

CONSULTING SERVICES FOR AN **AFFORDABLE HOUSING STRATEGY**

Proposal
Response

March 20,
2025

Municipality of
Lakeshore



Prepared by

SHS



March 20, 2025

To: Tammie Ryall
Corporate Leader – Growth and Sustainability
Municipality of Lakeshore | Growth and Sustainability
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Re: Response to Request for Proposals for an Updated Affordable Housing Strategy

Dear Tammie:

We were pleased to receive your request to provide our proposal to prepare an update to the Municipality of Lakeshore's Affordable Housing Strategy. In our proposal, we outline our company profile, team expertise and references; proposed approach and scope of work; resource allocation and budget; and project schedule.

SHS Inc. (SHS) is an independent Canadian consulting firm specializing in housing policy and research, affordable housing development consulting and business model innovation. Since 1999, SHS has been an active leader in the housing sector, working on numerous projects of similar breadth and scope. Our firm is uniquely positioned to undertake this work given our past work on Lakeshore's affordable housing strategy and our current work with the City of Windsor and County of Essex on their housing needs assessments and affordable housing strategy. We have a proven track record of delivering municipal housing needs assessments, housing strategies, program evaluations, and incentive program designs across Canada. Our expertise spans all levels of government, the non-profit sector, and private industry, allowing us to develop technically sound, evidence-based, and actionable solutions.

We have prepared comprehensive affordable housing strategies for municipalities of all sizes and tiers across Ontario and beyond, combining deep policy knowledge with practical experience in affordable housing development. This ensures that our recommendations are not only aligned with best practices but also feasible and effective in real-world implementation. Given our experience and expertise, we are confident in our ability to deliver an updated Affordable Housing Strategy that meets the needs of the Municipality of Lakeshore.

We wish to thank you for the opportunity to present this proposal. We look forward to your response and the potential to collaborate on this important initiative.

Yours Truly,



Christine Pacini
Partner, SHS Inc.

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1.0 Experience and Qualifications

SHS Inc. (SHS) is an independent Canadian firm specializing in housing policy and research, affordable and attainable housing development, and business model innovation. SHS was incorporated in 1999 through the merger of Christine Pacini & Associates and The Starr Group, two firms with extensive background in the housing field. Operating out of offices in the Greater Toronto Area, our firm possesses a core team of 28 consulting professionals assisted by specialist associates brought together on a project-by-project basis as required. In general, our work can be separated into three practice areas: policy, development, and innovation.



Policy

SHS has a well-established reputation as one of Canada's leading firms in housing policy and research. With over two decades of experience, we have completed more than 300 housing needs assessments, housing strategies, action plans, program evaluations, program designs, feasibility studies, and related research projects for federal and provincial governments, as well as over 60 municipalities across Canada. Notably, our extensive work in Ontario has provided us with a deep understanding of the province's legislative and regulatory framework, allowing us to develop strategies that are both compliant and effective within the municipal planning and housing policy context.

A particular specialty of SHS is the preparation of municipal housing strategies, which include a comprehensive analysis of housing demand and supply and the identification of policies, programs, and strategies to address the gaps in supply identified by the analysis. Since our inception, SHS has prepared more than 50 studies of this nature. Some recent and relevant examples of our work in this area include the following:

- Windsor-Essex Regional Affordable Housing Strategy (currently underway)
- City of Vaughan Housing Needs Assessment and Strategy (currently underway)
- Region of Durham Housing and Homelessness Plan (2024)
- African Nova Scotia Housing Assessment and Strategy (2024)
- District of Nipissing Housing Needs and Supply Study (2024)
- City of Moncton and City of Dieppe Housing Needs Assessment (2017), Housing Implementation Plan (2019), and Housing Needs Update (2023)
- Lanark County Municipal Tools to Support Affordable Housing (2022) and Data Update (2023)
- Municipality of Northern Bruce Peninsula Attainable Housing Strategy (2022)
- Municipality of the District of Clare Housing Action Plan and Implementation Plan (2022)
- Municipality of North Grenville Housing Strategy (2022)
- City of Richmond Hill – Affordable Housing Strategy and Inclusionary Zoning Impact Assessment Report (2021)

- City of Northumberland Affordable Housing Strategy and individual member municipal strategies (2018), Housing and Homelessness Plan Update (2019), Affordable Housing Grant Program Guidelines (2021)
- City of Markham Policy Framework and Recommendations (2020), currently being updated
- City of Medicine Hat Housing Strategy (2020)
- City of Lethbridge Municipal Housing Strategy (2019)
- City of Markham Housing Needs Assessment (2019)
- Haldimand Norfolk County Housing and Homelessness Plan (2019)
- City of Ottawa 10-Year Housing and Homelessness Plan (2019)
- Oxford County Housing Strategy (2019)



Development

Since our inception, SHS has been actively involved in the development of affordable housing projects for a wide range of population groups including youth, seniors, families, Indigenous people, and persons with disabilities. Ed Starr and Christine Pacini, co-founders of SHS, have managed the development of more than 100 projects containing over 5,000 units and housing more than 10,000 persons in need of affordable housing. These projects have ranged from developments as small as a three-unit transitional housing project for victims of domestic violence to major projects of 350 units serving a diverse group of residents. This work has fully familiarized us with the costs involved in the development of affordable housing, funding and financing programs, and the types of incentives effective in meeting the affordability needs of vulnerable populations, as well as the affordable housing planning and development process.



Innovation

SHS creates collaborative environments to help our clients navigate change and envision a new future for their organization. For almost a decade, SHS has been working with housing providers and others involved in the housing sector to modernize their approach to housing delivery, including developing new business models (e.g. housing development corporation), service delivery models (e.g. enterprise approach), programs (e.g. choice-based leasing), and other solutions that address the changing economic and social environment facing Canadians.

Our Clients

Government Sector

SHS works across all levels of government, supporting municipalities, Service Managers, provincial ministries, and federal agencies in developing housing policies, programs, and strategies. We have been retained by over 60 municipal governments, working with both lower-tier and upper-tier municipalities. We have also been retained by upper levels of government, such as the Canada Mortgage and Housing Corporation (CMHC), Ontario Ministry of Municipal Affairs and Housing, Housing Services Corporation, Alberta Ministry of Seniors and Housing,

Manitoba Housing and Renewal Corporation, and the British Columbia Ministry of Housing and Municipal Affairs, among others.

SHS's experience working with diverse municipal clients in Ontario, including those in the Region of Essex and Windsor, demonstrates not only our deep understanding of the challenges facing Ontario municipalities but also the opportunities ahead. We are confident that our expertise, adaptability, and project management capacity will enable us to effectively support the Municipality of Lakeshore in achieving its housing policy objectives.

Non-Profit and Private Sector

Beyond government, we collaborate with non-profit sector organizations and a wide range of community based non-profit organizations to develop affordable housing that serve diverse populations. We also work with private sector developers in the delivery of affordable and attainable housing solutions.

Our broad engagement across sectors allows us to take a comprehensive, system-wide approach to housing policy research and program design. By working with all key actors in the housing system – governments, market developers and non-profit organizations – we ensure that the consulting services we provide are reflective of realities on the ground and positioned to drive meaningful impact.

Roles and Responsibilities

The team members assigned to this project possess the full range of skills and experience required to undertake all aspects of this project. Their qualifications and experience are outlined below.

Detailed resumes and references for each team member are included in the Appendix of this proposal. All members of the project team are available to commence work in April 2025 and carry out all project tasks required to project completion.

Project Advisor

Christine Pacini, Partner

Christine is one of the two founding Partners of SHS. Christine completed a Bachelor of Arts specialized honours degree in public policy and administration at York University and graduate courses at Carleton University's School of Public Administration. She is an associate member of the Canadian Institute of Planners and the Ontario Professional Planners Institute. Christine also served on the Board of Directors of Habitat for Humanity Greater Toronto Area from 2010 to 2022 including as Chair for two years. In 2023, she joined the Habitat for Humanity Canada national board of directors. Christine is also a Coralus (formerly SheEO) Activator, supporting women entrepreneurs across Canada.

Christine possesses over 35 years of professional experience in all aspects of the firm's consulting work as well as direct public sector experience. During her four years with the Ontario Ministry of Municipal Affairs and Housing, Christine worked in policy and program development as a policy advisor and in program delivery as a program coordinator responsible for the delivery of affordable housing developments. Christine also provided housing advice to a City of Toronto Councillor on issues related to the devolution of social housing to municipal service managers as well as matters being considered by the Board of Directors of the Ontario Housing Corporation, Toronto Housing Company, and the City of Toronto's Capital Revolving Fund Advisory Committee.

Christine has directed a wide range of housing needs assessments, market analyses, strategies, and other housing-related studies in Ontario (e.g. Lakeshore, Kawartha Lakes, Haliburton, London, Richmond Hill, Caledon, Hearst, Markham, Northumberland, Peel) and elsewhere in Canada (e.g. Clare, Halifax, Fredericton, Moncton, Strathcona). She has worked with service managers, upper tier, and local municipalities on identifying key housing needs and strategies to address these needs. Christine was the co-author of A Guide to the Preparation of Community Affordable Housing Strategies prepared in 2000 for the Ontario Professional Planners Institute. Christine also has extensive experience as a development consultant providing advice on a wide range of affordable housing developments: from shelters to transitional housing to supportive housing to seniors housing and family housing. This experience provides her with a

deep understanding of the strategies and tools that are the most effective in addressing housing gaps.

Christine is actively involved in SHS's work on CMHC Solution Labs, an initiative of the National Housing Strategy. The first five Solutions Labs undertaken by SHS were directly for CMHC in collaboration with five provinces / territories. Other solutions labs Christine has been involved in focused on healthy housing, innovative housing solutions for seniors, and citizen involvement in development of affordable housing. Most recently, she has been involved in SHS's work for the National Housing Council on the right to adequate housing.

