



TWIN PINES REPORT

DEVELOPING SOLUTIONS FOR 2016 AND BEYOND

REPORT PREPARED JULY 2012
BY THE INSTITUTE WITHOUT BOUNDARIES



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A photograph of a house with a white shed and autumn decorations. The house has white siding and green shutters. A white speech bubble with the word 'WELCOME!' is overlaid on the image. The shed is white with green trim and has a license plate that reads 'AVG 934'. There are two large pots of yellow flowers in front of the shed. A small deer figurine is in the garden bed to the left of the shed. The sky is blue with white clouds, and there are trees with yellow and orange leaves in the background.

WELCOME!

INTRODUCTION

This report was commissioned by Peel Living and prepared by the Institute without Boundaries. It explores options for the future of the Twin Pines Community beyond 2016 when the no-development provision in the current agreement between Peel Living and the Cedar Grove Residents' Association comes to an end. It documents the consultation process with residents, their residential and commercial neighbours, city and regional staff, and land development professionals. A method called a "charrette" was used to engage all these different groups in a timely and inclusive manner.

WHY IS THIS REPORT REQUIRED?

Twin Pines was once a privately-owned community, until sixteen years ago when it was put up for sale by the owner. Many of the residents were concerned about losing their homes to a private developer. In 1996 Peel Living took steps to maintain this community as an affordable place to live for its residents by purchasing the property and establishing an agreement that would ensure affordable housing was available. However, the surrounding neighbourhood is changing, creating new challenges and opportunities for the residents and Peel Living. Privately-owned mobile homes have been rising in price, eroding the affordability and resulting in private speculation. Aging infrastructure is also an issue and significant, costly repairs are required to bring it up to current standards.

HOW DID THE CHARRETTE PROCESS WORK?

A charrette is an intensive, creative and inclusive process that brings together stakeholders and professionals over a very short period of time to tackle complex challenges. Charrette results are innovative yet feasible because people from different disciplines work together with the people involved in the issue to generate options that address all aspects of the challenge, including the needs of all the stakeholders. The Twin Pines charrettes explored the issues facing the community by listing the interests and concerns of the different stakeholder groups, proposing options for the future of the community and evaluating these in comparison to each other. This process included several community town hall sessions, community charrettes and a professional charrette, all facilitated by a neutral third party, the Institute without Boundaries. By conducting the process in this way, Peel Living included the residents and other community members in the process of generating ideas for the future of the community while also bringing a professional perspective. This made it possible to arrive at a set of options for the future of this community much more rapidly than other traditional consultation methods. More importantly, it respected the residents and other community members' concerns for their own futures and brought them into the process. This helped to improve their understanding of the issues facing their community and enabled them to provide input regarding the future of Twin Pines.

WHAT IS THE RESULT?

The result is a set of innovative recommendations for the Peel Living Board of Directors to help guide their decisions regarding the future of the Twin Pines community. These recommendations address the mandate of Peel Living, the needs of the residents and the surrounding community, and the long-term regional and municipal vision of the Region of Peel and the City of Mississauga. Several of the concepts generated by the community members and the professionals stand out as the "win-win" kind of solution that will best suit everyone's needs, and the Institute without Boundaries recommends that they be further explored by a community steering committee made up of residents, community members, professionals and municipal and regional representatives. This group can guide the master planning process that will address issues of the physical site plan, zoning, policy, financial and social transitional issues and guide the process of capturing and maintaining the unique character of Twin Pines while making it an even more sustainable community for the future.

ABOUT PEEL LIVING

Peel Housing Corporation (more commonly known as Peel Living) is the Region of Peel's non-profit affordable housing provider. Peel Living is a recognized leader in creating innovative social housing and sustainable communities.

Peel Living provides homes to 16,400 tenants and is the largest of 46 non-profit affordable housing providers in the Region of Peel. Peel Living is also the third largest affordable housing provider in Ontario.

Peel Living's approach to building sustainable communities is to add value for its tenants and the overall neighbourhood. This is achieved by providing: a range of housing solutions and mixed-income tenancies; a commitment to managing well-maintained living environments; and, by offering a tenant experience that links people to services that contribute to their overall well-being.

Currently there are approximately 12,800 people on the Region of Peel's waiting list for affordable housing. This makes the need for a long term strategy and evaluation of the Twin Pines site a critical factor in the plan for the provision of affordable housing to Peel residents.



ABOUT THE INSTITUTE WITHOUT BOUNDARIES

The Institute without Boundaries at George Brown College is a Toronto-based educational program and think tank that works towards collaborative design action and seeks to achieve social, ecological and economic innovation. Founded in 2002, the Institute consists of a postgraduate program that teaches interdisciplinary design strategy to professionals from diverse backgrounds, a special projects division that develops curriculum related projects and a commercial division that delivers professional design consultation based on the Institute's methods.

At the Institute we see the designer as a problem solver with the ability to make positive change for humanity. We are a place where students, teachers, industry and community experts can come together not only as creators and designers, but as ambassadors of hope. We imagine how to live, learn, work, and play together as a global community and seek alternative development patterns and a viable path to a bright future.





BACKGROUND



SITE CONTEXT

The Twin Pines Mobile home park is located at 1749 Dundas St. East, Mississauga Ontario. This map shows the site context, including land use, ownership and detailed descriptions of the uses and existing site conditions:

1 TWIN PINES MOBILE HOME PARK

The Twin Pines mobile home park occupies the majority of the site that is currently owned by Peel Living. There are 219 mobile homes of varying size and age which occupy this site. The size of the lots vary, and the park is well organized. Road access to the site is limited, with only two ways to enter and exit the park. The main access is from a private road off of Dundas St. East, while the secondary entrance is through the industrial park meeting up with what is currently 6th St.

2 SUMMERVILLE PINES (SENIOR'S RESIDENCE)

The Summerville Pines Senior's Residence is also on land that is owned by Peel Living. It is an 8-storey apartment complex that was constructed in 2003 to provide alternative housing options for those living in the park and also to help satisfy the mandate of Peel Living - to reduce the overall affordable housing demand. Road access to Summerville Pines is shared with the mobile home park.

3 SHELTER

A former motel was purchased by The Region of Peel and renovated to provide emergency housing. The Shelter is bordered by the mobile home park to the north, the hydro corridor to the east, main road access to the west and Dundas St. E. to the south. Road access to the site is from Dundas St. E.

4 COMMERCIAL SITE

South of the Summerville Pines building and east of the Shelter, with main road access to Twin Pines, is a recently developed multi-unit commercial building. This unit fronts Dundas St. East, and contains retail space. This site is not owned or affiliated with the Region of Peel.

5 HYDRO CORRIDOR

The Twin Pines park site boundary is defined by the hydro corridor to the East. This provincial hydro corridor runs in a north-south direction.

6 RESIDENTIAL COMMUNITY

Creating the site boundary of the mobile home park to the north and west is an existing residential community. This typical suburban development is comprised of a mix of detached, semi-detached and townhomes.

7 INDUSTRIAL ZONE

Although not directly adjacent to the park, there is a large industrial area situated to the East of the park, which is separated from the site by the hydro corridor.

8 COMMERCIAL / INDUSTRIAL

Frontage along Dundas St. E., within the immediate area of the site, is made up of mainly commercial and industrial uses. Mid to low-rise development is typical along this stretch of Dundas St., consisting mainly of retail businesses and restaurants of varying sizes.

6

RESIDENTIAL
(PRIVATE)

1

MOBILE HOME PARK
(PEEL LIVING)

7

INDUSTRIAL USES
(PRIVATE)

5

HYDRO CORRIDOR

2

SUMMERVILLE PINES
(PEEL REGION)

3

SHELTER
(PEEL REGION)

4

COMMERCIAL
(PRIVATE)

8

INDUSTRIAL COMMERCIAL
(PRIVATELY OWNED)

HISTORY OF TWIN PINES

1949: The Pallet Family opened their apple orchard to mobile homes and the first tenants were established on the property. Originally called Cedar Grove, expansion of the mobile home park occurred in the following years during the installation of the nearby Trans-Canada pipeline when workers needed affordable housing solutions.

1960's: Further expansion took place as the park grew to 239 mobile homes situated on approximately 25 acres of land. Now a fully functioning mobile home park, tenants owned their mobile homes and paid rent to the owners of the land.

Early 1990's: As the city continued to expand around the site during the 70's and 80's, the Pallet family decided in the early 90's that it was time to sell the land. With offers from a developer who was planning to create condos within the site boundaries, the residents were facing mass eviction.

1996: Coming to the aid of the residents of the Twin Pines mobile home park, Peel Living made the decision to step in and purchase the site in 1996, transforming the park into an affordable housing community. It was at this time that Peel Living and the Cedar Grove Residents Association* decided upon an agreement that would provide security of tenure for the original tenants for a period of 20 years. By purchasing the land Peel Living added to its affordable housing portfolio, becoming the owner and landlord of the property. As the landlord, Peel Living also signs an individual Tenancy Agreement with residents that is governed under the Residential Tenancies Act (2006), which fulfills their obligations to provide safe, affordable housing in the community.

*The Cedar Grove Residents Association includes the majority of current Twin Pines residents (some Twin Pines tenants are not members of the Association).

2003: Summerville Pines Senior's Residence was constructed within the site boundaries of the Twin Pines mobile home park. The 8-storey building provides 163 units of affordable housing for seniors and singles, and was intended to provide alternative housing for the residents within the park. However, only a few Twin Pines Residents chose to move into the building upon completion.

Ongoing: Peel Living has continually engaged the community and the Cedar Grove Residents Association to discuss the future of the park.

March 2010: The Cedar Grove Residents Association* makes a request to Peel Living to extend the no-development provision of the agreement to 2030.

July 2011: The Peel Living Board decides it needs a long-term plan to inform future decisions for Twin Pines; directs staff to develop a plan that considers the "long term highest and best use" of the land, having regard to the interests of the existing community, as well as the significant need for affordable housing in the Region of Peel.

July-Dec. 2011: Staff select a charrette process that consults residents and stakeholders in creative problem solving that will be completed within a more reasonable time frame than a large scale master planning process. Staff enlists an independent third party – Institute without Boundaries – a consultant with expertise in the community charrette process.





WHY EVALUATE THE FUTURE OF TWIN PINES?

While Twin Pines has been a successful model for affordable housing within the City of Mississauga and has created a strong sense of community, there are compounding issues that suggest now is the time to evaluate the future of this important asset.

UPCOMING CONCLUSION OF THE NO-DEVELOPMENT PROVISION IN 2016

The no-development provision in the original agreement will come to a conclusion in 2016, something that is causing uncertainty for the current Twin Pines residents and nearby community members. This has resulted in increased stress and anxiety amongst current residents, who are uncertain about their investments in their homes and community. Adjacent community members are also concerned about the possible impact of new development in their community, which they believe may bring increased traffic, higher crime, overcrowding of schools and other local institutions and a decrease in their property values. Because of this, Peel Living has engaged the Institute without Boundaries in a consultation process with the goal of creating viable solutions for Twin Pines beyond 2016.

SPECULATION AND PRIVATE PROFIT BASED ON VALUE OF PUBLIC ASSETS

When the original agreement was created, there was no provision made to prevent resale of the mobile units, which were and are privately owned by the residents. These units can be sold without Peel Living's approval. The sale price of these units has increased dramatically during the 16 years the current agreement has been in place. The appreciation and present value of these homes is not solely based on the mobile homes' base value, but also as a result of the favourable location and reasonable rental rate of the land on which the homes sit. Since this land is owned by Peel Living, a non-profit regional entity, the opportunity for private individuals to profit from the increasing value of these homes will require further investigation to ensure public accountability.

THE MANDATE OF PEEL LIVING AND THE NEED FOR MORE AFFORDABLE HOUSING

It is Peel Living's mandate to create more affordable housing options within the region, and reduce the overall waiting list for social housing while acting in the best interest of the public. With ongoing change occurring in the area surrounding Twin Pines and resale prices continually rising, Peel Living must adapt to meet the changing needs of the community and assess whether the current site conditions remain appropriate.

AGING INFRASTRUCTURE

When the Pallet family originally transformed their apple orchard into a mobile home park, they might never have imagined the community that would develop permanently on their property. As these mobile homes age and undergo significant renovations and additions, many have become permanent structures. The existing infrastructure on-site was never designed to support permanent mobile homes and is now reaching the end of its lifespan. A recent site infrastructure audit completed in June 2011 by Nadine International Inc. indicates that major water supply, sanitary sewer, storm sewers and electrical upgrades are now needed. From this report: "The site infrastructure was found to be in poor condition and requires major upgrades in order to continue using the property, and comply with applicable codes and standards." In their recommendation summary, Nadine states that the existing infrastructure should be replaced with new systems. While they also explore numerous options for replacing and upgrading the existing infrastructure, it is made clear that implementation of potential upgrades will have implications on the site. This includes excavation below trailers, roadways and potentially "temporary relocation of mobile homes." While the cost estimated by Nadine was between \$5-7 million, it should be noted:

- The report was written under the assumption that the park would remain as-is
- Peel Living is concerned about the incremental cost of repair and liability of ongoing emergency repairs. Costs will escalate and there will be consistent social disruption
- Peel Living prefers to look at the issues of infrastructure repairs within the wider context of a long term vision

THE CONSULTATION PROCESS

Peel Living engaged the lwB to consult with Twin Pines residents, local and regional stakeholders, and land development professionals to assess the highest and best use of the land through a triple-bottom-line lens (balancing social, economic & environmental factors) and to generate potential solutions for the future of the site. This was done through a series of public consultations and community charrettes.

WHAT IS A CHARRETTE?

A charrette is an intensive, collaborative process that brings together stakeholders, community members and professionals to develop innovative solutions for complex situations. Over a few short days of brainstorming, discussion and expert consultation, teams create a broad range of ideas around a central theme. Because users are involved at every stage of the problem-solving process, the results are practical and meet community objectives comprehensively.

The charrette method was selected for the development of a future plan for Twin Pines because it can be organized and completed in a relatively short time frame and incorporates stakeholders in the process. This was important because it included the residents and other community members in the generation of solutions, both ensuring that an acceptable solution for the community is created, and more importantly arriving at these recommendations through an open, transparent process to reduce the anxiety and stress for the current residents. The Twin Pines charrette process described below was guided by a steering committee made up of staff from the Region of Peel and the City of Mississauga planning departments, as well as other stakeholders in the Region of Peel.

KEY ENGAGEMENT PHASES

The Twin Pines charrette process took place in phases that included community engagement, research and professional assessment. For public engagement sessions invitations were sent to all 219 Twin Pines homes, 136 Summerville Pines residents, and 324 surrounding community residences. The key engagements that have informed the results shared in this document are briefly described below:

A Town Hall Session in February 2012 brought together almost 200 residents, local area community members and other stakeholders to discuss the issues currently facing the community of Twin Pines and to invite people to participate in the charrette process. Following this session more than 80 people signed up for the charrette and as a result, a second community charrette was scheduled to accommodate everyone who wanted to participate.

Two Community Charrettes took place on March 3rd and 18th, 2012 at the Summerville Pines community room. It was important to the process that this be conducted within the community to ensure that it was as transparent and accessible as possible. Together with experienced facilitators and visualizers, residents explored creative options for the future of Twin Pines. These charrettes accomplished 3 important objectives: gathering direct information from the residents about their needs and wishes, giving them a venue to share their own ideas about the future of their community and most importantly engaging them in the process so they have a direct impact into the solutions that are presented to the Board of Peel Living.

A Professional Charrette was conducted on March 31st to April 1st, 2012. Professionals from the land development industry, architecture and landscape architecture, planning and affordable housing worked together with expert advisors from the City of Mississauga and the Region of Peel to generate further ideas and develop and evaluate concepts, assessing the highest and best use of the Twin Pines site.

A Presentation of the Charrette Results was conducted on May 12 in the Summerville Pines community room. At this time the community charrette participants were invited to review the results from both the community and professional charrettes, and engage in discussion about other issues that should be addressed in the final report.

A Post Charrette Town Hall Session took place on June 9th, 2012, bringing together Twin Pines residents, local community members and other stakeholders. In this session Peel Living presented their schedule for proceeding with the Peel Living Board's decision, as well as the results from the professional charrette. The presentations were followed by a detailed Q&A.



Twin Pines Community Charrette
March 12, 2018

PROPOSED
FAMILY MOV
AND AGREEMENT
SPLIT PROFIT
AMENDMENT=



A group of people are seated around a table in a well-lit room, likely a community meeting or charrette. The room features large windows in the background, several potted plants, and a blue storage cabinet on the left. The participants are engaged in discussion, with some looking towards the right side of the frame. On the table, there are water bottles, a yellow cup, and some papers. The overall atmosphere is collaborative and focused.

COMMUNITY CHARRETTES

PURPOSE

The main purpose of these charrettes was to develop options for the future of the Twin Pines community beyond 2016 that provide benefits for all stakeholders including:

Long term residents of Twin Pines
New residents of the park
Surrounding community residents
Surrounding business owners
The Region of Peel
Peel Living, and
The City of Mississauga

This was intended to provide residents, and local stakeholders with an opportunity to engage in discussion about the future of their community and the possible development options that would result in win-win solutions that address the needs of all stakeholders. It also generated discussion regarding the concerns of the stakeholders and raised understanding of the complexity of the situation, allowing consideration of how all parties are impacted by the future of this site.

