel Non-Profit Housing Corporation
- Maytree
- Convene Toronto
- Homes First Society
- Woodgreen
- New Commons Development
- TREB
- Ernsteine’s Women’s Shelter
- York South Weston’s Tenant Network
- Tenant’s First
- Wigwamen Incorporated
- CAMH
- University of Toronto, School of Cities
- Alzheimer Society of Toronto
- Equality Rights
- John Howard Society of Toronto
- Dixon Hall
- Development Services Ontario Toronto Region
- Kehilla Residential Program
- Yorktown Family Services
- Wellesley Institute
- Options for Homes

- PARC
- Collecdev
- Ministry of Children, Community & Social Services
- Bangladesh Centre & Community Services
- Dream Team
- SSHA
- BGM Strategy Group

3. Meeting Summary

Meeting Purpose

- To share the progress to-date of the Housing Action Plan with stakeholders who have attended previous workshops or have been following its development.
- To learn from professionals in other cities about how their organizations have worked to establish solutions to housing challenges facing their city
- To workshop collaborative action-oriented solutions and big ideas for housing that can be used to inform potential direction and action for the plan.
- To network with professionals involved in housing across its continuum to learn and share information about work being done across Toronto.

Meeting Format

The meeting began at 10:00am with a welcome from Zoie Browne (LURA Consulting) who introduced Steve Teekens (Na-Me-Res) who provided the Land Acknowledgement. Zoie Browne then welcomed Deputy Mayor Ana Bailão to the stage to deliver opening remarks. Following this, David Reycraft (Dixon Hall) introduced the “Our Housing Stories” segment of the workshop, introducing Kelly Lawless and Alex Zsager to the stage. Kelly and Alex shared their stories of experiencing housing insecurity, their road to securing more stable housing, and the impacts this change has led in their lives. After thanking Kelly and Alex for their stories, Zoie and Sean welcomed Ana Bailão back to the stage to lead the “Housing Solutions & Partnerships Panel” with Dr. Mark Joseph (National Initiative on Mixed-Income Communities), Dr. Nonie Brennan (All Chicago Making Homelessness History), and Andrea Gillman (City of Vancouver). Each speaker had a brief opportunity to introduce themselves and provide some background to their work. After this, Ana Bailão moderated a discussion between the panelists followed by an open question and answer period (**see Feedback Summary, Panel Discussion / Panel Question & Answer for details**). At 11:50am the workshop broke for lunch and networking. The workshop resumed at 12:50pm with Sean Gadon (Executive Director, Housing Secretariat) delivering a presentation on the HousingTO Action Plan. Zoie Browne then proceeded to explain the solutions workshop process. Working together participants were give 1.25hrs to identify solutions and big ideas to develop an implementation plan for housing solutions. These implementation plans required participants to provide a timeframe for implementation, the steps needed to achieve the idea, a list of actors and their roles in facilitating these steps, a list

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of resources each actor brings to the table, and preliminary measurements of success. At 2:30pm Zoie Browne asked a few tables to share their implementation plan with the room. All other implementation plans were affixed to the wall for all participants to view at their leisure (**see Feedback Summary, Solutions Feedback and Appendix A for details**). To culminate the day, Sean Gadon provided closing remarks and invited participants to linger, continue networking, and explore the implementation plans of other tables.

Feedback was obtained through the following methods:

- Notes taken by Alexander Furneaux (LURA Consulting) during the panel discussion and question/answer period that followed.
- Solutions and accompanying details recorded on table-sized worksheets.

A summary of the feedback collected during the panel discussion and table activity is presented below.

Meeting Presentation

The meeting included a short presentation provided by Sean Gadon (City of Toronto) following lunch at 12:50pm. During this presentation, Sean provided an overview of the HousingTO Action Plan process including the purpose of this study, an overview of engagement to-date on the project, and some key areas identified through consultation that the plan should address.

4. Feedback Summary

This section presents the feedback received during the workshop including insights from the panel discussion and stakeholder solutions and associated action plans to be considered for the 2020-2030 Action Plan.