Christine is a highly accomplished communicator and has spoken at various conferences including annual conferences and forums sponsored by the Canadian Institute of Planners, the Ontario Professional Planners Institute, Ontario Municipal Services Association, Ontario Non-Profit Housing Association, Housing Services Corporation, Ontario Ministry of Municipal Affairs and Housing, as well as various other community-based forums and workshops. Christine is a skilled facilitator and has extensive experience facilitating public and key stakeholder consultations and meetings, including consultations with vulnerable groups such as persons who are unhoused and persons with mental health issues, as well as high level government officials, developers, and others in the private sector.

Project Manager

Bahar Shadpour, Manager, Housing Policy and Research

Bahar Shadpour joined SHS after working for over 10 years in the non-profit housing sector, particularly in roles requiring a blend of policy, research, community and stakeholder engagement, government relations and strategic communications.

She is an adaptive and critical thinker, bringing a blend of skills and experiences in managing complex policy projects and affordable housing campaigns and facilitating meaningful consultations with diverse communities and stakeholders across Canada.

In her previous roles, Bahar provided expert housing policy advice to help shape the strategic policy outcomes and systems change initiatives at the United Way Greater Toronto while working collaboratively with non-profit and cooperative housing and service providers. As the Director of Policy and Communications at the Canadian Centre for Housing Rights, she led a multi-disciplinary team of policy, government relations, community engagement and communications professionals and a cohort of law students in their housing policy externships. Together, they successfully represented the needs of diverse communities and cross-sectoral partners, presented evidence-based solutions at the municipal, provincial, territorial, and federal levels, and reported from the ground up at various international human rights bodies. Bahar also has extensive experience working with tenant communities across Canada and brings a deep understanding of the diverse needs and perspectives of tenant communities and unhoused individuals.

Bahar holds a Bachelor of Arts degree, with a double major in Political Science and Political Economy from the University of Toronto, a Master of Arts degree in Political Science from the University of Windsor, and a Post-Graduate Certificate in Public Relations and Corporate Communications from Centennial College. She has recently worked on several housing studies and strategies, including municipal housing needs assessment for the City of Windsor, affordable housing strategies for Windsor–Essex and Durham Region, and a comprehensive Guide on Inclusionary Zoning and Density Bonusing for the British Columbia Ministry of Housing and Municipal Affairs.

Mel Giblon, Analyst, Housing Policy and Research

Mel is a Housing Policy and Research Analyst at SHS with extensive experience in teaching, public speaking, and critical debate. Mel completed her bachelor's degree at the University of Toronto with a double-major in Ecology and Evolutionary Biology and Human Geography, where she took several courses in statistics, coding (including R), and data analysis. She recently completed her master's degree at York University in Critical Human Geography, where she wrote a primary-research thesis comparing Toronto and New York's inclusionary zoning policies. She graduated from both programs with high distinction and honours and was the recipient of numerous grants – including the Social Sciences and Humanities Research Council Grant for master's students.

At SHS, Mel works on projects across Canada performing environmental scans, synthesizing housing best practices, and conducting policy write-ups. This builds upon work completed during her thesis and involves researching, analyzing, and preparing Canada-wide assessments of innovative housing modalities, incentive programs, and policy implementation. To conduct this work, she assesses a wide variety of housing typologies, affordable housing incentive programs, and literature reviews of best practices for a range of needs, demographics, and affordability levels. Additionally, Mel assists in synthesizing need and demand assessments for housing strategies, conducting financial analyses, performing feasibility studies, and undertaking demographic and market analysis.

Mel is a skilled researcher, writer, and communicator, with over 100 pages of published original research, and over a decade of experience in public speaking and communication. She has significant experience conducting environmental scans across a variety of projects, most recently including the Metro–Vancouver Region, the City of Brampton, the Region of Durham, and Halton Region. Through this work, Mel has developed the skillset to conduct thorough research.

Our Approach to Project Management

Since the firm's inception, SHS has been committed to conducting research that is well-informed and supported, responds directly to the needs and interests of our clients, is fully relevant to the issues involved, performed at the highest technical as well as professional quality and meets the time and resource requirements of our clients.

We have developed project management systems that are effective in ensuring the success of projects, yet flexible enough to allow for responsiveness and changes when needed. The SHS team works together in mutually supportive teams to ensure full understanding of the task at hand by all involved.

Our project management approach has four main objectives:

1. Completion of technical work of the highest quality
2. Meeting time and budget requirements
3. Efficient assignment of individuals to meet client needs
4. Maintenance of effective internal and external communication channels.

We have planned a project management program to keep this project on time and on budget. In addition to a start-up meeting which will discuss the tasks and work program to ensure it is aligned with the Municipality of Lakeshore's objectives for this project, we have planned bi-weekly progress meetings to discuss potential challenges and opportunities to move forward more efficiently during the execution of the work plan for this project.

The project team have additional planned ongoing touchpoints to coordinate project tasks, maintain quality in project deliverables, and manage the project schedule.

As the Project Advisor, **Christine Pacini** will provide expert advice to all phases of the project. In a professional career of over 35 years, Christine has developed a wide reputation for her professional skills in housing research and policy analysis and development as well as her capabilities in project management and organization. Christine has managed numerous complex studies and affordable housing development projects and is highly skilled in ensuring all project requirements are met. Christine has directed a wide range of national, provincial, and municipal housing studies, and is the senior partner-in-charge of SHS's work on CMHC Solution Labs which are focused on finding solutions to our country's most complex housing needs.

Overall responsibility for the project will rest with the Project Manager who is responsible for meeting the above four project management goals. As the Project Manager, **Bahar Shadpour** will ensure all deliverables are provided to the client at the highest quality, on time and on budget, and will review work progress, discuss any concerns, plan strategies for ongoing and future tasks, and ensure project requirements are met. The Project Manager tracks all project time and budget allocations to ensure the project is fully on track.

In view of the firm's years of experience, we have found that the greatest factor in ensuring quality control is to ensure project teams are comprised of fully qualified professionals who take a great deal of personal pride in their work. With the proposed team for this project, we believe we have achieved that objective.

Similar Projects

In this section, we provide examples of recent projects completed in the past five (5) years. References for each project are listed below.

Reference #1: City of Moncton (2023, 2019, 2017)

Contact Name: Vincent Merola

Title: Community Development Officer, Social Inclusion Agent

Email Address: vincent.merola@moncton.ca

Phone: 506-853-358

Contact Name: Andrew C. Smith, RPP, MCIP

Title: Manager, Long Range Policy Planning

Email Address: andrew.smith@moncton.ca

Phone: 506-853-3568

Housing Needs Assessment (2017), Strategy and Implementation Plan (2019), Update Report (2023)

SHS was retained by the City of Moncton and City of Dieppe in late 2016 to undertake a Housing Needs Assessment. The purpose of the study was to identify the current housing requirements in the two municipalities as well as the emerging need in the next five and ten years. The study looked at the demand, supply and affordability of housing across the full housing continuum.

The final deliverables for this study included a Final Summary Report written as a public document, a full Technical Report which included the full analysis and ideas for housing actions to address the identified gap, and a Monitoring Report which identifies the indicators and sources to assist the municipalities in monitoring their housing situation in the future. In addition, Fact Sheets were developed for each municipality with the intention that these would be public documents.

As a follow-up to the Housing Needs Assessment, SHS was further retained by the City of Moncton in late 2017-2019 to develop an Implementation Plan for Affordable Housing to address the key housing needs and gaps identified through the Housing Needs Assessment. This process involved facilitating two co-design sessions with the community to identify their desired future outcomes for the housing system in Moncton and to identify strategies to achieve those outcomes. The study also included a review of national, provincial and municipal strategies, policies and legislation to identify opportunities and challenges to the development of an appropriate housing supply in Moncton, including non-market and market options. An environmental scan of promising and best practices in other jurisdictions was also undertaken to identify additional strategies which were appropriate for Moncton and which would help address the housing need.

In 2023, SHS was retained once again to update the housing needs assessment and strategies.

Reference #2: Northumberland County (2018, 2019, 2021)

Contact Name: Rebecca Carman
Title: Manager, Housing Services
Email Address: carmanr@northumberlandcounty.ca
Phone: 905-372-6846

Northumberland Affordable Housing Strategy and individual member municipal strategies (2018), Housing and Homelessness Plan Update (2019), Affordable Housing Grant Program Guidelines (2021)

SHS was retained by the County of Northumberland to undertake a study to develop an Affordable Housing Strategy with a focus on increasing the supply of affordable rental housing at a variety of affordability depths through a range of tools and incentives across Northumberland. The first phase of the study involved a housing needs assessment for Northumberland County as a whole and for each of its member municipalities. This phase of work also included a range of engagement activities, including a resident survey and engagement sessions with a broad range of key stakeholders, including municipal staff from each of the member municipalities. The second phase of work involved developing an Affordable Housing Strategy and action plan for Northumberland County as a whole, as well as for each of the member municipalities. The Affordable Housing Strategy was developed based on the results of the housing needs assessments, engagement sessions with a broad range of key housing stakeholders, a review of federal, provincial, and municipal policies and strategies which affect the development of housing in the community, as well as a financial analysis of the impact of recommended incentives on the development of affordable housing.

Municipal housing strategies were also developed for each of the seven member municipalities to provide approaches for addressing the unique housing needs of each member municipality based on the findings from the housing needs assessment for each municipality as well as a review of the local official plan, zoning by-law, and strategic plan.

SHS was again retained by Northumberland County to update its Housing and Homelessness Plan which is a requirement for Consolidated Service Managers such as Northumberland County. This update involved an assessment of current housing and support needs which built on the needs assessment undertaken as part of the Affordable Housing Strategy, but which focused on a lower end of the housing continuum. Additional engagements were undertaken with people with lived and living experience of homelessness, persons with disabilities, and persons requiring supports to live independently to gain a better understanding of the housing and support service needs of Northumberland residents.

The updated Housing and Homelessness Plan was completed in 2019 and included an action plan and monitoring plan with recommended indicators to measure progress on the actions.

