KINGSTON MODEL FOR ACTION - AFFORDABLE HOUSING SUPPLY

EXECUTIVE SUMMARY

FEBRUARY 2005
Overview

The Kingston Model is being developed to provide a practical action-oriented approach through which the City of Kingston and its community partners can take positive steps to meet the range of affordable housing needs facing the City today and in the future. A particular emphasis is being placed on expanding the supply of various forms of housing to address the full continuum of housing needs in the area.

This report sets out the components of the Kingston Model and recommends a range of actions aimed at expanding the supply of affordable housing throughout the City of Kingston.

The Model

By combining the lessons learned from other municipalities with input obtained through consultation with local stakeholders, the elements crucial to the success of the Kingston Model can be set in place to equip the City of Kingston and its community partners to move ahead with an effective Affordable Housing development program. These elements include:

- a strategic vision for housing
- community housing needs
- integrating the Kingston Model into the municipal housing business
- legislative, regulatory and financial tools to stimulate affordable housing supply
- community capacity
- partnerships
- municipal leadership
- public consultation
- monitoring

The following diagram illustrates the relationships between these elements and how they come together to form the Kingston Affordable Housing Model.
Continuum of Housing Need

The Kingston Model has been designed to address the full range of housing needs, which is referred to in the report as the “Continuum of Housing Needs”.

Some of the most urgent housing needs facing the City include:

- A social housing waiting list of approximately 1,000 applicants
- An average shelter-to-income ratio of 31% among renters - the highest of any Census Metropolitan Area in Ontario
- Increasing incidence of homelessness among youth, persons with mental illness, persons released from prison, single mothers and other such groups.
• A shortage of student housing
• A lack of housing options for the City’s seniors population, which is expected to grow by 10,000 persons in the next 25 years.

An important element of the Kingston Model will be to prepare and update an annual report on housing needs in order to identify any changing needs along the housing continuum and thereby help direct future affordable housing initiatives. The following illustrations summarize needs along the housing continuum.
CONTINUUM OF HOUSING NEEDS

**Funding Programs and Other Government and Community Support**
- National Homelessness Initiative: Supporting Communities Partnership Initiative, Shelter Enhancement program
- Ministry of Community and Social Services and the City of Kingston: SDL, Community Partners, Off the Streets Into Shelter, Provincial Homelessness Initiative Fund (as per s.8 of the Kingston Model)
- The City of Kingston Emergency Hostel(s) Services
- Community support/Services to Homeless: 6 Food Banks, Meal Programs, Drop-in Centres

**Housing Providers’ Continuum**
- Ryandale
- Dawn House
- Kingston Youth Shelter
- Harbor Light Centre (Salvation Army Hostel)
- In From the Cold
- Kingston Interval House
- Home Base Housing
- Kaye Healey Homes/Elizabeth Fry
- Ongwanada
- Frontenac Community Mental Health
- PCCC Endymion Project
- Migizi Wigwaam
- Community Living
- Christian Horizons
- Half Way House
- Portsmouth Community
- Correctional Centre
- Bridge House
- Almost Home
- Geaganano Residence
- Harbor Light Centre (R)
- St. Lawrence Youth Assoc.

**Social Housing Portfolio & Rent Supplement Units**
- Ministry of Municipal Affairs and Housing: Rent Geared to income, rent sup, Strong communities rent sup, Rent Bank
- The City of Kingston: Tenant Support
- The City of Kingston and the County of Frontenac: Rent Geared to Income assistance
- The City of Kingston: Portable Rent Supplement Program

**Affordable Rental Housing**
- Canada Mortgage and Housing Corporation: Affordable housing program, PDF loan, Seed funding, Residential Rehabilitation Assistance Program, ERP (as per s.8 of the Kingston Model)
- Ministry of Municipal Affairs and Housing and Ministry of Public Infrastructure Renewal: Community Rental Housing Program
- The City of Kingston: Community Rental Housing Program contributions

**Affordable Homeownership**
- Canada Mortgage and Housing Corporation
- Ministry of Municipal Affairs and Housing and Ministry of Public Infrastructure Renewal: Community Rental Housing program

**Advocacy Groups**
- Social Planning Council, United Way, North Kingston Community health Centre
- Community Homelessness and Housing Advisory Committee
- Kingston Housing and Health Coalition
- Closing the Distance, Room of One’s Own
- Kingston Coalition against Poverty
- Homes are us Kingston
- Kingston Coalition against Poverty
- Kingston Not For Profit Housing Association
Not For Profit Housing Advisory Group