Panel Discussion

Dr Mark Joseph

- Need to focus on inclusive equitable community
- Understanding why and what is success
- Why
 - Truly affordable housing is essential but not enough. People need to be seen as part of society with skills they can contribute, currently there are barriers to their ability to bring this value to their communities. Mixed income communities can provide housing and integrate people.
- What
 - Development that doesn't lead to displacement
 - Intentional with mixed income communities rather than mixed income housing, communities implies a need to facilitate social cohesion
- How
 - Clearly articulated commitment to mixed income communities
 - Recognize we need to build skills and capacity, whoever you are you have a role in making sure the community is inclusive and mixed
 - Roles and accountability – who does what? Everyone does community building
 - Strategies and intentionality – design, occupancy, etc...
 - Learning and assessment – document learning for ourselves and everyone else

Dr Nonie Brennan

- Getting into public housing is like winning the lottery because it is a system that excludes people. Two stories:
 - An employee of Dr Brennan waited 7 years for Section 8 funding however Section 8 stipulates that the individual must live in the community they are placed for a year before transferring elsewhere. The employee had to quit their job to move 3 hours south of Chicago to receive housing. Fortunately, Dr Brennan's organization provided a leave of absence for the year so the employee can return to live and work in Chicago. Not everyone has this opportunity.
 - In New York City, someone looking for \$350 of financial assistance is forced into a shelter because they cannot find the money. New York now paying thousands of dollars a year to shelter these individuals when all that is needed is \$350 to keep them housed
- Important to set goals for the community that are attainable and forward looking

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- Although Dr Brennan’s organization significantly reduced veteran homelessness, it did not reach its target of 30% reduction prompting many to see it as a failure. Goals should be achievable and encouraged to be surpassed.
- Mayor needs to sign on and make city administration accountable so the city functions as a true partner with community organizations. This includes accompanying funding that is flexible and moves towards places where there is the greatest opportunity to see positive outcomes (this may mean removing funding from where outcomes aren’t being realized).

Andrea Gillman

- Vancouver has seen an increasing disconnect between incomes and housing rents coupled with an extremely low vacancy rate posing the risk of losing city’s diversity and vibrancy (young people, families, low-income people)
- Housing seen as a political priority all candidates were elected on
- The city looked at closing loopholes associated with renovations
- The city worked to promote corporate buy-in on affordable housing in every conversation
- Financial commitment in capital planning to affordable housing
- Empty homes tax - \$38 million in first year redirected into affordable housing
- 606 affordable housing units built in modular housing
- Providing support to non-profit developers using their land

Panel Question & Answer

Following the panel discussion Ana Bailão led a question and answer session. The following are questions posed by stakeholders and the responses provided by the panelists. Shorthand for panelists is as follows: Ana Bailao (AB), Dr. Mark Joseph (MJ), Dr. Nonie Brennan (NB), Andrea Gillman (AG)

Panelist Q&A

Q (AB): Do we need to be pragmatic but bold? How do you manage people who say a plan is not good enough?

NB: We need to work outside of silos. In Chicago, where I work, this is changing but it needs to start somewhere. To end homelessness, we need to be thoughtful in our actions that are oriented towards achievable goals. Once we have these goals, we can incrementally build upon our goals to demonstrate progress. There will be lots of challenges and failures, but we must learn to move the work forward.

AG: It is necessary to unpack need and supply by understanding the demographic make-up of the city. This is key to setting targets that reflect demographic change. In short, its not about supply but about the right supply. Successful engagement with the public to understand their experience is important to achieving this. Without ensuring this right supply is created we risk losing the diversity of our cities.

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Q (AB): Tell us about the importance of partnerships.

MJ: Partnerships are critical and require continuity in leadership. In the example of HopeSF, successive mayors have continued the work of previous mayors rather than abandoning it for their own projects, demonstrating humbleness and commitment to principled work. For HopeSF, the project's director sits in the Mayor's office, the project works towards a collective impact methodology for partnership, and seeks to elevate the role of owner-operators to demonstrate that contractors are partners in city-building (we need to change the relationship to view contractors as building community from multiple lenses, not just the creation of structures).

Q (AB): What are some programs or initiatives for Toronto to pursue?

MJ: Inclusionary zoning must insist that everything has different layers of affordable housing. We need to think of social outcomes associated with inclusionary zoning such as jobs for residents and opportunities for kids rather than simply a production strategy. Inclusionary zoning also needs to be an integration strategy that builds mixed income communities not just mixed-use buildings.

AG: Temporary modular housing represents an opportunity to quickly and cost-effectively add units (2000 built in BC recently). These structures entail partnerships dealing with the City (site acquisition and engagement), province (ownership, funding, operation), and non-profits (tenant selection, operation).