In 2021, SHS was once again retained by Northumberland County to develop an Affordable Housing Grant Program. This program was one of the recommendations in the Affordable Housing Strategy and the proposed incentives for the program were evaluated in terms of ease of implementation and impact on the feasibility of the development. The goal of the program

was to encourage the development of affordable rental housing, including small-scale rental such as attached and detached secondary suites, particularly in the more rural communities of the county, and rental units above or behind commercial uses including the conversion of a non-residential use to residential rental units. The work on the Affordable Housing Grant Program included an environmental scan of similar incentive programs and developing the guidelines for the program and providing advice on the application form.

Reference #3: Halton Region (2024, 2022)

Contact Name: Andrew Balahura
Title: Director Housing Services
Email Address: andrew.balahura@halton.ca
Phone: 905-825-6000, Ext. 4445

Halton Region Housing Needs Assessment and Engagement Strategy (2024) and Housing Policy Framework (2022)

SHS was contacted directly to create a framework for evaluating new or redeveloped assisted housing projects in the Region of Halton. This included where these developments should be located, what type and size of units are required, population groups that should be prioritized, and the need for supports and amenities.

Halton Region wanted an analytical approach to determine the areas of highest need for affordable and supportive housing investments and retained SHS to conduct an update of its Comprehensive Housing Strategy (CHS), to meet the current and future housing needs of Halton residents.

One of these initiatives was to develop a formalized approach to advance the Region's portfolio of assisted housing units. This approach involves three main streams of activity: supporting third party partnerships, development of Region-owned and Halton Community Housing Corporation (HCHC)-owned sites, and direct Regional purchase of land, buildings, and units. To support this work, the Region requires direction on investment decisions based on the housing needs of its residents.

The report, prepared by SHS, presents a detailed assessment of assisted and supportive housing need undertaken at the neighbourhood level based on the 28 neighbourhoods of the Our Kids Network. The findings from the needs assessment informed the prioritization of neighbourhoods presented in the Halton Housing Policy Framework report.

SHS was then retained directly by Halton Region again in 2023-2024 to undertake a comprehensive update to its Housing Needs Assessment and develop an Engagement Strategy to validate housing needs in the Region and explore opportunities.

Additional References

Reference #4: Town of Gravenhurst (2024)

Contact Name: Melissa Halford RPP, MCIP

Title: Director of Development Services

Email Address: melissa.halford@gravenhurst.ca

Phone: Phone: (705) 687-3412 ext: 2274

Town of Gravenhurst Housing Needs Assessment and Promising Practices

In 2024, SHS Consulting was retained by the Town of Gravenhurst to deliver a Housing Needs Assessment.

The Town of Gravenhurst's Strategic Plan 2023–2027 adopted the goal to encourage the development of diverse housing options to meet community needs. The Housing Needs Assessment was completed to satisfy one of the initiatives planned under this priority and to help define the Town's role in the provision of housing. It combined demographic, market and municipal data, key stakeholder engagement, and a resident survey to provide insights into the unique needs of the Town. Findings were summarized into a series of demographic, housing market, and housing affordability profiles which were further used to inform key housing gaps.

The Housing Needs Assessment identified four gaps within Gravenhurst's housing system. These gaps were used to identify five priority areas of action for the Town to consider, taking into consideration the Town's unique role in relation to the District and Service Manager, higher levels of government, and other community partners. A series of promising practices and case studies were provided to further inform next steps and future opportunities. The Housing Needs Assessment will be used as the basis for the development of housing-related actions for the Town in the coming years.

The Housing Needs Assessment was received by Gravenhurst's Council and Council agreed to continue addressing housing needs in the community.

Reference #5: Region of Peel (2018)

Contact Name: Aileen Baird

Title: Director, Housing Services

Email Address: aileen.baird@peelregion.ca

Phone: 905–791–7800 ext. 1898

Region of Peel Housing and Homelessness Plan Renewal and Housing Strategy

SHS, in collaboration with WSP, was retained by the Region of Peel to renew its 10-year Housing and Homelessness Plan and to help meet the requirements related to the updated Provincial Growth Plan. This study involved undertaking four components of work. The first component was the housing needs assessment. This work involved extensive consultations with stakeholders, including Regional and local municipal staff and community agency representatives, to determine the current and emerging housing needs in Peel Region. This

component also included analyzing a broad range of data and information on housing demand, supply and affordability indicators to identify housing gaps in Peel Region.

Component two of the project involved identifying short- and long-term outcomes and developing housing targets. To meet these objectives, SHS used consensus-building tools to identify the desired future outcomes for the housing system in Peel and to develop actions to bring about these future outcomes. Housing targets were also developed to meet the objectives of the renewed housing and homelessness plan as well as to meet the requirements of the Provincial Growth Plan. These targets included affordable housing targets for low- and moderate-income households, rental housing targets, and targets for housing types.

Component three involved identifying the roles and responsibilities of the Region of Peel and its housing partners. This work involved consultations with Peel Region staff and other housing partners to better understand capacity. This work also involved undertaking best practices research on approaches in other jurisdictions.

Component four involved undertaking an environmental scan of financial and non-financial tools and incentives available for upper- and lower-tier municipalities to encourage the development of affordable housing. This scan also included research on the application of these tools and incentives in other jurisdictions. Component four also included a financial analysis of the impact of the financial incentives on the feasibility of an affordable housing development. Once the draft tools and incentives were identified, SHS undertook consultations with Regional and local municipal staff as well as private and non-profit housing developers to evaluate and prioritize each tool and incentive with the goal of developing a program or toolkit that the Region and local municipalities can use to support and encourage the development of affordable housing. SHS and WSP also developed recommended Regional Official Plan policies related to inclusionary zoning and identified the elements that needed to be addressed through an inclusionary zoning by-law based on the most recent provincial regulations.

A consolidated report was developed which included the findings from each component as well as the recommended housing actions, targets, Regional Official Plan policies, and program to encourage the development of affordable housing in the Region.

2.0 Project Understanding and Work Schedule

The Municipality of Lakeshore, located in Essex County, is a growing municipality facing increasing housing demand. As the region continues to expand, it is essential to ensure a balanced supply of housing that meets the needs of its residents. To support this, the Municipality has been awarded funding through the federal government's Housing Accelerator Fund (HAF), aimed at helping municipalities expedite housing supply while promoting sustainable, inclusive communities. A key requirement of this funding is the development of a comprehensive housing strategy that aligns with the program's objectives and provides a clear framework for implementation.

Our Understanding of Project Requirements

To fulfil the requirements of the HAF, the Municipality of Lakeshore is seeking to update and expand upon its existing Affordable Housing Strategy. While an Affordable Housing Strategy was developed in 2016 as part of the municipality's Official Plan Review, evolving housing market conditions, demographic shifts, and new funding opportunities necessitate a more comprehensive approach that reflects the municipality's current and future housing needs. The updated strategy will be informed by the Municipality's recently completed Housing Needs Assessment, as well as broader regional housing studies conducted in Windsor-Essex. By leveraging this existing data, the strategy will identify key housing gaps and establish clear priorities for future action.

The strategy will set out specific goals to address identified housing challenges, with a strong focus on ensuring affordability, increasing supply, and supporting diverse housing options. Recognizing the importance of practical implementation, the strategy will provide a detailed action plan that the Municipality of Lakeshore can take to achieve these goals. These actions will be tailored to Lakeshore's unique housing market, demographic composition, and economic conditions, ensuring that the proposed solutions are both realistic and impactful.

Stakeholder engagement will be a key component of the strategy development process. Given the Municipality has already conducted key informant interviews and surveys as part of its Housing Needs Assessment, this strategy will build upon those insights rather than duplicate past efforts. To further refine the strategy and ensure it is actionable, it is strongly recommended that a stakeholder workshop be held once the draft strategy is developed. This will provide an opportunity for key stakeholders to review and provide feedback on the proposed direction, ensuring that the final strategy is informed by local expertise and community perspectives. At the conclusion of the project, the final strategy will be presented to Lakeshore's Council, outlining the key findings, strategic goals, and recommended actions.

Through this process, the updated housing strategy will not only fulfill the federal funding requirements but will also provide the Municipality of Lakeshore with a clear and actionable

roadmap for addressing its housing needs, supporting community growth, and ensuring that housing remains affordable and attainable for all residents.

Proposed Work Plan

Our project management approach is structured, proactive, and collaborative, ensuring that deliverables are completed on time, on budget, and to the highest standard of quality. Through regular meetings, open communication, and a commitment to problem-solving, we ensure that our clients and relevant stakeholders remain informed and engaged throughout the process.

Below we outline our detailed work plan, including major tasks and deliverables.,

Component 1: Project Start-up and Management

1. Project start-up meeting

A project start-up meeting will be undertaken with the Municipality of Lakeshore project staff to confirm project expectations, reporting protocols, and information needs. It is anticipated that this meeting will be undertaken virtually.

2. Finalize the work plan and project schedule

Based on the discussion during the start-up meeting, and in consultation with staff, the work plan and project schedule will be refined.

- **Deliverable:** *Finalized work plan and project schedule*

3. Undertake ongoing project management

3.1 Bi-weekly progress meetings

Eight bi-weekly project meetings will be scheduled with Municipal staff to report and consult on the project, status, and deliverables. The meetings schedule is as follows: Week of April 28th, May 12th, May 26th, June 9th, June 23th, July 7th, July 21st, August 4th. We anticipate these meetings will be held virtually. Meeting minutes will be taken and provided after each meeting, detailing actions required.

3.2 Monthly progress reports

Progress reports will be provided on at least a monthly basis to coincide with invoicing. The status of each task, any challenges or required modifications to the individual task schedule, and the look ahead for the following month are included in the monthly progress reports.

- **Deliverables:** *Meeting agenda and minutes, monthly progress reports*

Component 2: Background Research

4. Develop information request

In consultation with the Municipal staff, we will prepare and submit an information request identifying data to be provided by the Municipality, including the most recent Housing Needs Assessment and supplementary information required from Essex County or City of Windsor as service manager.