**Habitat For Humanity**

**Affordable Housing**
- Affordable Homeownership
- Affordable Rental Housing
- Affordable Homeownership

**Emergency Shelters**
- National Homelessness Initiative/ Supporting Community Partnerships Initiative
- Ministry of Community and Social Services
- Ministry of Health and Long-Term Care
- The City of Kingston
- Ministry of Municipal Affairs and Housing

**Supportive/Transitional Housing**
- Housing Continuum
- Emergency Shelters
- Supportive/Transitional Housing
- Social Housing Portfolio & Rent Supplement Units
- Affordable Rental Housing
- Affordable Homeownership

**Social Housing**
- Social Housing
- Portfolio & Rent Supplement Units
- Affordable Rental Housing
- Affordable Homeownership

**Supportive Housing**
- Supportive Housing
- Portfolio & Rent Supplement Units
- Affordable Rental Housing
- Affordable Homeownership

**Transitional Housing**
- Transitional Housing
- Portfolio & Rent Supplement Units
- Affordable Rental Housing
- Affordable Homeownership

**Affordable Rental Housing**
- Affordable Rental Housing
- Affordable Homeownership

**Affordable Homeownership**
- Affordable Homeownership
- Affordable Rental Housing
- Affordable Homeownership
# Kingston Community Needs Along Housing Continuum

<table>
<thead>
<tr>
<th>Income Percentile</th>
<th>10th</th>
<th>20th</th>
<th>30th</th>
<th>40th</th>
<th>50th</th>
<th>60th</th>
<th>70th +</th>
</tr>
</thead>
<tbody>
<tr>
<td>Household Income</td>
<td>Based on 2001 Incomes</td>
<td>$12,276</td>
<td>$16,587</td>
<td>$28,663</td>
<td>$39,077</td>
<td>$49,403</td>
<td>$60,869</td>
</tr>
<tr>
<td>Rental</td>
<td>$307</td>
<td>$415</td>
<td>$717</td>
<td>$977</td>
<td>$1,235</td>
<td>$1,522</td>
<td>$1,824</td>
</tr>
<tr>
<td>Ownership</td>
<td>$43,000</td>
<td>$58,000</td>
<td>$99,500</td>
<td>$136,000</td>
<td>$172,000</td>
<td>$210,000</td>
<td>$252,500</td>
</tr>
</tbody>
</table>

## Housing Supply

- **Emergency & Transitional**
- **Social Housing & Rent Supp**
- **Affordable Housing Program**
- **Private Rental Market**
- **Private Ownership Market**

<table>
<thead>
<tr>
<th></th>
<th>Bachelor - $504 1 Bdrm</th>
<th>$627</th>
<th>Standard Condo $88,500</th>
<th>Standard Condo $88,500</th>
<th>Det. Bungalow $150,900</th>
<th>Stand 2 Storey $177,500</th>
<th>Luxury Condo $250,000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Integrating the Kingston Model into the Municipal Housing Business

Taking a pro-active role in meeting community housing needs requires integrating the Kingston Model into the municipal housing business. In 2001, with the transfer of social housing from the provincial to the municipal level, the City of Kingston, as Municipal Service Manager, took on a host of housing-related responsibilities and established an organizational structure to enable the City to carry out these responsibilities on an ongoing basis.

Pursuing the recommended Housing Vision would require taking on additional responsibilities and incorporating new organizational elements to the City of Kingston. These include building an affordable housing staff team, including establishing an Affordable Housing Development Committee which could lead the new supply initiative, establishing a Kingston Affordable Housing Centre, and taking a flexible approach to affordable housing supply. The report also emphasizes that all affordable housing initiatives must incorporate ongoing community consultation and input. At the same time, it is strongly recognized that all final decisions on such initiatives must rest with City Council.

Legislative and Regulatory Tools to Stimulate Affordable Housing Supply

By applying available tools and resources in a flexible and innovative manner, much can be achieved by communities such as Kingston. One of the most important sets of tools available to support an active affordable housing development program is legislative and regulatory provisions that impact on such developments. The Affordable Housing Team will have the challenge of learning how to apply such tools in an appropriate manner in order to support a variety of initiatives aimed at meeting identified needs.

A number of important legislative and regulatory tools can make important contributions to the Kingston Model. These include the National Housing Act, the Social Housing Reform Act, the Municipal Act, the Planning Act, the Environmental Assessment Act, the Development Charges Act, the Brownfield’s Act, the municipal regulatory framework being defined by the Municipal Housing Facilities By-Law and other relevant municipal policies.
such as the official plan, zoning bylaws, urban growth strategy, development standards, housing intensification, and so on. Also important are federal taxation policies impacting on investment in rental housing, CMHC mortgage insurance practices and the recently-announced GST exemption for municipalities and charitable non-profit housing corporations delivering non-profit housing, etc.