NB: Gathering, analyzing, and utilizing good data provides an important way for organizations to evaluate their work to drive change in practice.

Open Q&A

Q (Johnny): We always focus on how certain communities such as Jane and Finch, and Regent Park can be more inclusive, how can we make places such as the Bridle Path and Hoggs Hollow more inclusive?

MJ: Inclusionary zoning represents a technical means towards inclusivity however it is important and necessary to understand what underlies NIMBYism. Why is affordable housing viewed as a bad idea? The answer has historically stemmed from differences in income and skin colour (and the associated stigma). Through conversations about understanding struggle this can help reshape and educate people to reduce stigma with the goal of reaching a broader consensus on the need for affordable housing. For this to work, everyone needs to be in on this work from top to bottom.

AG: It's important to call people out on their arguments against policies that are related to inclusionary zoning, and inclusivity more broadly to challenge people on discriminatory stances. For instance, asking why having two front doors on a home to access separate units is a bad thing.

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Q (Lori Ann): In your experience, how would you recommend preserving existing affordable units

AG: Change will impact existing residents. To mitigate, it's important that there is balance with associated infrastructure and policies that help manage tenant relocation. In Vancouver, we have a renter's office that will hopefully have a physical office one day (in addition to the online one that currently exists). Lastly it is important to eliminate loopholes by creating clear guidelines, for instance with clear distinctions on how far renovations go and what compensation is available to residents that are impacted by changes to their current unit.

NB: One problem exists with who has priority for single rooms. Non-profits should get a first opportunity to take over dwelling rooms before developers are given the opportunity.

MJ: I'm working on a paper cataloguing affordable housing preservation in the United States which will be available online.

Q (Nancy): How do you introduce the socially inclusive design element?

MJ: We need to shift the operating culture of development to encourage folks that are financing and designing units to think across silos. Housing always moves quickly presenting the challenge of little time to work creatively. We need to slow down to connect the dots between projects and the outcomes we wish to achieve through these projects. Currently we're leaving a lot on the table by rushing through projects just to get them complete.

Q (Natasha): What are the systems for support that reduce monolithic thinking on homelessness?

NB: For years we've told people you need to do 'this' before you get access to housing. This line of thinking is flawed, if you can't change the people you're closest to (such as family) how do you expect to change the vulnerable? Housing first is the only approach. Meet people where they are once, they have housing and 'wrap' them in services and support them in making goals to instigate change. Money must follow these priorities and be accountable. For instance, in Chicago, organizations don't receive any municipal or state funding unless they can clearly and consistently demonstrate how they provide a 'housing first' delivery platform.

Q (Alex): What needs to be different about the data we are collecting today to better inform decision-making?

MJ: It's important that the data we collect today is constantly tested by new and better ways to interpret this information.

NB: There is a need for high quality data specifically. Data can be slow to implement however it is incredibly valuable for leading initiatives. Opportunities for this data can focus on integrating this data with health centres and other services that touch housing

Q (no name): In your experience, how did you get an Inclusionary Zoning strategy in place?

AG: Important to start with lots of economic testing to see what is viable to know what the right target for each neighbourhood is. For instance, the full 30% may not always be available

due to viability. We are beginning to see social housing mixed with luxury condos. Don't give up, continue to talk to Vancouver.

MJ: Be tactical about the roll-out of Inclusionary Zoning. Let things be a little bit more permissive to get people involved to reduce fear of not knowing. Provide a testing phase for a couple years to show that the world won't end. Another key area is building capacity for those who have a social mission to make them strong in competing for bigger projects.

Solutions Feedback

Attendees touched generally upon a diverse array of themes in their solutions to addressing housing challenges through the HousingTO 2020-2030 Action Plan. Additional details outlining the plans developed to move these solutions forward including time frame, steps, actors, resources, and measures of success are included in *Appendix A* (beginning on Page 9).

Public Land

1. Maximum use of public land and regulation for affordable housing.

Human Rights

2. Independent body to ensure a human rights-based approach is adapted, implemented, and sustained.
3. Legislate housing as a human right with the intention to break down barriers between all sectors

Governance

4. Transfer land from all three orders of government to a new community land trust with a mandate to create new housing for the whole spectrum of affordability.

