

**MUNICIPAL HOUSING STRATEGY FOR
THE CITY OF KINGSTON
AND COUNTY OF FRONTENAC**

PHASE 3: HOUSING STRATEGY IMPLEMENTATION PLAN

APRIL 2011

SUBMITTED BY:



IN ASSOCIATION WITH



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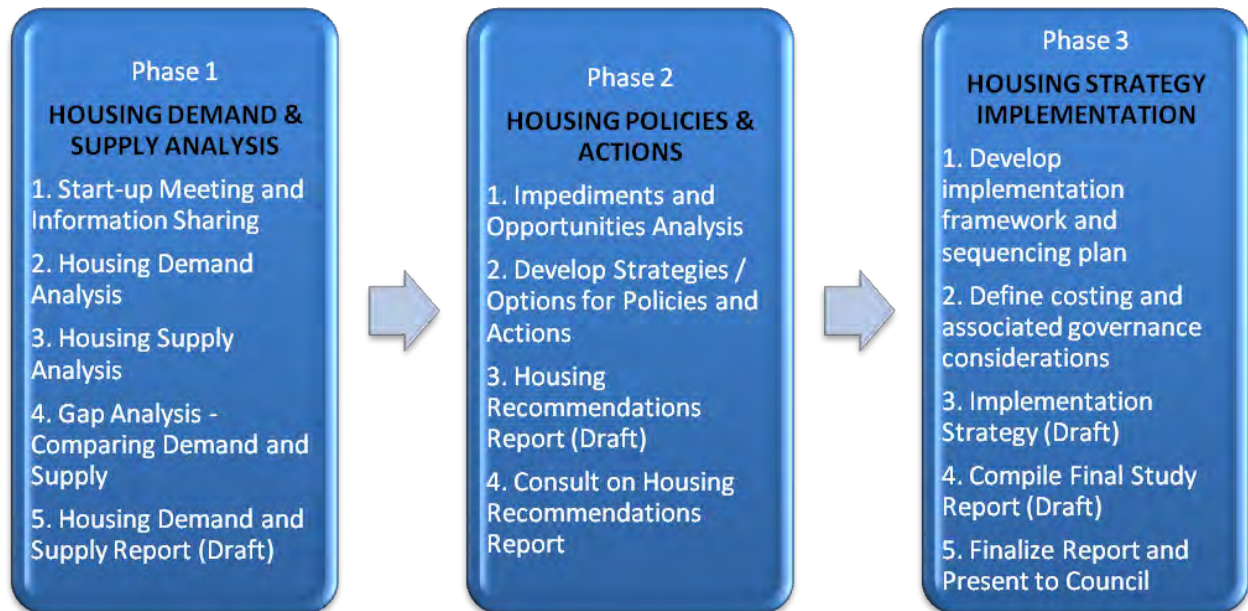
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1.0 INTRODUCTION

The development of the Municipal Housing Strategy (MHS) involves three phases and incorporates a range of research and consultation techniques. **Phase 1: Housing Demand and Supply Analysis** provides the key analytical foundation for identification of housing needs in the City of Kingston and County of Frontenac. The purpose of the work was to identify the key housing issues facing area residents in the short and long term. **Phase 2: Housing Policies and Actions** is focused on preparing the recommended policies and actions aimed at addressing housing gaps and meeting identified needs in the short and long terms.



This report, **Phase 3: Housing Strategy Implementation Plan**, presents a detailed implementation plan that provides an approach to moving the various recommendations in the Housing Strategy forward. To further support accountability, the implementation plan identifies the suggested stakeholders responsible for implementing each of the recommendations, as well as time frames and resources required to implement each.

The Housing Strategy has established five strategic directions:

1. Managing the housing agenda
2. Creating a complementary regulatory environment
3. Leveraging resources and tools
4. Building housing capacity
5. Cultivating partnerships

Recommendations for each of these strategic directions were developed and reviewed with stakeholders as part of Phase 2. The implementation strategy builds on this work and is organized according to the strategic directions and associated recommendations.

To assist in implementation, specific activities, staging and necessary resources associated with proposed activities are also outlined in section 3.0. To help provide context for the plan, factors which influence implementation are discussed. Governance and resource considerations for the Municipal Housing Strategy are also discussed as these are essential elements to moving the implementation plan forward.

In addition, this report includes a recommended monitoring strategy which recognizes the need to track activities undertaken in support of the MHS and report on their progress on a regular basis. This approach to reporting will help broaden community awareness on housing initiatives while helping to ensure transparency and accountability to the Kingston and Frontenac communities. The report concludes with a summary of key priorities for the MHS and a discussion on key success factors for moving the MHS forward.

IMPLEMENTATION FRAMEWORK

One of the identified issues in Phase 2 of the MHS process was the need to organize and align efforts to better address local housing issues. For this reason, specific recommendations have been established as part of the MHS that help support a common vision and coordination of efforts. To further support these important directions, an implementation framework has been developed which sets out clear direction, accountabilities and timelines for supporting activities.

From an accountability perspective, it is recognized that responsibility needs to vest with a single entity to ensure the recommendations adopted will be implemented. While a range of partners and community stakeholders may be involved, the work of facilitating efforts, marshalling resources and reporting on results will ultimately rest with staff. Implementation of the MHS is intended to be coordinated in the following way:

- *Housing Department.* – Both City and County Council ultimately set policy direction for their respective communities. However, the Housing Department of the City of Kingston is expected to have day-to-day responsibility for moving implementation of the MHS forward. County staff will be responsible for addressing relevant MHS directions within their jurisdiction.
- *Interdepartmental Committee* – Recognizing that effective housing efforts include various disciplines, it has been recommended that an Interdepartmental Committee be used as a coordinating vehicle for assisting in implementation of all facets of the Strategy. While City of Kingston staff from Housing, Planning, Building and Finance will constitute the bulk of the Committee, regular participation by County staff as well as occasional participation from among other areas of City responsibility is expected.
- *Housing and Homelessness Advisory Committee (HHAC)* – As a re-framed advisory committee of the City, it is anticipated that issues within the housing and homelessness domain will primarily be considered by HHAC. With a wide perspective on housing and homelessness matters, HHAC is expected to regularly consider activities and outcomes related to the MHS. This Committee would be comprised of a cross-section of stakeholders from the public, non-profit and private sectors, as well as support agencies and community volunteers.
- *Community stakeholders* – While HHAC provides a primary venue for bringing forward housing and homelessness issues, it is expected that housing stakeholders will continue to be engaged in the development or evaluation of local policies, programs and initiatives either directly through staff or through HHAC.