Financial Tools to Stimulate Affordable Housing Supply

An important factor in the delivery of affordable housing is financial support and incentives. Our research into the lack of various forms of affordable housing in many communities across Ontario finds that financial considerations are usually the greatest barrier to meeting identified gaps in most segments of the housing market. Put simply, the capital and operating cost of most forms of housing are beyond the financial capacity of many households of limited income, leaving them with few options in the housing market and resulting in many households living in inadequate accommodation or in homeless situations.

To be fully effective, the Kingston Model needs to incorporate as many sources of financial assistance as possible to reduce financial barriers to the development and operation of affordable housing. It also needs to offer sufficiently attractive financial incentives to attract a heightened level of investment by the private and non-profit sectors in new affordable housing supply. The recent policy of City Council to equalize the multi-residential and residential property tax rate for new rental housing has already begun to stimulate new rental development.

There are a range of available Federal and Provincial programs currently providing various levels of financial assistance for affordable housing, as follows:

- Canada-Ontario Affordable Housing Program
- CMHC Proposal Development Fund
- CMHC SEED Funding
- Residential Rehabilitation Assistance Program (RRAP)
- Emergency Repair Program (ERP)
- Shelter Enhancement Program (SEP)
- Provincial Homelessness Initiatives Fund (PHIF)
- Off the Street, Into Shelter Fund (OSIS)
- Redirection of Emergency Hostel Funding Initiative (RHEF)
Develop support for the Kingston Model initiative

- Rent Bank
- Energy Emergencies
- Strong Communities Rent Supplement
- New Places to Live Initiative
- Ministry of Health and Long-Term Care
- Self-Help Housing Model
- Rent-to-Own Model
- Life Lease for Seniors
- Home Ownership Co-operatives

The City of Kingston has also indicated its support for a number of local financial incentives and programs:

- Portable Rent Subsidy
- Development Charges, Fees and Levies
- Municipal Taxation Policies
- Land Bank/Land Trust

The Affordable Housing Team would have the challenge of ensuring the City takes advantage of as many of these sources of funds as possible to support an active affordable housing development program and to monitor federal, provincial and other funding sources to identify emerging opportunities.

Building Community Capacity

Another important element of the Kingston Model is to build community capacity to deliver affordable housing developments. Building community capacity encompasses more than training private and non-profit developers about the techniques of affordable housing development. Building community capacity involves such functions as familiarizing all segments of the community with the range of local housing needs; gaining support and acceptance for the Kingston Model initiative; overcoming neighbourhood resistance to affordable housing (often known as NIMBY - “Not in My Backyard”); training support agencies about how to work more closely with housing providers in the delivery of supportive and transitional housing projects; familiarizing City Council with the tools and resources available for affordable housing and with the types of innovative approaches needed to succeed; familiarizing staff of relevant City departments with such instruments as Affordable Housing Agreements, CMHC mortgage insurance requirements and the operations of land banks and land trusts; expanding the information available to City planners on
alternative development standards, second suites and other innovative planning measures that can help contribute to affordable housing; educating tenants about the requirements to become homeowners; and so on.

In order to make sure the Kingston Model fully reflects the Community Strategic Plan, it is important to identify approaches to building community capacity for the delivery of affordable housing. The proposed Kingston Affordable Housing Centre should not only be the central hub of training and education on affordable housing; it should become the repository of information and resource materials on all key aspects pertaining to affordable housing. Further, it should operate a website where much of this information can be made widely available and to help facilitate networking and perhaps even online training programs.

**Partnerships**

Partnerships are a necessity in order to bring together the resources and expertise needed to pull together affordable housing developments in the current environment. The days when senior government departments provided 100% capital funding and annual subsidies to cover the full cost of developing and operating new affordable housing projects are long gone. Partnerships for affordable housing can take many forms, such as:

- Joint ventures involving non-profit and private sector housing providers participating in a new affordable housing development
- Agreements between different levels of government to make available suitable publicly-owned lands at low cost
- Partnerships between housing providers, support agencies and Provincial Ministries to provide supportive housing within new affordable housing developments
- Partnerships between volunteer workers, donor organizations and sponsor agencies to develop self-help housing projects
- Piggybacking of a multitude of funding programs and fundraising initiatives to raise the funds required to develop and operate an affordable housing project

The range of potential partnerships and roles and responsibilities of each is virtually endless, depending on the nature and requirements of each project; yet the principle remains the same. That is, by combining the unique skills and resources of several...
contributors, the opportunities to successfully develop affordable housing increase dramatically.