Partnerships & Collaboration

5. Create enabling structure at City to broker partnerships bringing together land, financing, development, and operation capacities with funding from all orders of government. Have a single point for coordination and access (like Vancouver's Rental Office) to coordinate work between city divisions, community organizations, and private sector to protect and increase rental.
6. City will lead and implement a process to increase partnerships between non-profit organization, developers (private sector), and community service organizations to increase a range of housing initiatives.
7. Change government funding model to a collaborative approach rather than competitive. Community clusters with diverse stakeholders to develop strategic plans and co-create proposals for targeted RFPs. Collective impact, community/localized approach to building and planning housing and supporting people in housing.
8. Partnerships between all sectors to increase a full range of housing types/needs.

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9. A collective impact effort to develop community knowledge, partnerships for cultivating inclusive mixed-income community developments (short and long term) in five Toronto “good fit” neighbourhoods spanning shelters, co-ops, non-profit and supportive providers, market rate housing, community land trusts, etc...
10. Once a site is identified, to create mixed communities we need to first connect with, train, and create a multi-sector team for each site.

Development Process

11. Simplify the development process with the Housing Secretariat leading multi-stakeholder vision for projects
12. Improving planning / RFP process to support affordable housing development
13. Identify sites for modular and more supportive housing

Affordability

14. Move from an income-related definition of affordability rather than market-based definition
15. Preserving mixed-income communities by preserving tenancies and existing affordable homes

Inclusionary Zoning

16. Implement Inclusionary Zoning

Appendix A – Solutions

Solutions listed here are drawn from worksheets used by participants during the afternoon session of the workshop. They have been edited and condensed for clarity.

1 - Maximum use of public land and regulation for affordable housing.

Time Frame:

- Short-term (1-3yrs)
- Medium term (3-5yrs)
- Long term (5yrs+)

Steps:

- Track planning for affordable housing application
- Link and coordinate with support services
- Vacancy tax
- Commit all public lands to affordable housing
- Share public land opportunities with partners who support affordable housing
- Pass a strong Inclusionary Zoning by-law
- Develop affordable housing incentives
- Look for partners that offer new affordable units
- Land trusts
- Build deeply affordable housing
- Focus on non-profit/mixed/city ownership of land
- Support community development
- Track performance and course correct to meet targets
- Outcome based performance measures, including social outcome measures
- Implement revenue tools to fund the cost of building affordable units
- Confirm social support are meeting current and emerging needs
- Coherent planning for Section 37 spending with affordable housing as a priority

Actors:

- CreateTO – ensure public land is mobilized for housing
- City real estate – ensure public land is mobilized for housing
- Non-profits – build and operate new units with city support
- CMHC – provide funding to fast track loans to new project
- Land trust – build and operate new units with city support
- Planning – fast track applications and use Inclusionary Zoning to maximize affordable housing
- Housing Secretariat
- SDFA – facilitate social development and ensure social support

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Resources:

- City land and air rights
- Revenue tools for city investment
- Staff committed to affordable housing
- Regulations that drive Inclusionary Zoning
- Political will

Measuring Success:

- Number of new affordable units
- Course corrections on performance
- Shorter waitlist
- Number of units in public and non-profit hands
- Flow from shelters to transitional housing
- Number of service workers and low-income workers below 30% of income for shelter
- Number of new Inclusionary Zoning units
- Measure of social outcomes
- Any loss of public land or vacant units

2 -Independent body to ensure a human rights-based approach is adapted, implemented, and sustained.

Time Frame:

- Short-term (1-3yrs)

Steps:

- Research
 - Components of a rights-based approach, data collection, accountability
 - Barriers to be overcome to include people with lived experience meaningfully
- Create
 - Teeth to this body
 - Independence
 - Address issues of affordability
 - Based in human rights approach
 - City does not choose who is on the body
- Enforce
 - Section 37 and Inclusionary Zoning
 - Penalties for not implementing intended goals
 - Address legislation and policies that contravene human rights approach

Actors:

- City – provides power
- People with lived experience – provide information, sitting on body
- Non-profit – sitting on body, help form body
- Legal experts – help establish
- International experts - advise

Resources:

- City provides resources for meetings
- Any governmental body can fund as long as it is secure

Measuring Success:

- Body is established with clear rules
- Body holds city accountable
- Most marginalized have access to housing because there is actual implementation of policy
- Mechanisms to hold landlords accountable

3 -Legislate housing as a human right with the intention to break down barriers between all sectors.

