



KINGSTON MODEL FOR ACTION - AFFORDABLE HOUSING SUPPLY IMPLEMENTATION PLAN WORKBOOK

Council Meeting - May 31, 2005



Recommendation #1

It is recommended that the City of Kingston adopt the following Housing Vision and Mission Statement:

- **Strategic Vision for Affordable Housing**

The City of Kingston commits to building capacity for adequate, affordable and accessible housing through progressive professional services, leadership, and developing lasting partnerships to enhance quality of life for all citizens.

- **Housing Mission**

To provide adequate, affordable and accessible housing that responds to the diverse needs of all residents.

- **Underlying Principles**

Adequate Housing: housing in suitable locations offering adequate space, amenities and quality to meet the needs of all residents of the City of Kingston

Affordable Housing: housing affordable within 30% of household income of all residents of the City of Kingston

Accessible Housing: housing that is physically and economically accessible to all residents of the City of Kingston

Reference: Page 23-24 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Strategic Initiatives, Planning Division

Actions Required to Implement Recommendation:

- Endorsement of Council
- Press release and communication (internal and external)
- The City of Kingston website update

Any Identified Constraints which would Impede Implementation:

none

Tentative Timeline for Implementation:

Immediate upon council approval

Financial Impact:

none

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #2

It is recommended that all decisions on municipal policy, programs, incentives, and other matters related to the delivery of the Kingston Model should be made by City Council and that all such matters should be brought before the Community Services Committee for discussion and recommendation to Council.

Reference: Page 29-30 of the Kingston Model for Affordable Housing Development Final Report.

Lead
Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:
Community Services, Planning Division, Finance, Legal Services, Strategic Initiatives, Information Systems, Operations

Actions Required to Implement Recommendation:

- Establish a report template for the submission
- Determine appropriate process for approval considering Standing Committee when cross departmental consultation required, ie. COW.

Any Identified Constraints which would Impede Implementation:
none

Tentative Timeline for Implementation:
Immediate upon Council approval

Financial Impact:
none

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ *Seconded by _____* Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #3

It is recommended that the City of Kingston appoint an Affordable Housing Development Committee to provide advice to the Community Services Committee and Council on affordable housing matters. The composition of the Committee should include one Council member, the Housing Manager, two community champions, a private developer, a non-profit housing provider, a tenant, a landlord, a representative of a community-based service agency and a financial expert. The Committee should report through the Community Services Committee of Council. The Committee should maintain close linkages with other City committees to ensure full coordination of all initiatives.

Reference: Page 30-31 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Communications, Council Support, Finance, Strategic Initiatives

Actions Required to Implement Recommendation:

- Prepare Terms of Reference
- Advertise for Community Champion(s)
- Define membership and scope of work
- Establish linkages to other City Committees

Any Identified Constraints which would Impede Implementation:

none

Tentative Timeline for Implementation:

June - September, 2005

Financial Impact:

none

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #4

It is recommended that an ongoing multi-disciplinary Affordable Housing staff team be established comprised of staff from the Housing Division, CAO's Office, Finance, Department of Planning and Development Services, Public Works, GIS, Legal, Social Services, the Kingston Economic Development Corporation (KEDCO) and representatives of CMHC and the Provincial Ministry of Infrastructure and Renewal. This team would be familiarized with the mandate of the Kingston Model and contribute in a variety of ways to the success of proposed initiatives. The staff team would report to the Affordable Housing Development Committee.

Reference: Page 31-32 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Planning and Development, Finance, CAO's office, Legal Services, Information Systems, Operations, KEDCO, CMHC, MMAH/MPIR

Actions Required to Implement Recommendation:

- Prepare and approve Terms of Reference
- Define membership
- Establish reporting procedures

Any Identified Constraints which would Impede Implementation:

none

Tentative Timeline for Implementation:

June - September, 2005

Financial Impact:

none

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #5

It is recommended that the function of Affordable Housing Co-ordinator be incorporated into the City of Kingston Housing Division. The efforts of this individual should be overseen by the Housing Manager and supported by the Housing Secretary.

Reference: Page 32-33 of the Kingston Model for Affordable Housing Development Final Report.