The MHS is intended to form the primary foundation for guiding housing initiatives over the next five years. While strategic in nature, it provides guidance in key areas while recognizing that other activities and initiatives which support the Strategy may yet be developed and undertaken within this framework. As such, the MHS is not intended to be an exhaustive action plan but rather a comprehensive strategic framework for moving the housing agenda forward

in Kingston and Frontenac. Like any strategic document, the MHS is subject to changing conditions and must be sufficiently flexible to address changing priorities over time.

The implementation framework recognizes a number of key factors that must be considered in moving the Strategy forward, including:

- (a) *Accountability structure is critical* – Having an established framework and clear lines of accountability among stakeholders is important to effectively address local housing issues. It is equally important to regularly report on Strategy progress to stakeholders and the broader community. The implementation plan establishes an accountability structure that will assist in organizing efforts to maximize benefit.
- (b) *Partners have a key role to play* – As an interconnected system, meeting the full range of needs across the housing continuum involves the cooperation of a number of players. Housing partners - whether internal or external to the City/County and whether public, not-for-profit or private sector - each have a role in supporting the success of the Strategy. Engaging partners and working together is an effective approach to realizing positive outcomes for residents in the community, and in this regard coordination points have been identified within the implementation plan.
- (c) *Resources to address issues are finite* – While documented needs are considerable, the resources to address these needs are not, especially at the local level. Leveraging available resources and maximizing benefits is critical, not only to address issues but to demonstrate value for investment. Throughout the implementation plan, the use of existing staff resources is identified but it is recognized that additional resources may be required to adequately implement certain recommendations. In addition, it is recognized that funding by senior governments to address major supply, repair or income maintenance initiatives will influence implementation, especially where senior government resources are not provided.
- (d) *Relevant land use policy initiatives are planned/underway* – A range of recommendations call for creating a more flexible regulatory environment, especially in the area of land use planning and development approvals. The City is embarking on a significant comprehensive zoning bylaw review and harmonization process which will provide a primary vehicle for considering certain MHS recommendations. Likewise, the County is considering the development of a County Official Plan and this process would provide a significant opportunity for adopting progressive housing policies that support the MHS over the longer term.
- (e) *Implementation of the Province’s Long Term Affordable Housing Strategy (LTAHS)* – The Province announced its policy intentions for housing in late 2010 via the LTAHS. While legislation to bring forward aspects of the LTAHS has recently been adopted, the legislative obligations and related local requirements are not fully known. Implementation plan activities for the MHS have been framed to identify those areas where LTAHS rollout may impact on activities locally. It is expected that some flexibility

will need to be exercised to accommodate provincial requirements within the MHS framework.

A formal implementation plan has been provided for the MHS as part of this report which sets out implementation activities, responsibilities, timing and required resources for each recommendation. These are detailed in the next chapter of the report (see section 3.0).

2.0 IMPLEMENTATION STRATEGY

Based on the housing needs identified in the City of Kingston and County of Frontenac, a comprehensive review of current relevant policy and effective practices, and feedback from a wide range of stakeholders, a series of recommendations are being proposed under the Municipal Housing Strategy. The recommendations reflect a broad three-pronged approach aimed at maintaining, enhancing and adding to the supply of appropriate and affordable housing in the community. To meet these objectives, five strategic directions have been established which promote:

1. **Managing the housing agenda** – creating a clear, visible direction for housing that aligns efforts
2. **Creating a complementary regulatory environment** – establishing a conducive environment that creates opportunities and minimizes barriers
3. **Leveraging resources and tools** – using and maximizing available resources to help generate positive outcomes
4. **Building housing capacity** – increasing knowledge, resources and support to better respond to needs
5. **Cultivating partnerships** – building and harnessing the strengths of stakeholders

A suite of recommendations was established in Phase 2 of the MHS. The implementation plan that follows is organized by each of the five strategic directions, identifying implementation activities, core responsibility, timing and resources necessary for each of the 40 recommendations.

2.1 Strategic Direction #1 - Managing the Housing Agenda

Recommendations	Implementation	Responsibility	Timeframe	Required Resources
1. That the City and County establish the Municipal Housing Strategy (MHS) as the primary strategic plan to help guide and align local housing efforts.	<ul style="list-style-type: none"> Adoption of the MHS by each respective Council will establish a clear strategic housing framework 	<p>City of Kingston Council County of Frontenac Council</p>	Short term (this year)	Staff report
2. That the City and County use the Municipal Housing Strategy (MHS) as an alignment tool across areas of municipal responsibility.	<ul style="list-style-type: none"> Having adopted the MHS as a strategic document, City/County senior staff should use it to guide implementation via related municipal work plans 	Senior staff at City of Kingston and County of Frontenac	Short term Set-up then on-going (1st year)	Staff time
3. That the Housing Department of the City take lead responsibility for advancing the MHS in collaboration with internal and external stakeholders, including the County.	<ul style="list-style-type: none"> Housing Department to set-up and chair interdepartmental committee that oversees implementation of MHS Planning, Building, Finance and Community & Family Services staff + County as core participants, other staff as required 	City of Kingston – Housing Department (lead)	Short term Set-up then on-going oversight (1st year)	Staff time
4. That the City recognize and support the Affordable Housing Committee as a primary vehicle for engaging stakeholders and providing advice on matters related to housing by: <ul style="list-style-type: none"> Renaming the Committee to the 'Housing and Homelessness 	<ul style="list-style-type: none"> Revise terms of reference to change name, broaden mandate to include homelessness and expand membership Ensure focus is centred on providing advice for housing and homeless issues 	<p>City of Kingston - Housing Department (lead) Other departments as required</p>	Short term Set-up then on-going (1st year)	Staff time for technical support to committee.