- **Deliverable:** Information request

5. Review existing Housing Needs Assessment, and previous housing strategies

Lakeshore's most recent Housing Needs Assessment based on the 2021 census data, including survey results and key informant interviews, will be reviewed alongside other relevant housing action plans and policies developed by the Municipality of Lakeshore, City of Windsor, and Essex Region. SHS's development of Lakeshore's 2016 Affordable Housing Strategy that was created as a background to the Official Plan update will serve as a key reference point in this process. Using this strategy along with the most recent Housing Needs Assessment, we will identify key housing gaps that have emerged. These insights will directly inform the development of strategic goals and concrete actions in the updated Affordable Housing Strategy.

6. Collect and review recent federal, provincial, and municipal strategies, plans, and policies

A scan of relevant federal, provincial, and municipal policies, strategies, and programs, (including Lakeshore's 2016 Affordable Housing Strategy) will be undertaken to identify opportunities, incentives, and barriers to the development of housing. This scan will support the development of recommendations to improve the planning and delivery of housing that will be built into the updated Affordable Housing Strategy.

Component 3: Affordable Housing Strategy

7. Develop Affordable Housing Strategy outline

The proposed report outline and format for the updated Affordable Housing Strategy will be provided. It will establish the structure and key components of the final strategy before drafting begins. This outline will be informed by the background research, where key themes, gaps and priorities were identified. The draft outline will be shared with Municipal staff for review and feedback, ensuring alignment with local priorities before moving forward with the full strategy development.

- **Deliverable:** Affordable Housing Strategy outline

8. Develop Affordable Housing Strategy (first draft)

The Affordable Housing Strategy will incorporate goals, actions, and measurable outcomes to address housing needs in the Municipality of Lakeshore. It will include tangible recommendations and tools related to housing across the housing continuum. A draft

Affordable Housing Strategy will be submitted to the Municipality by email for review and comment.

It is our assumption that consolidated comments on this draft report will be provided by email prior to our meeting and within a two-week timeframe.

- **Deliverable:** Affordable Housing Strategy (draft)

9. Prepare for and consult with key stakeholders

We recommend holding a workshop with the key informants who participated in the development of the Municipality of Lakeshore's Housing Needs Assessment. This session will provide an opportunity to present the draft housing strategy and gather feedback from stakeholders who may be integral to the implementation of the Affordable Housing Strategy. By engaging these participants, we can refine the strategy to better align with community needs.

We will ask Lakeshore staff to provide contact information for those consulted for the Housing Needs Assessment, and we can manage the invitations unless staff prefer to send them directly, as response rates may vary. Minimal time and resources are required from Lakeshore staff.

- **Deliverable:** Materials and Facilitation of Workshop (virtual)

10. Refine Housing Strategy based on comments from Municipal staff (second draft)

The draft Affordable Housing Strategy will be revised based on written comments received from Municipality of Lakeshore staff. The draft will be submitted to the Municipality by email for final review and comments.

It is our assumption that consolidated comments will be provided by email within a week timeframe.

- **Deliverable:** Affordable Housing Strategy (second draft)

11. Finalize Housing Strategy

The Affordable Housing Strategy will be finalized based on written comments received from Municipality of Lakeshore staff. The final strategy will be submitted to the Municipality by email.

- **Deliverable:** Affordable Housing Strategy (final)

12. Prepare for and present Affordable Housing Strategy to Council

An in-person presentation outlining the key takeaways and recommendations from the Affordable Housing Strategy will be presented at a Council Meeting.

- **Deliverable:** Presentation

Resource Allocation and Budget

The following time/task allocation table sets out the proposed resource allocations for the Housing Strategy Scope of Work.

Tasks		Time-Task Allocation (in hours)			
		CP	BS	MG	Total
Component 1: Project Start Up and Management					
1	Start Up Meeting (virtual)	1.0	1.0	1.0	3.0
1.1	.1 Prepare for Meeting		1.0		1.0
2	Finalize Workplan and Project Schedule	0.5	2.0		2.5
3	Ongoing Project Management				
	.1 Bi-weekly Progress Meetings (8 in total)	8.0	14.0	8.0	30.0
	.2 Monthly Reports		8.0		8.0
Component 2: Background Research					
4	Develop information Request		2.0	2.0	4.0
5	Review Existing Housing Needs Assessment and Other Relevant documents	2.0	6.0	4.0	12.0
6	Review Relevant Federal, Provincial and Municipal Policies, Strategies and Programs	1.0	4.0	8.0	13.0
Component 3: Affordable Housing Strategy					
7	Develop Draft Strategy Outline	1.0	4.0	2.0	7.0
	.1 Finalize Outline	0.5	1.0	3.0	4.5
8	Develop Draft Report (Draft 1)	6.0	30.0	50.0	86.0
	Municipal Project Team Review				
9	Consultation with Key Stakeholders				
	.1 Prepare Engagement Materials	1.0	5.0	2.0	8.0
	.2 Coordinate Session Logistics		1.0	2.0	3.0
	.3 Undertake Session (one; virtual)	5.0	5.0	5.0	15.0
	.4 Synthesize Findings	1.0	2.0	8.0	11.0
10	Refine and Submit Affordable Housing Strategy (Draft 2)	3.0	8.0	20.0	31.0
	Municipal Project Team Review				
11	Finalize Affordable Housing Strategy Report	1.0	8.0	15.0	24.0

Tasks		Time-Task Allocation (in hours)			
		CP	BS	MG	Total
12	Prepare for and Present Strategy to Council				
	.1 Develop Slide Deck	1.0	3.0	3.0	7.0
	.2 Deliver Presentation (virtual)	2.0	2.0	2.0	6.0
	Total Professional Hours	34.0	107.0	135.0	276.0
	Hourly rate	\$280	\$170	\$125	
	Total Professional Fees	\$ 9,520	\$ 18,190	\$ 16,875	\$ 44,585.00
	Disbursements (Travel 700 km x \$0.67, meals)				\$ 560.00
	HST (13%)				\$ 5,796.05
	Total Including Taxes and Disbursements				\$ 50,941.05

Project Schedule

The following chart details the project schedule and key milestones for Housing Strategy.

Tasks		April				May				June			July			August					
		7	14	21	28	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18
Component 1: Project Start Up and Management																					
1	Start Up Meeting (virtual)		M																		
	.1 Prepare for Meeting	■																			
2	Finalize Workplan and Project Schedule		■	■																	
3	Ongoing Project Management		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	.1 Bi-weekly Progress Meetings (8 in total)					M		M		M		M		M		M		M			
	.2 Monthly Reports						■		■		■		■		■		■		■		
Component 2: Background Research																					
4	Develop information Request		d																		
5	Review Existing Housing Needs Assessment and Other Relevant documents		■	■	■																
6	Review Relevant Federal, Provincial and Municipal Policies, Strategies and Programs		■	■	■																
Component 3: Affordable Housing Strategy																					
7	Develop Draft Strategy Outline					■															
	.1 Finalize Outline					D															
8	Develop Draft Report (Draft 1)						■	■		D											
	Municipal Project Team Review								■	■											
9	Consultation with Key Stakeholders										■										
	.1 Prepare Engagement Materials										■										
	.2 Coordinate Session Logistics										■										
	.3 Undertake Session (one; virtual)										■										
	.4 Synthesize Findings										■										
10	Refine and Submit Affordable Housing Strategy (Draft 2)											■								D	
	Municipal Project Team Review												■								

Tasks		April				May				June				July			August				
		7	14	21	28	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18
11	Finalize Affordable Housing Strategy Report																				
12	Prepare for and Present Strategy to Council																				
	.1 Develop Slide Deck																				
	.2 Deliver Presentation (virtual)																				

Appendix A: Project Team Resumes

- Christine Pacini
- Bahar Shadpour
- Mel Giblon



Christine Pacini

Partner



EDUCATION

Graduate Courses, School of Administration, Carleton University (1990–1992)

Bachelor of Arts (Specialized Honours) in Public Policy & Administration, York University (1985)

AWARDS

Canadian Institute of Planners Award of Excellence in Social Planning (2014)

Canadian Institute of Planners Award of Excellence in Social Planning (2010)

VOLUNTEER ACTIVITIES

Habitat for Humanity Canada, National Board of Directors (2022 to Present)

Habitat for Humanity GTA, Board of Directors (2010–2020), Chair (2018–2020)

Professional Summary

Christine Pacini has more than 35 years of professional experience in the areas of housing research, market analysis, policy development, program development and evaluation, governance and operational design, facilitation, strategic and business planning, project management and social purpose real estate development consulting.

Prior to establishing her consulting company, Christine was employed in both the public and private sectors. During her four years with the Ontario Ministry of Municipal Affairs and Housing, Christine worked in program development as a policy advisor and in program delivery as a program co-ordinator. While with The Starr Group, a planning and development consulting firm, Christine held progressively responsible positions, including Manager of the firm’s Eastern Ontario office.

Christine is one of the two founding partners of SHS Consulting. Since its inception in 1999, she has directed and/or authored more than 250 consulting studies and 60 affordable housing development projects. Her past clients include the public sector, as well as a wide variety of not-for-profit organizations and private companies.

Christine has spoken at various conferences and workshops sponsored by Canada Mortgage and Housing Corporation, the Canadian Institute of Planners, the Ontario Professional Planners Institute, the Ontario Municipal Social Services Association, the Ontario Non-Profit Housing Association, the Housing Services Corporation, real estate companies and community organizations. Christine’s presentations have focused on a range of topics including housing and homelessness strategies, seniors housing, regeneration of social housing properties, innovative financing tools for affordable housing development, and the private and public sector’s future role in the development of affordable housing.

A detailed list of the studies Christine has directed and/or authored and samples of her work as a development consultant can be found in the next section followed by a summary of her professional work experience.