Lead
Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:
n/a

- Actions Required to Implement Recommendation:**
- Define role and responsibilities within the Housing Division
 - Establish reporting procedures
 - Assume function within existing Housing Division Staff and include new responsibilities and revise job descriptions
 - Submit revised job descriptions to Human Resources

Any Identified Constraints which would Impede Implementation:
none

Tentative Timeline for Implementation:
Immediate upon Council approval

Financial Impact:
none

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #6

It is recommended that the City establish the Kingston Affordable Housing Centre to facilitate affordable housing development and to act as a visible demonstration of the City's commitment to affordable housing. The Centre should be located within the Housing Division offices at City Hall. Secondary centres such as the offices of KEDCO should also be established to help distribute information.

Reference: Page 33-34 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

KEDCO, Communications, Client Services

Actions Required to Implement Recommendation:

- Conduct inventory of existing resources
- Prepare implementation workplan
- Organize of framework and communication protocol
- Establish working relationship with other participating organizations
- Prepare operational manual for continuous service delivery

Any Identified Constraints which would Impede Implementation:

Space

Tentative Timeline for Implementation:

Continuous service delivery

Financial Impact:

Minimal costs

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #7

It is recommended that all participants in the Kingston Model be prepared to take a flexible approach in order to enhance the opportunity for success. The Affordable Housing Co-ordinator, the Affordable Housing Team, the Affordable Housing Development Committee and City Council itself should be prepared to consider a variety of new challenges with every potential opportunity and to maintain the flexibility to arrive at unique solutions on a case-by-case basis; providing, of course, that the solution supports the Housing Vision, represents value for the community and is consistent with the overall Strategic Plan

Reference: Page 34-35 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Strategic Initiatives, Communications

Actions Required to Implement Recommendation:

- Define organizational structure for coordinated, integrated, and comprehensive approach

Any Identified Constraints which would Impede Implementation:

none

Tentative Timeline for Implementation:

ongoing

Financial Impact:

none

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #8

It is recommended that the City continue to make active use of the provisions of the Capital Facilities Bylaw to provide incentives for the development of affordable housing.

Reference: Page 38-39 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Planning Division, Finance, Legal Services

Actions Required to Implement Recommendation:

- Establish communication protocol

Any Identified Constraints which would Impede Implementation:

none

Tentative Timeline for Implementation:

ongoing

Financial Impact:

Project specific

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #9

It is recommended that Planning Division Staff investigate the potential for incorporating density bonusing and transfer of development rights as policies in the new Official Plan to support the development of affordable housing. Given the urgent need for affordable housing across the City, it is important that Council move forward with reviewing planning provisions related to affordable housing in the short-term to accompany the adoption of the Kingston Model.

Reference: Page 39-40 of the Kingston Model for Affordable Housing Development Final Report.

Lead
Planning & Development Services, Planning Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:
Housing Division, Legal Services

Actions Required to Implement Recommendation:

- Density bonusing and transfer of development rights

Any Identified Constraints which would Impede Implementation:
To be determined by Planning Division

Tentative Timeline for Implementation:
To be determined by Planning Division

Financial Impact:
To be determined by Planning Division

For Council Support Use Only
City Council approval: Yes No Deferred
If Yes Moved by _____ Seconded by _____ Carried Yes No
If No or Deferred Indicated Council Direction/Discussion:

Recommendation #10

It is recommended that the City continue to make the City continue to provide financial incentives by altering or reducing municipal fees and charges or give grants in lieu of development charges of municipal fees and charges/grants in lieu of development charges an important part of the Kingston Model. It is recommended that the City investigate the feasibility and impact of allocating part of the revenues collected through Development Charges Bylaw to the proposed Affordable Housing Revolving Fund. In addition, the next time a new Development Charges By-law is developed, the City should document the level of service required to meet affordable housing needs and make sure the By-law incorporates a strong rationale for an appropriate charge

Reference: Page 40-41 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Finance Division, Planning Division

Actions Required to Implement Recommendation:

- Provide project specific financial incentives under the terms and conditions of Capital Facilities By-Law
- Establish selection criteria for providing financial assistance

Any Identified Constraints which would Impede Implementation:

Financial resources

Tentative Timeline for Implementation:

Project specific

Financial Impact:

Project specific

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #11

It is recommended that the Kingston Model consider brownfield redevelopment as a source of sites for affordable housing.