OBJECTIVES

As defined in the original charrette briefs, the main objectives of these charrettes was to:

- Engage community members and nearby residents in the process of generating ideas for the future of Twin Pines
- Generate multiple options for consideration by the residents to the Board of Peel Living & the City of Mississauga
- Conduct an open and transparent process

PARTICIPANTS

With a strong response from all the stakeholders after the initial town hall session in February 2012, two charrettes were necessary to accommodate all of the participants. The stakeholders that were represented at each of the community charrettes included:

- Twin Pines residents
- Surrounding community members
- Representatives of Peel Living, the Region of Peel and the City of Mississauga
- Facilitators and visualizers from the lwB



THE PROCESS

While the community charrettes were held on separate dates, the process that was followed was identical. This was done to ensure that the results from each community charrette were comparable and could be cross-analyzed to identify similarities and differences. The schedule for both community charrettes was identical:

10:00AM	WELCOME & INTRODUCTIONS THE REGION OF PEEL & IWB
10:10AM	CHARRETTE GOALS & OVERVIEW LUIGI FERRARA, SUSAN SPEIGEL
10:30AM	INTERESTS & CONCERNS MICHELLE HOTCHIN, DAVE WOLFENDEN
11:00AM	TEAM BRAINSTORMING LED BY IWB FACILITATORS
12:00PM	LUNCH
1:00PM	IDEA EVALUATION & REFINEMENT LED BY IWB FACILITATORS
2:30PM	BREAK
2:45PM	REVIEW SOLUTIONS (15 MIN. PER GROUP)
3:45PM	CLOSING REMARKS COUNCILLOR CHRIS FONSECA

To elaborate on the above schedule, below is a more detailed description of how the community charrettes were conducted:

WELCOME & INTRODUCTION

Each day commenced with a representative from both the Region of Peel and the IWB welcoming the participants to the process.

CHARRETTE GOALS & OVERVIEW

Proceeding the short welcoming remarks, Luigi Ferrara provided an overview of the charrette process and schedule. This was followed by a group discussion of the issues currently facing Twin Pines.

INTERESTS & CONCERNS

Once the general concerns of the participants were voiced two IWB facilitators lead a brainstorming session to identify the interests and concerns of all potential stakeholders. All participants were asked to contribute to this process and the results were recorded and distributed to each group to inform the next phase of the process.

TEAM BRAINSTORMING

Following the stakeholder interests and concerns exercise, the participants divided into four smaller groups to imagine solutions for the future of Twin Pines. Each group was asked to work collaboratively and develop solutions that would benefit all stakeholders.

IDEA EVALUATION & REFINEMENT

After the first phase of brainstorming and a brief break for lunch, the four groups were asked to further refine their ideas by evaluating them against the stakeholder needs that were identified earlier in the day. The groups then identified the ideas that were most viable and prepared to present them back to the rest of the participants.

REVIEW SOLUTIONS

At this point, each group presented their refined ideas back to all of the charrette participants. Each group was allotted 15 minutes and each presentation was followed by a brief discussion.

CLOSING REMARKS

To end each day, local Ward Councillor Chris Fonseca was present to provide closing remarks.

STAKEHOLDER DESCRIPTION

As part of the charrette process, participants described their understanding of the interests and concerns of the stakeholders. The exercise enabled participants to develop an understanding and empathy towards all stakeholder positions. This section lists the interests and concerns identified in both of the charrettes, which produced very similar results. Highlights included the importance of maintaining the character of the existing community, bankruptcy and financial risk for existing residents, infrastructure repair and associated costs, concerns of increased crime, and the possible overcrowding of schools and increased traffic as a result of increased density. The raw data follows:

INTERESTS

Security of tenure
Maintaining the value of investment
Continuing the partnership with Peel Living
Peace of mind
Maintain quality of life
Maintaining current homes and lifestyle
Maintaining the character of the community
Maintain the affordability
Upgrading infrastructure to meet current standards
Maintaining the park as-is and using it as a model for future communities



PARK RESIDENTS

CONCERNS

Mortgages
Average age of residents
Displacement (homes cannot be moved)
Safety (and how change may affect the safety of the community)
Not knowing the concerns of Peel Living, or the City of Mississauga
Infrastructure costs
Purchase value
Loss of initial investment
Escalating stress
Losing the current tranquility of the park

INTERESTS

Reduce wait lists
Use the property more efficiently
Highest and best use
Generate more money
Properly fulfill their mandate to provide affordable housing to those in need
More home ownership (e.g. Habitat for Humanity)
Tax payer accountability
Keeping their jobs



CONCERNS

Accidents, infrastructure and maintenance
Avoiding criticism
Subsidizing public profit off of public land
Perception of the sale from public land
Capital improvements
Current affordable housing wait list (12,800)
Maintaining safety
Escalating cost of infrastructure repairs (estimated to be between \$5-7 million)

INTERESTS

Generating a greater tax base
Upgrading the property to 21st century standards (including infrastructure improvement, new development etc.)
Maintaining a low crime rate
Policing and security



CONCERNS

Not enough schools for new residents
Major infrastructure repairs
Appearance of people profiting off of publicly maintained and subsidized land

INTERESTS

Property value
Status quo
Maintaining partnership with the existing Twin Pines community
Mixed income neighbourhood development
Harmony



CONCERNS

Fear of being over-ruled
Property value (with the belief that the park adds value and change would decrease value)
Traffic and crime (if new development is introduced to the site)
Overcrowding of local schools (if new development is introduced to the site)
Increase in density

INTERESTS

Maintaining the status quo
Increasing density (condensed number of people within the area)
Higher priced goods
Neighbours that are easy to get along with
Certainty
(as to the future of the area)



CONCERNS

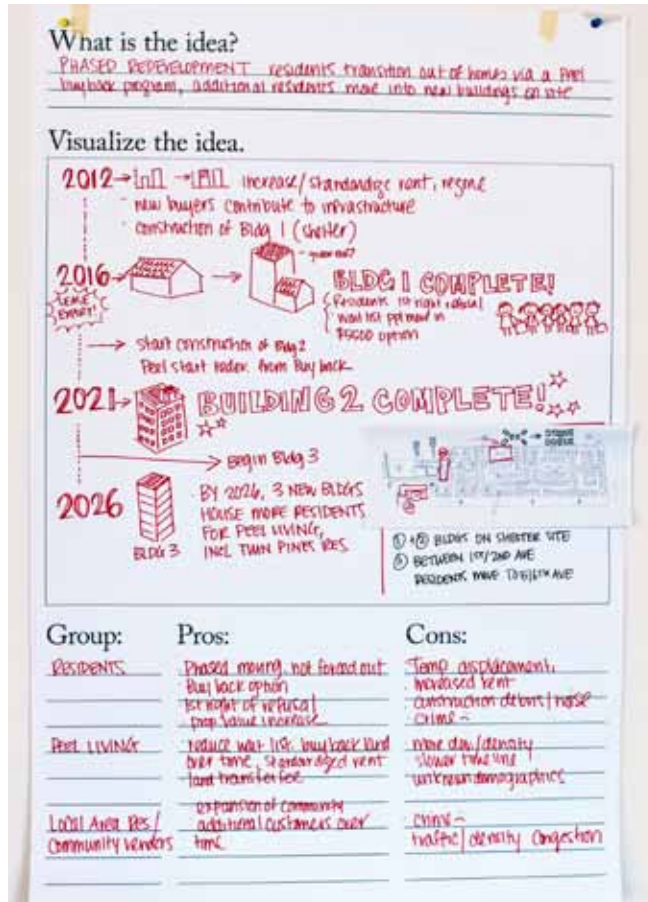
Increased traffic
Increased crime rates
Higher priced goods
Decreased air quality due to traffic

OUTCOMES

Between the two community charrettes there was a total of 16 schemes developed regarding the future of the Twin Pines. After analyzing these, the results were grouped into 10 concepts due to repetition of ideas.



PHASED REDEVELOPMENT



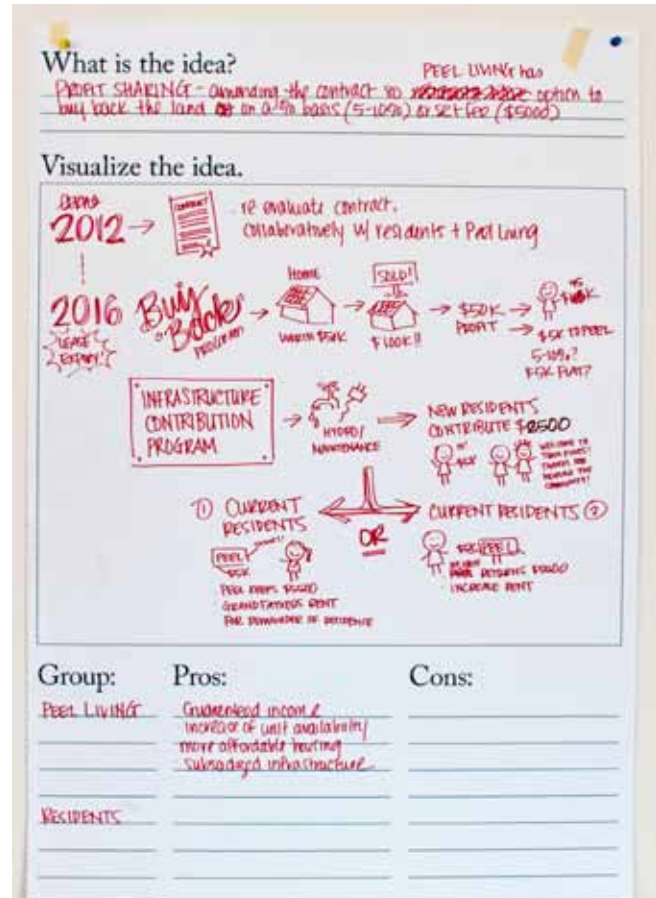
The idea of phased redevelopment was a common one throughout the group brainstorming sessions, and while there were variations on exactly how it would unfold, the central idea was to develop the site slowly over time, easing the transition to a newly developed Twin Pines community. All of the phased development ideas began with the development of the front portion of the site to minimize disturbance to residents, followed by developing sections of the remaining site over time. Some of the details explored in the phased development concepts include:

- Infrastructure may be funded through a combination of increased rent, and new development
- In order to free land for development, groups explored relocation of homes within the site, mass buy-back from Peel Living and appropriate compensation for units in areas that are intended for redevelopment
- The shelter site should be incorporated into the redevelopment vision to create more affordable housing units and the family shelter service must be maintained as part of the new vision
- Higher density development should be contained to the southern portion of the site
- Measures should be taken to preserve the character of the community

PROFIT SHARING

The profit sharing model was a common theme in both community charrettes. This central notion was that the park would remain the same, with a new contract to be established between the residents and Peel Living to ensure that private speculation on public land would stop. There were multiple variations of how a profit sharing model would work, with groups suggesting that a percentage or set fee of the sale of mobile homes would be retained by Peel Living. The intent of this was not only to reduce profit and speculation, but also to contribute to the cost of infrastructure repairs necessary in the near future. In all cases, this would require an extension of the agreement with new terms attached to ensure the future affordability and health of the park. Other considerations that were explored included:

- Buy back terms for Peel Living, freeing portions of the site for development
- The baseline from where the profits are established
- The creation of an infrastructure contribution program to help with the ongoing repair costs
- Terms for amending the agreement
- The percentage of profit that would be retained by both the residents and Peel Living



COMFORTABLE LIVING FOR EVERYONE

What is the idea?
Comfortable Living For Everyone

Visualize the idea.

Group:

- PARK RESIDENTS
- PEEL LIVING
- LOCAL RESIDENTS
- CITY OF MISSISSAUGA
- LOCAL BUSINESS

Pros:

- + Market value retained for owners
- + Infrastructure costs covered w/o rent increases
- + Infrastructure \$
- + Reduce waiting list
- + Tall bldgs @ Dundas, no shade for the houses
- + Increased property values
- + Tax Revenue - both from residences & new business
- + Economic development
- + More revenue, more customers

Cons:

- Not a fast solution
- Denialism or Moving Costs
- Maybe more traffic
- More pressure on the existing infrastructure
- Have to build more schools
- More traffic
- More competition

With the goal of accommodating all of the stakeholder needs, the main ideas behind this concept are:

- Initially, the existing agreement is amended
- Necessary infrastructure improvements are agreed to be improved on an ongoing basis with the current income from renters, plus money from any new development that occurs on the front portion of the site
- Owners are then given the opportunity to be bought out at market price by Peel Living
- As units and land are made free, residents are moved out of the area below 2nd Avenue
- A new building is then developed in place of the current shelter, fronting Dundas St. E.
- The system is then repeated as residents choose to either move out of the park, or into new developments within the site, more space becomes free for future development

This idea is similar to the concept presented in phased development, with a slow transition toward redevelopment of the site.

Group:

- PARK RESIDENTS
- PEEL LIVING
- LOCAL RESIDENTS
- CITY OF MISSISSAUGA
- LOCAL BUSINESS

Pros:

- + Market value retained for owners
- + Infrastructure costs covered w/o rent increases
- + Infrastructure \$
- + Reduce waiting list
- + fulfill mandate
- + development approach
- + Tall bldgs @ Dundas, no shade for the houses
- + Increased property values
- + Tax Revenue - both from residences & new business
- + Economic development
- + More revenue, more customers

Cons:

- Possible displacement in certain blocks in people
- Not a fast solution
- Denialism or Moving Costs
- Maybe more traffic
- More pressure on the existing infrastructure
- Have to build more schools
- More traffic
- More competition

VENDOR TAKEBACK MORTGAGE



The idea of a vendor takeback mortgage was discussed in both of the community charrettes, however only one group incorporated the idea into their final concept. The residents would obtain full ownership of the park by collectively purchasing the land from Peel Living. During the group brainstorming process, the following steps were identified to implement this plan:

- The land value would be appraised by a third party
- The Twin Pines residents would create a detailed business plan, outlining their intent to purchase and maintain the park (similar to a condo corporation)
- An offer would then be created to purchase the land from Peel Living, followed by their approval to sell the land
- The residents would then assume ownership and property management roles

It is worth noting, that many of the residents were initially in favour of this idea. However, after further discussion amongst the group it was realized that purchasing the park would significantly increase the cost of living for the current residents and that some residents would not be able to bear these increased costs. Additionally, the park would cease to be considered "affordable housing", as it would be privately owned and the many benefits from Peel Living would be lost. After this realization set in, many of the residents who initially liked the idea of purchasing the park began to explore other options that were more viable and better suited to their needs.




DENSITY TRANSFER

What is the idea? **DENSITY TRANSFER**

Visualize the idea.

LEVELS:



MIXED COMMUNITY:
• Rent OR Own / Lease

STEPS:

- 1 Find out density
- 2 Agreement with community to support rezoning
- 3 Business Plan
- 4 Inventory: who would have trouble coming?
- 5 Create agreement (~10% resale profit goes to Peel Living for infrastructure)
- 6 Peel designs & builds "Dynamid Tower"
- 7 Peel gets small # of units in Twin Pines (residents who couldn't afford)


Group:	Pros:	Cons:
	• peel builds on their own timeline on this site	
	• Maximize density transfer	
	• increase value	
	• Now ppl can both have Aff. land	

This idea was explored during both of the community charrettes. The concept is to transfer the density rights of the Twin Pines site to another one of Peel Living's assets within the City of Mississauga. Many of the participants liked the idea of a density transfer because it meant that much of the existing Twin Pines community could remain intact. While there were multiple iterations of this concept, the main ideas are listed below:

- The existing agreement would need to be revisited and amended, creating new terms for the residents and allowing them to stay within the park
- The existing density and potential density would need to be determined, and an agreement would need to be made with both The Region of Peel and the City of Mississauga to transfer the density from the Twin Pines site to a more appropriate site
- The front portion of the site may be redeveloped as necessary by Peel Living, incorporating the Shelter as part of the new development

VERSION #1


→ Build a tower + transfer all density



• 8-stories (nurses many)

VERSION #2

→ Allocate some density to multiple different areas



• Sharing the density throughout several areas

TOWNHOMES & STACKING

What is the idea? **Townhouses + Stacking**
(A New Pocket Neighborhood)

Visualize the idea.

VERSION #1

"HOUSE FOR ONE"

VERSION #2

"TWO TENANTS"

→ More density!
→ If units contain the changes

Winning Factors

Town: → increase tax
→ increase density

Peel: → More units
→ Less money

Group:	Pros:	Cons:
	<p>POSSIBILITIES:</p> <p>→ Trade</p> <p>→ phasing = no one is displaced</p> <p>→ 1 floor - small bungalow</p> <p>→ Housing = more permanent</p> <p>* IMPORTANT NOTE:</p> <p>Peel already has a precedent at Queen Fredericka.</p>	<p>Seniors can't access 2nd level</p> <p>Neighbour issues: noise, leaks, odors...</p> <p>Inconvenience: fixed income, displacement</p> <p>↳ MUST be phased!</p>

This idea came about during the second community charrette on March 18, 2012. With the goal of satisfying the increasing social/affordable housing demands in The Region of Peel, while maintaining the character of the community, this concept was centered around replacing existing homes with units that promoted greater density within the existing footprint of the Twin Pines site. This solution aligns with the mandate of Peel Living, maintains the character of the community and also has the potential to also expand the tax base by slightly increasing density. In order for this option to be implemented appropriately, the team determined that the following steps need to be taken:

- The existing agreement would need to be revisited prior to 2016
- An appropriate plan would be created to determine the phasing of development, ensuring that disruption to residents is minimized and/or mitigated
- Existing homes would then be replaced by townhomes or stacked housing solutions to increase the density within the park

IDEA 2: Townhouses / Stacking

HOUSE FOR ONE

TWO TENANTS

→ If units contain the changes

Winning Factors:

Town → increase tax → Density → 😊

Peel → More units → Less \$\$\$ → 😊

*** Peel already has a precedent at Queen Fredericka.**

Difficulties:

- Seniors who can't access 2nd level
- "Neighbour Issues" → leaks, noise, odors
- Inconvenience, fixed income, displacement

GRANDFATHERING WITH INFILL

What is the idea? **Grandfathering with Infill**

Visualize the idea.

- Lease must be renewed
- As units are vacated (ex. tenant moves out / leaves), they are replaced + resold. **ONLY THEN** does Peel take the land for **POCKET INFILL**.