Project Experience

Housing Demand and Supply Analysis, Needs Assessments, Strategies, Action Plans

Study Director and/or author of more than 50 housing needs assessments and strategies for more than 40 municipalities in Ontario, Alberta, Nova Scotia, and New Brunswick, including: Akoma, Brantford-Brant, Bruce, Caledon, Chatham-Kent, Clare, Cornwall, Cumberland, Dieppe, Durham, Goulbourn, Gloucester, Gravenhurst, Fredericton, Haliburton, Halifax, Halton, Hearst, Lakeshore, Lambton, Leeds and Grenville, London, Markham, Middlesex Centre, Mississauga, Moncton, Muskoka, New Tecumseth, Newmarket, Niagara, Northumberland, Ottawa, Oxford, Peel, Pelham, Peterborough, Prescott-Russell, Renfrew, Richmond Hill, Simcoe, St. Thomas-Elgin, Stratford/Perth, Sudbury, Waterloo, Windsor-Essex, and York.

CHFC & UWGT – Affordable Housing Action Plan Ontario

Homelessness

- **County of Oxford**, Homelessness Response Strategy (2025)
- **Centre Francophone du Grand Toronto** (CFGT), Francophone Homelessness Inventory and Capacity Building in York Region (2024)
- **City of Ottawa**, Housing and Homelessness Plan (2019)
- **County of Northumberland**, Housing and Homelessness Plan (2019)
- **Niagara Region**, Older Adult Homelessness Research (2015)
- **United Way of York Region**, Community Plan to Address Homelessness in a Housing First Context: Baseline Data (2014)
- **Region of York**, Community Plan Assessment and Update (2001, 2003, 2006/2007, 2010)
- **St. Thomas and Elgin County**, Study on Homelessness (2009)
- **City and County of Peterborough**, Community Plan Update, SCPI Evaluation, and Community Plan Assessment, Community Advisory Board (2007)
- **Human Resources Development Canada**, Capacity of Ontario Municipalities to Address Homelessness (2002/03)
- **Region of Durham**, Homelessness Plan (2001)

Special / Unique Population Housing Needs

- **Akoma**, African Nova Scotia Housing Assessment and Strategy (2024)
- **Inclusion Canada** (formerly Canadian Association of Community Living), My Home My Community, Demonstration Project on Homeownership (2021)
- **Canadian Association of Community Living**, My Home My Community, Demonstration Project on Inclusive Housing Options (2019)
- **Canadian Association of Community Living**, My Home My Community, Asset Inventory (2018)
- **Town of Hearst**, Supportive Housing Study (2017)

- **Region of Peel**, Supportive Housing Needs Assessment and Action Plan (2016)
- **Toronto Community Housing Corporation**, Vulnerable Seniors Action Plan (2014)
- **AbleLiving**, In Home Care Research Study (2013)
- **AbleLiving**, Life Lease Housing: A Supportive Housing Model (2013)
- **Canada Mortgage and Housing Corporation**, Seniors Transition to Special Care Facilities (2011)
- **Canada Mortgage and Housing Corporation**, Updating the Publication *Housing for Older Canadians: The Definitive Guide to the over-55 Market* (2010)
- **Town of Orangeville**, Seniors Housing Needs Analysis and Strategy, (2010)
- **Region of York**, Supportive Housing Inventory (2007)
- **County of Simcoe**, Special Needs Audit (2007)
- **Region of York**, Inventory of Modified Social Housing Units (2005)
- **Region of Peel**, Peel Region Housing Options for Older Adults (2002/03)
- **Region of York**, Special Needs Housing Study (2000)
- **City of Toronto**, Study of Housing Needs in the Rail Lands, Special Needs Component (1987)

Policy Development, Program Design and Evaluation

- **Region of Halton**, Engagement Strategy and Housing Need Update (2024)
- **Canada Mortgage and Housing Corporation**, Systemic Barriers to Affordable Housing in Planning (2023)
- **Strathcona County**, Affordable Housing Incentive Programs Options (2023)
- **WoodGreen**, Housing Policy Review (2023)
- **City of Ottawa**, Inclusionary Zoning Assessment, Official Plan and Zoning By-law Policies (2022)
- **Region of Halton**, Housing Policy Framework (2022)
- **City of Toronto**, Evaluation of Shelter Design Guidelines: Facilitation of Stakeholder Feedback (2021)
- **County of Northumberland**, Development of Affordable Housing Incentive Program Guidelines (2021)
- **City of Richmond Hill**, Affordable Housing Strategy and Inclusionary Zoning Assessment (2021)
- **City of Toronto**, Shelter Guidelines sub-consultant to Hilditch Architect Inc. (2020)
- **City of Ottawa**, Coordinated Access Survey and Interviews (2019)
- **Capability / Able Living**, Evaluation of Collaborative to Deliver an Outreach Model of Care (2018)
- **City of Kawartha Lakes and County of Haliburton**, Affordable Housing Framework (2017)
- **WoodGreen Community Services**, Signals, Trends and Policy Directions in the Housing Sector (2017)

- **Region of Halton**, Review of Older Adult Services (2017)
- **National Housing Collaborative**, Social Housing Research for National Housing Strategy Submission (2016)
- **County of Northumberland**, Third Party Review of Investment in Affordable Housing Proposals for Funding (2016)
- **Region of Peel**, Supportive Housing Demand and Supply Analysis and Action Plan (2016)
- **Region of Peel**, Affordable Housing Decision Matrix and Tools (2016)
- **City of London**, Community Basic Needs Review (2015)
- **360° kids**, Dietary and Technology Plans for Richmond Hill Hub (2015)
- **Cheshire London**, Analysis of Fire Code Regulations on Care Occupancies (2015)
- **Canadian Mortgage and Housing Corporation**, Update of Affordable Housing Strategies and Case Studies (2014)
- **City of Toronto**, Policy Review – Affordable Ownership Definition Policy (2014)
- **City of Vaughan**, Secondary Suites Policy Study (2014)
- **Region of Peel**, Choice Based Leasing Program Design (2014)
- **Region of Peel**, Affordable Housing Development Program Design (2014)
- **Region of Peel**, Peel Renovates Program Design (2013–2014)
- **Ministry of Municipal Affairs and Housing**, Evaluation of Two Housing Allowance Programs (STRSP and ROOF) (2012)
- **Region of Peel**, Rental Assistance Program Design (2012)
- **Region of York**, Community Funding Program Review (2012)
- **Supported@Home Burlington**, Service Delivery Model (2012)
- **Region of Peel**, Housing Investment Plan (2011)
- **Town of Markham**, Shared Housing Policy Review (2011)
- **Peel Public Health**, Peel Healthy Communities Partnership Community Plan, including Community Service Provider Conversation and Community Picture (2010/2011)
- **City of Brantford**, Municipality of Chatham–Kent, Region of Halton, Region of Peel, Consulting Services for Preparation of Affordable Housing Program Request for Proposals, (2009–2013)
- **City of Hamilton**, Preparation of Request for Proposals for Ownership and Operation of First Place Hamilton and Evaluation of Submissions (2007/2008)
- **Social Housing Services Corporation**, Preparation of Expression of Interest and Request for Proposals for Social Housing Insurance Program Broker Services and Evaluation of Submissions (2007/2008)
- **Region of Halton**, Best Practices and Financial Analysis of Capital Revolving Funds and Land/Building Pooling (2007/2008)
- **Region of Halton**, Policy Options for the Conversion and Demolition of Rental Housing (2007)
- **Region of Halton**, Durable Halton – Housing Directions Report (2006 to 2007)

- **Service Manager Housing Network**, Recommended Changes to the Social Housing Reform Act and Regulations (2006)
- **City of Brantford**, Affordable Housing Delivery Plan (2006)
- **Region of York**, Affordable Housing Delivery Plan (2006)
- **Ottawa Community Housing Corporation**, Safer Communities Program (2005)
- **City of Toronto**, Second Suites Review (2004)
- **City of Toronto**, Rooming House Study (2003)
- **Ministry of Education**, Program Evaluation of Schools That Need Extra Help (2003/05)
- **Social Housing Services Corporation**, Development of a Comprehensive Insurance Program and Request for Proposals (2002/03)
- **City of Ottawa**, Development of Local Policies in Social Housing (2002)
- **City of Ottawa**, Policy Review of Age-Mixed Buildings in the Ottawa Housing Corporation (2002)
- **Habitat Services**, Study to Analyze Per Diem Subsidy Rates Paid to Boarding Homes in the City of Toronto (2000)

Governance, Organizational Design and Review

- **Nepean Housing Corporation**, Amalgamation Best Practices (current)
- **Ottawa Social Housing Network**, Business Case for Establishment of Funded Network (2023)
- **City of Hamilton**, Operational Review of CityHousing Hamilton (2016)
- **City of Hamilton**, Ontario Works Organizational and Business Plan Review (2016)
- **Region of Niagara**, Social Assistance and Employment Opportunities Staffing Level Review (2015)
- **Cheshire Independent Living Services**, Amalgamation of Affiliated Corporations (2013–2014)
- **Region of Peel**, Disentanglement of Region of Peel Housing From Peel Living (2012)
- **York Region Rapid Transit Corporation**, Project Charter (2010)
- **Region of Halton**, Exploring Halton Community Housing Corporation's Development Capacity (2007/2008)
- **City of Cornwall**, Cornwall and Area Housing Corporation Operational, Service Delivery and Governance Review (2007/2008)
- **Service Manager Housing Network**, Service Manager Proposed Changes to Social Housing Reform Act Regulations (2006)
- **Society of Energy Professionals**, Governance Review and Audit (2006)
- **City of Hamilton**, Coordinated Access Service Delivery & Governance Review (2003/04)
- **City of Windsor**, Corporate Review of Municipally-Owned Housing Corporations (2003)
- **Ontario Regions Social Housing Group**, Organizational Model for Service Manager Housing Network (2003)

- **Ministry of Education**, Program Evaluation of Schools That Need Extra Help (2003 to 2005)
- **Ministry of Municipal Affairs and Housing**, Local Housing Authority and Non-Profit/Co-operative Operational Reviews (2000/2001)
- **Counties of Dufferin**, Northumberland and Renfrew, Implementation of Business Transfer Plans (2001/02)
- **Ontario Non-Profit Housing Corporation**, Summary and Analysis of Social Housing Business Transfer Plans Prepared By 47 Service Managers (2001)
- **Renfrew County, Dufferin County, Bruce County, Huron County, City of Stratford, City of Greater Sudbury, Municipality of Kawartha Lakes and Durham Region**, Social Housing Business Transfer Plans (2001)

Strategic and Business Planning

Study Director and/or author of more than 25 business plans for housing developments including Anduhyaun Inc., CANES, Community Head Injury Resources, Crown Heights Co-operative, Elgin St. Thomas Housing Corporation, Helen Homes, Hesperus Village, Home on the Hill, Kingston & Frontenac Housing Corporation, LOFFT, Markham Interchurch Committee for Affordable Housing, Nellies Women's Shelter, PACE, Scarborough Support Services, Seeley's Bay Seniors, South Dumfries Non-Profit, St. John the Evangelist, Supported@Home, Nottawasaga Futures, West Toronto Support Services, Women's Habitat, Youth Opportunities Unlimited.