Reference: Page 42-44 of the Kingston Model for Affordable Housing Development Final Report.

Lead
Office of the Commissioner of Planning & Development Services, Planning Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:
Housing Division, Legal Services, Finance

Actions Required to Implement Recommendation:

- Coordinated brownfield redevelopment with affordable housing component

Any Identified Constraints which would Impede Implementation:
Project specific environmental assessment

Tentative Timeline for Implementation:
Project specific

Financial Impact:
Project specific

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ *Seconded by _____* Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #12

It is recommended that the City support the recommendations of the Provincial Housing Supply Working Group as set out in Sections 7.6 and 7.7 of this report and further outlined on the website of the Ministry of Municipal Affairs and Housing.

Reference: Page 47-48 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Planning Division, Legal Services, Information Systems, Ministry of Municipal Affairs & Housing, Municipal Public Infrastructure Renewal (hereafter referenced in the workbook as MMAH/MPIR)

Actions Required to Implement Recommendation:

- Enhance working relationships

Any Identified Constraints which would Impede Implementation:

None

Tentative Timeline for Implementation:

Ongoing

Financial Impact:

None

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #13

It is recommended that the City work with private and non-profit housing developers to ensure a supply of designated lands close to services continues to be available for affordable housing development.

Reference: Page 50-51 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Planning Division, KEDCO

Actions Required to Implement Recommendation:

- Establish communication protocol
- Formalize consultation process

Any Identified Constraints which would Impede Implementation:

none

Tentative Timeline for Implementation:

Fall 2005

Financial Impact:

none

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #14

It is recommended that the City ensure that new affordable housing development supports the policies contained in the City's Urban Growth Strategy.

Reference: Page 51-52 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Planning Division

Actions Required to Implement Recommendation:

- Coordination of departmental activities

Any Identified Constraints which would Impede Implementation:

none

Tentative Timeline for Implementation:

ongoing

Financial Impact:

None

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #15

It is recommended that the City ensure that the Kingston Model incorporates the policies set out in the Provincial Policy Statement on Housing when it is finalized and adopted by the Province of Ontario.

Reference: Page 52-54 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Planning Division

Actions Required to Implement Recommendation:

- Coordination of joint policy development

Any Identified Constraints which would Impede Implementation:

none

Tentative Timeline for Implementation:

ongoing

Financial Impact:

none

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #16

It is recommended that the City work with the federal and provincial governments to prepare an inventory of federal and provincial lands and investigate the availability of any surplus parcels for affordable housing.

Reference: Page 54 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Planning Division, Legal Services, Information Systems, Operations, CMHC, MMAH/MPIR

Actions Required to Implement Recommendation:

- Conduct inventory of surplus land
- Establish interdivisional protocol
- Establish database parameters

Any Identified Constraints which would Impede Implementation:

Unknown at this time

Tentative Timeline for Implementation:

Fall 2005, ie. contingent upon final recommendations on Land Banking Policy

Financial Impact:

none

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #17

It is recommended that the City prepare an inventory of municipally-owned lands with potential for affordable housing and also adopt a Housing First policy where any surplus municipal lands are considered for affordable housing first before being placed for sale.

Reference: Page 55 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Planning Division, Legal Services, Information Systems, Operations, CMHC, MMAH/MPIR

Actions Required to Implement Recommendation:

- Inventory of municipally-owned lands
- Approval of the Land Banking Policy

Any Identified Constraints which would Impede Implementation:

None at this time

Tentative Timeline for Implementation:

Fall 2005

Financial Impact:

Unknown at this time

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #18

It is recommended that Council confirm its support for a Land Banking program as part of the Kingston Model initiative, to be established and operated through a Land Trust. Council should request staff to recommend the organizational, financial and policy elements comprising the program in its upcoming Land Banking Report. This program would go hand-in-hand with the recommended Housing First policy.