POCKET INFILL:

1 MOBILE HOME → TENANT LEAVES → Peel then takes ownership of that land, and ...

Turns one home into 2 or 3 new ones! 😊

Group:	Pros:	Cons: NONE!
	<ul style="list-style-type: none"> Win/Win: beneficial for residents, Peel, AND Mississauga Change is gradual & not overwhelming Peel: Long-term; not as much capital, higher density 	<ul style="list-style-type: none"> RESIDENTS: not disturbed maintain community, new homes = upgraded + permanent Cheaper than a new home No displacement

The primary goal of this concept was to slowly increase the density within the site boundaries over time and minimizing disruption to residents. While there were variations of this concept explored during the charrette process, the main ideas included:

- The existing agreement would need to be revisited and amended, creating new terms that would accommodate future pocket infill development
- Over time as units are vacated (put up for sale by tenants), Peel Living would negotiate terms to purchase the units, freeing land for development
- These plots would then be developed with pocket infill, accommodating greater density within the site boundaries
- This process would repeat, slowly transforming the site over time

The group also explored an option where Peel Living could accelerate the process by offering a mass buy-out to current residents, which could free land for development.

POCKET INFILL:

1 MOBILE HOME → Resident moves out of community → Peel uses that land & places 2-3 homes

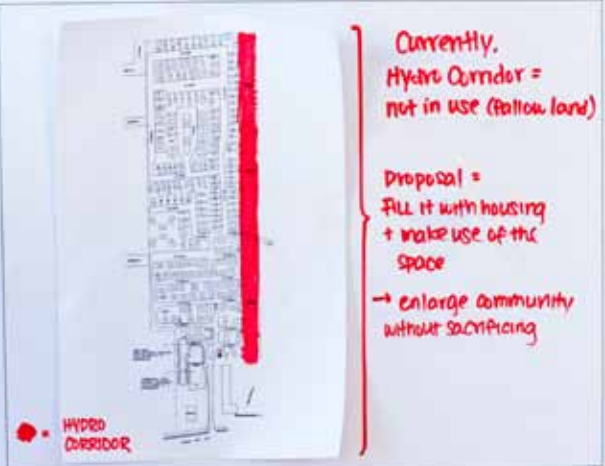
Winning Factors:

Residents	Peel	Mississauga
<ul style="list-style-type: none"> not disturbed maintain the community new mobile homes = more updated + permanent upgrade = cheaper than buying a new home 	<ul style="list-style-type: none"> long-term do it gradually = not much capital at once higher density / more housing: 1 home becomes 2-3 not enough units will take time = 20-50 yrs. hurting no one - helping many more families 	<ul style="list-style-type: none"> win!

CORRIDOR DEVELOPMENT

What is the idea? **Using the Hydro Corridor**

Visualize the idea.



Currently, Hydro Corridor = not in use (fallow land)

Proposal = Fill it with housing + make use of the space

→ enlarge community without sacrificing

HYDRO CORRIDOR

Group:	Pros:	Cons:
	• More density, more mobile homes	• Less realistic
	• Become model community for Mississauga	• Need Ontario + HYDRC to agree
	• Peace of mind: no stress!	
	• Affordable housing	

Taking a different approach to ensure the community remains as is, this idea explored using the hydro corridor for future development. With an emphasis on minimizing disruption to the existing community as much as possible, the main ideas that were presented from this concept included:

- Extend the agreement to enable the existing park to remain as-is
- Obtain the necessary permission in order to develop within the hydro corridor
- Make use of the hydro corridor for additional housing development, moving the density to the corridor and adding more mobile homes

IDEA 4 :

- Making use of the Hydro Corridor
- Move density there + add more mobile homes



HOUSING

fill with housing

empty hydro corridor

MORTGAGE PLAN

What is the idea?

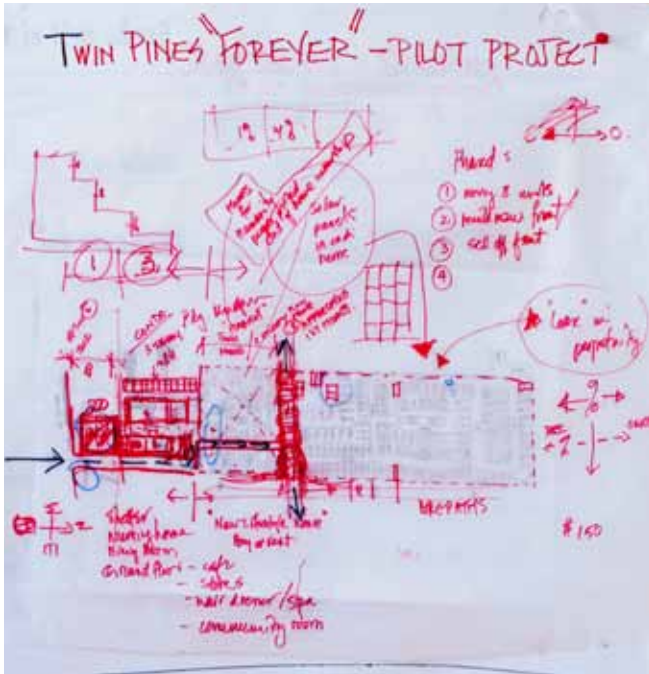
Visualize the idea.

Group:	Pros:	Cons:
RESIDENTS	<ul style="list-style-type: none"> STABILITY ALLOWS RESIDENTS TO CONTROL OWN FATE TAKE RESPONSIBILITIES OF THE BANK 	<ul style="list-style-type: none"> HOW TO GET COMMUNITY TO AGREE TO \$10.5MIL MORTGAGE TAKE LATE RESPONSIBILITIES OF INFRASTRUCTURE
PEEL LIVING	<ul style="list-style-type: none"> REVENUE TO REDEVELOP OTHER PROPERTIES THROUGH INTEREST 	<ul style="list-style-type: none"> LOSES EIGHT (VALUE) ON LAND LOSE OPPORTUNITY TO FULFILL TIMETABLE

This idea is a variation on the vendor takeback mortgage. The main idea being that the residents would obtain full ownership of the park by collectively purchasing the land from Peel Living. Realizing that it would be difficult for the residents themselves to get a mortgage to purchase the land, this concept varied from the vendor takeback mortgage. In this scheme, Peel Living would become a guarantor to the mortgage. Listed below is a summary of the steps that would be required to implement this plan:

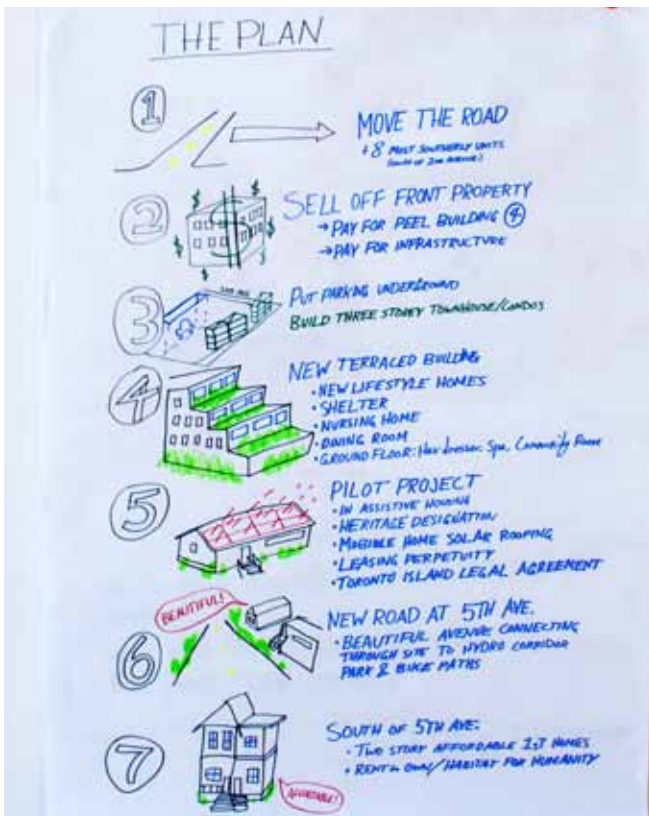
- The no-development provision would not be extended and would come to a conclusion in 2016
- Prior to the conclusion of the no-development provision, a mortgage would be negotiated with infrastructure improvements built into it
- Peel Living would assist the residents with obtaining the mortgage, acting as a guarantor
- A new agreement would need to be negotiated ensuring that residents will not have the option to sell for 10-15 years, and that if residents default on their mortgage, the property would fall under the possession of Peel Living
- The southern portion of the site would still be negotiable for future development
- Peel Living would remain involved as management and Twin Pines would remain a "social housing" community

TWIN PINES FOREVER



This idea incorporated ideas from many of the other concepts. The unique aspect of this concept was the emphasis placed on the extraordinary nature of the Twin Pines community and the idea that it could act as a pilot project for affordable housing in The Region of Peel. The main ideas that make up this concept are:

- A new agreement is negotiated to ensure that the majority of the park remains as-is and the character of the park is maintained
- The road entering the site is relocated along with the 8 most southern units
- The front portion of the site is sold to a private developer in order to generate revenue to cover the cost of infrastructure repairs within the Twin Pines site
- The front portion of the site is developed with three-storey town homes
- A new multi-storey unit is developed on the Shelter site that includes a new family shelter, new lifestyle homes, nursing home and ground floor commercial and community functions
- Twin Pines is documented and acts as a pilot project
- A new road is developed at 5th Ave. connecting the site to the existing community
- Over time as people move out and land becomes available, the site is further developed south of 5th Ave.



LEGACY :

- History + maintain heritage of Mobile Community
- ↳ Creating new model for tight living geared toward seniors
- always have a place in Peel
- model community for Mississauga

Image above was taken during the March 13, 2102 community charrette.

SUMMARY

After conducting both community charrettes many overlapping ideas emerged. To gain a better understanding of these common elements, we further analyzed each scheme and compiled a list of the main ideas that came out of the charrettes. These were identified and ranked based on how often they appeared across multiple concepts, and the result was a list of 10 community priorities in descending order of importance. This list was later used to evaluate the results of the subsequent professional charrette as part of the evaluation, analysis and concept alignment process.





MAINTAIN COMMUNITY CHARACTER

- The community of Twin Pines has a unique character that should be maintained
- Any new idea should incorporate an appropriate mix of uses, community amenities, development and public space should be maintained

RENEW / REVIEW AGREEMENT

- Residents want to stay at Twin Pines and have security of tenure
- The existing agreement needs to be re-evaluated
- The idea of profit-sharing between Peel Living and residents on any future sales might solve the issue of private speculation

PHASING & TRANSITION

- Residents must continue to be involved in the planning process
- Financial evaluation and compensation to form part of any future development
- Disruption of residents and local community members to be minimized or avoided
- Residents have first option to live in any new development within the site

REDEVELOPMENT OF SHELTER SITE

- Include the shelter lands in any new development to increase frontage on Dundas St. E.
- Development of the shelter site to increase density and reduce affordable housing wait list in The Region of Peel
- Maintain family shelter services within the site

INCREASED DENSITY AT THE SOUTH

- Move density toward the south end of the site (towards Dundas St. E.) to align with Mississauga planning and transit futures
- Building up density along the Dundas St. E. corridor would allow the north portion of the site to remain low-density and low-rise

FUND INFRASTRUCTURE COSTS THROUGH REDEVELOPMENT

- Development at the southern end of the site raises funds for infrastructure improvements
- Residents contribute to infrastructure reserve fund to raise funds for necessary infrastructure repairs

NEW AFFORDABLE HOUSING OWNERSHIP MODELS

- Residents explored purchasing the park with Peel Living securing the mortgage
- Showed interest in pilot project for rethinking financing and ownership models for social housing (rent, own, rent-to own models were explored)

GREEN STRATEGY

- Incorporating the hydro-corridor as part of a public space and green strategy
- Using sustainable technologies like (solar, wind, green roofs, community gardens)
- Pilot new homes to reduce environmental footprint and encourage “right sized living”

INCREASE DENSITY ACROSS THE ENTIRE TWIN PINES SITE

- Equalize housing and land space to rationalize costs
- Increase overall density through infill or through stacked homes and/or townhomes
- Model any new development after pocket neighbourhoods to increase density and allow additional affordable housing units

RATIONALIZE ROAD ACCESS TO SITE

- Creating new road networks and enhancing existing by increasing connections
- Using new road access as a corridor for required service upgrades
- Nearly every group objected to a new East/West road into the site due to traffic concerns





PROFESSIONAL CHARRETTE

PURPOSE

The goal of the Professional Charrette was to produce a set of scenarios for the highest and best use of the Twin Pines' lands. Bringing together a team of qualified professionals that included land developers, real estate experts, architects, planners, members of Peel Living staff and the City of Mississauga planning and development staff, the intent of this charrette was to generate innovative long-term planning solutions that balance current issues facing the community such as the increasing land values, aging population and decaying site infrastructure. Concepts developed during the professional charrette were also required to take into consideration a triple bottom line sustainability framework (social, economic and environmental factors) while other more specific considerations included:

- Peel Living's affordable housing mandate
- Entitlement rights of mobile homes tenants
- Displacement of elderly people with low income
- Public land that has allowed personal accrual of value
- Best interests of the residents of this community and the future of the neighbourhood within the context of a changing Mississauga
- Surrounding land use and ownership
- Costs associated with retaining the current social-value use of the land as an affordable mobile home community
- Plan of Action (costs and timeline estimates included) for the time period before and following expiration of the security of tenure (2016)
- Innovation and creativity

It should be noted that the professionals were asked to assess the site independently of the results produced during the community charrettes. This was done in order to encourage an unbiased highest and best use analysis of the site to determine the most appropriate and feasible path forward for Peel Living and for the City of Mississauga.



THE PROCESS

The professional charrette was conducted over the course of two days, on March 31st, 2012 and April 1st, 2012. The schedule for the professional charrette was:

SATURDAY, MARCH 31, 2012

Location

Summerville Pines Community Room
1749 Dundas St. East, Mississauga

Participants

Mwarigha M.S., Keith Ward, Dee Karski, Dominic Reale, Luigi Ferrara, Susan Speigel, Michelle Hotchin, Monica Contreras, Dave Wolfenden, Neil Prashad, Kevin Haverty, Graeme Kondruss, Robert Giusti

To elaborate on the schedule for day one of the professional charrette, following is a more detailed description of the events that occurred:

The professional charrette began March 31st at Twin Pines in the Summerville Pines community room.

With the intent to introduce the team of professionals to the site and gain a better understanding of the complexities associated with the Twin Pines Community, Mwarigha and Keith Ward (General Manager Development at Peel Living at the time of the original contract between Peel Living and the Cedar Grove Community) spearheaded the discussion in the morning.

After a detailed discussion about the complexities associated with the site and the current contract, the group walked through the physical site and met some of the residents.

Following the site visit, discussion was directed towards the future of the Twin Pines community for the remainder of the day.

11:00AM	WELCOME & INTRODUCTIONS LUIGI FERRARA, SUSAN SPEIGEL
---------	--

11:15AM	TWIN PINES BACKGROUND MWARIGHA, KEITH WARD
---------	--

11:45AM	CHARRETTE OVERVIEW MICHELLE HOTCHIN, DAVE WOLFENDEN
---------	---

12:00PM	SITE TOUR DOMINIC REALE
---------	-----------------------------------

1:00PM	LUNCH
--------	--------------

2:00PM	STAKEHOLDER MAPPING LED BY DAVE WOLFENDEN, MICHELLE HOTCHIN
--------	--

2:30PM	BRAINSTORMING LED BY LUIGI FERRARA, SUSAN SPEIGEL
--------	--

3:30PM	WRAP-UP
--------	----------------

SUNDAY, APRIL 1

Digital Incubator, GBC Gaming/Digital Building
333 (now 341) King St. E, 6th floor

Participants

Luigi Ferrara, Susan Speigel, Michelle Hotchin,
Monica Contreras, Neil Prashad, Kevin Haverty, Dave
Wolfenden, Graeme Kondruss, Robert Giusti

Advisors

Mwarigha Muliwa, Dee Karski, Winston Meyer,
Heather McDonald, Tom Slomke, Chris Bullock,
Kathryn Lockyer

8:30AM	BREAKFAST
9:00AM	BRAINSTORMING LED BY DAVE WOLFENDEN
11:00AM	BREAK
12:00PM	ADVISOR SESSION FACILITATED BY LUIGI FERRARA, DAVE WOLFENDEN
1:00PM	WORKING LUNCH
2:00PM	CONCEPT REVIEW & ADVISOR DEBRIEF LED BY LUIGI FERRARA, SUSAN SPEIGEL
3:00PM	PLANNING NEXT STEPS LED BY MONICA CONTRERAS, SUSAN SPEIGEL
4:00PM	END OF DAY

To elaborate on the schedule for day two of the professional charrette, the following is a more detailed description of the events that occurred:

This day began with the team brainstorming the success criteria for the future of the site in order to guide the ideation of development options that proceeded.

After developing a set of success criteria, the professional charrette team began mapping ideas regarding the future of the Twin Pines site. These ideas were presented within the group and further discussed amongst the professional team.

These ideas were then presented to advisors that included members of the Region of Peel and the City of Mississauga. The panel provided feedback to the professional charrette team regarding the concepts that had been developed thus far.

After a short break, the professional charrette team continued to refine the concepts for the remainder of the day, taking into consideration the feedback from the advisor session. At this point details regarding precedents, funding models, social and environmental impacts were discussed in more detail.

This concluded the intense weekend charrette, however this was followed by further professional analysis and brainstorming to better assess the ideas explored over the weekend.

OUTCOMES

The professional charrette process was conducted without sharing the results of the community charrette to avoid “leading” the results. Despite this, many of the final schemes developed during this intense weekend charrette closely paralleled the community charrette results.