Recommendations	Implementation	Responsibility	Timeframe	Required Resources
<p>Advisory Committee'</p> <ul style="list-style-type: none"> Focusing Committee activity on housing issues, policies and programs Ensuring broad and balanced representation on the Committee from private, public and municipal interests 	<ul style="list-style-type: none"> Revise current membership to also include representatives from the local Homebuilders Assn., City Planning Dept., Community Leadership Team (per United Way), homeless service providers and service recipients 			
<p>5. That in accordance with the Province's Long Term Affordable Housing Strategy (LTAHS) direction for integration on local program planning, the City:</p> <ul style="list-style-type: none"> Engage local homelessness service providers, recipients and the County in system planning Work with the United Way as they pursue community entity status in order to secure federal Homeless Partnership Strategy (HPS) funding Consolidate provincial homelessness funding programs to help effectively address community priorities 	<ul style="list-style-type: none"> Monitor LTAHS implementation to confirm Provincial expectations and obligations, especially around funding consolidation Working in consultation with the United Way, confirm the lead role for community entity (per the Federal Homeless Partnership Strategy) and connection with the Community Advisory Board (CAB) Coordinate efforts with CAB and County to identify, plan and set strategies for addressing local housing and homeless needs Engage housing, service and support providers as well as recipients throughout the planning process Develop a consolidated homeless 	<p>City of Kingston - Housing Department (lead)</p> <p>United Way (HPS)</p> <p>CAB and community agencies as primary stakeholders</p>	<p>Short term</p> <p>Set-up roles and planning process. (1st year)</p> <p>Consolidate Funding (2nd year)</p> <p>On-going engagement thereafter</p>	<p>Additional staff time to facilitate planning & consolidate funding</p> <p>Consulting resources as required</p>

Recommendations	Implementation	Responsibility	Timeframe	Required Resources
	funding strategy that respects LTAHS parameters while directing funds to priority community needs			
6. That the City report on MHS progress regularly and publish an annual report card identifying key indicator status.	<ul style="list-style-type: none"> Establish MHS monitoring table to show progress against approved recommendations Define and develop key housing indicators Create template for annual report card Report annually to Council via report card on indicators and MHS status 	City of Kingston - Housing Department (lead) in consultation with Planning, Building and Licensing	Short term Set-up indicators + template (1st year) Reporting annually thereafter	Additional staff time Consulting resources as required for initial template
7. That the City gather, maintain and monitor data to support housing and homelessness accountability practices, both internally and in support of LTAHS requirements.	<ul style="list-style-type: none"> Monitor LTAHS implementation to confirm Provincial expectations and obligations Consolidate standard data and program monitoring information into one source 	City of Kingston - Housing Department (lead) with input from Planning Building and Licensing	Short term consolidation (1st year) Annual data gathering	Additional staff time

2.2 Strategic Direction #2 - Creating a Complementary Regulatory Environment

Recommendations	Implementation	Responsibility	Timeframe	Required Resources
<p>8. That the City encourage social capital initiatives by:</p> <ul style="list-style-type: none"> Supporting legislative reforms that improve household income retention incentives and help address the impacts that utility costs have on poverty Working collaboratively with social assistance staff and the Province to reduce procedural 'barriers' Linking municipal programs and poverty reduction initiatives that help support win-win opportunities 	<ul style="list-style-type: none"> Advocate through the Association of Municipalities of Ontario (AMO) & the Ontario Municipal Social Services Association (OMSSA) for income maintenance reforms based on identified issues Monitor LTAHS implementation to confirm Provincial reforms regarding rent-geared-to-income (RGI) and social assistance, as well as social capital initiatives Review municipal housing and homeless programs to help identify and promote opportunities that reduce poverty Explore opportunities through system planning with stakeholders to help address mutually beneficial housing outcomes 	<p>City of Kingston - City Council - advocacy role Housing Department (lead) Collaboration with the newly re-named Housing and Homelessness Advisory Committee (HHAC)</p>	<p>Short term Advocacy & monitoring (1st year) Program review & implement (2nd-3rd year)</p>	<p>Additional staff time</p>
<p>9. That the City implement Official Plan policies which promote inclusive, sustainable and flexible communities by:</p> <ul style="list-style-type: none"> Pursuing inclusionary zoning opportunities as part of the comprehensive Zoning By-law 	<ul style="list-style-type: none"> Complete a broad locational analysis in support of inclusive housing policies Through the comprehensive ZBL review, explore opportunities to promote inclusionary zoning concepts and retain rental housing 	<p>City of Kingston - Planning Department (lead) with input from Housing Dept. and the interdepartmental committee Locational analysis led by Housing Department,</p>	<p>Short to mid term Locational analysis (1st year) ZBL review (1st-</p>	<p>City funding for locational analysis Staff time for policy review and committee engagement</p>

Recommendations	Implementation	Responsibility	Timeframe	Required Resources
<p>(ZBL) review</p> <ul style="list-style-type: none"> Seeking opportunities to appropriately integrate student housing Undertaking a broad locational analysis of affordable housing opportunities and recommending options that promote community inclusion Reviewing demolition and conversion provisions to help further support the retention of existing rental stock 	<p>stock through demolition and conversion policies</p> <ul style="list-style-type: none"> Identify and promote solutions to student housing issues through the Town & Gown Committee Where necessary, develop and bring forward an Official Plan (OP) amendment to implement necessary policy changes that support inclusion 	<p>undertaken by consultants CAO's office – lead on Town & Gown Committee</p>	<p>3rd year)</p> <p>Other work (on-going)</p>	
<p>10. That the City adopt refined targets for units to be added to the current housing stock over the next 10 years as follows:</p> <ul style="list-style-type: none"> Housing Form – 60% singles, 20% multiples and 20% apartments Housing Tenure – 70% ownership, 30% rental Housing Affordability – 25% of units at rates up to the affordability threshold 	<ul style="list-style-type: none"> Approve the housing targets as part of the MHS Develop a monitoring tool for key info Measure and report on targets annually as part of Report Card (per Rec.#6) 	<p>City of Kingston - Planning Department (lead) with input from Housing Department</p>	<p>Short term (1st year)</p>	<p>Staff time</p>
<p>11. That the County consider establishing an Official Plan to help guide land use planning which has</p>	<ul style="list-style-type: none"> Confirm approval for undertaking Official Plan development 	<p>County of Frontenac in collaboration with four</p>	<p>Medium term (3rd to 5th</p>	<p>Wide range of resources required (staff</p>