Time Frame:

- Short term (1-3yrs)

Steps:

- Defining 'housing as a human right' – adopt UN declaration “everyone has the right to access to safe, adequate affordable housing in perpetuity
- Put people at centre of housing decisions
- Enforce legislation in every neighbourhood
- Transparency and accountability
- All orders of government working in tandem
- Provide housing to those with greatest need

Actors:

- Non-profits
- Federal government
- City
- Province
- Private sector

Resources:

- Public land for non-profits
- Equitable rules for all neighbourhoods
- Capitalize on non-profit expertise in housing those with greatest need
- Build development capacity of non-profits

Measuring Success:

- Number of homeless people
- Households in core housing need
- Use of healthcare system
- Shelter use
- Number and location of rooming houses

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4 - Transfer land from all three orders of government to a new community land trust with a mandate to create new housing for the whole spectrum of affordability.

Time Frame:

- Short term (1-3yrs)

Steps:

- Create mandate and structure of new trust
- Identify available land
- Transfer land ownership
- Identify best practices to inform model
- Identify partnerships
- Build affordable housing on-site

Actors:

- Community/non-profit organizations
- City of Toronto
- CreateTO
- City Planning
- Provincial government
- Federal government
- Ministries
- Private investors
- Charitable sector
- Endowment sector
- Foundations
- Developers
- Community members
- Faith groups

Resources:

- Land
- Funding (CMHC)
- Build capacity of NGOs to build
- Staff to run land trust

Measuring Success:

- Reduction in homelessness
- Number of units created
- Mix of affordable housing
- Housing needs met
- Affordability measured relative to income

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- Housing created city-wide
- Integrated community effort to overcome NIMBYism
- Well-conceived, thoughtful, property management

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5 - Create enabling structure at City to broker partnerships bringing together land, financing, development, and operation capacities with funding from all orders of government. Have a single point for coordination and access (like Vancouver's Rental Office) to coordinate work between city divisions, community organizations, and private sector to protect and increase rental.

Time Frame:

- Short-term (1-3yrs)

Steps:

- Modify Official Plan to move from permission to requiring housing as a human right
- Move along the housing continuum from permission to mandating forms of housing
- Consultation with all stakeholders when development occurs
- RFPs requiring partnership
- Convert existing shelters into housing

Actors:

- Mayor and council
- Housing secretariat
- Planning department
- Legal department
- SSHA
- MLS
- Real estate
- Fire department
- Non-profit, co-op, and supportive housing organizations
- Community/neighbourhood organizations
- Legal clinics
- School boards

Resources:

- Mandate partnerships with the private sector through Inclusionary Zoning
- City-wide data collection system
- Share SMIS data via Toronto city portal
- Portable housing allowances at market rates
- Develop resource or tools to encourage innovations through partnerships
- Law encompassing development and expansion of housing sector types

Measuring Success:

- Community safety
- Increase in units
- Reduction in ER visits

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- Fewer evictions
- Maintaining and increasing diversity

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6 - City will lead and implement a process to increase partnerships between non-profit organization, developers (private sector), and community service organizations to increase a range of housing initiatives.

Time Frame:

- Short term (1-3yrs)

Steps:

- CreateTO to invite non-profit and private sector funders and developers to joint meeting on partnership options
- City develops financial incentives – grants, loans, property tax incentives
- Expedited workflow process
- Partnerships have a community consultation and education process for development applications

Actors:

- City councillors
- Non-profit organization staff
- Private sector (developers)
- Social agencies (service providers)

Resources:

- City funding
- City staff facilitators
- City land
- Dedicated staff from non-profits/agencies to assist project

Measuring Success:

- Number of partnerships
- Number of units built
- Number of successful initiatives
- Number of people housed (broken down)

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7 - Change government funding model to a collaborative approach rather than competitive. Community clusters with diverse stakeholders to develop strategic plans and co-create proposals for targeted RFPs. Collective impact, community/localized approach to building and planning housing and supporting people in housing.

Time Frame:

- Medium term (3-5yrs)

Steps:

- Mapping stakeholders, services, and assets
- Ensure access to these services and assets
- Paradigm shift by City Planning regarding use of land
- Rezone yellowbelt to ensure mixed-use communities with gentle intensification
- Bring partners together
- Change government funding model
- Explore innovative solutions

Actors:

- All orders of government
- Non-profit housing providers
- Landowners
- Landlords
- Planning department

Resources:

- Non-profits having first access to a property for sale
- Non-profits leverage equity in their properties
- Government funding
- Community activists, faith groups,
- Local businesses

Measuring Success:

- Number of rental units created
- Flow of people from homelessness
- Quality/suitability/adequacy of housing
- Neighbourhood satisfaction survey
- Clusters of walkable 'complete communities'
- Waitlist reductions

8 - Partnerships between all sectors to increase a full range of housing types/needs.