LEAVE AS-IS

This scenario explored the option of leaving the site as-is and not extending the no-development provision beyond 2016. The following details were discussed in relationship to this model:

- The site would remain relatively unchanged leading up to the conclusion of the no-development provision in 2016
- Peel Living would retain ownership of the site and continue to act as a landlord to the existing residents who lease the land
- Infrastructure would be continually repaired on an emergency basis
- The agreement would not be extended beyond 2016, with no specific plans for the future of the site



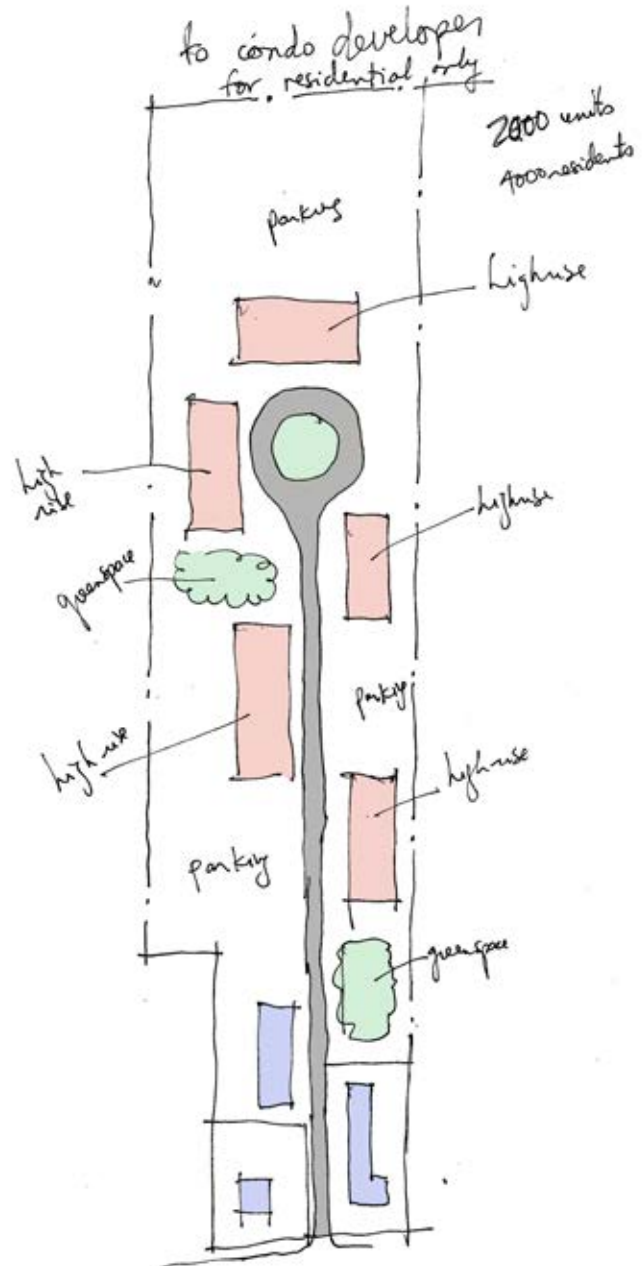
SELL THE PROPERTY

This scenario explored the option where Peel Living would sell the property to a developer. For this transaction to occur, the following steps were identified:

- Peel Living would likely allow the no development provision within the existing agreement to conclude prior to seeking a buyer for the Twin Pines site
- Terms would be agreed upon between Peel Living and a private developer
- A private developer would then take possession of the land and redevelop the site in a way which generates the greatest profit
- This would likely result in the displacement of Twin Pines residents and full redevelopment of the site without community consultation



Precedent: Frederica Drive, Mississauga



Professionals sketch of how the site may be developed.

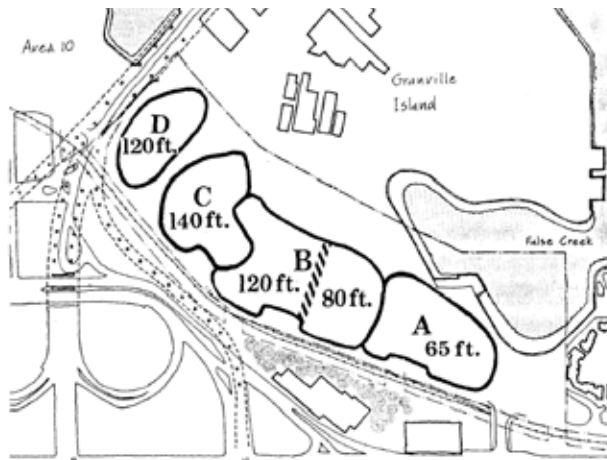
NEIGHBOURHOOD OPPORTUNITY MODEL

Previously titled “Long Term Visionary Model“, this scenario explored a thorough redevelopment of the existing site, and included ideas to alter some of the adjacent property and land use. The driving force behind this model was to create a land-use diagram and plan that would be most attractive to a developer. The plan was centered around the creation of a higher density, mixed use commercial and residential core fronting Dundas St. East, with the development gradually becoming less dense and strictly residential as it moves toward the northeast site boundary and existing residential community. A new network of streets was introduced to the site to increase frontage and value for potential development while reconnecting the site with the existing community. In addition to these main ideas the following details were discussed while developing this model:

- A portion of the adjacent industrial lands could be used as free-hold trailer model
- The new access road along the eastern site boundary can be used to provide site services
- Future planning should include park residents and community stakeholders to ensure project success
- Summerville Pines would remain as-is
- Infrastructure upgrades would be funded through the development process
- A network of public spaces would be introduced along appropriately zoned streets increasing commercial and cultural viability



Professionals development and opportunities diagram.



Precedent: False Creek, Vancouver (Land Use Diagram)



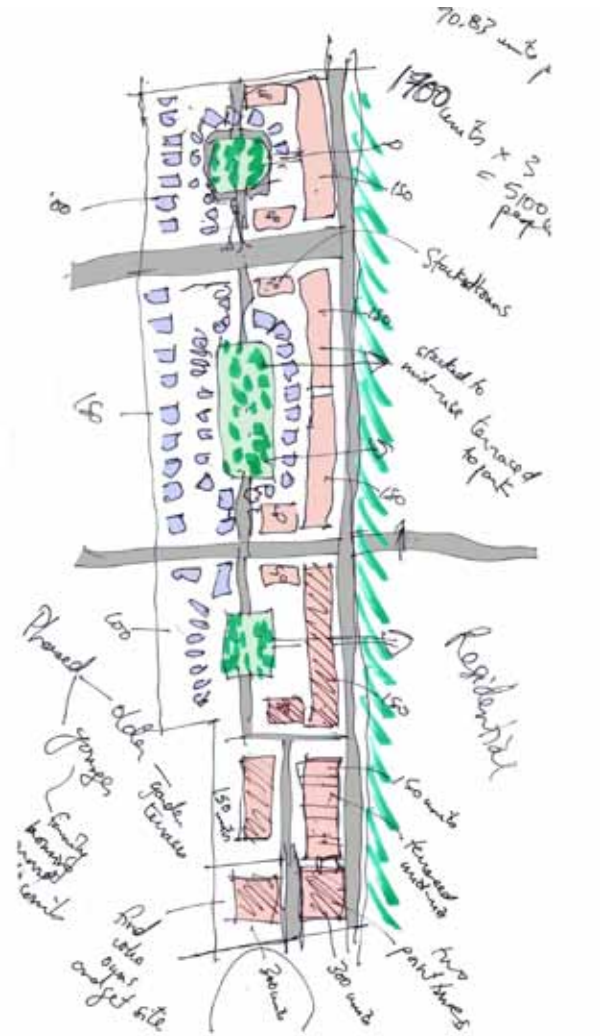
False Creek, Vancouver (Master Planning Diagram)

TWIN PINES

MID-RISE DEVELOPMENT

This scenario explored redevelopment of the majority of the existing site, as well as the shelter site and existing commercial site that is situated south of Summerville Pines. This option envisions a higher density residential community fronting Dundas St. East, with density gradually decreasing towards the existing residential community at the northern and western site boundaries. Mid-rise development would continue along the eastern portion of the site increasing the density throughout the site, while a mix of smaller homes would fill the remainder of the site. A new network of streets would also be introduced to the site, connecting the site to the existing community and increasing site access. Other aspects that were considered during the development of this option include:

- Summerville Pines is to remain as-is
- Residents should be included in any future planning and decision making regarding future development
- Infrastructure upgrades would be funded through private development
- The hydro-corridor can provide connectivity and greenspace adjacent to the new development
- A network of public space is to be introduced within the site to maintain the community character of Twin Pines



Professionals sketch of potential development scenario.



Precedent: Shops at Don Mills, Toronto

TWIN PINES

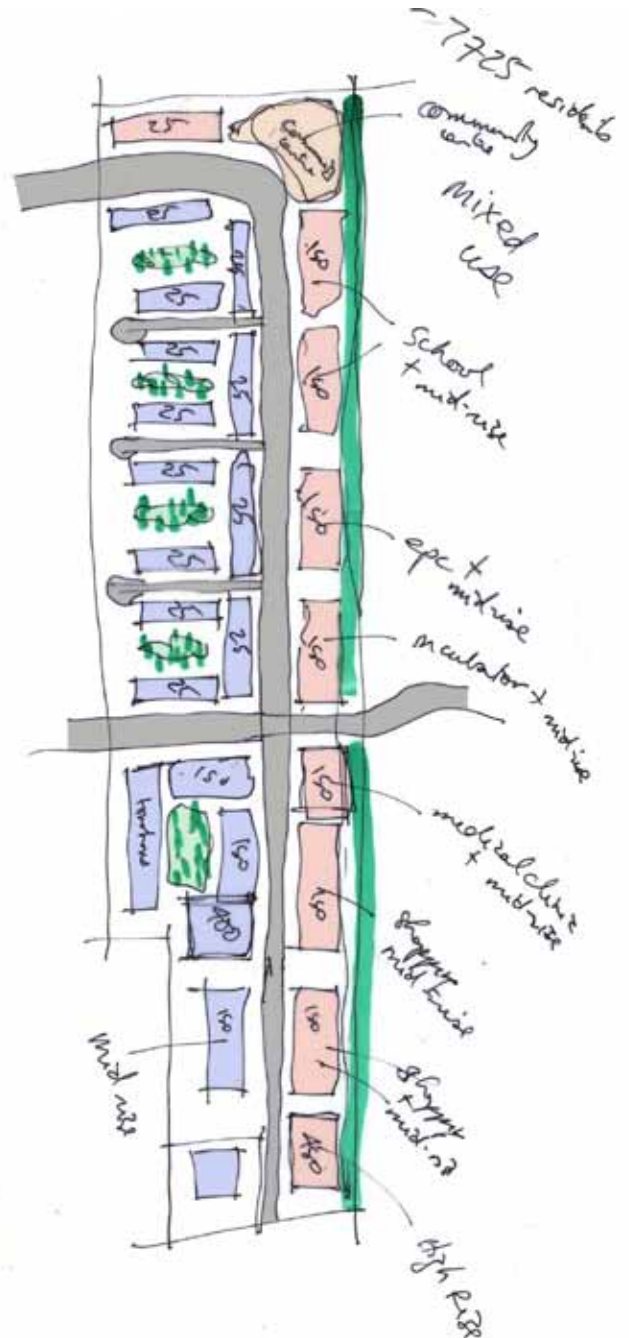
HIGH DENSITY DEVELOPMENT

This option aimed to create a dense, mixed-use community throughout the site through redevelopment of the majority of the existing site, as well as the shelter site and existing commercial site that is situated south of Summerville Pines. Major density increases were proposed towards the portion of the site south of 5th Avenue and along the eastern site boundary, which envisioned a series of condo units of varying sizes. The remaining pocket of land toward the western site boundary includes medium density residential units coupled with new public space. A new network of streets would be introduced to the site in order to increase frontage and provide greater access to accommodate the increased density. Additional ideas that were explored while developing this concept include:

- Summerville Pines would remain as-is
- The new main street running through the centre of the site would also act as a corridor for site services
- Features from the existing community would be incorporated into any new development proposals
- Residents and stakeholders should be continually consulted to provide input to the planning process
- Any new development should meet sustainable design principles



Precedent: St. Lawrence Neighbourhood, Toronto



Professional sketch of potential development scenario.

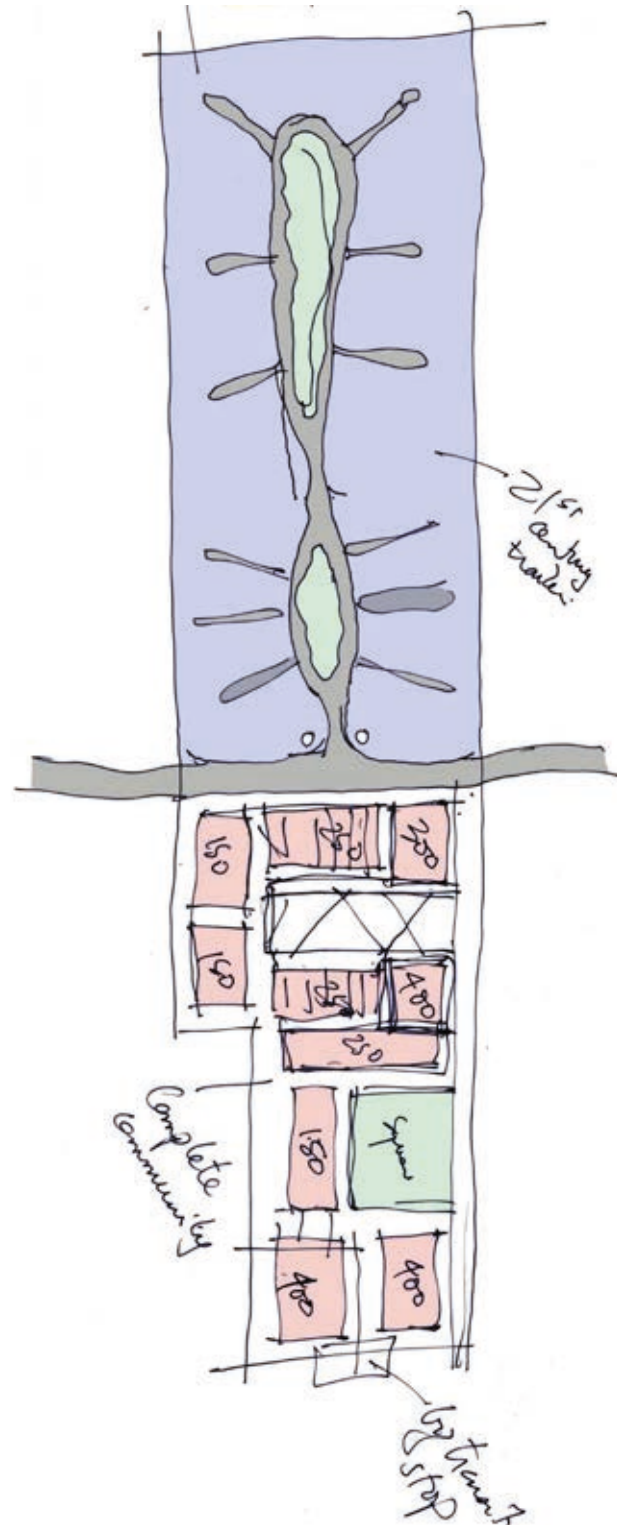
TWIN PINES LEGACY REBUILD

This scenario explored separating the current Twin Pines site into two sections of land for development. The front portion of the site (south of what is currently 5th Street) would be developed into a higher density, mixed use community under a public-private partnership. This would see the southern portion of the site be redeveloped, Summerville Pines would remain as is, and ideally the commercial property located South of Summerville Pines would be purchased to create more value for potential development. The north portion of the site (above 5th Street) would attempt to preserve the character and essence of the current park by redeveloping a pocket community of micro homes within the site.

- Peel Living would retain ownership of the site and continue to act as a landlord to the existing residents and developer who would lease the land
- The family Shelter services would be integrated into the new site vision via a future master planning process
- Future planning should include park residents and community stakeholders to ensure project success
- Infrastructure upgrades would be funded through the development process
- A network of public spaces would be introduced along appropriately zoned streets increasing commercial and cultural viability



Precedent: Pocket Community, South Hill



Professionals sketch of potential development scenario.

Out of the six schemes, the Twin Pines Legacy Rebuild was flagged as the most appropriate option by the professional charrette team.

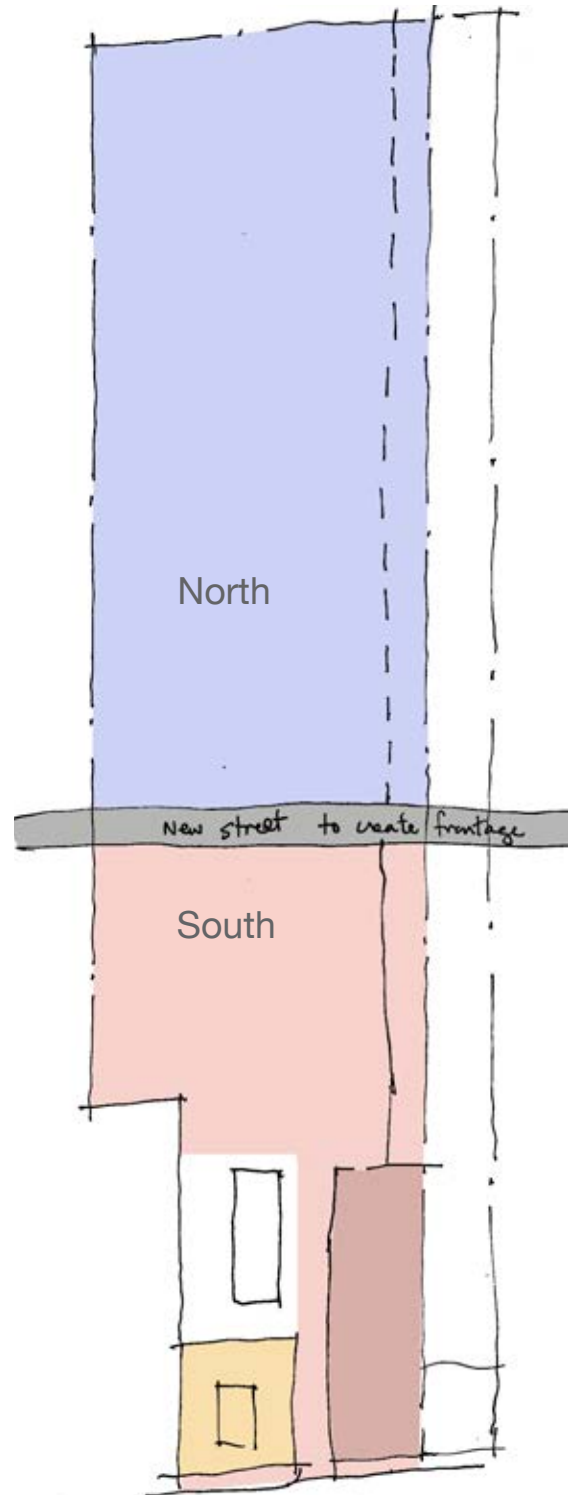
It was also the option that most closely met the values established during the community charrettes and paralleled the “Twin Pines Forever” scheme.