Recommendations	Implementation	Responsibility	Timeframe	Required Resources
<p>consistent housing polices among the four constituent Townships and which establishes targets for units to be added to the current housing stock over the next 10 years as follows:</p> <ul style="list-style-type: none"> • Housing Form – 92% singles, 4% multiples and 4% apartments • Housing Tenure – 90% ownership, 10% rental • Housing Affordability – 25% of units at rates up to the affordability threshold 	<ul style="list-style-type: none"> • Review and consult on key housing issues, options and policies to be implemented, including: <ul style="list-style-type: none"> ○ Defining affordability ○ Housing mix and diversity ○ Residential intensification ○ Renewal and rehabilitation of housing stock ○ Seniors housing options ○ Secondary suites • Adopt OP, work with local jurisdictions to implement upper tier polices in local OPs 	<p>constituent Townships</p>	<p>year)</p>	<p>and consultants)</p>
<p>12. That the City and County support second suites as an affordable rental housing alternative by:</p> <ul style="list-style-type: none"> • Encouraging and supporting applications for second suites where currently permitted in ZBL's • Developing and implementing as-of-right zoning provisions within appropriate residential zones via the comprehensive ZBL review • Encouraging built-in conversion 	<ul style="list-style-type: none"> • Monitor LTAHS implementation to confirm Provincial expectations and obligations regarding second suites • Encourage the creation of second suites and support applications that come forward in areas where currently permitted by ZBL's • Through the comprehensive ZBL review, identify appropriate zones, establish as-of-right provisions and define suitable standards for second suites, having regard for servicing capacity 	<p>City of Kingston - Planning Department (lead) with input from Housing Department and the interdepartmental committee</p> <p>Housing Department to lead support for second suite applications, monitor LTAHS, promote awareness and develop applicant information & communication tools</p> <p>County of Frontenac in collaboration with four</p>	<p>Short term</p> <p>Promote interim applications</p> <p>ZBL provisions and standards (2nd to 4th year)</p>	<p>Additional staff time</p> <p>Consulting resources as required</p>

Recommendations	Implementation	Responsibility	Timeframe	Required Resources
<p>potential for appropriate housing within new development</p> <ul style="list-style-type: none"> Streamlining administrative approvals for second suites Enhancing awareness through the public education campaign (Rec.#33), including a resident fact sheet 	<ul style="list-style-type: none"> Once zones, provisions and standards are established through the ZBL review, the Housing Department should: <ul style="list-style-type: none"> Establish a user-friendly application process which includes a servicing review as part of the necessary approvals process Develop a resident information package for second suites which outlines standards, zoning requirements and the approvals process 	<p>constituent Townships</p>		
<p>13. That the City implement key affordable housing provisions from the Official Plan as a part of the comprehensive ZBL review, including policies that:</p> <ul style="list-style-type: none"> Encourage housing mix and diversity Support density and intensification Enable residential renewal and rehabilitation Review minimum separation distances for residential care 	<ul style="list-style-type: none"> Through the comprehensive ZBL review, ensure that OP provisions regarding affordable housing are implemented by: <ul style="list-style-type: none"> Providing for a mix of residential uses and densities across zones Allowing various forms of intensification in the urban area while considering minimizing parking and amenity space rqmts. Supporting housing renewal while limiting conversion or 	<p>City of Kingston - Planning Dept. (lead) with input from Housing Department and the interdepartmental committee</p>	<p>Short to mid term</p> <p>Tie in locational analysis results from Rec. #9 (1st year)</p> <p>ZBL review (1st-3rd year)</p> <p>Other work (on-going)</p>	<p>Staff time and City funding</p> <p>Consulting resources as required</p>

Recommendations	Implementation	Responsibility	Timeframe	Required Resources
facilities	<p>demolition when not in the public interest</p> <ul style="list-style-type: none"> ○ Reviewing opportunities to reduce/eliminate separation distances for residential care facilities 			
14. That the County undertake a review with local Townships to identify zoning anomalies that may be acting as barriers, especially when it comes to supporting seniors housing options.	<ul style="list-style-type: none"> ● Undertake preliminary review to identify specific zoning barriers ● When County Official Plan is in place, work to implement County and local OP policies via zoning bylaws and use this process to help address identified barriers 	County of Frontenac in collaboration with four constituent Townships	Medium term (3rd to 5th year)	Planning resources required (staff + consultants)
15. That the City continue to support timely land use approvals by: <ul style="list-style-type: none"> ● Re-evaluating opportunities to streamline the planning approvals process wherever possible ● Establishing an internal review mechanism for identifying policies that cut across areas of responsibility ● Continuing to dialogue with the development industry to identify and resolve any problem areas 	<ul style="list-style-type: none"> ● To monitor the approvals process and seek opportunities that help streamline application processing ● Housing Department staff to help facilitate applications for affordable housing by providing advice and education to applicants ● Expand private sector roundtable sessions to include Housing Department or other City staff who are on the interdepartmental committee 	<p>City of Kingston - Planning Dept. (lead) with input from Housing Department and the interdepartmental committee</p> <p>Housing Department (lead) on facilitating affordable housing applications</p>	<p>Short term</p> <p>Expand private sector roundtable (1st year)</p> <p>Process review (on-going)</p>	Staff time

2.3 Strategic Direction #3 - Leveraging Resources and Tools

Recommendations	Implementation	Responsibility	Timeframe	Required Resources
<p>16. That the City maximize available funding by:</p> <ul style="list-style-type: none"> Utilizing current program offerings Continuing to actively seek out other funding opportunities Developing a contingency plan to manage anticipated step downs in future senior government funding 	<ul style="list-style-type: none"> Leverage homeless funding by bundling/aligning various funding streams with community priorities Continue to maximize take-up of available rent supplement dollars (including Short term Rent Supplement Program) through active negotiation with local landlords Actively refer interested individuals to the Renovation & Rehabilitation Assistance Program (RRAP) offered by Canada Mortgage & Housing Corp. (CMHC) Using sector networks, seek out other possible housing funding opportunities Establish a plan for managing funding step down by: <ul style="list-style-type: none"> Creating a detailed funding horizon profile by program and project Developing an impact analysis against the funding horizon profile Establishing a prioritized resource plan to mitigate the impacts 	<p>City of Kingston - Housing Department (lead)</p>	<p>Short term Step down Plan (1st year)</p> <p>Bundling and take-up for programs (1st to 2nd year)</p> <p>On-going Referrals and scanning for other funds</p>	<p>Additional staff time</p> <p>Consulting resources as required for funding step down Plan</p>
<p>17. That the City and County</p>	<ul style="list-style-type: none"> Advocate through local MP's, MPP's, 	<p>City of Kingston Council</p>	<p>Short term</p>	<p>Staff assistance</p>