Reference: Page 55-57 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Planning Division, Finance, Legal Services, Operations

Actions Required to Implement Recommendation:

- Formalization of the Land Banking governing framework and policy

Any Identified Constraints which would Impede Implementation:

Unknown at this time

Tentative Timeline for Implementation:

Fall, 2005

Financial Impact:

Unknown at this time

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #19

It is recommended that the City ensure that the new Official Plan under preparation for the amalgamated City reflects a comprehensive program in support of affordable housing in a similar fashion to the Official Plan policies currently contained in the Official Plan of the former City of Kingston, updated to reflect current practices and strategic visions and consistent with the new Provincial Policy Statement on Housing. These policies should apply throughout the entire area as appropriate.

Reference: Page 57-60 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Planning & Development Services, Planning Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Housing Division, Legal Services

Actions Required to Implement Recommendation:

- Policies to reflect a comprehensive program in support of affordable housing

Any Identified Constraints which would Impede Implementation:

To be determined by the Planning Division

Tentative Timeline for Implementation:

To be determined by the Planning Division

Financial Impact:

To be determined by the Planning Division

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #20

It is recommended that the City ensure that the new consolidated Zoning Bylaw under preparation for the amalgamated City harmonizes regulations regarding residential development in a manner that reduces barriers to the development of affordable housing. The bylaw should attempt to reduce potential barriers caused by minimum separation distances for some forms of housing in some areas, the lack of various permitted residential uses in some areas (especially for special needs housing), and large minimum floor areas in some areas. The new Bylaw should provide the opportunity to support reduced parking standards in some cases, in accordance with demonstrated evidence of reduced parking requirements for uses such as senior citizen housing, housing for physically disabled individuals, and so on.

Reference: Page 63-65 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Planning & Development Services, Planning Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Community Services Dept. (Accessibility), Housing Division, Legal Services, Operations (Parking)

Actions Required to Implement Recommendation:

- Harmonized zoning regulations

Any Identified Constraints which would Impede Implementation:

Unknown at this time

Tentative Timeline for Implementation:

To be determined by Planning Division

Financial Impact:

To be determined by Planning Division

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #21

It is recommended that the City review its policy on second suites in consultation with the broader community with a view to expanding the areas where they are permitted as of right, providing they comply with identified planning criteria, building codes and health and safety regulations.

Reference: Page 65-66 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Planning & Development Services, Planning Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Housing Division, Legal Services, MMAH/MPIR, Broader Community

Actions Required to Implement Recommendation:

- Second suites (accessory apartments)

Any Identified Constraints which would Impede Implementation:

To be determined by Planning Division

Tentative Timeline for Implementation:

To be determined by Planning Division

Financial Impact:

To be determined by Planning Division

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #22

It is recommended that the City review its development standards with a view to identifying standards which could potentially be relaxed in support of affordable housing developments. It should adopt a policy of identifying criteria which would have to be met in order to qualify for such relaxed standards.

Reference: Page 66 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Office of the Commissioner of Planning & Development Services, Planning Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Housing Division, Legal Services, MMAH/MPIR

Actions Required to Implement Recommendation:

- Review existing development standards under Provincial Policy Statement
- Establish development standards for affordable housing development through residential intensification, redevelopment/rehabilitation, and new construction

Any Identified Constraints which would Impede Implementation:

To be determined by Planning Division

Tentative Timeline for Implementation:

To be determined by Planning Division

Financial Impact:

To be determined by Planning Division

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #23

It is recommended that the Affordable Housing Team place a particular priority on encouraging affordable housing developments that support downtown revitalization and related City of Kingston intensification policies and initiatives.

Reference: Page 66-67 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Planning Division, Legal Services, City Communications, DBIA, KEDCO

Actions Required to Implement Recommendation:

- Establish communication protocol to support downtown revitalization
- Establish public consultation and community involvement framework

Any Identified Constraints which would Impede Implementation:

none

Tentative Timeline for Implementation:

Roll out in the fall 2005

Financial Impact:

None

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #24

It is recommended that the City monitor the Province’s consultation process on controlling conversion and demolition of existing affordable rental housing and adopt a harmonized local policy in this regard across the amalgamated City following finalization and approval of the Provincial policy

Reference: Page 68-69 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Planning & Building Division, Legal Services

Actions Required to Implement Recommendation:

- Monitoring the Province’s consultation process on controlling the conversion and demolition of affordable housing

Any Identified Constraints which would Impede Implementation:

To be determined by the Housing Division

Tentative Timeline for Implementation:

To be determined by the Housing Division

Financial Impact:

To be determined by the Housing Division

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #25

It is recommended that Planning Division Staff undertake further study of an inclusionary zoning policy to require a portion of all new housing to be affordable. The study should determine the impacts and feasibility of its implementation and include further investigation into the legal authority under current legislation to adopt an inclusionary zoning policy. Should positive results be identified, the City should consider incorporation of such policies in its new Official Plan and Zoning Bylaw in order to further support the Kingston Model. The City might consider waiting until the draft Provincial Policy Statement on Housing is finalized to determine whether it will include this type of requirement.