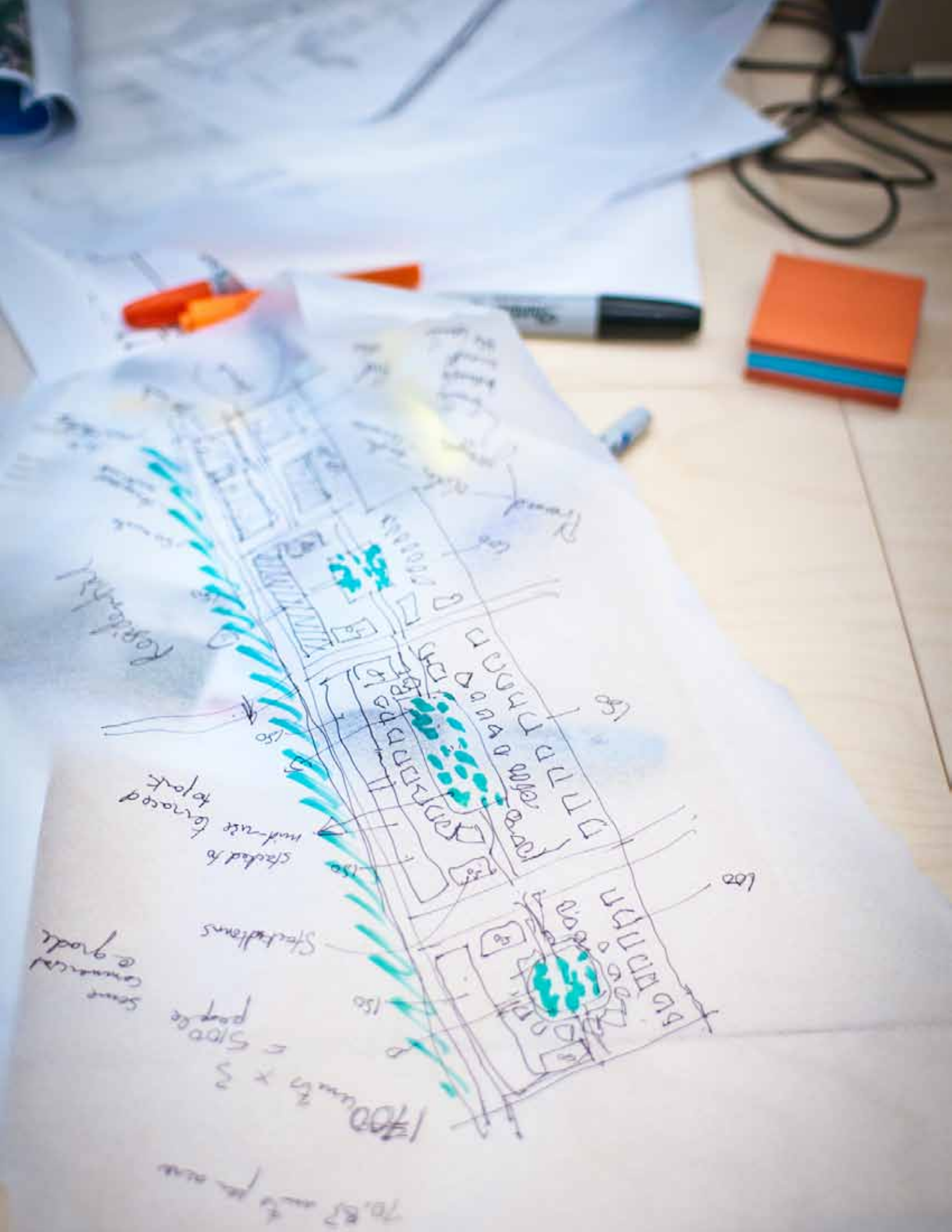
Existing home in Twin Pines



Precedent: Pocket Community, South Hill



Professional sketch of potential development scenario.



SUMMARY

The concepts developed during the community and professional charrette processes shared many characteristics and ideas.

Twin Pines Legacy Rebuild was identified as the most preferred towards the end of the professional charrette. However, a more thorough evaluation of the concepts was undertaken to determine if that option was in fact the most appropriate.

The evaluation section that follows, measures the options explored during the professional charrette by analyzing them through the lens of a triple bottom line and comparing them with the values that emerged from the community charrettes.

An important result of both of the community charrettes and the professional charrette is that they both produced variations of the “Legacy Rebuild” option, with slight differences in the land use and phasing.



A photograph of a residential street scene. In the foreground, a paved road curves around a small landscaped area with a concrete curb. A tall, slender street lamp with a black lantern-style top stands on the right side of the curb. To the left, a white, single-story house with a small porch and black shutters is visible. The house is surrounded by green grass and some shrubs. In the background, there are several trees with green and yellowing leaves, suggesting an autumn setting. The sky is a clear, bright blue with a few wispy clouds. A semi-transparent grey rectangular box is overlaid on the middle of the image, containing the text "EVALUATION & ANALYSIS" in white, bold, sans-serif capital letters.

EVALUATION & ANALYSIS

METHODS

In order to make an effective recommendation on the highest and best use for the Twin Pines lands, the 6 schemes that resulted from the professional charrette were evaluated and assessed using 2 different methodologies:

- a triple bottom line assessment was used rank the impact of the proposed design scheme in 3 different categories: Social, Economic and Environmental
- a community priorities assessment compared the proposal to the ideas and priorities identified by the community members during the 2 community charrettes

Together, these assessment tools help identify a development direction that addresses the unique planning and regulatory context of Twin Pines and the City of Mississauga, meet the needs and expectations of residents, and respects the obligations and responsibility of Peel Living to fulfill an affordable housing mandate.

TRIPLE BOTTOM LINE

A triple bottom line assessment is a universal tool that looks at the balance of social, economic and environmental impact in a given design. For these results, a custom tool was created that asked questions specific to the Twin Pines context:

SOCIAL IMPACT

- Does the proposal engage residents and local community members in the planning process?
- Does it maintain or build on the unique community characteristics of Twin Pines?
- Are steps taken to minimize or avoid disruption to Twin Pines residents as plans are implemented?

ECONOMIC IMPACT

- Is it financially sustainable?
- Does the proposal prioritize residential affordability?
- Are the costs of the required infrastructure upgrades covered?

ENVIRONMENTAL IMPACT

- Does the proposal embrace sustainable development and construction practices?
- Does it address the sustainability goals outlined in the “Our Future Mississauga” plan?
- Is the environmental impact mitigated through strategies like phased implementation?

The answers to these questions guided the assignment of a value from 1 to 5 for each topic, with 1 representing a negative impact, 3 a neutral impact, and 5 representing a positive impact. A total score out of 15 allows us to see at a glance which concepts have the highest overall positive impact.

COMMUNITY PRIORITIES ASSESSMENT

This evaluation model is specific to the Twin Pines community charrette process, and has been created based on the ideas generated by the participants. The goal is to use these results to evaluate the solutions proposed during the professional charrette as a way of checking their outcomes against the priorities of the residents and local community members.

During the 2 community charrettes, 16 schemes for the future of the community were produced by the participants. Several schemes were then combined because they were almost identical. Once this was done there were 10 different schemes for the future of Twin Pines. These schemes, while different from each other in many ways, still contained many common ideas. The Institute without Boundaries team went through these schemes thoroughly, and identified 10 “Major Ideas” that were summarized at the end of the community charrette outcomes section. These ideas were then ranked by the frequency with which they occurred - in other words, the more schemes these ideas appeared in, the higher we ranked their priority. These 10 major ideas in order of how often they appeared across the different schemes are:

- Maintain community character
- Renew / review the lease agreement
- Phasing & transition
- Development of shelter site
- Increased density at the south
- Fund infrastructure costs through redevelopment
- New affordable housing ownership models
- Green strategy
- Increase density across the entire Twin Pines site
- Rationalize road access to the site

Using these criteria, each of the 6 professional charrette schemes were evaluated in how well they did or didn't accomplish these priorities.

LEAVE AS-IS



TRIPLE BOTTOM LINE

SOCIAL IMPACT

3/5

By maintaining the status quo, the unique community characteristics that residents have created at Twin Pines are preserved, at least for the immediate future. The trade-off is there is no long-term plan for the well-being of the community.

By not resolving the agreement issue, this proposal does not meaningfully engage residents in a planning process for the future of Twin Pines. Prolonging this process will likely lead to further greater social disruption and economic uncertainty in the future. Leaving the site as-is is not an effective strategy for minimizing or avoiding the disruption to Twin Pines residents.

ECONOMIC IMPACT

1/5

The proposal does not demonstrate a long-term vision for the sustainable management of Peel-Living's finances and assets. At 25 acres, the Twin Pines site is the largest property in Peel Living's portfolio, however because of the low density of homes the current site plan does not maximize the number of affordable housing units that could be made available on this site.

By not addressing infrastructure improvements comprehensively, ongoing repair costs will continue to escalate as service degrades. This might result in higher rents and decreasing home prices.

ENVIRONMENTAL IMPACT

1/5

The proposal does not meet the City of Mississauga's environmental objectives because the plan does not provide for increased densities along Dundas Street or promotion of alternative modes of transportation. It also doesn't meet Mississauga's strategic goal to build complete communities by maintaining a homogeneous land-use pattern and failing to connect road access into the surrounding communities.

TOTAL SCORE: 5/15

COMMUNITY PRIORITIES ASSESSMENT



MAINTAIN COMMUNITY CHARACTER

- The community character created by Twin Pines residents would be maintained, at least in the short-term



RENEW / REVIEW AGREEMENT

- This proposal does not address the current agreement, maintaining uncertainty and anxiety
- Re-evaluation of the no development provision would not be considered under this proposal
- Profit sharing is not an option that residents can explore in this proposal



PHASING & TRANSITION

- This plan does not involve residents in the long term planning process
- With no new development proposed, residents are not given an option to relocate into new units
- Financial compensation is not presented as an option for residents



REDEVELOPMENT OF SHELTER SITE

- The shelter site would remain as-is



INCREASED DENSITY AT THE SOUTH

- No changes would be made to increase density along Dundas Street
- Density transfers for other Peel Living site are not provided as an option in this plan



FUND INFRASTRUCTURE COSTS THROUGH REDEVELOPMENT

- With no planned development infrastructure repair costs would not be funded by private development



NEW AFFORDABLE HOUSING OWNERSHIP MODELS

- New social housing ownership models would not be introduced under this proposal



GREEN STRATEGY

- No environmental strategies are included in this plan



INCREASE DENSITY ACROSS THE ENTIRE TWIN PINES SITE

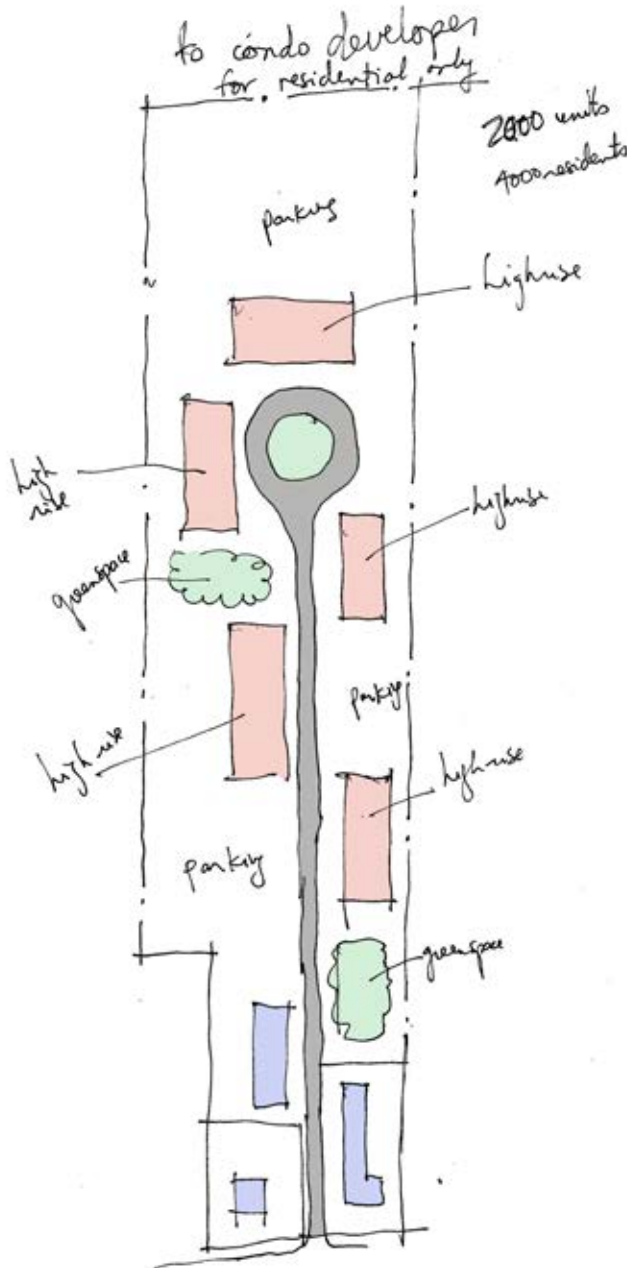
- No changes would be made to increase density



RATIONALIZE ROAD ACCESS TO SITE

- Road access would remain as is

SELL THE PROPERTY



TRIPLE BOTTOM LINE

SOCIAL IMPACT 1/5

This proposal would likely cause the most disruption for residents. Uncertainty around development plans and likely displacement of residents would also cause additional anxiety for residents and local community members. Selling the property to a developer would not ensure that residents and community members would be engaged in the redevelopment of Twin Pines. It cannot be guaranteed that an independent developer would seek to maintain and build upon the community characteristics established at Twin Pines.

ECONOMIC IMPACT 4/5

Selling the property to a developer would not yield a significant return on investment for Peel Living. The Twin Pines site is one of Peel Living's greatest assets. The mix of size, proximity to transit and local amenities is likely not to be found again by Peel Living and thus requires thoughtful long-term planning to maximize advantages.

Residential affordability would almost certainly not be preserved under this proposal. Peel Living maintains residential affordability by subsidizing market value rents; developers are under no obligation to offer affordable rents.

ENVIRONMENTAL IMPACT 1/5

The City of Mississauga's environmental objectives, as outlined in the Our Future Mississauga plan, are not formally incorporated in the current Official Plan and as such are not legally binding. Due to the uncertainty around the course of action that a developer would take it is impossible to guarantee that strategies would be taken to mitigate the environmental impacts of development.

TOTAL SCORE: 6/15

COMMUNITY PRIORITIES ASSESSMENT



MAINTAIN COMMUNITY CHARACTER

- Selling the property to a developer would likely not maintain Twin Pines' current community character.
- The creation of beautiful public spaces and the provision of community services would also not be guaranteed



RENEW / REVIEW AGREEMENT

- There would be no renewal of the existing agreement



PHASING & TRANSITION

- A developer would not be required to use a phased plan to ease the transition for residents



REDEVELOPMENT OF SHELTER SITE

- Depending on the terms of sale, the shelter may or may not be included
- If sold, the shelter would likely also be redeveloped



INCREASED DENSITY AT THE SOUTH

- This solution would likely result in increased density along the Dundas corridor



FUND INFRASTRUCTURE COSTS THROUGH REDEVELOPMENT

- Infrastructure costs would be covered by a developer in the case of land sale



NEW AFFORDABLE HOUSING OWNERSHIP MODELS

- It is unlikely that an affordable housing model would be included in a new development of the site



GREEN STRATEGY

- No environmental strategies would be required beyond those required by current City of Mississauga policies



INCREASE DENSITY ACROSS THE ENTIRE TWIN PINES SITE

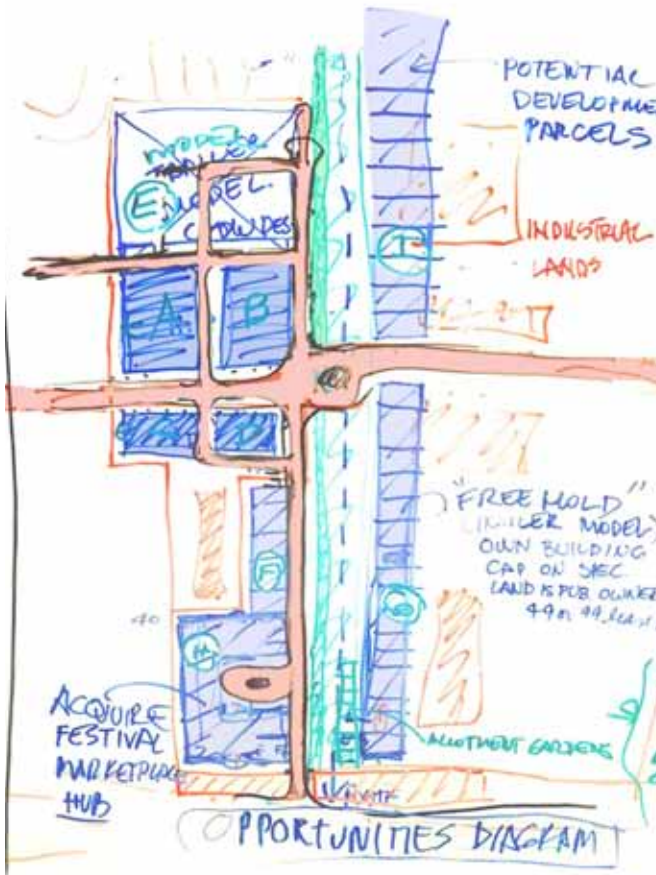
- This proposal would almost certainly result in increased density across the site



RATIONALIZE ROAD ACCESS TO SITE

- Road access to the site would likely be connected to the surrounding community

NEIGHBOURHOOD OPPORTUNITY MODEL



TRIPLE BOTTOM LINE

SOCIAL IMPACT

3/5

This proposal does include residents and the wider community members in the planning process. It would likely require a phased implementation which would mitigate the disruption to residents, however all current residents would eventually be displaced.