Recommendations	Implementation	Responsibility	Timeframe	Required Resources
advocate for additional funding from senior governments on a 'fair share' basis, particularly with regards to addressing capital shortfalls and affordability gaps.	AMO & OMSSA for additional funding to address local housing needs, especially in the area of low income households and social housing stock repairs	County of Frontenac Council	(1st year)	
18. That the City review its Capital Facilities By-law with the goal of expanding incentives and tools that can be offered in a targeted way.	<ul style="list-style-type: none"> Examine the Municipal Capital Facility (MCF) by-law to ensure that all incentives contemplated under the MHS are available for use Where necessary, broaden the range of available municipal incentives under the by-law to better promote affordability (in terms of duration, depth or both) Incentives should be made available in relation to benefit offered – the greater the incentive offered, the more affordability that will be expected in return 	City of Kingston - Housing Department (lead) in collaboration with Legal	Short term (1st year)	Staff time Consulting resources as required
19. That the City evaluate local opportunities to increase sustained resources that could be made available to address local housing needs.	<ul style="list-style-type: none"> Select MHS financial models which offer best-value investment, balancing needs for short term affordability (e.g. rent supplements) and longer term housing supply (e.g. capital funding or incentives). Options to be reviewed include: 	City of Kingston - Housing Department (lead) in collaboration with Finance Dept.	Short term (within 1 year)	Staff time Consulting resources as required Funding commitment as

Recommendations	Implementation	Responsibility	Timeframe	Required Resources
	<ul style="list-style-type: none"> (a) Utilizing a portion of savings from uploaded social service costs to address low income housing needs (b) Dedicating a share of City assessment growth for housing purposes (c) Apportioning a specific tax levy for housing (d) Utilizing tax increment financing to support affordable housing development (e) Allocating proceeds from the sale of surplus City land (f) Other sources as may be identified • Secure formal commitment from Council to fund inflows to the Housing Fund (Rec. #20) per the selected options 			determined by process
<p>20. That in recognition of Council's intention to invest up to \$5M, the City give particular consideration to establishing a Housing Fund as the principal tool for accumulating and disbursing</p>	<ul style="list-style-type: none"> • Explore options for creating and operating a Housing Fund which will operate as a revolving fund • Target funding initiatives that support innovative approaches, leverage available resources and generate the maximum benefit for investment 	<p>City of Kingston - Housing Department (lead) in collaboration with Finance Dept.</p>	<p>Short term (1st to 2nd year)</p>	<p>Initial seeding, on-going contribution, staff time Consulting resources as required</p>

Recommendations	Implementation	Responsibility	Timeframe	Required Resources
funding for affordable housing and that the City consider an initial investment to seed the fund.	<ul style="list-style-type: none"> Define input, output and replenishment parameters Consider consolidating existing City housing reserve funds into this new Housing Fund Seed the Fund with an initial allocation Provide inflows to the Fund through options adopted via Rec. #19 			
21. That the City place particular emphasis on partnering with private and non-profit housing providers to enable leveraging of available resources in order to maximize the provision of affordable housing.	<ul style="list-style-type: none"> Actively promote increased development dialogue between non-profit and private sector partners Use opportunities to broaden awareness through venues such as the Planning Dept. roundtable sessions, Construction Association meetings and KEDCO In housing procurement processes, recognize the potential benefits of joint partnerships within the evaluation process 	City of Kingston - Housing Department (lead)	On-going	Staff time
22. That the City pursue opportunities to utilize inclusionary zoning and density bonusing to achieve negotiated agreements for the provision of affordable	<ul style="list-style-type: none"> Reinforce affordability target obligations of the OP with the local development industry Based on incentive tools available through OP and zoning, actively seek 	City of Kingston - Housing Department (lead) in consultation with Planning Dept.	On-going	Staff time

Recommendations	Implementation	Responsibility	Timeframe	Required Resources
housing in new developments.	<p>out affordability commitments through the development approvals process</p> <ul style="list-style-type: none"> • Target new development opportunities for inclusionary zoning, especially in greenfield locations • Target higher density and mixed use transit corridors for density bonusing, giving particular attention to the impact of parking relief 			
23. That the County consider establishing appropriate authorities/incentives in support of affordable housing to help prepare for development opportunities that may arise.	<ul style="list-style-type: none"> • Explore development fee relief, property tax relief for multi-res and capital facility by-law authorities in concert with local townships as initial measures 	County of Frontenac - Planning Dept. (lead) with Finance Dept.	Short term (1st to 3rd year)	Staff time, costs subject to measures implemented
24. That the City expand the current inventory of suitable lands or properties for affordable housing to include opportunities from other public sector agencies, other levels of government (including the County) and privately held lands.	<ul style="list-style-type: none"> • Augment current City inventory of potential lands with other possible target sites (public or private), including donations • Ensure full circulation of agency surplus notices within City when received (i.e. federal, provincial, county, school boards, etc.) • Establish options for land exchanges as part of acquisition/disposal process 	City of Kingston - Housing Department (lead) with input from Real Estate & Construction as well as Planning Dept.	<p>Short term Circulations (1st year)</p> <p>Mid-term Inventory/exchanges (2nd to 3rd year)</p>	Staff time, surplus lands

Recommendations	Implementation	Responsibility	Timeframe	Required Resources
	or via development approvals processes using capital facilities authorities			
25. That the City continue to regularly monitor the condition of the social housing portfolio and actively seek alternate funding to assist with major capital repairs.	<ul style="list-style-type: none"> Maintain up-to-date snapshot of portfolio condition by supporting project Building Condition Assessments (BCA's) and actively gathering data for portfolio planning purposes Using existing asset planning tools and City resources to help guide decisions regarding allocation of repair funding Continue to advocate to MMAH for additional capital repair assistance (e.g. Social Housing Renovation & Retrofit Program) 	<p>City of Kingston - Housing Department (lead) with input from Real Estate & Construction</p> <p>City Council – advocacy role</p>	On-going	Staff time and funding for BCA's
26. That the City explore opportunities to review services and asset management planning to ensure sharing of resources between the City's two municipal housing providers, and to then expand these resources to other local housing providers.	<ul style="list-style-type: none"> Review opportunities to share services and asset management planning for the two largest housing providers in order to expand access to resources, broaden knowledge and better manage risks Once established, expand access to these technical resources to other housing providers in the community 	<p>City of Kingston - Housing Department (lead) in collaboration with Kingston & Frontenac Housing Corp. and Town Homes Kingston</p>	<p>Short to mid-term</p> <p>Initial review (2nd year)</p> <p>Expand (3rd year)</p>	<p>Staff time and provider support</p> <p>Consulting resources as required</p>

Recommendations	Implementation	Responsibility	Timeframe	Required Resources
27. That the City develop options for social housing stock reaching mortgage maturity in the next 12-36 months which leverage equity while addressing on-going affordability and community opportunities.	<ul style="list-style-type: none"> Based on funding step down plan (ref. Rec. #16), identify stock falling within the 12-36 month window Evaluate options for leveraging equity against asset condition, operational capability & resident affordability Establish interim asset management strategy for each property to bridge to broader portfolio plan 	City of Kingston - Housing Department (lead)	Short term (1st year)	Staff time and technical/ consulting support
28. That the City establish a strategic asset management plan using existing tools to help guide decisions regarding asset renewal/ redevelopment in the social housing portfolio.	<ul style="list-style-type: none"> Build on interim work established for short term properties (ref. Rec.#27) Using the funding step down plan (ref. Rec. #16), evaluate all properties within the social housing portfolio Specifically assess options for sustaining each asset and leveraging equity versus current condition, remaining useful life, operational capability & ability to maintain resident affordability Establish a strategic asset management plan that sets out long term strategies for leveraging equity and managing portfolio asset renewal/re-development 	City of Kingston - Housing Department (lead) with input from Finance and Real Estate & Construction	Short term (2nd – 3rd year)	Staff time and technical/ consulting support
29. That the City use Rideau	<ul style="list-style-type: none"> On the basis of foundational work 	City of Kingston -	Short term	Staff time and

Recommendations	Implementation	Responsibility	Timeframe	Required Resources
Heights as an initial pilot community for testing asset renewal strategies that can be applied elsewhere.	<p>establishing asset management strategies (ref. Rec #28), use a pilot process to test asset renewal strategies</p> <ul style="list-style-type: none"> • Elements would typically include: <ul style="list-style-type: none"> ○ Completing an asset renewal context assessment ○ Conducting a feasibility screen ○ Identifying possible options and financial implications for each ○ Developed a preferred renewal concept option with staging and full costing 	Housing Department (lead) with input from Finance, Real Estate & Construction and Planning Dept.	(2nd – 3rd year)	technical/consulting support
30. That the City and County continue to advocate for additional senior government funding to address the increasing support service needs of residents (Ontario Disability Support Program, Ministry of Community & Social Services, etc.)	<ul style="list-style-type: none"> • Along with other municipalities, advocate through AMO & OMSSA for additional support service dollars to address growing needs 	City of Kingston Council County of Frontenac Council	Short term (1st year)	Staff assistance
31. That the City and County pursue linkages with support service funders	<ul style="list-style-type: none"> • Building on connections in the supportive housing & homelessness sectors, convene a community 	City of Kingston - CFS Dept. (lead)	Short term (2nd to 3rd year)	Staff time

Recommendations	Implementation	Responsibility	Timeframe	Required Resources
<p>and coordinators in the health and community service fields (Local Health Integration Network, Children’s Aid Society, etc.) as a means of expanding support service opportunities in the community.</p>	<p>roundtable to explore possible housing support opportunities</p> <ul style="list-style-type: none"> • Use the venue as a means of broadening support for the MHS and seeking solutions to support issues • Establish and sustain a dialogue on partnership opportunities by connecting agencies with HHAC 	<p>and County of Frontenac</p>		

2.4 Strategic Direction #4 - Building Housing Capacity

Recommendations	Implementation	Responsibility	Timeframe	Required Resources
<p>32. That the City better consolidate the municipal housing function by:</p> <ul style="list-style-type: none"> Establishing the Housing Department as the 'Centre of Expertise' for housing and homelessness issues within the City Coordinating housing and homelessness planning for the broader service area in collaboration with the County and community service providers Having City housing staff lead the inter-departmental 	<ul style="list-style-type: none"> Housing Department responsibilities expanded to include stronger homelessness role, integrated with housing duties Monitor LTAHS implementation to confirm Provincial expectations and obligations, especially with regards to Service Manager obligations and the resulting impacts on resources Coordination of housing & homelessness planning in concert with the United Way (HPS), while ensuring collaboration with the County and fully engaging community stakeholders Housing Department to have primary responsibility for MHS implementation, including chairing of interdepartmental committee that oversees MHS 	<p>City of Kingston - Housing Department (lead) in collaboration with County of Frontenac</p>	<p>Short term (1st to 2nd year)</p>	<p>Additional staff resources, subject to clarification of LTAHS obligations Consulting resources as required</p>

Recommendations	Implementation	Responsibility	Timeframe	Required Resources
<p>committee responsible for implementing the MHS (which is to include County staff)</p> <ul style="list-style-type: none"> Re-aligning housing staff to accommodate future needs arising from integrated homelessness service planning 				
<p>33. That the City in collaboration with the County develop a communications plan to drive out main messages from the MHS in a simple, visual way - reinforcing the issues and the need to work collectively</p>	<ul style="list-style-type: none"> Working with Communications Dept, develop MHS summary messaging to be used for building broader community awareness and promoting partnerships Link audience back to expanded presence on City web site (ref. Rec.#39) to reinforce contact point for housing information 	<p>City of Kingston - Housing Department (lead) in concert with County of Frontenac</p>	<p>Short term (1st year)</p>	<p>Staff time, including Comm. Consulting resources as required</p>
<p>34. That the City and County adopt a Housing Charter as a</p>	<ul style="list-style-type: none"> City staff to develop background information/examples and draft a charter for HHAC Committee 	<p>City of Kingston - Housing Department (lead) in consultation with Housing</p>	<p>Short term (1st year)</p>	<p>Staff time Consulting resources as</p>