Reference: Page 69-70 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Planning & Development Services, Planning Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Housing Division, Legal Services

Actions Required to Implement Recommendation:

- Inclusionary zoning policy that a portion of all new housing be affordable
- Recommendations will be addressed in the context of the preparation of the new Official Plan
- The establishment of a policy framework in support of affordable housing and therefore do not necessarily require a "lead"

Any Identified Constraints which would Impede Implementation:

To be determined by Planning Division

Tentative Timeline for Implementation:

Ongoing

Financial Impact:

To be determined by Planning Division

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #26

It is recommended that the Kingston Model promote and support the initiatives set out in the Kingston Transportation Master Plan by encouraging affordable housing development in close proximity to public transportation and promoting affordable housing development in inner city locations and underutilized areas.

Reference: Page 70-71 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Planning & Development Services, Planning Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Housing Division, Operations

Actions Required to Implement Recommendation:

- Promoting affordable housing at locations that support the initiatives of the Kingston Transportation Master Plan

Any Identified Constraints which would Impede Implementation:

Unknown at this point

Tentative Timeline for Implementation:

To be determined by Planning Division

Financial Impact:

None

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #27

It is recommended that the Kingston Model promote and support the initiatives set out in the Kingston Cycling and Pathways Study by encouraging affordable housing development in inner city and redevelopment areas that would facilitate pedestrian, bicycle and other forms of non-vehicular transportation.

Reference: Page 71 of the Kingston Model for Affordable Housing Development Final Report.

Lead
Planning & Development Services, Planning Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:
Housing Division, Cultural Services, Operations

Actions Required to Implement Recommendation:

- Promoting affordable housing at locations that support the initiatives of the Cycling and Pathways Study

Any Identified Constraints which would Impede Implementation:
To be determined by Planning Division

Tentative Timeline for Implementation:
To be determined by Planning Division

Financial Impact:
none

For Council Support Use Only
City Council approval: Yes No Deferred
If Yes Moved by _____ Seconded by _____ Carried Yes No
If No or Deferred Indicated Council Direction/Discussion:

Recommendation #28

It is recommended that the City approach CMHC with a view to taking over administration of the RRAP Program. The City should review the most appropriate internal organizational structure to deliver the program and the financial impacts of undertaking program administration.

Reference: Page 76-77 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Planning & Building Divisions, CMHC

Actions Required to Implement Recommendation:

- Administration of the RRAP Program

Any Identified Constraints which would Impede Implementation:

To be determined by the Housing Division

Tentative Timeline for Implementation:

To be determined by the Housing Division

Financial Impact:

Fees received from CHMC to administer program

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #29

It is recommended that the City approach CMHC with a view to taking over administration of the Emergency Repair Program (ERP). The City should review the most appropriate internal organizational structure to deliver the program and the financial impacts of undertaking program administration.

Reference: Page 77 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Planning & Building Divisions

Actions Required to Implement Recommendation:

- Administration of the Emergency Repair Program

Any Identified Constraints which would Impede Implementation:

To be determined by the Housing Division

Tentative Timeline for Implementation:

To be determined by the Housing Division

Financial Impact:

Fees received from CHMC to administer program

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #30

It is recommended that the Affordable Housing Team ensure that the City takes advantage of as many of sources of federal and provincial funds as possible to support an active affordable housing development program and regularly monitors federal, provincial and other funding sources to identify emerging opportunities. The City should continue to advocate strongly for increased levels of ongoing federal and provincial financial support to assist in the provision of all forms of housing and support along the housing continuum.

Reference: Page 84 of the Kingston Model for Affordable Housing Development Final Report.