There are some interesting development proposals included in this plan that seek to build on the small scale community-oriented character of Twin Pines—such as the proposal to develop a new main street and build residential units along the hydro corridor.

ECONOMIC IMPACT

3/5

Because the proposal maintains Peel Living as the principal land owner, there is a great opportunity for Peel Living to maximize their return with this proposal. This proposal also seeks to achieve a residential affordability mix of at least 30% and the financing of infrastructure through a public-private partnership model to keep costs low.

ENVIRONMENTAL IMPACT

3/5

With higher residential densities planned along Dundas Street, mixed use development, and road connections into surrounding communities, the proposal does meet the City of Mississauga's environmental goals. The development does embrace sustainable development practices by proposing to increase the overall architectural and urban design standards and engaging residents in a master planning process.

TOTAL SCORE: 9/15

COMMUNITY PRIORITIES ASSESSMENT



MAINTAIN COMMUNITY CHARACTER

- The site would be dramatically changed from its current state
- An attempt would be made to maintain characteristics from the community through a master planning process



RENEW / REVIEW AGREEMENT

- There would be no renewal of the existing agreement in the form it exists in today, although some protection for existing residents might be integrated into a new agreement



PHASING & TRANSITION

- This plan would be phased over time, mitigating the transition for residents



REDEVELOPMENT OF SHELTER SITE

- Depending on the terms of sale, the shelter may or may not be included
- If sold, the shelter would likely also be redeveloped



INCREASED DENSITY AT THE SOUTH

- This proposal is centered around the creation of a high density mixed-use community at the southern end of the site, fronting Dundas St. East



FUND INFRASTRUCTURE COSTS THROUGH REDEVELOPMENT

- Infrastructure repairs and/or replacement would be funded through a combination of development and public-private partnership



NEW AFFORDABLE HOUSING OWNERSHIP MODELS

- New housing models and ownership models were explored in this concept



GREEN STRATEGY

- Sustainable design practices are included in this development proposal



INCREASE DENSITY ACROSS THE ENTIRE TWIN PINES SITE

- This proposal significantly increases density across the site



RATIONALIZE ROAD ACCESS TO SITE

- Road access would be rationalized and increased in order to create frontage and better connect the site to the existing community

COMMUNITY PRIORITIES ASSESSMENT



MAINTAIN COMMUNITY CHARACTER

- The site would be dramatically changed from its current state
- An attempt would be made to maintain characteristics from the community by maintaining lower density developments along the western edge of the site to match the neighbouring community



RENEW / REVIEW AGREEMENT

- There would be no renewal of the existing agreement in the form it exists in today, although some protection for existing residents might be integrated into a new agreement



PHASING & TRANSITION

- This plan would be phased over time, mitigating the transition for residents
- The southern portion of the site be developed first, increasing density towards Dundas St. East before developing remainder of the site



REDEVELOPMENT OF SHELTER SITE

- In order to create frontage along Dundas and increase the appeal of the site to potential developers, the shelter site would be redeveloped



INCREASED DENSITY AT THE SOUTH

- A significant increase in density would occur at the southern end of the site, fronting Dundas St. East



FUND INFRASTRUCTURE COSTS THROUGH REDEVELOPMENT

- Infrastructure repairs and/or replacement would be funded through a combination of development and public-private partnership



NEW AFFORDABLE HOUSING OWNERSHIP MODELS

- New housing models and ownership models were explored in this concept



GREEN STRATEGY

- Sustainable design practices are included in this development proposal



INCREASE DENSITY ACROSS THE ENTIRE TWIN PINES SITE

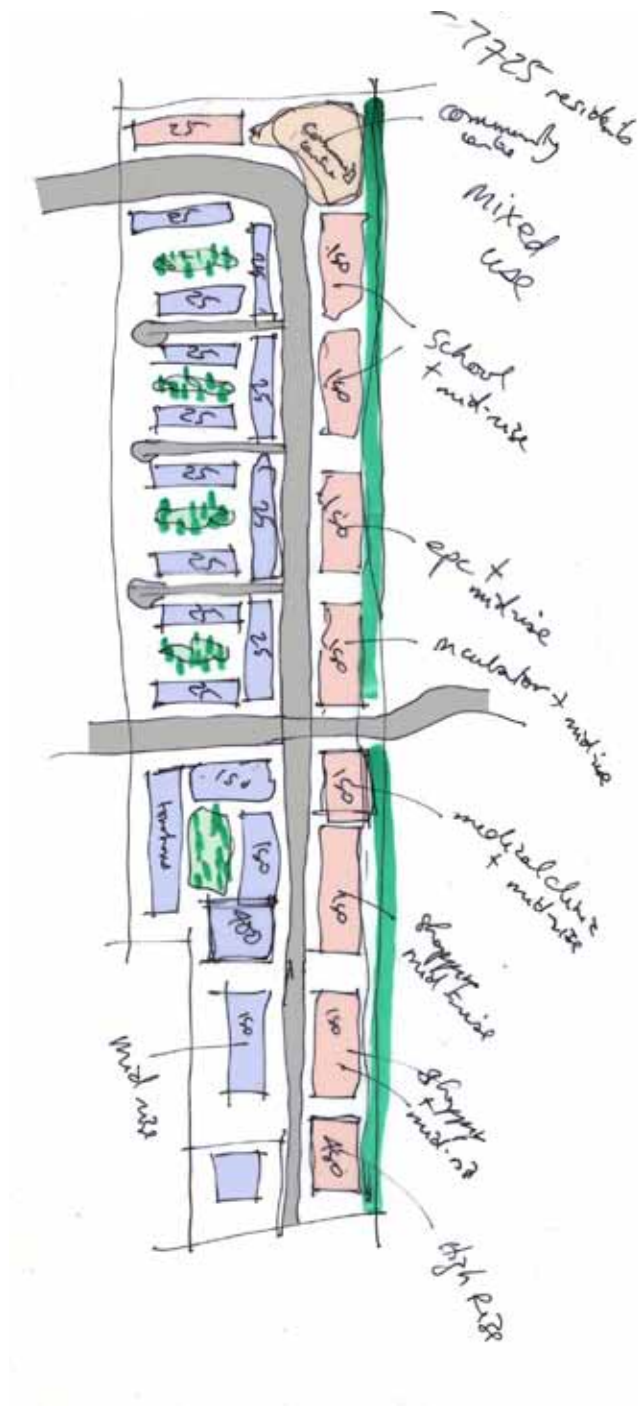
- This proposal significantly increases density across the site



RATIONALIZE ROAD ACCESS TO SITE

- Road access would be rationalized and increased in order to create frontage and better connect the site to the existing community

TWIN PINES HIGH-RISE DEVELOPMENT



TRIPLE BOTTOM LINE

SOCIAL IMPACT 1/5

This proposal engages community members and residents through a master planning process, however, since this type of development is contrary to what residents and other community members wish for their community the effect of this may be limited. Phased implementation would mitigate resident disruption but with a site change of this magnitude eventually everyone would be moved from their original homes, although they would have the option to stay in the community in a new unit.

ECONOMIC IMPACT 2/5

This proposal has the potential to generate the greatest increase in affordable housing units within the site. Infrastructure upgrades would be required for development of this nature and would be financed through public-private partnership and associated development charges. As a result of this development, property values on the site and surrounding community would likely rise.

ENVIRONMENTAL IMPACT 2/5

This proposal incorporates phasing the development in stages for financial viability which would also mitigate the environmental impact. By creating a more compact community and encouraging and enforcing higher standards of architectural and urban planning, this would be a more sustainable neighbourhood. While this plan exceeds the density targets of the City of Mississauga's current growth planning for this area, it does work extremely well with the future transit corridor proposed for Dundas St. East.

TOTAL SCORE: 5/15

COMMUNITY PRIORITIES ASSESSMENT



MAINTAIN COMMUNITY CHARACTER

- This proposal does not maintain or capture the community character of the current Twin Pines community



RENEW / REVIEW AGREEMENT

- There would be no renewal of the existing agreement in the form it exists in today, although some protection for existing residents might be integrated into a new agreement



PHASING & TRANSITION

- This plan would be phased over time, mitigating the transition for residents



REDEVELOPMENT OF SHELTER SITE

- In order to create frontage along Dundas and increase the appeal of the site to potential developers, the shelter site would be redeveloped
- The family shelter services will be incorporated into the redevelopment



INCREASED DENSITY AT THE SOUTH

- A significant increase in density would occur at the southern end of the site, fronting Dundas St. East



FUND INFRASTRUCTURE COSTS THROUGH REDEVELOPMENT

- Infrastructure repairs and/or replacement would be funded through a combination of development and public-private partnership



NEW AFFORDABLE HOUSING OWNERSHIP MODELS

- New housing models and ownership models were explored in this concept



GREEN STRATEGY

- Sustainable design practices are included in this development proposal



INCREASE DENSITY ACROSS THE ENTIRE TWIN PINES SITE

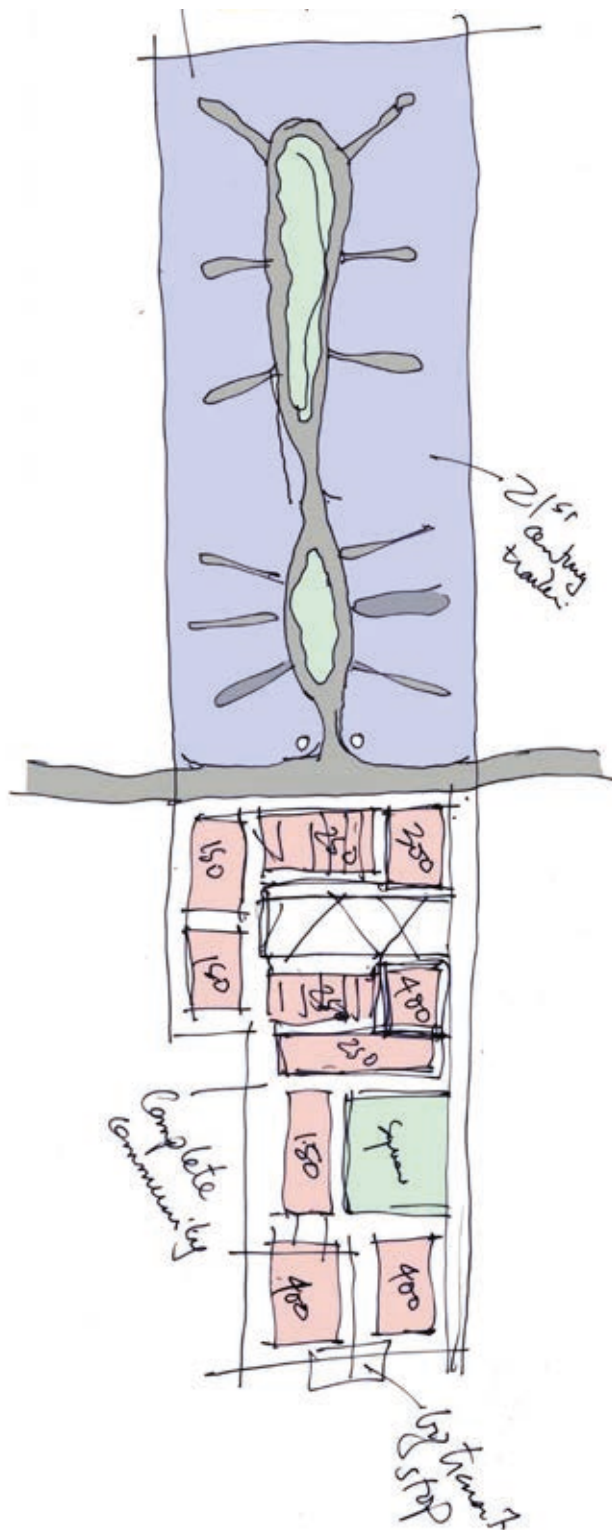
- This proposal significantly increases density across the site



RATIONALIZE ROAD ACCESS TO SITE

- Road access would be rationalized and increased in order to create frontage and better connect the site to the existing community

TWIN PINES LEGACY REBUILD



TRIPLE BOTTOM LINE

SOCIAL IMPACT

4/5

This concept would be implemented over several years, beginning with a community-informed master planning process. In order to reduce displacement of existing residents, a detailed transition strategy and working team would be developed. This is intended to address the issues of residents' individual financial, health and social situations and ensure that any negative impacts from this change is minimized.

ECONOMIC IMPACT

4/5

This concept demonstrates prudent financial management of Peel Living's finances and assets. A phased implementation would result in neutral costs, while increasing the number of available affordable micro-homes throughout the site because of how development has been phased and implemented to be cost neutral to the organization. This proposal allocates about 40% new residential development in the south portion as affordable units. It is intended that higher density development of the south portion of the site will fund necessary infrastructure repairs for the entire site.

ENVIRONMENTAL IMPACT

4/5

Increased density across the park, especially along Dundas Street, is in line with Mississauga's environmental objectives. The concept is designed to be implemented over several years. As mentioned previously a detailed implementation strategy is a crucial component of this proposal, including a transitional strategy to ensure minimal environmental impacts are incurred. The concept also intends to integrate many "green" features, including highly efficient mini-homes, geothermal, solar panels, wind power and community gardens. While the details of the aforementioned have not been explored in detail, there is a clear intention to enforce high standards of architectural and urban design.

TOTAL SCORE: 12/15

COMMUNITY PRIORITIES ASSESSMENT



MAINTAIN COMMUNITY CHARACTER

- This concept captures the essence of the Twin Pines community character, particularly the small scale of the neighbourhood and the importance of shared public spaces
- Community input and ongoing consultation enables residents and other stakeholders to guide the master plan as it is developed



RENEW / REVIEW AGREEMENT

- An interim agreement would be made between Peel Living and the Twin Pines residents that addresses the issue of private profits and speculation
- Ownership of property would be clarified with both full ownership and lease agreement options



PHASING & TRANSITION

- This plan would be phased over time, mitigating the transition for residents
- Phasing and transitional strategies would be developed based on detailed community evaluation



REDEVELOPMENT OF SHELTER SITE

- In order to create frontage along Dundas and fund the infrastructure repairs and upgrades, the shelter site would be redeveloped, however the family service function would be integrated into the new vision



INCREASED DENSITY AT THE SOUTH

- This proposal concentrates density increases south of 5th Avenue, including commercial development at street level



FUND INFRASTRUCTURE COSTS THROUGH REDEVELOPMENT

- Infrastructure repairs and/or replacement would be funded through a combination of development and public-private partnership



NEW AFFORDABLE HOUSING OWNERSHIP MODELS

- Affordable housing is included in this proposal
- Peel Living would pursue a public-private partnership model in order to cover redevelopment costs, and allow it to maximize the number of affordable units it is able to offer



GREEN STRATEGY

- Sustainable design practices are included in this development proposal including efficient home design, geothermal, solar and wind power generation on site