Recommendations	Implementation	Responsibility	Timeframe	Required Resources
means of communicating policy principles regarding housing and homelessness	<p>consideration that conveys principles in succinct, straight-forward language</p> <ul style="list-style-type: none"> • Committee to review and recommend Charter for Council consideration • County staff to develop draft for County Council consideration 	<p>and Homeless Advisory Committee</p> <p>County of Frontenac - Planning staff (lead)</p>		required
35. That the City in collaboration with the County use community forums and theme-based workshops as vehicles for bringing partners together, expanding knowledge of housing development practices, and sharing community ideas, programs and policy.	<ul style="list-style-type: none"> • Develop possible themes for an annual or semi-annual event that brings partners together • Actively seek timely topics, speakers and possible sponsors (e.g. CMHC, Home Builders Assn., KEDCO, United Way of KFL&A, service clubs, etc.) • Focus on broader based housing topics that bring various stakeholders together 	<p>City of Kingston - Housing Department (lead) in concert with County of Frontenac</p>	Short term (1st to 2nd year)	Staff time, modest City and County funding as required
36. That the City, in concert with sector organizations where possible, help support community agency renewal	<ul style="list-style-type: none"> • Collaborate with sector organizations like Ontario Non-Profit Housing Assn., Cooperative Housing Federation, Ontario municipal Social Services Assn., Social Housing Services Corp. and Canada Mortgage & Housing 	<p>City of Kingston - Housing Department (lead)</p>	On-going	Staff time

Recommendations	Implementation	Responsibility	Timeframe	Required Resources
<p>through workshops geared to social housing practitioners</p>	<p>Corp. to determine what workshops or events they will be holding locally</p> <ul style="list-style-type: none"> • Identify potential unmet gaps and seek opportunities to encourage addressing of gaps by sector organizations • Were necessary, supplement sector efforts with targeted workshops to help build and maintain social housing provider capacity 			

2.5 Strategic Direction #5 - Cultivating Partnerships

Recommendations	Implementation	Responsibility	Timeframe	Required Resources
<p>37. That the City engage the homelessness service sector as part of the broader housing context by:</p> <ul style="list-style-type: none"> • Broadening the Housing and Homelessness Committee’s mandate to include homelessness issues and encourage the participation of service providers • Recognizing the Community Advisory Board as the primary advisory body regarding the funding of homelessness programs and initiatives • Expanding Housing staff responsibilities to include homelessness integration • Extending partnership information to homelessness agencies, 	<ul style="list-style-type: none"> • As part of the federal Homelessness Partnering Strategy (HPS) community entity framework, work with the Community Advisory Board (CAB) to establish roles and responsibilities • Engage housing, service and support providers in an inaugural roundtable to introduce staff and set out integrated planning directions • Use this opportunity to clarify the roles of the City and CAB and how these relate to the Housing and Homelessness Advisory Committee • Provide for CAB representation on the Housing and Homelessness Advisory Committee and encourage service provider participation • Establish homelessness contact and resource information for sharing among service agencies • Consolidate information and resource material for posting on the City web site (e-centre), promoting this as a central information tool for service providers and housing 	<p>City of Kingston - Housing Department (lead)</p>	<p>Short term Connections with providers and community (1st year)</p> <p>Information sharing is on-going</p>	<p>Staff time, support for web Consulting resources as required</p>

Recommendations	Implementation	Responsibility	Timeframe	Required Resources
especially those with housing-related activities sponsored by City	stakeholders			
<p>38. That the City more actively engage the private sector by:</p> <ul style="list-style-type: none"> Expanding on existing private-sector roundtable sessions currently fostered by the Planning Dept. Inviting private sector representatives to the Housing and Homelessness Committee table to share insights Hosting topical workshops or forums geared to private sector issues as a means of broadening a shared understanding among community partners 	<ul style="list-style-type: none"> Provide for Housing Department representation at private sector roundtable hosted by Planning Dept. Provide for private sector representation on the Housing and Homelessness Advisory Committee Host occasional events that bring community housing stakeholders together with the private sector Seek topics on broader based housing topics that are of interest to both private sector and community partners 	City of Kingston - Housing Department and Planning Dept.	Short term (1st to 2nd year)	Staff time, modest event costs
39. That the City establish and maintain a housing information e-centre on	<ul style="list-style-type: none"> Develop an on-line resource centre on the City web site that provides one-stop shopping for housing 	City of Kingston - Housing Department (lead)	Short term (1st to 2nd)	Staff time, web support

Recommendations	Implementation	Responsibility	Timeframe	Required Resources
<p>the City's web-site to provide housing information and establish a virtual contact point for inquiries.</p>	<p>information</p> <ul style="list-style-type: none"> • Build on existing housing services area but broaden housing topics to capture housing and homelessness • Ensure ease of navigation • Develop and maintain standard plus refreshed content to meet changing user needs 	<p>with Communications support</p>	<p>year)</p>	<p>Consulting resources as required</p>
<p>40. That the City include community-based housing innovation awards as part of the Liveable City Program as a means of acknowledging community partners and raising the profile of affordable housing.</p>	<ul style="list-style-type: none"> • Broaden the Livable City Program to recognize community-based housing innovations in affordability • Host occasional recognition events 	<p>City of Kingston - Planning Dept. in collaboration with Housing Department</p>	<p>Short term (2nd to 3rd year)</p>	<p>Staff time, modest City funding</p>

3.0 COSTING AND GOVERNANCE CONSIDERATIONS

As shown in the implementation plan in section 3.0, there are a number of considerations related to governance and resourcing. To move the MHS forward successfully, it will be important to maintain accountability for the MHS and the various tasks it embodies. Likewise, having clear lines of responsibility will help ensure that accountability is understood among those implementing the Strategy as well as those affected by its outcomes.

As a corporate strategic document, a Council-adopted MHS would provide a clear statement on policy direction regarding housing in the City and County. In terms of governance, it would also provide a framework for senior staff in helping to integrate housing with the various other corporate strategies for addressing municipal needs.

Ultimately, the Housing Department at the City would be the stewards of the MHS, leading implementation and being responsible for reporting on progress. However, there are many disciplines that are involved in advancing housing issues (Planning, Building, Finance, Legal, etc.) and for that reason, an Interdepartmental Committee is being proposed to help guide overall implementation activities. The Housing Department, acting as chair for the Committee, would work with County representatives and other key departments in the City to advance implementation of MHS recommendations across service areas. As part of an overall monitoring strategy, the Housing Department would also be responsible for maintaining data and reporting annually on MHS progress.

Apart from supporting implementation of the MHS, the Housing and Homelessness Advisory Committee (HHAC) for the City would provide advice and recommendations to Council and staff on activities or issues related to housing and homelessness, including the MHS. Within a broader mandate recommended by the MHS, this same Committee would act as a conduit for community stakeholders to bring forward issues, consider options and discuss possible solutions for these matters. Housing stakeholders would still have the opportunity to bring forward matters as part of regular dialogue on programs, policies and initiatives but the HHAC would act as a common and direct contact point for dialoguing on issues identified in the MHS.