Lead
Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:
Multidisciplinary team, Communications, Council Support, Finance, Strategic Initiatives, MOHLTC, MMAH, MCSS

Actions Required to Implement Recommendation:
▪ Establish ongoing communication with MMAH/MPIR

Any Identified Constraints which would Impede Implementation:
none

Tentative Timeline for Implementation:
ongoing

Financial Impact:
none

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ *Seconded by* _____ *Carried Yes* *No*

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #31

It is recommended that the City try and tie new rent supplement units to new affordable development projects wherever possible in order to contribute to the financial feasibility of these developments and continue to request expanded funding for additional units under this Provincial Program.

Reference: Page 84 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

MMAH, MPIR, MOHLTC, MCSS

Actions Required to Implement Recommendation:

- Secure funding allocation from MMAH rent supplement units and housing allowances under new Affordable Housing Program and adopt an exit strategy where appropriate

Any Identified Constraints which would Impede Implementation:

Housing allowance funding allocation is limited by five year from initial rent up

Tentative Timeline for Implementation:

Subject to provincial guidelines

Financial Impact:

Exit strategy, to be determined by provincial policy

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #32

It is recommended that the Affordable Housing Team explore partnership opportunities with local organizations pursuing innovative forms of affordable housing, such as affordable home ownership initiatives being undertaken by the Kingston Chapter of Habitat for Humanity, to expand the range of housing alternatives available at all ends of the housing continuum.

Reference: Page 85-86 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Multidisciplinary team, Communications, Council Support, Finance, Strategic Initiatives, Non-Profits

Actions Required to Implement Recommendation:

- Building partnerships with local organizations along the housing continuum

Any Identified Constraints which would Impede Implementation:

none

Tentative Timeline for Implementation:

ongoing

Financial Impact:

To be determined by the Housing Division

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #33

It is recommended that the City commence a pilot Portable Rent Subsidy program that would start with 25 units in the first year and add a further 25 units per year for the following three years. At that time, an evaluation should be undertaken to determine whether the program is meeting its goals and objectives and should be continued, expanded or terminated.

The Portable Subsidy Program should also be used to provide support for the development of new affordable housing projects by incorporating tenants receiving these subsidies into such developments. The City should also monitor Provincial announcements regarding Provincial Rent Supplement Program funding for Service Managers and adjust the scale of its municipally-financed program accordingly.

Reference: Page 87-88 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Finance, MMAH

Actions Required to Implement Recommendation:

- Develop portable rent subsidy policy in conjunction with the Provincial Housing Allowance Program

Any Identified Constraints which would Impede Implementation:

Potential financial contributions by municipality

Tentative Timeline for Implementation:

Report to Council #05-173 identified the time frame for the creation of the 100 unit as 2008-2011

Financial Impact:

For each 25 units created the increase to the Housing Division budget is estimated at \$161,250.

Estimate cost of 100 new rent supplement units is \$645,000.

Federal/Provincial - The Affordable Housing Program (Phase II) may allocate rent supplement units to the City of Kingston. If that occurs the time frame for creating the units would be moved up to 2006 and the costs would be deferred until 2011.

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #34

It is recommended that the City establish and maintain a Municipal Affordable Housing Revolving Fund by means of an annual contribution of \$100,000. These funds should be allocated by the Affordable Housing Team to support a variety of activities related to affordable housing developments in the City. Funds should be provided on a loan basis at 1% below prime with repayment commencing upon the development of the project.

Reference: Page 89-91 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Finance, Legal

Actions Required to Implement Recommendation:

- Establish municipal affordable housing revolving fund, ie. construction reserve
- Establish eligibility criteria and financial allocation procedures

Any Identified Constraints which would Impede Implementation:

Financial implications to municipality

Tentative Timeline for Implementation:

2005 - 2009

Financial Impact:

No increase in Housing Division budget required. The Revolving Fund would be created only if there are net recoveries from housing providers beginning in 2007.

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #35

It is recommended that the Affordable Housing Co-ordinator develop and conduct training programs for local affordable housing stakeholders to assist in building local capacity for affordable housing development. The Co-ordinator should seek the assistance of organizations currently making available appropriate training packages, such as CMHC, the Ontario Non-Profit Housing Association, the Canadian Homebuilders Association, the Canadian Real Estate Association, the Canadian Housing and Renewal Association, the Co-operative Housing Federation of Canada and the Ontario Professional Planners Institute.