INCREASE DENSITY ACROSS THE ENTIRE TWIN PINES SITE

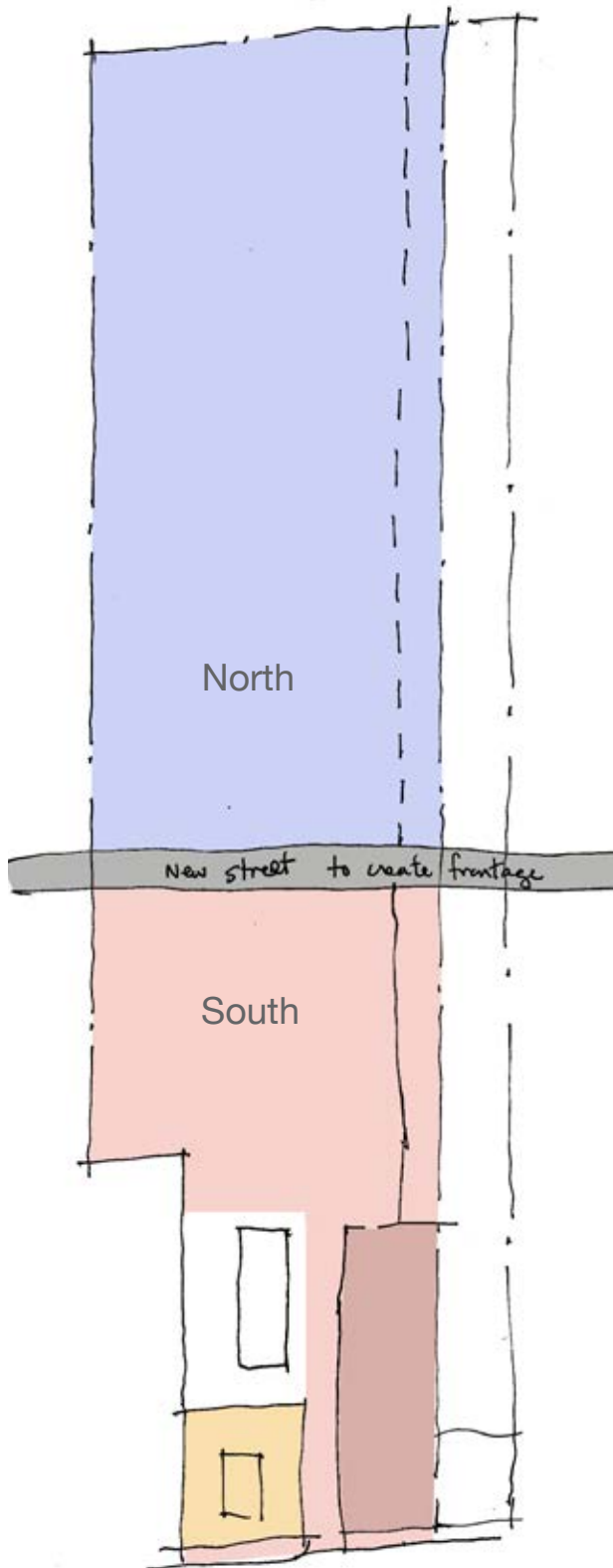
- This proposal significantly increases density across the site, although the majority would be concentrated south of 5th Avenue



RATIONALIZE ROAD ACCESS TO SITE

- Road access would be rationalized and increased in order to create frontage and better connect the site to the existing community

CONCEPT ALIGNMENT



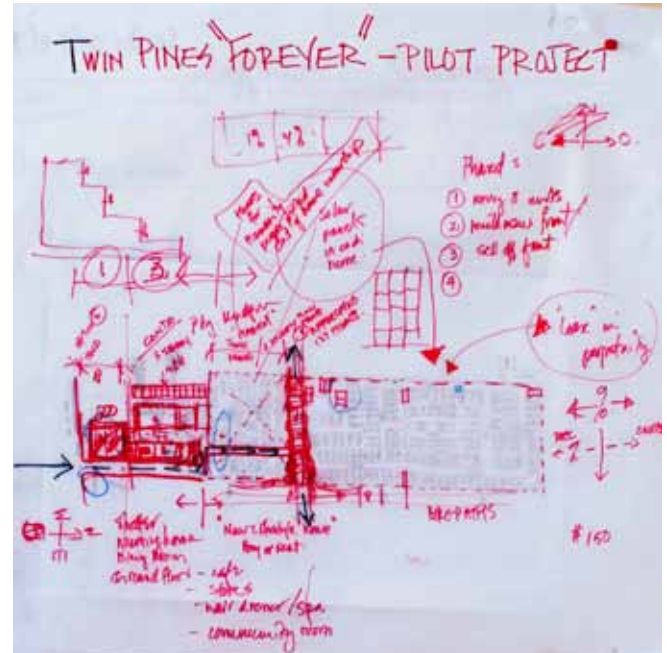
LEGACY REBUILD / TWIN PINES FOREVER

The evaluation process on all these ideas shows that the schemes developed during the community and professional charrettes shared many characteristics and common features. One scheme in particular, the “Twin Pines Forever” or “Legacy Rebuild” concept, was produced by both community charrettes and the professional charrette. The heart of all these ideas was how the community character could be maintained or captured and built upon, while adding density in phases to both generate the funds to address infrastructure repair issues and to increase the amount of affordable housing available. This is the kind of “win-win” solution that:

- captures the spirit of the community and ensures security of tenure for residents
- solves anticipated infrastructure repairs without undue hardship to residents
- positions Peel Living as a continuing innovator in affordable living
- meets City of Mississauga strategic objectives by adding density along a planned transit corridor
- has the potential to become the kind of model neighbourhood that other municipalities look to duplicate

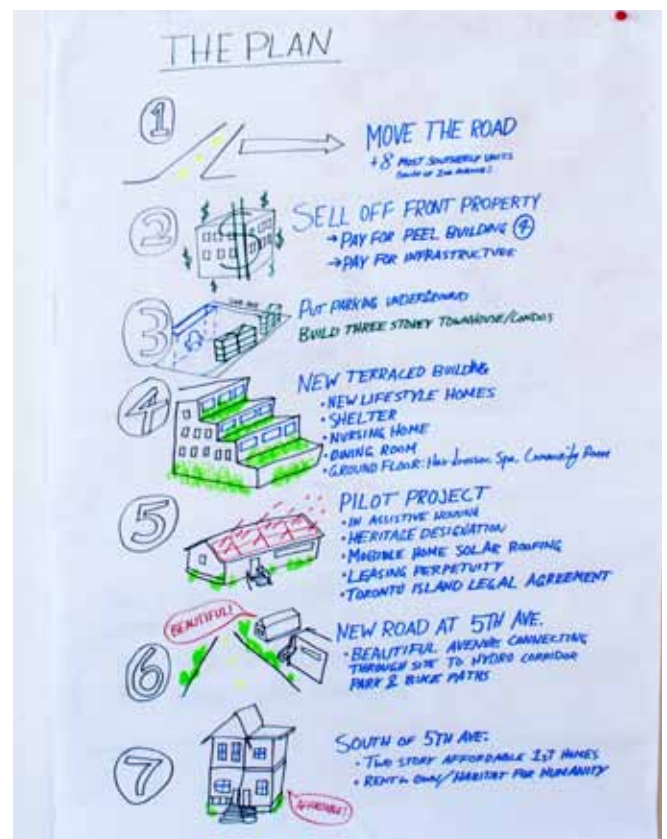
If this concept was selected for further exploration, the first step would be to explore the similarities and gaps that exist between the different versions of these ideas. This should be done in consultation with the community as part of the master planning process. Some key issues that should be resolved to begin this process include:

- where to divide the land for development, various schemes ranged between a dividing line at 2nd and 5th avenues
- whether or not to connect road access to the surrounding community
- density targets for the redevelopment of the southern portion of the site
- phased implementation details
- ownership and lease agreement details



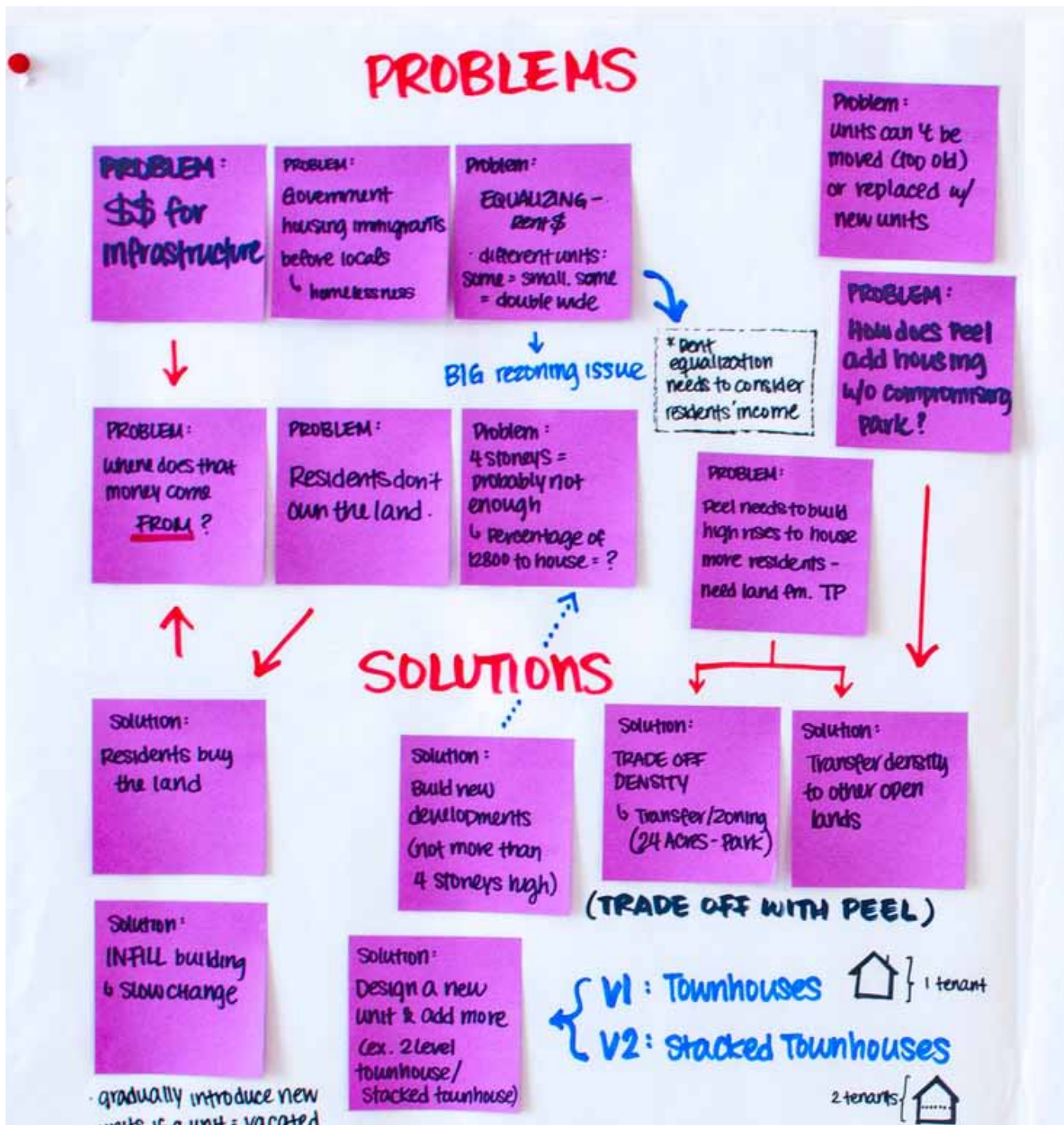
LEGACY:

- History + maintain heritage of Mobile Community
- ↳ Creating new model for tight living geared toward seniors
- always have a place in Peel
- model community for Mississauga



ALIGNMENT OF PRIORITIES

In order to better identify the gaps and similarities between the priorities of the community charrettes and the preferred concept from the professional charrette, a more thorough analysis was completed. Since the same issues were valued by both the community and professional charrettes, a comparison of how each prioritized these values was undertaken and visualized on the following page. This helped to identify that although the substance was the same, the weighting and valuation were different. Understanding and creating solutions to address these differences is where the work of the Master Planning, Steering Committee and Transitional Working Group lies.



CHARRETTE PRIORITIZATION COMPARISON

COMMUNITY CHARRETTE PRIORITIZATION		MAINTAIN COMMUNITY CHARACTER	
		<ul style="list-style-type: none"> The community of Twin Pines has a unique character that should be maintained Any new idea should incorporate an appropriate mix of uses, community amenities, development and public space should be maintained 	
		RENEW / REVIEW AGREEMENT	
		<ul style="list-style-type: none"> Residents want to stay at Twin Pines and have security of tenure The existing agreement needs to be re-evaluated The idea of profit-sharing between Peel Living and residents on any future sales might solve the issue of private speculation 	
		PHASING & TRANSITION	
		<ul style="list-style-type: none"> Residents must continue to be involved in the planning process Financial evaluation and compensation to form part of any future development Disruption of residents and local community members to be minimized or avoided Residents have first option to live in any new development within the site 	
		REDEVELOPMENT OF SHELTER SITE	
		<ul style="list-style-type: none"> Include the shelter lands in any new development to increase frontage on Dundas St. E. Development of the shelter site to increase density and reduce affordable housing wait list in The Region of Peel Maintain family shelter services within the site 	
		INCREASED DENSITY AT THE SOUTH	
		<ul style="list-style-type: none"> Move density toward the south end of the site (towards Dundas St. E.) to align with Mississauga planning and transit futures Building up density along the Dundas St. E. corridor would allow the north portion of the site to remain low-density and low-rise 	
PROFESSIONAL CHARRETTE PRIORITIZATION		FUND INFRASTRUCTURE COSTS THROUGH REDEVELOPMENT	
		<ul style="list-style-type: none"> Development at the southern end of the site raises funds for infrastructure improvements Residents contribute to infrastructure reserve fund to raise funds for necessary infrastructure repairs 	
		NEW AFFORDABLE HOUSING OWNERSHIP MODELS	
		<ul style="list-style-type: none"> Residents explored purchasing the park with Peel Living securing the mortgage Showed interest in pilot project for rethinking financing and ownership models for social housing (rent, own, rent-to own models were explored) 	
		GREEN STRATEGY	
		<ul style="list-style-type: none"> Incorporating the hydro-corridor as part of a public space and green strategy Using sustainable technologies like (solar, wind, green roofs, community gardens) Pilot new homes to reduce environmental footprint and encourage "right sized living" 	
		INCREASE DENSITY ACROSS THE ENTIRE TWIN PINES SITE	
		<ul style="list-style-type: none"> Equalize housing and land space to rationalize costs Increase overall density through infill or through stacked homes and/or townhomes Model any new development after pocket neighbourhoods to increase density and allow additional affordable housing units 	
		RATIONALIZE ROAD ACCESS TO SITE	
		<ul style="list-style-type: none"> Creating new road networks and enhancing existing by increasing connections Using new road access as a corridor for required service upgrades Nearly every group objected to a new East/West road into the site due to traffic concerns 	



RECOMMENDATIONS



RECOMMENDATIONS

These recommendations to the Peel Living Board guide the process of working towards a viable future for the Twin Pines community. They ensure ongoing transparency and resolve residents concerns and needs in line with the long term aspirations and mandate of Peel Living to increase affordable housing on this important property. The following key commitments will be required:

The creation of a Steering Committee to guide the master planning and transition process will include:

- Twin Pines Residents
- Peel Living Board and Staff
- Local Area Residents and Business representatives
- Community Neighbours (Summerville Pines and Family Shelter Representatives)
- The Region of Peel and the City of Mississauga

This working group will retain the appropriate expertise required to facilitate and execute the master planning process to create a final layout for the community that takes into account the charrettes and other input that has already taken place.

The creation of a Transitional Working group that will work with residents to examine and resolve issues, for instance: specific financial concerns, housing needs during the redevelopment process and any other unique circumstances facing residents. The Transition Working group will report to the Steering Committee and provide guidance and feedback during the master planning process to transition residents' current arrangements to new ones, including developing timelines, moving or relocating and resident supports.

The development of interim guidelines that acknowledge the ongoing transformation of the site and that protects residents from undue hardship while controlling private speculation in public land. As part of this process a method should be determined to assign fair value to the mobile homes currently owned by the residents.

Develop a communication plan and a set of ongoing community engagement vehicles, ensuring that residents and the local community are aware of the planning process. The community must continue to be involved in all stages of the master planning process.

Document the Twin Pines planning and renewal process and analyze it for lessons that can be used to develop a new model for future affordable housing developments for both the Region of Peel and other communities in Canada and around the world.



MAIN STREET

Twin Pines

RECOMMENDED NEXT STEPS

While the Legacy Rebuild proposal addresses the needs of both the community, Peel Living and other stakeholders, care must still be taken to continue to engage all groups in the planning and implementation of this project. The Twin Pines project will impact many lives, and has the potential to become a model community that showcases the development of “right-sized communities”. The following next steps are recommendations for how to achieve these long-term goals of Peel Living and the region .

TWIN PINES STEERING COMMITTEE

A steering committee should be created to represent the interests of all parties and ensure that the needs of the community are being met while also meeting the mandates of Peel Living. This group will be responsible for overseeing the planning, design and redevelopment of the site including phasing, the creation of a detailed pro-forma budget, and the balance of public-private funds dedicated to this project.

This committee should be made up of committed, long-term members who can oversee continued community consultation during the planning, transitional and implementation phases and should include representatives of:

- Twin Pines Residents
- Peel Living Board and Staff
- Twin Pines Surrounding Residential & Business Communities
- Community Neighbours (Summerville Pines and Family Shelter Representatives)
- The Region of Peel & City of Mississauga
- Third Party Professionals
- Private Developers
- Architects & Urban Planners

MASTER PLAN

A multi-year fully integrated master planning process should be generated to guide the long term development of the Twin Pines site. An effective master plan outlines the overall project vision, priorities and goals and incorporates guidelines for phasing, transition and land-use of the site. This master plan will be created in close consultation with the community, overseen by the steering committee. A team of professionals would advise on the design, phasing, transitional planning, social issues, financial options, legal and implementation elements of the master plan. A good master plan for Twin Pines will include:

- a strong vision for the future
- community planning
- physical site planning
- financial planning and oversight
- legal strategies

TRANSITIONAL WORKING GROUP

A working group should be created to consider both the positive and negative ways in which this redevelopment will affect the lives of the residents of Twin Pines. The goal is to ensure that residents don't suffer undue disruption or financial hardship during this transition. This working group should include representatives from the community, from Peel Living and from an independent mediating party. This working group will examine the situation of each individual resident including their financial situation, their housing needs during the redevelopment process and any other unique issues they may be facing.

This group will report to the steering committee, advising and offering guidance on the transitional phases of the master planning process.

INTERIM GUIDELINES

While the master planning is underway, an interim set of guidelines between Peel Living and the current residents should be created that acknowledges the ongoing transformation of the site, offers security of tenure to residents and addresses the issue of property values and sales within the site. This agreement should examine the issue of real vs. perceived value of the mobile homes, and specifically address private profits from the sale of these units that are increasing in value based mainly on their location on publicly owned land.