Resource-wise, the implementation strategy has been designed to build on existing connections and linkages to help maximize outcomes. For that reason, it is expected that many of the recommendations are to be addressed via current staff resources or as part of other corporate initiatives, augmented by additional resources as-needed (internal or external). For certain key activities, specific technical expertise will need to be procured externally to support completion of tasks.

In the case of the Housing Department, the expanded responsibilities under the Province's Long Term Affordable Housing Strategy coupled with the responsibilities for MHS implementation are likely to necessitate the addition of resources to current staffing. To ensure that necessary skills and supports are available to fulfill this evolving function, the current roles and

responsibilities within the Housing Department will need to be re-examined with a view to aligning appropriate resources with existing and expanding Departmental responsibilities.

In addition to staff resourcing and consulting support, the implementation of the MHS will require commitments to support the more substantive financial recommendations of the Strategy. This is most directly related to the suite of incentives that are necessary to encourage the retention, maintenance and addition of affordable housing in the community. The Strategy identifies existing funding vehicles and resources to support implementation efforts through the use of existing housing programs, owned lands/properties and the leveraging of housing assets. However, there will be a requirement for additional resources to establish and sustain the proposed Housing Fund. Options for seeding and on-going funding have been identified in the Strategy and through subsequent deliberations, it is anticipated that the best-value options will be adopted to achieve this financial goal. Having this on-going financial commitment is critical to the success of the implementation plan.

However, there is a clear recognition that the City and County alone cannot address the full breadth and depth of housing needs in the community. Given the responsibilities of senior government and recognizing the limits of the municipal tax base, the meaningful financial engagement of both the provincial and federal governments is key to fully addressing housing needs in the community. The creation of a local environment that supports housing outcomes is well within the local purview and is a critical part of building a healthy and inclusive community. To be truly sustainable, however, there continues to be a role for senior government in supporting large scale supply initiatives, social housing renewal and addressing income maintenance issues for the most vulnerable in the community. For that reason, the implementation plan recommends moving forward with municipal efforts to maximize local resources while at the same time sustaining advocacy efforts with senior government to ensure their on-going support.

4.0 MONITORING STRATEGY

Like any strategic plan, the Municipal Housing Strategy should be a dynamic document, recognizing that the environment in which it was developed and the priorities it espouses can change over time. To help enable this flexibility, there is a need to measure and provide feedback on progress. In this way, initiatives can be evaluated for effectiveness and revised as needed to better leverage resources for intended outcomes. Where new priorities are identified over time, initiatives can be re-targeted to better address emerging needs. In order to enable this important evaluation loop, it is critical to measure and monitor on-going progress.

As an identified recommendation in the MHS, an **Annual Housing Report Card** should be prepared to identify housing activities undertaken as compared to the goals and recommendations set out in the Municipal Housing Strategy. Tracking annual progress for each of the recommendations will help to provide accountability for Council and the broader community. This process will also provide an opportunity to engage community stakeholders in the initiatives being undertaken to help gauge effectiveness. Through the annual reporting process, there is also the opportunity to flag potential barriers being encountered and identify any remedial action necessary to move initiatives forward.

A secondary benefit of the report card is the ability to track and report on important local housing trends. By measuring key indicators, progress on outcomes from the MHS can be assessed annually. Similarly, changing dynamics in the housing market and local economic conditions can also be tracked to better understand their potential impact on MHS initiatives. Some of the key indicators typically measured in this regard are:

- Number of affordable rental and ownership units created
- Number of emergency, transitional and supportive housing units created
- Number of people housed from the wait list for social housing
- Changes to vacancy rates, rent levels and other key annual housing market indicators
- Financial and in-kind investments by partners

The Province has stated its intention as part of the LTAHS to require certain local reporting on indicators. The Annual Report Card should consider integrating these required measures along with those that report MHS progress and track local housing needs.

A **comprehensive review** of the Municipal Housing Strategy should be undertaken every five years to coincide with the release of new Census data. This comprehensive review should look at the current composition of the Kingston and Frontenac populations, trends in household composition, supply of a range of housing types to meet the needs of this population, and housing affordability. In addition to Census data, other tools that can be used to perform this analysis would include CMHC housing market data, a survey of emergency, transitional and supportive housing providers, and mortgage interest rates.

5.0 PRIORITIES AND KEY SUCCESS FACTORS

The implementation plan for the MHS has established a comprehensive set of activities to help action the recommendations as well as a proposed timeline for completion. The staging of these activities is linked in part to a logical sequence while still recognizing the priority status of certain of the recommendations. The first year of implementation for the MHS will be an important one in getting organized and embarking on key initiatives. Based on priorities established in the implementation plan, important initial steps for the MHS will include:

- Adopting the Municipal Housing Strategy as a key housing blueprint for the City and County
- Formalizing the roles and responsibilities of the Housing Department as the primary steward of the MHS, recognizing the need to add and align appropriate resources with existing and expanding Departmental responsibilities
- Establishing the City's Interdepartmental Committee to refine and advance implementation work planning
- Restructuring the Housing and Homelessness Advisory Committee and developing a Housing Charter
- Adopting recommended housing targets
- Establishing a Housing Fund and seeding it with start-up resources
- Evaluating and selecting financial vehicles for sustaining contributions to the Housing Fund
- Advocating for senior government funding (new supply, supports and repairs)
- Identifying targeted municipal incentives and broadening granting authority
- Advancing key Zoning & Official Plan issues with the Planning Department as part of Comprehensive Zoning By-law review process
- Developing a funding step down plan for existing funding programs that are sunsetting
- Developing an interim Asset Management strategy for social housing where debt is maturing in the next 12-36 months
- Developing and issuing an initial housing Report Card

To help ensure the successful launch and implementation of the MHS, it will be critical to move forward on these initial activities once the MHS is adopted. Key factors for the on-going success of the MHS include:

- *Creating a collaborative environment* - Maintaining a common strategic focus, establishing core responsibilities and linking efforts to better address community needs
- *Getting partners engaged in the dialogue* - Establishing and sustaining a dialogue among all partners in the housing system to promote better community outcomes
- *Committing resources* - Making best use of existing resources while enhancing efforts though additional on-going resources
- *Communicating results* - Maintaining community awareness and accountability through regular reporting