Reference: Page 92-93 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Multidisciplinary team, Communications, Council Support, Finance, Strategic Initiatives

Actions Required to Implement Recommendation:

- Develop training program and schedule to deliver information sessions to stakeholders in partnerships with CMHC, MMAH/MPIR and other provincial sector agencies

Any Identified Constraints which would Impede Implementation:

none

Tentative Timeline for Implementation:

ongoing

Financial Impact:

minimal

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #36

It is recommended that the Affordable Housing Co-ordinator conduct a survey among housing stakeholders to identify the topics of greatest interest and importance with which to initiate capacity building training and education in affordable housing.

Reference: Page 94-95 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Multidisciplinary team, Communications, Council Support, Finance, Strategic Initiatives

Actions Required to Implement Recommendation:

- Design questionnaire
- Conduct annual training survey among housing stakeholders

Any Identified Constraints which would Impede Implementation:

none

Tentative Timeline for Implementation:

ongoing

Financial Impact:

none

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ *Seconded by* _____ *Carried Yes* *No*

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #37

It is recommended that the Affordable Housing Co-ordinator commence gathering materials and resources for the Kingston Affordable Housing Resource Centre and should commence the establishment of the Kingston Model website. This website should be linked to the City of Kingston website and to other relevant websites. A network of stakeholders should be established for the circulation of new materials, RFP's, applications forms, newsletters and other key information on affordable housing.

Reference: Page 95 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Communications

Actions Required to Implement Recommendation:

- Currently in practice

Any Identified Constraints which would Impede Implementation:

none

Tentative Timeline for Implementation:

ongoing

Financial Impact:

minimal

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #38

It is recommended that the Affordable Housing Co-ordinator place a strong emphasis on bringing together potential partners to enhance capacity for affordable housing developments. Typical examples could include private and non-profit housing providers; non-profit housing providers and service agencies; government departments at different levels; volunteer agencies and self-help housing groups; and so on.

Reference: Page 96-97 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Multidisciplinary team, Communications, Council Support, Finance, Strategic Initiatives, CMHC, MMAH/MPIR

Actions Required to Implement Recommendation:

- Continue delivery of the Affordable Housing Forum in partnership with CMHC and MMAH/MPIR

Any Identified Constraints which would Impede Implementation:

none

Tentative Timeline for Implementation:

ongoing

Financial Impact:

none

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #39

It is recommended that the Affordable Housing Team monitor policies and programs of senior levels of government and recommend to Council areas where they might advocate for change and improvement to more effectively meet affordable housing needs. The Affordable Housing Co-ordinator should participate actively in associations such as the Association of Municipalities of Ontario, the Ontario Municipal Social Services Association, the Canadian Housing and Renewal Association and the Ontario Non-Profit Housing Association in order to facilitate exchanges of information and to help develop support for advocating change in senior government policies and programs.

Reference: Page 98 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Multidisciplinary team, Communications, Council Support, Finance, Strategic Initiatives

Actions Required to Implement Recommendation:

- Continue and enhance ongoing communication protocol with sector groups

Any Identified Constraints which would Impede Implementation:

none

Tentative Timeline for Implementation:

ongoing

Financial Impact:

none

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #40

It is recommended that the Affordable Housing Team ensure that members of Council and local ratepayers in areas where new affordable housing developments are being considered are consulted and involved from the earliest stages of such developments. Further, when new affordable housing initiatives are being considered, stakeholders should be widely consulted for input regarding the design and delivery of such initiatives. A particular effort should be made to involve potential occupants of such developments in the consultation process.

Reference: Page 99 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Multidisciplinary team, Communications, Council Support, Finance, Strategic Initiatives

Actions Required to Implement Recommendation:

- Ensure that consultation process is in place
- Provide NIMBY training to stakeholders

Any Identified Constraints which would Impede Implementation:

none

Tentative Timeline for Implementation:

ongoing

Financial Impact:

none

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #41

It is recommended that the Affordable Housing Co-ordinator monitor the success of the Kingston Model in achieving its objectives, update the analysis of housing needs on a regular basis and prepare an annual report card documenting activities and achievements of the Kingston Model each year and identifying needs, goals and objectives for the following year.

