

Appendix A – Remaining WRH Redevelopment Project Details

15-105 Mooregate Crescent, Kitchener (Mooregate)

The Mooregate redevelopment project is planned to deliver 323 net new units (378 total), which have been counted through Building Better Futures (BBF), under projects in development (see CSD-HOU-23-019 for BBF count definitions). In addition to rental units, the building will also include an 88-space childcare centre, space for Community Partners to run programs, and a retail space. Climate change mitigation is also embedded within the building design, aligning with the Region's net-zero standards for new buildings and retrofits.

Project Status

The project is currently in the building permit application process, and tendering for a general contractor was originally planned for September 2025. At this stage, all tenants have relocated, the buildings are empty, Canada Mortgage and Housing Corporation (CMHC) project funding is in place, and architectural design work is complete.

Debt Management

The project's total capital costs are primarily sourced from debt, with the most significant impact in the years 2027 through 2030. Due to capital pressures and debt management, tendering for site construction and demolition is paused until budget deliberations for 2026 occur. Pausing at this stage of development puts the project approximately one month behind its original schedule for every month paused.

Risks

The existing building is currently sitting empty and is in poor condition with break-ins and theft presenting an ongoing risk to the Region. Building demolition will continue independent of Council direction on construction delay to ensure appropriate risk management.

Tenant relocation is required for this project. During relocation, tenants are housed in other units within the community housing system. As a result, there is currently a shortfall of 55 units for the Community Housing Waitlist. Delaying this project extends the length of the time these units are unavailable for those on the Waitlist.

Communications with tenants and the broader community have outlined the existing timeline and plan. While exact dates are not committed to through these communications, tenants have expectations for when they can return.

Funding is conditionally secured from the Canada Mortgage and Housing Corporation (CMHC) for this project in the form of a \$57.0M low-cost repayable loan and a \$18.9M forgivable loan, for a total of \$75.9M. Any delay that impacts the Region's ability to begin construction puts this conditionally secured funding at risk.

Project costs may increase depending on how long construction is paused. These increases are unknown but dependent on inflation, tariffs, the labour force, and materials.

Tenant Engagement

The following engagement was done during Mooregate's design stage:

- Three Tenant Liaison Committee (TLC) meetings, hosted throughout the design process (2023-2024)
- One Children and Youth engagement meeting (2023)
- Three days of tenant relocation meetings (2023)
- Two tenant information meetings to review design (2024)
- Two neighbourhood meetings to review design (2024)

Design Renderings



View 1: Looking west from south Mooregate Crescent



View 2: Looking south to the plaza from the shared drive way



View 3: Looking south to the shared drive way from north Mooregate Crescent



View 4: Looking south to the outdoor amenity



View 5: Looking south to the Child care entrance plaza

1050-1064 Courtland Avenue and 440-470 Shelley Drive, Kitchener (Courtland-Shelley)

The Courtland-Shelley redevelopment project is planned to deliver 122 net new units (192 total), which have been publicly counted through Building Better Futures (BBF), under projects in development (see CSD-HOU-23-019 for BBF count definitions). The current plan for site redevelopment is focused on the Shelley portion of the larger parcel. The other portion of the parcel along Courtland Avenue presents multiple opportunities, as highlighted in CSD-HOU-24-021.

Project Status

The project is currently in the tenant relocation stage, with the first individuals and families having relocated in July 2025. Architectural design work is also underway, with schematic design soon to be complete and design development to follow.

Debt Management

Most of the project's debt load impact occurs in the years 2028 to 2031, when most of the construction is planned to occur. It is recommended to explore alternative options for Courtland-Shelley to reduce the debt load impact of WRH redevelopment projects in upcoming years, specifically during years with large impacts from Mooregate's construction (2027-2030).

Risks

If exploring an alternative option is pursued, existing contracts should be honoured or terminated via negotiated settlement. Existing contracts include the project architect, LGA and a cost consultant, BTY. LGA is currently completing schematic design and is moving toward design development. A group of tenants has been working with LGA since June 2024 to inform the building's design and to complete this work. BTY is hired to complete three separate cost estimates during the different design stages and is currently completing a Class C estimate. Deferring only construction, while maintaining site readiness and design work, could mitigate some risk associated with additional costs, specifically if existing contracts are honoured. This pathway assumes that construction deferral is a viable option to maintain during the exploration for an alternative delivery option.