- **United Way Greater Toronto**, Housing Blue Print (2023)
- **City of Peterborough**, Update to Peterborough Housing Corporation Capital Plan (2023)
- **Centre Francophone du Grand Toronto (CFGT)**, Housing Development Strategy and Feasibility (Sub to Solstice) (2021)
- **Covenant House Toronto**, Acquisition Strategy (2021)
- **Houselink and Mainstay Inc.**, Inaugural Board Retreat on Governance and Research on Housing Development Entities (2021)
- **Kerry's Place**, Housing Strategy Phase 1 (2021)
- **Les Centres d'Accueil Héritage**, Expanding Supportive and Affordable Housing Services for Francophone Seniors in the GTA – sub-consultant to Solstice Public Affaires (2020)
- **Mainstay Housing**, 10-Year Housing Development Plan (2020)
- **Prince Edward Lennox and Addington Social Services**, Revitalization Plan – sub-consultant to Re/Fact Consulting (2019)
- **Oakville**, Older Adults Services Review and Strategy (2017)
- **Peel Living**, Tenant and Community Value Design and Strategic Plan (2016)
- **Voice of Vedas Cultural Sabha**, Strategic Plan (2011)
- **Provincial-Municipal Housing and Homelessness Consolidation Working Group**, Consolidated Housing and Homelessness Program Visioning Session and Framework (2009)
- **Region of Halton**, Business Plan for the Temporary and Long Term Use of the Department of National Defence Surplus Site (2007/2008)
- **City of London**, London Homeless Coalition Strategic Planning Session (2007)

- **SoHo Insurance Company**, Strategic Plan (2006)
- **Simcoe County Training Board**, Trends, Opportunities and Priorities (TOPS) Report (2005)
- **Community Services Advisory Committee**, Strategic Plan and 2003 Community Services Plan (2002/2003)
- **Renfrew County, Dufferin County, City of Stratford and City of Greater Sudbury**, Social Housing Business Transfer Plans (2001)
- **Ontario Professional Planners Institute**, Municipal Role in Meeting Ontario's Affordable Housing Needs – A Handbook for Preparing a Community Strategy for Affordable Housing and An Environmental Scan of Municipal Initiatives and Practices (2000)
- **Simcoe County Training Board**, Environmental Scan and Local Area Plan (1999 to 2000)
- **Christian Horizons**, Business Plan for the Relocation of the Port Hope Facility (1997)

Business Model Innovation / Solutions Labs

- **Blue Door Shelter**, Housing for All Land Trust Implementation (2025)
- **National Housing Council**, Right to Housing (2023)
- **Blue Door Shelter, Habitat for Humanity GTA, Co-operative Housing Federation** – Toronto, Land Trust Demonstration Project (2023)
- **Blue Door Shelter and Habitat for Humanity GTA**, Solutions Lab on Shelter to Homeownership (2022)
- **Reena and Safehaven**, Affordable Housing for Social Inclusion (2022)
- **Sistering**, Creating Home Together (2022)
- **Ontario Non-Profit Housing Association**, Community Housing for the Future: Taking *Collective* Action Toward Resiliency (2022)
- **Toronto Council on Aging**, Citizen Led Design (2022)
- **Durham Family Resources**, Let's Talk Home and Community (2022)
- **Peel (Region of)**, Igniting Seniors Housing Possibilities (2022)
- **Wellesley Institute**, Solutions Lab on Healthy Housing Quality (2020)
- **Canada Mortgage and Housing Corporation**, Canada Housing Benefit Mini Solutions Labs for British Columbia (2020)
- **Canada Mortgage and Housing Corporation**, Canada Housing Benefit Solutions Labs for Yukon, Saskatchewan, Nova Scotia and Newfoundland and Labrador (2019)
- **Ottawa Community Housing**, Business Model Innovation Strategy (2018)
- **Raising the Roof**, Reside Initiative (2017-2018)
- **Habitat for Humanity Halton-Mississauga**, Business Transformation Study (2017-2018)
- **Peel Living**, Tenant and Community Value Design and Strategic Plan (in partnership with Ernst & Young; 2017)
- **Peel Living**, Service Delivery Model Review (2016)
- **Brain Injury Services and HNH B LHIN Advisory Committee**, Facilitation and Development of Service Delivery (2013)

- **City of London**, A Business Case for a Housing Development Corporation (2013–2014)
- **AbleLiving & Peel Halton Dufferin Acquired Brain Injury Services**, Collaborative Service Delivery Model (2014)
- **360° kids**, Logic Model – Services of Victims of Human Trafficking (2014)
- **Community Partnership For Independence (AbleLiving, Cheshire, March of Dimes, CNIB, CityHousing Hamilton, CCAC, St. Joseph’s Hospital)**, Collaborative Vision, Mission, Values and Service Delivery Model (2012)
- **Supported@Home Burlington (AbleLiving, Cheshire, March of Dimes, MS Society, Rotary, CCAC, Joseph Brant Memorial Hospital)**, Collaborative Vision, Mission, Values and Service Delivery Model (2008 to 2011)

Facilitation, Engagement, and Toolkits

- **Habitat Greater Ottawa**, Business Model to Scale (2024)
- **Bruce County**, Toolkits on Affordable Housing (2022)
- **Canada Mortgage and Housing Corporation**, Canada Housing Benefit Co-Development with Province of British Columbia (2019)
- **Sidewalk Labs**, Family Lifestyles Design Research and Study (2018)
- **Bruce County and Grey County**, Early Years Engagement with Indigenous Communities (2017)
- **Ontario Non-Profit Housing Association**, Facilitation of Board Planning Day (2015)
- **Bruce County**, Facilitation of Priority Setting for Long Term Housing Strategy Actions (2014)
- **Region of York**, Facilitation of Community Consultation Sessions on Housing and Homelessness Plan and Homelessness Operational Reforms (2012 to 2013)
- **Supported@Home Burlington**, Listening to Learn (2012)
- **City of Mississauga**, Stakeholder Forums on Second Units (2012)
- **County of Bruce**, Human Services Integration Workshop (2012)
- **Housing Services Corporation**, Group Insurance Program Consultations (2012)
- **Markham Interchurch Committee for Affordable Housing (MICAH)**, Community Forum on Engaging the Markham Community in Meeting the Need for Affordable Housing (2011)
- **Woodgreen Community Services**, Homeward Bound How-to-Kit (2011)
- **Canada Mortgage and Housing Corporation**, National Webinar on Preparing a Business Plan (2012, 2011)
- **Region of York**, Development and Implementation of Consultation Process with Staff, Clients and Community Agencies for the Community and Health Department’s Multi-Year Plan, (2009)
- **Erie St. Clair Community Care Access Centre**, Facilitation of Community Summit on Healthy Communities (2009)
- **Municipality of Chatham-Kent and Canada Mortgage and Housing Corporation**, Facilitation of Housing Forum (2009)

- **Ontario Municipal Social Services Association**, Design of Social Housing and Homelessness Conference (2007)
- **Ontario Non-Profit Housing Association**, Exploring Development Option (2007)
- **Forum on Social Housing and Homelessness**, Recommend Service Manager SHRA Regulation Changes (2006)
- **Canada Mortgage and Housing Corporation**, Strategic Planning and Business Plan Development (2004)
- **Canada Mortgage and Housing Corporation**, Strategies for Gaining Community Acceptance (2004)
- **York South Simcoe Training and Adjustment Board**, Catalogue of Skilled Trade Profiles in York Region and South Simcoe (2003/2004 Update)
- **Simcoe County Training Board**, Employment Needs of Persons with Disabilities and Catalogue of Employment Supports and Services for Persons with Disabilities (2001)
- **Ministry of Municipal Affairs and Housing**, Various Social Housing Business Transfer Workbooks, Manuals and Training Sessions (2000/2001)
- **Simcoe and Muskoka Literacy Network**, Social Marketing and Outreach Campaign (1999 to 2000)
- **Ontario Ministry of Municipal Affairs and Housing, Education**, Training & Marketing Strategy for One-Window Planning Service and Municipal Plan Review (1999)
- **Ontario Ministry of Municipal Affairs and Housing**, Working With The Portfolio Operating Agreement (1995)
- **Township of Cumberland**, Residential Intensification Public Education Program (1992)
- **CMHC**, Self-Help Housing Workshop and Publication (1991)
- **City of Toronto**, Supportive Housing Facilities Study - Communication Strategy (1991)
- **Municipality of Metro Toronto**, Housing Along Major Roads in Metropolitan Toronto - Marketing Strategy (1990)

Community Infrastructure, Hubs, Age-Friendly

- **Town of Oakville**, Age Friendly Needs Assessment (2016)
- **County of Northumberland**, Community Hub Feasibility Study (2016)
- **Town of Markham**, Community Infrastructure Strategy Background Report, Town of Markham (2011)
- **Region of Halton**, Community Infrastructure Guideline (2010)
- **City of Toronto**, Community Services Policy and Planning Study - Literature Review (1990)
- **City of Etobicoke**, Community Services Study in Lakeshore Community Area (1990)

Survey Research

- **Ontario Non-Profit Housing Association**, Waiting List Survey (2013, 2014)