COMMUNITY COMMUNICATIONS

To ensure that the process remains transparent and the public is informed and involved in the transformation of the site, consultation should be ongoing and information should be easily accessible. A variety of communications channels should be employed to ensure that all stakeholders are aware of and have the opportunity to get involved in the process. These should include:

- Town Halls to present and discuss development progress
- regular newsletters distributed by mail, email and public posting updating the community and other stakeholders on the process
- a transparent planning process that engages community representatives who can also relay details to their fellow community members
- regular web updates including all reports, video, planning documentation and any other detail documentation that will keep the residents informed about the development status
- regular reports to and feedback from Peel Living Board

A NEW MODEL

As the Twin Pines site transforms over time to better meet the needs of the community and Peel Living's affordable housing mandate, every aspect should be documented and analyzed. This may very well become a model for the future of affordable housing development not just in the Region of Peel but in other communities throughout Canada and globally. Effective tracking of the details of the planning process and results will ensure that this model can be used to potentially create more neighbourhoods like Twin Pines.



CONCLUSION

The process of arriving at these recommendations has been built on a foundation of stakeholder engagement and professional consultation. Residents, local community members, Peel Living staff as well as city and regional representatives came together to discuss the issues currently faced by the Twin Pines Community and to share their ideas about the future of their community.

Throughout the course of this process, these key insights emerged.

Twin Pines is:

- an invested community that cares
- an incredible affordable housing asset in the heart of Mississauga
- the result of an innovative and powerful idea that was enacted 16 years ago

Twin Pines can be:

- an opportunity to increase density and transit connections in line with the City of Mississauga's strategic objectives
- a visionary micro-home community that represents a new model of affordable home ownership.

These insights underpinned the evaluation of all the concepts generated during this process. It became clear what was most important to all stakeholders for this issue: to capture the unique character of this neighbourhood while balancing Peel Living's goal of continuing to provide high-quality affordable housing. The final recommendations for the future of Twin Pines seek to achieve both of these objectives, while addressing the urgent issues associated with the Twin Pines site including:

- upcoming conclusion of the no-development provision in 2016
- speculation and private profit based on value of public assets
- the mandate of Peel Living and the need for more affordable housing, and
- aging infrastructure

CREDITS & THANKS

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Vice President of the Peel Living Board of Directors, Ward
2 Councillor in Mississauga

Regional Councillor Chris Fonseca

Member of Peel Living Board of Directors, Ward 3
Councillor in Mississauga

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Angela Buchner

Analyst

Keith Ward

Consultant and Former Commissioner of Human
Services, Region of Peel

COMMUNITY CHARRETTE PARTICIPANTS

Marlyn Addai	Gary Lohman
Sandra Alexander	George Loureiro
Linda Ashcroft	Lynn MacIntosh
Catherine Axford	Helen Martin
John Barclay	Joan McIntyre
Ena Barkley	Grant McLennan
Robert Barkley	Brian McNichol
Howard Bentley	Francis Milley
Teresa Bochus	Suzanne O'Connor
Yvonne Bynulos	Linda O'Donnell
Alicia Carmichael-Navarro	Muriel Perry
Al Cedros	Carol Podsadecki
Maureen Chatterton	Doreen Presland
Bruce Cooley	Kim Prosser
Peter Corbett	Rod Rashleigh
Shirley Cummins	Pat Renaud
Molly Deelaphchand	Louise Richards
Grenville Dungey	Sarah Richards
Alex Farcas	Gail Schlutter
Dan Ferguson	May Steward
Kelly Fraser	Claire Thompson
George Graves	Pat Trimbee
Judy Graves	Virginia Trimble
Dave Grier	Pargat Virdee
Jan Gruchacz	Teresa Wheelwright
Andy Gyongyossy	Carole White
Donna Harries	Dwight Williams
Fred Hayes	Yvonne Williams
Margaret Hughes	Richard Wilson
Rose Langille	Florence Wright
Diana Lint	Lisa Yeo
Debi Little	Norman Zenglein
Judi Lloyd	Valerie Zenglein
Geraldine Locke	

*For the community charrettes, invitations were sent to all 219 Twin Pines homes, and phone calls were made to each home to confirm attendance. Bordering neighbours to Twin Pines were also contacted and invited to participate.

*For all other public engagement sessions (excluding the professional charrette) invitations were sent to:

- All 219 Twin Pines homes
- 136 Summerville Pines residents, and
- 324 surrounding community residences

PROFESSIONAL CHARRETTE

Monica Contreras
Director, Digital Futures Initiative, OCADU

Neil Prashad
Owner, Origin Retirement Communities

Kevin Haverly
Senior Vice President, CRESA Toronto

Winston Meyer
First Vice President, Investment Advisor,
Meyer Financial Group, CIBC Wood Gundy

Heather McDonald
Director of Business Services,
Planning and Building Department,
City of Mississauga

Tom Slomke
Director Development Services, Public Works
Region of Peel

Chris Bullock
Manager of Development and Construction
Region of Peel

Kathryn Lockyer
Senior Legal Counsel
Region of Peel

Mark Chilton
Architect, Susan Spiegel Architects



APPENDICES

A photograph of a suburban street scene. In the foreground, there is a green lawn with several large, grey, rounded stones along the edge of a paved road. A white, single-story house with a gabled roof and black shutters is visible in the middle ground. To the right of the house, there are several trees, including a large, full-canopied tree with yellowing leaves. In the background, there are more houses and trees. A utility pole with many power lines is on the left side of the image. The sky is blue with some wispy clouds. The word "APPENDICES" is overlaid in large, white, bold, sans-serif capital letters across the center of the image.

MINUTES FROM TOWN HALL FEB 6, 2012

LOCATION BURNHAMTHORPE COMMUNITY CENTRE

- 154 seats – All full, extra chairs added. Turnout, approximately 180
- Residents – roughly 80-85%, other community members 15-20%

Lease agreement summary presentation to Peel Living Board

Peel Living's mission/mandate is affordable housing for residents of The Region of Peel

Housing stock of 7,200

"I see nothing but a community of people who have lived up to their part of the bargain" – Mwarigha re: Twin Pines community landscape

Importance of a thorough, transparent process to arrive at the solutions presented to the board of Peel Living.

Infrastructure issues: what are the repairs required to bring the community up to standard?

Charrette is a way to generating high quality results very quickly.

Demonstrating existing previous creative problem solving because the community already came up with an innovative solution to their problems.

Question from the audience interjected --->

Alex: Who are you being paid by?

Luigi: Peel Living

Alex: That's not fair – you will be biased

Chris Fonseca

Comment about the importance of Peel Living Board understanding the community of Twin Pines and requests the audience come up to the microphone to ask questions

QUESTION & ANSWER PERIOD

Roman, resident

(30 years in the area)

Back when the agreement was made that they had assurances from the Mayor and Peel Living

Rent and money accumulated should have been saved for capital improvements

Assurances from the Mayor [McCallion] and [Councillor] Maya Prentice that Twin Pines would not go away

What is your answer to the last comment? Why should we have to wait until 2016 to find out where we'll live?

Chris Fonseca

The agreement had a time frame signed by all parties. Since then, changes to the landlord/tenant act have happened that need to be respected

Mwarigha

20 years ago, mobile homes weren't covered by the landlord /tenant act. Now there is a special provision for them.

In 2012 – not sure what promises were made in 1996 but now having to deal with the reality of today

Because this is a public asset, an objective process is required, media attention, due process

Decisions must be open and transparent

Chris Fonseca

As Ward Councillor, brings and listens to Twin Pines residents needs and concerns

Repeated the statement about the UNIQUE nature of the community, therefore no terms of reference. i.e. there aren't other similar communities out there.

As Councillor, she can't in good conscience just renew the agreement – that wouldn't respect the needs of the residents Twin Pines and surrounding community residents

Unknown

You always say this... every meeting, same thing.

If we're not in jeopardy why have we already hired an outside group? That costs a lot of money! My taxes pay for this!

There are still 4 years remaining in the agreement, why are we talking about this now??

Mwarigha

Because residents of Twin Pines asked for it.

Resident, 12 Main St.

4 years ago when I moved in I was told it would be automatically renewed

If we're just going to continue why are we doing this?

Bob, resident

What is the interest on \$1M? Where is that money? We put in \$7,500 each.

Keith Ward

I was there 20 years ago... it is important to distinguish between political and legal issues

Re: \$1M - it was spent on buying the land from the Pallets

No subsidies to the park – every dime that comes in is from rent.

More costs = rent increases

Resident, 14 4th Ave

If we are part owners (because of the \$1M) then don't we need to give permission to sell?

Keith Ward

No. Because of legalities only 1 landowner is possible

No stake in the ownership of the land

Luigi Ferrara

Precedents: Port Elgin + London, UK. Leasehold setup + situation

Kathleen

Will the lwB share the recommendations with the community or will it be a sealed envelope?

Luigi Ferrara

It will be a public document. Yes we'll share it with the community

Debbie (resident)

Time frame, based on other communities. How long does it take to arrive at a solution?

Luigi Ferrara

3-4 months, noted for the records that we're not really a consultancy, we're a school and non-profit

Gave the Chateau Masson example (community charrette in Windsor that looked at property development for a building that housed developmentally delayed, mentally ill and drug addicted people)

Debbie

How many people are you looking for to help? And what kinds of professionals? i.e. from the community - there are many people in the community with different professional backgrounds that might be particularly useful in this process.

Luigi Ferrara

There are options! Depends on how many people sign up. Goal is to have it on site, so limited, therefore changes, options

Alex

Residents of Twin Pines for 8 years – thank you to Chris, we vote for you, you help us and we appreciate this

4 years ago – I made an addition, such a headache, 10 ft. concrete pillars in the ground, it's not like a house you can just move...

Understanding was that Peel's role was to continue the community arrangement

Mwarigha came 2 years ago... he is stressing me out. Keith was here before and he didn't stress me out.

Alex

Why can't we just buy the park?

Luigi Ferrara

Maybe you can just buy the land, that is something we will explore.

Unknown

We were told 50 people in the park it would be self-sustaining?

I was there 16 years ago... actually I was there 50 years ago... assurances were made when this agreement was made

Chris Fonseca

Investments were made that weren't reflected in the current agreement

I don't want you to be kept quiet, we are here to listen to your voices

Unknown

We would love this!

Chris Fonseca

I think your voices, ideas and investments in the community are important and need to be recognized

Twin Pines is more than a Peel Living asset – it's a neighbourhood, a community

I don't want to give you false promises. But I want your input included

Unknown

You've already decided what to do!

Keith Ward

As per protocol – Peel Living Board must be the final decision. The report will be shared.

You can be there at the Peel Living Board to defend your position

Use this opportunity to voice your feelings and support for this community

Bob, resident

Think seriously about buying that park... you may not want to do that!

Condo rates, sewers needed, condo systems... HUGE prices

Peel Living does things we could never offer

Marlyn, resident

Address the issue of "minimum number" of homes = 49 houses, but this was only for the length of the agreement

The agreement has no option to renew

Unknown

That wasn't clear to residents.

Marlyn, resident

Legalese, etc, it's true it's difficult to understand. But when you did move in everyone gets a copy, in fact we recently re-sent out new copies because people told us they didn't have copies, or had lost them.

Unknown Resident

What radius around Twin Pines were invited to this?

Chris Fonseca

All the streets surrounding. Beyond the general policy requirements (lists surrounding street names)

Unknown Resident

Compared the issue of the 407, which used to be free, then sold off by the province.

Is the park self-sustaining?

Mwarigha

Yes, up until now. But capital expenses coming up will exceed it.

Unknown Resident

I don't want to live anywhere else!

If land value has increased 10 fold... and we put in \$1M

The government needs money... they want to sell this land

Neighbour

I live outside the park and I love it being there.

I live outside the park and if you put in Peel Living (affordable housing) I will put my house up for sale. Or condos, or anything -- I will put my house up for sale.

Unknown Resident

I've been here since 1966. People on this park are elderly, we can't wait for a decision.

Everyday more trailers go up for sale. My trailer is for sale... we're retired, stressed out about this.

Lori

Nearby resident, my in-laws live there

Summerhill Resident

I love the park – I'd live there if I could afford it!

TP Board member

In 2006 the agreement was amended for new residents – legal changes require a new agreement from scratch

Have you (outside consultants) presented any ideas to Peel Living already? Money talks.

Luigi Ferrara

No.

TP Board Member

Thanks and statement of solidarity. It all started in 1992... 1994...

This land is valuable and they'll want to put up town houses and/or condos... or affordable housing

Chris Fonseca

Any more charrette questions?

Ron

Neighbour of TP. Many of his neighbours didn't receive this notice... what was the penetration of distribution of these invitations?

Feel the notice should have gone at least to Bloor -> Dixie

Envelope was addressed "to resident" we thought it was junk mail

Resident

Is Peel Living the owner? Have they been approached to sell the land?

Unknown Resident

Of course they would want to sell... to put up condos.

Mwarigha

No offers of sale on record.

Unknown Resident

That isn't true: Kilim (sp) Properties made an offer

Mwarigha

Peel Living is not in the business of building condos, it is in the business of affordable housing

Re: comments about affordable housing, we've already done that: we built Summerville Pines and everyone is happy with it

Keith Ward

Kilim made a small offer for the park (\$9M) several years ago but it wasn't significant enough to bring before the board

This process is the result of requests by residents to explore the issue

Unknown Resident

When will a decision be made?

Mwarigha

Once the Peel Living Board has the information probably won't want to prolong the decision

Luigi Ferrara

Once the charrette happens, 1-2 months for us to create the report

Unknown Resident

So if charrette is in March, report will be done in May, and then presented to the Board

Unknown Resident

Why are you making a charrette?

Mwarigha

Most plans involved the planning department and can take 2 years ++ and then sometimes you don't even get a real answer, and is very expensive

The charrette process is both professionally acceptable and quick

Roman

If this is just about a new lease we should just sit down and re-negotiate

Status quo is not acceptable, obviously

Mwarigha

The agreement is valid to 2016 regardless of what we explore today

Unknown Resident

Anyone who is trying to move today is having trouble because of this issue

Debbie

Bought house in Sept. – almost couldn't have a mortgage because lease expires in less than 5 years

Called CMHC and received assurances that made it possible for her to get a mortgage after all

Lynne, resident

Added on ramps to accommodate a disability. Has a CMHC loan contingent on residency until 2017, will you pay my mortgage loan if I have to move out in 2016?

Unknown Resident

What were the other options to the process?

Mwarigha

We haven't presented any options to the Board yet, we are still exploring what they are.

Luigi Ferrara

Clarifies – I believe the question was what are alternate options to the charrette i.e. property developers, etc. But the charrette involves the community unlike the other options

Alex

Our hearts are in this park

MINUTES FROM TOWN HALL JUNE 9, 2012

LOCATION BURNHAMTHORPE COMMUNITY CENTRE

Councillor Chris Fonseca opens and welcomes attendees

Mwarigha introduces the Peel Living process and thanked people for attending another Saturday!

Charrette results presented and were followed by comments & questions from those in attendance

COMMENTS AND QUESTIONS

Bob, resident

Why didn't Peel look at the infrastructure issues before buying?

Marlyn, resident

10th audit – 3 scenarios for infrastructure repair including exterior

Why wasn't this addressed?

Basically why would we replace these perfectly good homes when there is an option to not replace the homes i.e. With the exterior wiring etc. (overhead wires)

Wouldn't you have to tear down Parcel B at the beginning? Otherwise how does Parcel A fund repairs throughout?

Luigi Ferrara

Responds to Bob's comment about tearing up 10th Ave. and not doing the needed upgrades at the same time

Yes, this is a patchwork of solution. That is what happens when you don't have a master plan

Marlyn

Where would those extra 200 units go?

Luigi Ferrara

Good question... we need to figure that out during the planning process

Unknown

Ok, so when a home becomes too old what happens?

Who pays for that? The resident? Peel living?

Luigi Ferrara

A transition plan is needed

Unknown

Couldn't this plan start after 2016? Why does it look like the plan starts almost immediately?

Luigi Ferrara

Possibly we are getting legal advice.. but we need to stop the speculation right away.

Unknown

Can we get the presentation?

Michelle

Yes! If we have your email we'll send you a link

Unknown

What is the process for attending the Board Meeting?

Bruce

Can this presentation be available to everyone? Not just digitally?

Michelle Hotchin & Lisa Dimenna

Yes

Unknown

Are these questions being recorded?

Michelle Hotchin & Dee Karski

Yes.

Unknown

Can everyone on the email list get the report that will go to the board?

Michelle Hotchin & Lisa Dimenna

Yes.

Chris Fonseca

Please include information about "What is master planning?"

New Resident

What about investing in your home? What will be the protection of my resale value? If I improve/ renovate my

property?

Luigi Ferrara

People shouldn't be making changes that make the homes more permanent i.e. Foundations. So no, no protections for this.

Mwarigha

Legally you can make improvements but not if it makes the home non-mobile

(Referenced the new 2006 Tenants protection Act which explicitly covers mobile homes)

Also if values continue to rise they will hit 250K in the next 5-10 years, that is not within the mandate of Peel Living

Marlyn, resident

When will we get the report?

Mwarigha

Mid-June.

Unknown

Not enough time for the community to meet, discuss, decide.

Mwarigha

Timelines are tight! We are expediting this whole process at your request.

Possibly to move report to Board to September.

Unknown

At the next step what will happen? Will we get clearer options i.e. A,B,C now vote?

Luigi Ferrara

Not exactly.. basically the master planning process would include residents.

Presentation of the results would happen continually throughout the process.

Unknown

Who has the final say?

Mwarigha

The Board of Peel Living – as a political body they are seeking a solution that involves the residents.

Unknown

Given the timing and investment of the residents its unfair to give us so little time!

Pat Mullin (Councillor, VP Peel Living Board)

Agrees and believes that September is a better time to present these results

Points out that the Peel Living Board has a mandate to provide affordable housing, so they would have just sold or re-developed the land but they care about the residents and the councillor for Ward 3 (Fonseca) is very supportive