Time Frame:

- Short-term (1-3yrs)
- Medium term (3-5yrs)
- Long term (5yrs+)

Steps:

- Responses from all services in planning approval process, less restriction on how objections are recorded
- Provide greater landlord and tenant education – talk to London, UK
- Create enabling legislation to ensure partnerships are mandatory

Actors:

- Developers
- All city sectors
- Social service providers
- Supportive housing providers
- Schools
- Employment agencies
- Community centres
- Libraries
- Childcare centres
- Other orders of government
- Weed dispensaries
- Healthcare providers

Resources:

- Land
- Staff capacity (not City)
- Capacity building for service providers
- Funding – rent supplements, grants, incentives
- Training

Measuring Success:

- Transparency of systems and reporting
- Independent yearly audit of services
- Qualitative evaluation of meeting services

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9 - A collective impact effort to develop community knowledge, partnerships for cultivating inclusive mixed-income community developments (short and long term) in five Toronto “good fit” neighbourhoods spanning shelters, co-ops, non-profit and supportive providers, market rate housing, community land trusts, etc...

Time Frame:

- Long term (5yrs+)

Steps:

- Evidence-based research
- Community education
- Pilot projects for increased learning
- Detailed action plan based on findings
- Roll-out in 5 communities
- Budget allocation
- Access to land
- Change urban policy, reduce red tape
- Increase support from city, neighbourhood
- Need champion
- Develop transferrable (not replicable) toolbox

Actors:

- Mayor & city councillors
- Homeless
- Artists
- All ages
- First time homebuyers
- CMHC
- Existing housing developers
- Red Dev Ontario
- Funding agencies
- Tenant associations
- Land trusts
- BIAs

Resources:

- Neighbourhood coordinators (3-4 per neighbourhood)
- Land and buildings
- Access to surplus lands
- Topic experts

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Measuring Success:

- All people living harmoniously and affordably reflecting the diversity of Toronto
- Others want the project duplicated or transferred

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10 - Once a site is identified, to create mixed communities we need to first connect with, train, and create a multi-sector team for each site.

Time Frame:

No response

Steps:

- Identify different sectors for team
- Create formal process to match actors (see below) who initiate the project
- Partnership contracts
- Getting community and government support
- Project design
- Development phases
- Continual community engagement

Actors:

- Private sector
- Non-profit
- Community groups
- Service agencies
- Funders
- Unions

Resources:

- Funding to train and facilitate multi-sector team
- Mediation and negotiation training
- Funding and staff support for supportive services (health, employment, economic growth)
- Inclusionary zoning
- Big data

Measuring Success:

- Surveys
- Community consultation
- Community stories
- Celebrate success

11 - Simplify the development process with the Housing Secretariat leading multi-stakeholder vision for projects.

Time Frame:

- Short term (1-3yrs) – NOW!

Steps:

- Strengthen Housing Secretariat
- Delegate authority to act
- Hire expert business process mapper to clarify development
- Build strong team
- Mayor and councillor advocacy with province and federal government
- Continue efforts beyond political term
- Hire strong staff with diverse professional knowledge (innovative, flexible, background in non-profits/private/charity)
- Ongoing consultation with public and stakeholders
- Strong education component

Actors:

- All city departments
- Mayor and councillors
- Housing Secretariat
- Federal government
- Provincial government
- Expert business process person
- Strong staff

Resources:

- Make federal and provincial land available
- Invest in data collection
- Non-profits need equity, can be long-term owners/operators
- Mayor direct staff to implement

Measuring Success:

- Number of builds that are affordable
- Time taken to produce new affordable housing
- Depth of affordability
- Longitudinal study with university to track education, health, affordability over time

12 - Improving planning / RFP process to support affordable housing development.