Tenant relocation is required for this project. During relocation, tenants are housed in other units within the community housing system, which will result in a temporary loss of 70 units for the Community Housing Waitlist. The tenant relocation process began in Summer 2024 in preparation for Courtland-Shelley's planned construction phase, and the first tenants began to relocate in June 2025. Currently, 41 households have either relocated, have planned move-outs, or are waiting on a housing offer. Delaying this project and exploring alternative options extends the length of the time these units are unavailable for those on the Waitlist. It also introduces a new risk factor related to empty units on site. Some of these units can be temporarily used for interim housing, however, many units are not in ideal condition for use, and additional costs would have to be incurred to place tenants back in these units.

Communications with tenants and the broader community have outlined the existing timeline and plan. While exact dates are not committed to through these communications, tenants have

expectations for when they can return to Courtland-Shelley and have communicated that these timelines impact their household's well-being and life choices.

Project costs are likely to increase with deferral. These increases are unknown but dependent on inflation, tariffs, the labour force, and materials. Due to the rising nature of project costs, the longer a deferral, the more a project is likely to cost.

Tenant Engagement

Courtland-Shelley tenants have been involved at various stages of the revitalization process, first beginning with early meetings in 2022 when the development was recommended (CSD-HOU-22-11). This engagement continued in Spring 2024 when tenant meetings were held to outline and explain the redevelopment process, including expected timelines. This was followed by meetings to discuss relocation plans in Summer 2024. Tenant Liaison Committee (TLC) meetings began in Winter 2025 with three tenant groups actively engaging with the architect, LGA, during the design process.

Timeline:

- 2022
 - May 6 – A virtual meeting is held with Courtland-Shelley tenants to walk through the Council report and recommendation to redevelop Courtland-Shelley
 - May 9 – Two in-person drop-ins are hosted at Courtland-Shelley to answer tenant questions
 - May 16 to 17 – Three tenant meetings are hosted after the Committee approves redevelopment, and Council approves redevelopment on May 25
- 2023
 - June 15 – A letter is sent to tenants reminding them of the redevelopment
- 2024
 - April 15 to 18 – Three tenant meetings are hosted in the neighbourhood (two in-person, one virtual)
 - June 26 to 27 – Two full days (afternoon and evening) of relocation meetings are held in person
- 2025
 - January 9 – Three in-person Tenant Liaison Committee meetings are held with the architect, one for kids, one for teens, and one for adults
 - June 16 – A Tenant Liaison Committee is held to walk through the site plan, interior, and exterior amenity spaces

140 Weber Street, Kitchener (Weber)

Weber is currently home to 31 supportive housing tenants with supports operated by Indwell, a community partner agency. Supportive housing is for those needing the highest level of resources and staffing to successfully access housing, stabilize in housing, and remain housed. This includes, but is not limited to, individuals with complex substance use, concurrent mental health

needs, or who are otherwise medically fragile and are homeless, at risk of becoming homeless, or who are inadequately housed.

Zoning for this property recently changed from when the original WRH RP was created, increasing the site's density potential (number of units).

Project Status

The 140 Weber redevelopment project is the last to be initiated. Due to the sensitivity of relocating supportive housing tenants, the redevelopment of this site will require tenants to be appropriately rehoused in another supportive housing site to mitigate the adverse impacts of redevelopment. Minimizing the amount of change and instability a tenant experiences due to redevelopment is central to the WRH RP and of particular importance for those in supportive housing.

Debt Management

Most of the project's debt load impact occurs in the years 2028 to 2031, when most of the construction is planned to occur. It is recommended to explore alternative options for Weber to reduce the debt load impact of WRH redevelopment projects in upcoming years, specifically during years with large impacts from Mooregate's construction (2027-2030).

Risks

Maintaining the existing 140 Weber site and operation is not ideal for sustained long-term use. The building design of 140 Weber presents challenges for delivering supportive housing, and as part of the WRH RP, capital renewal investments have not been made for the site.

Tenant Engagement

Tenant engagement has not started for this project.