**Municipal Leadership**

The success of the Kingston Model will depend heavily on the availability of legislative and financial tools to help support various types of affordable housing development. As noted in the discussion of these tools, there are often areas of concern among service managers and other community stakeholders about the adequacy of these measures or the lack of additional supports.

In order to ensure that every effort is made to obtain the greatest possible level of resources for affordable housing, the City and its community partners must continually make their voices heard on matters related to affordable housing development. This can be done through ongoing advocacy, primarily through City Council to senior levels of government. It was advocacy of this nature that led to the recent positive changes in CMHC mortgage insurance provisions for affordable housing.

**Public Consultation**

While it is important that an aggressive approach be taken to the development of affordable housing in Kingston, it is equally important that the public be fully informed of affordable housing initiatives and that stakeholders be consulted in the design and implementation of such initiatives. Such consultation should go hand-in-hand with training and education programs aimed at breaking down barriers to community acceptance and developing a greater understanding of local housing needs.

At the same time, when new affordable housing initiatives are being considered, stakeholders should be widely consulted for input regarding the design and delivery of such initiatives. Here again, the consultation process would be critical in spreading awareness about such initiatives and ensuring a full opportunity for meaningful input by housing stakeholders. A particular effort should be made to involve potential occupants of such developments in the consultation process.
Monitoring

When an initiative of the magnitude and importance of the Kingston Model is undertaken, it is crucial to evaluate its success in achieving its objectives. This can be achieved through ongoing monitoring of the activities undertaken as a result of the Kingston Model and by regular reporting of the results. Each year, the City should put together a “report card” identifying the activities and results achieved under the Kingston Model.

Financing the Kingston Model

Moving ahead with the range of activities suggested for the Kingston Model will require two types of funding - funds to cover day-to-day operations and funds to contribute to individual affordable housing projects and programs. This report demonstrates that sufficient financial resources are available to enable the City of Kingston to operate the Kingston Model in a cost-effective manner.

The report also demonstrates that, by investing in affordable housing projects and programs, the City and the community as a whole stand to gain a wide range of financial, economic and social benefits above and beyond providing an affordable place to live for the many local households in need, including:

- Attracting significant federal and provincial housing dollars into Kingston
- Earning ongoing administrative fees from senior levels of government in return for delivering various affordable housing programs
- Enabling local non-profit housing providers to realize significant GST and PST exemptions and rebates
- Generating thousands of dollars annually in new property tax revenues
- Contributing to downtown revitalization
- Supporting the urban growth strategy
- Adding to the municipal housing infrastructure
- Contributing to improvements in the health and well-being of those in need, thereby realizing savings for the health care system
Implementation

A practical approach to Implementation of the Kingston Model is critical to its success. The report recommends appointing various existing staff to fulfill key roles in the implementation of the Kingston Model. It then recommends an active development program for the first year of operations aimed at expanding the supply of affordable and supportive housing by 100 units, creating 25 portable rent supplement units, starting a landbanking program and setting up a municipal Affordable Housing Revolving Fund to help initiate further development activity.

Demonstration Projects

The report identifies four feasible demonstration projects serving different components of the continuum of housing needs (seniors, families, singles, home owners and persons with special needs) that could represent the affordable housing development program for a typical year and encourages the City to work closely with local housing providers to move forward with these initiatives.

Affordable housing projects for the Kingston Model are to be considered Demonstration Projects for Illustration Purposes Only and are intended to show municipal partnerships under the Federal-Provincial Affordable Housing Program. Building parameters and associated project costs are hypothetical and subject to change and appropriate municipal approval process.

Recommendations

In accordance with the above, the following recommendations have been developed for consideration by City Council. These recommendations are organized in accordance with the elements of the Kingston Model outlined above.

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.
KINGSTON MODEL FOR ACTION - AFFORDABLE HOUSING SUPPLY

- **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

---

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.

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.

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.
5) It is recommended that the function of Affordable Housing Coordinator 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.

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.

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 Coordinator, 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.

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.

9) It is recommended that Planning 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.

10) It is recommended that 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.

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

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.

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.

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

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

25) It is recommended that Planning 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.

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.

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.

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.

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

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.

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.

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.

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.

34) It is recommended that the City establish and maintain a Municipal Affordable Housing Revolving Fund by means of an
Recommendations on Partnerships

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.

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.

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.

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.

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.
Recommendations on Municipal Leadership

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.

Recommendations on Public Consultation

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.

Recommendations on Monitoring

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.

Recommendations on Financing the Kingston Model

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.
Recommendations on Demonstration Projects

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.

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