Time Frame:

- Short term (1-3yrs)
- Medium term (3-5yrs)

Steps:

- Better data monitoring by City Planning, SSHA, and Housing Secretariat
- Municipal politicians implement vacancy tax to regulate property owners,
 - Developed by City finance department
 - Advocated for by public pressure
- Council direction for precinct plans expediting affordable housing development
 - Rethink parking requirements near transit nodes
 - Allow as-of-right increased density for non-profits
- Improvements to community planning / precinct planning process, need a better way to deal with stakeholders, NIMBYs, developers, self-interested people
- Prioritize public land for affordable housing development
- Facilitate affordable housing development
 - RFP award public land to proposal with most affordable units at deepest affordability for longest period
 - City collaborates with non-profit developers
 - Pre-qualify non-profits for surplus public land based on past record, new development funds
 - Offer low-interest 35 year mortgages and one-time capital grants
- New tenanting system prioritizing people most in need can access it
 - Proof of eligibility status is a barrier for women fleeing abuse

Actors:

- City Planning
- SSHA
- Housing Secretariat
- City politicians
- Property owners
- City finance department
- Housing advocates
- Planners
- Developers
- Central Waiting List
- The Access Point

Resources:

- Staff capacity

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- Database (developed and owned by City)
- Political will
- Public land
- Funding for subsidies

Measuring Success:

- Number of vacant homes decreased
- Funds raised for housing
- Number of new affordable units added
- Reductions in core housing needs among various key demographics
- Everyone in need is on an appropriate waitlist
- Everyone understands where they are on the waitlist
- “Priority people” don’t need to experience homelessness to be able to access housing

13 - Identify sites for modular and more supportive housing.

Time Frame:

- Short-term (1-3yrs)

Steps:

- Identify and evaluate potential sites
- Develop community champions
- Community surveys/services

Actors:

- Operators
- Community
- Champions/councillors
- Neighbourhood centres
- Public Health
- SSHA
- LHIN/OHT

Resources:

- Funding (Ontario Priorities Fund, Ministry of Health, Foundational money)

Measuring Success:

- Landing sites within 6 months
- Reducing homeless numbers, especially among target populations such as Indigenous peoples, youth, LGBTQ2+
- Neighbourhood buy-in

14 - Move from an income-related definition of affordability rather than market-based definition

Time Frame:

- Short term (1-3yrs)

Steps:

- Jurisdictional scan of other municipalities
- Clarify definition of 'adequate housing'
- Review current City housing programs impacted by new definition
- Consult impacted stakeholders
- Implement change
- Monitor core housing need, establish targets

Actors:

- Non-profits
- Private developers
- City council
- Housing workers (social agencies)
- Funders (credit unions, pension funds, foundations, etc...)
- BILD
- GTTA
- FERPO
- CMHC
- NHS
- Housing secretariat
- Communities

Resources:

- Incentives for developers under new affordability requirements including public land, increased capital funding, construction

Measuring Success:

- Improvements in numbers of City residents in core housing need

15 - Preserving mixed-income communities by preserving tenancies and existing affordable homes.

Time Frame:

- Short term (1-3yrs)
- Medium term (3-5yrs)

Steps:

- Mayor's message to development companies – need to know who you are
- Shareholder activism – is your pension plan renovicting you?
- Expand EPIC
- A CAA for landlords – place to call for issues related to tenancy
- Higher tax rate for landlords with high tenant turnover
- Housing acquisition and rehabilitation fund
- MLS enforce maintenance standards
- City facilitate opportunities for non-profits and co-ops to build equity
- Invest in perpetual affordability (subsidies)
- Invest in resilience of existing assets
- Increase education on housing

Actors:

- Mayor's office
- Board of Trade
- Unions
- SSHA
- Landlord self-help centre
- FMTA or similar
- ACTO
- MPAC
- PNLT
- MLS
- Tenant bodies

Resources:

- Advocacy and capacity building
- Pilot projects
- Existing assets

Measuring Success:

- Number of units preserved in mixed-income communities
- Reduction of evictions

16 - Implement Inclusionary Zoning

Time Frame:

- Short term (1-3yrs)

Steps:

- Percentage of units in development a percentage of Average Market Rent, progressive units must reflect housing spectrum
- Development set aside units after profit/ sell private units at cost to non-profit sector
- Percentage affordable units for renovation
- Percentage with universal design
- Province to allow City of Toronto greater flexibility to implement land use strategies

Actors:

- Politicians (at all levels)
- Developers
- Non-profit housing providers
- Multi-disciplinary advocacy panel

Resources:

- Funding pilots
- Expanded municipal jurisdiction
- Inter-governmental buy-in
- CMHC
- Policy support / change

Measuring Success:

- Average rent goes down
- Social housing waitlist shrinks