- **Housing Connections**, Survey of Applicant Households on the Centralized Waiting List (2007)
- **Simcoe County Training Board**, Labour Market Inventory (2003)
- **Region of Peel**, Peel Region Housing Options for Older Adults (2002/03)
- **City of Ottawa**, Policy Review of Age-Mixed Buildings in the Ottawa Housing Corporation (2002)
- **Simcoe County Training Board**, Study of Apprenticeship in Simcoe County (2002)
- **York Region Children Services**, All Our Kids AOK Community Survey (2001)

Economic, Financial and Market Analysis

- **Cooperative Housing Federation of Canada & United Way Greater Toronto**, Affordable Housing Action Plan for Ontario (2025)
- YWCA Toronto, Financial Review (2024)
- **Home Ownership Alternatives**, Market Analysis (2024)
- **Spruce Lodge Non-Profit Housing**, End of Mortgage Feasibility Study (2021)
- **Region of York**, Cost of Inaction (2017)
- **City of Mississauga**, Update of Housing Targets, Incentives for Affordable Housing and Cost of Inaction Projects (2015 to 2016)
- **Manitoba**, Best Practices and Financial Models for Co-op Housing (2016)
- **City of Brantford**, Financial Viability of Purchasing Existing Affordable Housing Projects (2008-2013)
- **Ontario Non-Profit Housing Association**, Addressing Ontario's Most Critical Housing Issues (2013)
- **Canada Mortgage and Housing Corporation**, Challenges of Financing Market Housing in Northern Canada (2012)
- **Region of Halton**, Financial Analysis of Options for Funding Capital Repairs of Social Housing (2010)
- **Region of Halton**, Financial Impact of Halton Housing Tax Policies (2009)
- **Niagara Regional Housing**, Comprehensive Financial Plan (2009)
- **Region of Halton**, Rental Tax Policy Study, (2009)
- **Town of Richmond Hill**, Socio Economic Study (2007)
- **Region of Halton**, Best Practices Review and Financial Analysis of Selected Housing Strategies (2005/2006)
- **South Simcoe, Georgina, Brock and East Gwillimbury Region**, Nottawasaga Community Economic Development Corporation and Georgina Association, Business Economic Issues and Opportunities (2003)
- **City of Toronto**, Developing Affordable Housing Data, Indicators and Models (2002/03)
- **Simcoe County Training Board**, Environmental Scan (1999)
- **Canadian Forces Housing Agency**, Housing Requirements Study for the Ontario Region including CFB Borden, Kingston, Trenton, London, North Bay, Petawawa, Meaford, Hamilton (1999 to 2000)

- **Canadian Equipment Industry Training Committee**, People and Technology, The Future of Work in the Canadian Equipment Industry (1999)
- **Human Resources Canada**, Development of an Industry Profile for the Midland, Orillia, Bracebridge, and Barrie HRDC Areas (1999)
- **Trade and Tourism**, Information Technology Capabilities Study, Ontario Ministry of Economic Development (1998)
- **Interim Place**, Feasibility Study for Relocation of South Mississauga Facility (1998)
- **Private Developer**, Development Options For Privately-Owned Site In Mississauga (1997)
- **Chubb Insurance Company of Canada**, Business Opportunities, Profiles of Selected Ontario Municipalities (1997)

Social Purpose Real Estate Development Consulting, Project Management and Feasibility Analysis Work

Christine Pacini has coordinated the development of more than 60 community housing projects. She has provided the full range of development consulting services to a range of clients (local housing corporations, private non-profits, charitable agencies) for many building types, including shelters, social / affordable townhouse and apartment buildings for a range of population groups (e.g. seniors, singles, youth, families, persons with physical disabilities, intellectual disabilities, persons with mental illness), as well as complementary buildings such as day care centres, congregate dining facilities, and programing and outreach facilities, and administrative offices. Services she has provided her clients include: project feasibility (including pro forma development and market analysis); overall project management; board development and training; community relations; site selection and negotiation of agreement of purchase and sale; securing planning approvals including minor variance, severance, rezoning, site plan approval; tendering of professional services and negotiation of contracts (i.e. architect, civil engineer, surveyor, appraiser, traffic/parking consultant, arborist, cost consultant, solicitor, property management); advice on construction procurement approaches; assistance with tendering and/or negotiation of construction contract (i.e. design/build, pre-qualified tender, construction management); development of management plans and marketing strategies; securing government funding, arranging private financing, securing loan guarantees, and ministerial consents; preparation and monitoring of capital budgets and schedules; and preparing for operation phase.

Christine provides advisory services to a range of charitable and private companies, including Bloor Street United Church, Richmond Hill United Church, Mainstay Housing, Les Centres d'Accueil Héritage, Podium Development, JvD Development. Recently she has also assisted a number of long term care facilities with recent applications for funding from the provincial government and is working with Shalom Village and Thrive Group on the development of their LTC facilities.

Christine has also provided consulting services to Municipal Service Managers on various aspects of the Canada-Ontario/Investment in Ontario Affordable Housing Program, including developing RFP documents and evaluation of submissions. Christine has also led a range of feasibility and capital planning related studies as follows:

- **Les Centres d'Accueil Héritage (CAH)**, Supportive Housing Development Advisory Services (ongoing)

- **West Neighbourhood House**, Feasibility Study + Advisory Services (ongoing)
- **Mainstay Housing**, Feasibility and Pro Forma Analysis on Toronto Housing Now sites and other Advisory Services (2019 to current)
- **Vanier Community Services Centre**, Feasibility Study (2024)
- **York Region Survivors of Sex Trafficking Committee**, Business Plan for Crisis House (2022)
- **Community Living Cambridge**, Feasibility Study for Development of Affordable Housing Project (2022)
- **Parkdale Queen West Community Health Centre**, Feasibility Analysis (2023)
- **The Nourish and Develop Foundation**, Feasibility and Funding for Shelter (2023)
- **Wigwamen Incorporated**, Feasibility, Funding and Development Consulting Advisory Services for a Range of Affordable Housing Developments for Indigenous People (2019 to current)
- **Habitat for Humanity Heartland**, Advisory Services for Multi-Residential Development (2020-2022)
- **Sojourn House**, Feasibility Analysis (2022)
- **Rekai Centre**, Feasibility Analysis for Supportive Housing Project (2022)
- **Centre Francophone du Grand Toronto (CFGT)**, Strategy and Feasibility Study for New Development (Sub to Solstice) (2021)
- **Raising the Roof**, Orillia Development Advisory Services (2021)
- **Covenant House Toronto**, Advisory Services on Supportive Housing Opportunities (2021)
- **Youth Without Shelter**, Feasibility Study (2020)
- **Raising the Roof**, Feasibility Study for Reside Initiative (2019)
- **Sidewalk Labs**, Affordable Housing Research and Financial Analysis (2019)
- **Sailivik Society Elder Care Centre**, Feasibility Study (2017)
- **Regeneration Outreach**, Capacity Building and Feasibility Study for Supportive Housing (2017)
- **Peterborough Housing Corporation**, Capital Financing and Community Revitalization Plan (2016)
- **Hamilton Community Foundation**, St. Helen's Feasibility Study sub-contractor to Purpose Capital (2016)
- **Caledon Housing Initiative**, Feasibility Study of Ownership Housing for Persons with Developmental Disabilities (2016)
- **Northumberland**, Community Hub Feasibility (2015)
- **Community Living Hamilton**, Feasibility Study for Respite Beds, Outreach and Administration Facility (2015)
- **Cota**, Relocation of Supportive Housing Feasibility Plan (2015)
- **Community Living Newmarket & Aurora District**, Feasibility of Purchasing and Renovating a Facility (2014)
- **Stanley Knowles Co-operative**, Feasibility Scenarios for End of Operation Agreement (2103)
- **York Region**, Campus Plan for 18838 Highway #11 (Blue Door Shelter) (2010)

- **West Toronto Support Services**, Feasibility Assessment and Proposal for New Office Building (2010)
- **Participation House Brantford**, Short and Long Term Strategies for the Relocation of Existing Housing Units (2010)
- **Canadian Mental Health Association of York Region**, Facilities Assessment and Long-Term Co-Location Strategy (2008)
- **Yellow Brick House**, Capital Needs Assessment (2007)
- **Durham Region**, John Howard Society Facility Options Study (2005)
- **Transitional Supportive Housing and Services of York Region**, Family Shelter Functional Plan (2005)

Work Experience


Partner, SHS Inc. (1999–present) | President, Christine Pacini & Associates Inc. (1996–Present)

Christine has directed and/or authored more than 200 consulting studies on a host of key community issues, primarily focused on housing policy and research, and project managed about 50 social / affordable housing development projects. Christine’s past clients include a range of federal and provincial ministries, departments and crown corporations; more than 50 municipalities across Canada; sector organizations such as the Ontario Non-Profit Housing Corporation; a wide range of municipal, non-profit/co-op and private housing providers; long term care and supportive housing operators; and a variety of community-based service organizations. Christine’s study related work experience is in the areas of research and policy analysis, program development and evaluation, strategic and business planning, financial modelling, and business model innovation. Christine also has extensive experience in all aspects of community engagement and public consultation, from the facilitation of small focus groups, to large public consultation sessions involving upwards of 100 individuals.

Between 1998 and 2000, Christine worked on a part-time basis with a City of Toronto Councillor as his Special Assistant on housing issues. In this capacity, Christine provided advice on housing issues dealt with by the Board of Directors of the Ontario Housing Corporation, Toronto Housing Company and the City of Toronto’s Capital Revolving Fund Advisory Committee.

Policy Advisor/Program Co-ordinator, Ontario Ministry of Municipal Affairs and Housing (1992–1996)

While at the Ministry, Christine worked as a program co-ordinator and a policy advisor. As a program co-ordinator, her work involved: assisting a range of municipalities and community organizations in providing direction and advice on issues related to housing development; coordinating the input of a range of technical and other professional resources, as well as regulatory bodies; representing the Ministry in construction contract negotiations with developers, builders and community groups; reviewing and making recommendations for the approval of housing proposals from non-profit groups; providing information and advice on contentious program related issues/policies and project-specific concerns to the Minister’s office, senior management and other ministries; and making recommendations to the Minister on projects to receive provincial funding.



As a program policy advisor for the Ministry, Christine was involved in the design of the jobsOntarioHomes program, in particular with: preparing supporting documentation; researching program issues; developing regional procedures; training regional office staff; and implementing program design. Christine was responsible for the preparation of two publications: *Ministry Requirements of the Portfolio Operating Agreement* and *Working with the Portfolio Operating Agreement and Ministry Requirements*.

Manager/Senior Consultant, The Starr Group, Planning and Management Consultants (1985–1992)

Christine contributed to the preparation of more than two dozen studies, reports and proposals for funding while she was employed with The Starr Group. Her clients included a range of municipal, provincial and federal departments, as well as not-for-profit community organizations. Christine was also responsible for the co-ordination of the development of about two dozen non-profit housing projects across Ontario. Some of the services Christine provided her non-profit clients included: overall project management, board development and training; community relations; site selection; development of management plans and marketing strategies; tendering for professional services; arranging for financing; tenant selection and intake; and the preparation and monitoring of budgets and schedules.



Bahar Shadpour

Senior Manager, Housing Policy & Research



EDUCATION

Master of Arts (University of Windsor)

Political Science

Bachelor of Arts (University of Toronto)

Political Science and Political Economy

Post-Graduate Certificate (Centennial College)

Public Relations and Corporate Communications

VOLUNTEER WORK

Fairbnb Canada

Board of Directors

City of Toronto – Housing Rights Advisory Committee

Appointed Member

Professional Summary

Bahar Shadpour joined SHS Consulting after working for over 10 years in the non-profit housing sector, particularly in roles requiring a blend of policy, research, community and stakeholder engagement, government relations and strategic communications. Bahar holds a Bachelor of Arts degree, with a double major in Political Science and Political Economy from the University of Toronto, a Master of Arts degree in Political Science from the University of Windsor, and a Post-Graduate Certificate in Public Relations and Corporate Communications from Centennial College.

She is an adaptive and critical thinker, bringing a blend of skills and experiences in managing complex policy projects and affordable housing campaigns and facilitating meaningful consultations with diverse communities and stakeholders across Canada.

In her previous roles, Bahar provided expert housing policy advice to help shape the strategic policy outcomes and systems change initiatives at the United Way Greater Toronto while working collaboratively with non-profit and cooperative housing and service providers. As the Director of Policy and Communications at the Canadian Centre for Housing Rights, she led a multi-disciplinary team of policy, government relations, community engagement and communications professionals and a cohort of law students in their housing policy externships. Together, they successfully represented the needs of diverse communities and cross-sectoral partners, presented evidence-based solutions at the municipal, provincial, territorial, and federal levels, and reported from the ground up at various international human rights bodies. Bahar also has extensive experience working with tenant communities across Canada and brings a deep understanding of the diverse needs and perspectives of tenant communities and unhoused individuals.

Project Experience

- **Province of British Columbia**, Inclusionary Zoning Guidance Manual (underway)
- **City of Windsor**, Housing Needs Assessment and Housing Strategy
- **Region of Durham**, 10-year Housing and Homelessness Plan



Work Experience

Senior Manager of Regional Housing Policy, *United Way Greater Toronto (2023 - 2024)*

In this role, Bahar led UWGT's housing policy initiatives, aligning public policy, government relations, research, and community development efforts to address housing affordability. She developed strategies, analyzed legislation, and provided policy advice, while building relationships with key stakeholders and supporting equity-focused community engagement. She contributed to public policy discussions, created speaking material for executive leadership, and collaborated with executive management on strategic goals and equity action plans.

Director of Policy and Communications, *Canadian Centre for Housing Rights (2021 - 2023)*

She directed and managed a team of professional staff in housing policy, stakeholder and community relations, and communications. She developed and implemented CCHR's policy advocacy strategy, identified housing priorities, and led government relations efforts to influence public policy. She built relationships with community partners, led public policy submissions, and deputized at government committees. She cultivated collaborations with communities and organizations working to end homelessness and advance housing solutions. Additionally, she developed communications strategies, led media relations, and acted as the spokesperson. She also spearheaded CCHR's rebranding, managed major projects, and supported fundraising initiatives.

Communications and Public Affairs Specialist, *Advocacy Centre for Tenants Ontario (2016 - 2021)*

She developed policy positions and collaborated with the legal team to evaluate housing policies and advocate for tenants on a range of issues impacting low- to moderate-income households. She represented the organization at government consultations, roundtables, and municipal meetings, and led advocacy campaigns to influence housing policies. She built relationships with community groups, coalitions, and non-profit organizations to advance policy goals. Additionally, she developed and implemented a communications plan to support the organization's strategic objectives, created key messaging, and produced content to engage stakeholders and amplify the voices of tenants.

Public Relations and Online Engagement Manager, *Canadian Women's Foundation (2016 - 2021)*

She developed and implemented public affairs campaigns to raise awareness and mobilize support for policy reforms on key issues impacting women and girls in Canada such as economic development, housing unaffordability and precarity, violence and sex trafficking. She created digital engagement strategies to connect with key stakeholders and advance policy goals. She managed media relations, crafted key messaging, and built strong media relationships. Additionally, she



provided strategic communications support to senior management and the Board of Directors, offering crisis management and policy guidance. She also supported the fundraising team with donor engagement efforts, managed project budgets, and ensured timely delivery of initiatives.



Mel Giblon



Housing Policy & Research Analyst

EDUCATION

Master of Arts in Critical Human Geography, York University

Bachelor of Science (Honours) in Ecology & Evolutionary Biology and Human Geography, University of Toronto

AWARDS

- Social Sciences and Humanities Research Council – Canada Graduate Scholarship, Master’s Ontario Graduate Scholarship**
- York Academic Excellence Fund**
- Ross Hunter Paterson Award for Housing Scholarship**

VOLUNTEER WORK

- **Involved in housing affordability movements with local advocacy groups**
- **Helps coordinate clothing drives for trans and gender non-conforming communities**

Professional Summary

Mel joined SHS as an Analyst, Housing Policy and Research in 2023 with an extensive research background in urban economic geography and comparative affordable housing policy across North America. Mel received her bachelor’s degree at the University of Toronto with a double-major in Ecology and Evolutionary Biology and Human Geography, minoring in Environmental Studies. She also completed a research-based master’s degree at York University in Critical Human Geography, where she defended her thesis on the capacity of inclusionary zoning to produce affordable housing. She graduated from both programs with high distinction, honours, and the recipient of numerous grants, honing her quantitative and qualitative research skills across disciplines. Throughout her studies, Mel worked as a national public speaking and debate coach for six years, most recently training the Canadian National team to the world finals.

At SHS, Mel works on projects across Canada performing environmental scans, synthesizing housing best practices, and conducting policy write-ups to inform housing and homelessness plans and housing strategies. To conduct this work, she assesses a wide variety of housing typologies, affordable housing incentive programs, and literature reviews of best practices for a range of needs, demographics, and affordability levels. Mel synthesizes key trends that emerge through demographic, economic, financial, market, or industry data to inform trends affecting housing need and demand using SHS proprietary methods to conduct housing needs assessments for feasibility studies and municipalities across Canada. Additionally, drawing from her extensive experience with public speaking and community engagement, Mel has assisted with various modalities of public engagement across projects, including community pop-ups, town halls, focus groups, interviews, open houses, and resident surveys.

Project Experience

- **City of Hamilton**, Housing Needs Analysis, Roles & Responsibilities (underway)
- **Armagh**, Feasibility, SEED, NHCF, Women & Children Funding
- **Glanbrook Non-Profit Housing**, Governance Review and Tenant Engagement (underway)
- **City of London**, Housing Waitlist Review (underway)
- **Love Your Neighbour Communities (LYNC) Drayton**, Feasibility Study
- **Mackenzie County**, Housing Need Assessment (underway)
- **Town of Oakville**, Housing Needs Assessment, IZ, CIP (underway)

- **The Neighbourhood Organization**, Feasibility Study
- **City of Vaughan**, Housing Strategy (underway)
- **City of Windsor**, Regional Affordable Housing Strategy (underway)
- **City of Windsor**, HAF Template (underway)
- **Metro Vancouver Regional District**, Metro Vancouver Inclusionary Housing Policy Review
- **Durham Region**, Consulting Services for 10-year Housing and Homelessness Plan (underway)
- **City of Ottawa**, Ottawa (City of) – Inclusionary Zoning Policy
- **City of Brampton**, Brampton (City of) – Development of City-Wide Incentive Program for Housing
- **District of Nipissing Social Services Administration Board**, Nipissing (District of) Housing Need and Supply Study
- **Halton Region**, Halton Region Housing and Homelessness Plan Community Engagement Strategy
- **Halton Region**, Halton Region Housing Need Update
- **City of Orillia**, Orillia Official Plan Review (underway)

Work Experience

Graduate Teaching Assistant, York University (September 2021 – May 2023)

Taught labs, workshops, and seminars on statistics, urban economic geography, and biogeography. Prepared and marked weekly assessments, term papers, and hosted office hours to assist professors with seamless course delivery.

Debate Coach, LinkedKey (2019 – 2023)

Created curricula and taught students ranging from grade 7-12 on topics including: social justice, economics, politics, international relations.

Debate Advisor, Team Canada Debate (2022 – 2023)

Advised Team Canada Debate on competitive strategy and case construction; consulted on equity, gender, and sexuality best practices.

Data Management Consultant, Divorce Matters (2018 – 2023)

Collected, itemized, and analyzed sensitive financial information to aid in the negotiation of fair divorce settlements.

Research Assistant, University of Toronto (May 2018 – Sep 2020)

Conducted an environmental scan of existing literature and best practices to support the project lead in drafting article submissions; conducted statistical analyses using R to assist the lead researcher in evaluating the validity of the core project hypothesis.