Reference: Page 100 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Multidisciplinary team, Communications, Council Support, Finance, Strategic Initiatives

Actions Required to Implement Recommendation:

- Prepare on an annual basis the Service Manager Housing Statement

Any Identified Constraints which would Impede Implementation:

none

Tentative Timeline for Implementation:

annually

Financial Impact:

none

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #42

It is recommended that the City of Kingston place responsibility for day-to-day operations of the Kingston Model with the Housing Division. Day-to-day operations should be carried out by existing staff of the Housing Division with the following time allocation:

- 10% of the time of the Housing Manager
- 25% of the time of the Housing Policy Co-ordinator
- 10% of the time of the Housing Secretary

A maximum of \$30,000 should be set aside annually for equipment, supplies, communications and space rental for activities related to the Kingston Model
Should the Portable Rent Subsidy, Land Banking/Land Trust and Affordable Housing Revolving Fund Programs be established, 25% of the time of one existing program administrator should be allocated to operations of these programs.

Should the City be successful in obtaining agreement from CMHC to act as its agent in the delivery of the RRAP Program, it should ensure that program administration costs do not exceed the amount of funds received from CMHC for administration of the Program.

The City should actively pursue administrative funds available through RRAP, the Federal-Provincial Affordable Housing Program and any other affordable housing programs to help cover the costs of operating the Kingston Model.

Reference: Page 101-104 of the Kingston Model for Affordable Housing Development Final Report.

Lead
Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:
Planning Division

Actions Required to Implement Recommendation:

- Incorporating all functions and responsibilities within the assisting Housing Division staff approved compliment

Any Identified Constraints which would Impede Implementation:
none

Tentative Timeline for Implementation:
ongoing

Financial Impact:
none

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #43

It is recommended that the City of Kingston financially support the following affordable housing development/subsidy program:

- 100 units per year developed primarily under the Federal-Provincial Affordable Housing Program. These units would be financially assisted locally through providing municipal incentives (reducing or altering municipal fees and charges), equalization of property taxes to the residential rate and the donation of surplus municipal lands where possible.
- 25 RGI units per year over four years funded through a municipal Portable Rent Subsidy program at an estimated cost of \$150,000 in year one, \$300,000 in year two, \$450,000 in year three and \$600,000 in year four.
- An active land banking program (costs to be reported on later in 2005 by staff)
- An annual municipal contribution of \$100,000 to an Affordable Housing Revolving Fund, to be loaned out at 1% below prime to assist proponents in the start-up stages of affordable housing developments, with repayment commencing when projects are developed.

Reference: Page 108 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Finance

Actions Required to Implement Recommendation:

Council approval to allocate Housing Division annual surplus to the Affordable Housing Construction Reserve

Any Identified Constraints which would Impede Implementation:

none

Tentative Timeline for Implementation:

2005 to 2007 for the creation of the Affordable Housing Construction Reserve.
2008 creation of 100 new Affordable Housing Program units.

Financial Impact:

The financial impact of creating 100 RGI units and a Revolving Fund have been dealt with in recommendation 33 and 34. Surplus funds from 2004, and any future surplus from 2005 and 2006 should be placed in an Affordable Housing Construction Reserve to an upset limit of \$600,000. This would eliminate the need for any annual budget impact.

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

Recommendation #44

It is recommended that the proposed Affordable Housing Team work together with local housing providers to bring the suggested demonstration projects to reality.

Reference: Page 123 of the Kingston Model for Affordable Housing Development Final Report.

Lead

Community Services Department, Housing Division

What Other Departments/Divisions/External Agencies Need to be included/consulted:

Planning Division, Operations, Finance, Legal

Actions Required to Implement Recommendation:

- Move demonstration projects to the next phase of discussions on development

Any Identified Constraints which would Impede Implementation:

Release of the Phase II Federal/Provincial affordable housing program in the fall

Tentative Timeline for Implementation:

Project specific

Financial Impact:

Project specific and potential municipal contributions are required under the new Federal/Provincial Affordable Housing program

For Council Support Use Only

City Council approval: Yes No Deferred

If Yes Moved by _____ Seconded by _____ Carried Yes No

If No or Deferred Indicated Council Direction/Discussion:

