

CITY OF KINGSTON AND COUNTY OF FRONTENAC MUNICIPAL HOUSING STRATEGY

FINAL SUMMARY REPORT



PREPARED BY:



IN ASSOCIATION WITH:



INTRODUCTION TO THE MUNICIPAL HOUSING STRATEGY

Housing is vital to the creation of healthy, sustainable and complete communities. Residents of all ages, income levels, abilities, and family types rely on housing to offer a meaningful place to grow and a safe and secure place to live. Having a full range of housing options to meet the needs of all residents is a key contributor to maintaining a high quality of life, a vibrant local economy, and a healthy community.

The need for adequate, secure and affordable housing affects almost all people at one point or another; whether it is a young family looking to buy its first home, a student looking for temporary rental housing, a single parent struggling to find adequate housing for them self and their children, a senior citizen on a fixed income, an individual recently released from prison in need of a transition into society, a person who is no longer able to work due to a disability, a victim of violence, a family put out of their home by a temporary crisis, or simply someone who works at a modest wage.

As a social determinant of health, a lack of adequate, affordable and secure housing increases the risks of many

health problems.¹ On the other hand, a suitable mix of housing can have a positive impact on the entire community. For example, an appropriate supply of affordable housing can help retain young talent and knowledge in the City of Kingston and County of Frontenac. Seniors can stay in their communities longer and enjoy the social connections that they have established in these communities when they have a suitable supply of affordable and appropriate housing to choose from. An adequate supply of affordable housing can also provide the accommodation needed by minimum wage workers vital to the success of local service businesses, thereby contributing to a critical element of the local economy.

Recognizing the importance of housing to all members of society and the benefits that adequate housing can provide for the community as a whole, the City of Kingston and County of Frontenac have undertaken the development of a Municipal Housing Strategy (MHS). This summary report provides an overview of the Strategy, how it was developed and its formal recommendations.

STUDY PURPOSE

The overall purpose of this study was to develop a Municipal Housing Strategy to replace the previous housing strategy

¹ The Canadian Facts; Social Determinants of Health (2010)

entitled The Kingston Model for Action, which was prepared in 2005 and followed the earlier Kingston Area Housing Study (1990).



The goal of this project was to develop a Municipal Housing Strategy for the City of Kingston and County of Frontenac that contains projections, policies, and programs for affordable housing and unique approaches to creating a diverse housing stock in the City of Kingston and County of Frontenac in the short, medium and long term. This study re-evaluates the housing issues faced by the City of Kingston / County of Frontenac through a comprehensive assessment of housing demand and supply. It also refines strategies to address identified housing issues, ensuring that they aligned with strategic community direction. As a result, the Municipal Housing Strategy has established formal recommendations on

policies and programs in an actionable plan for the 2011 to 2015 period. By establishing minimum targets for the provision of affordable housing, the Municipal Housing Strategy also aims to meet the requirements of the *Provincial Policy Statement* (2005).

STUDY APPROACH

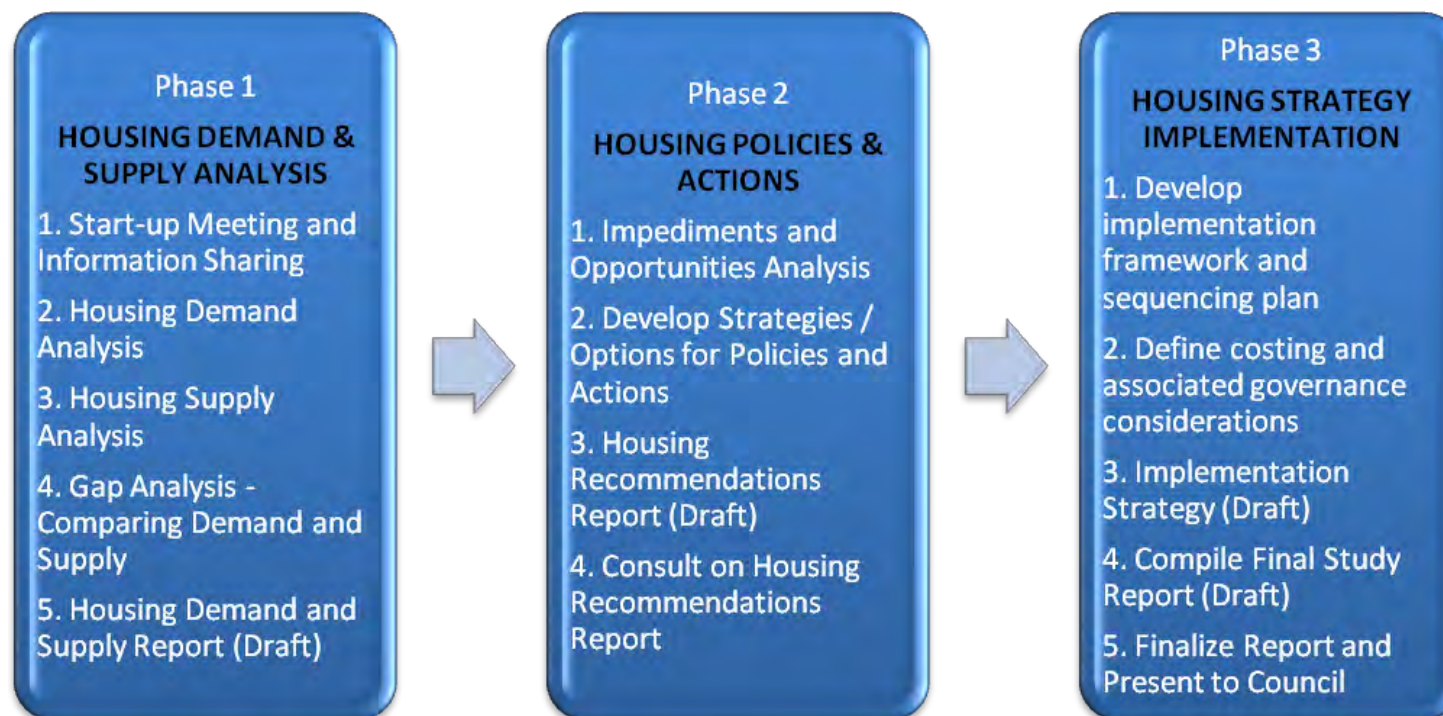
The overall approach in completing this Municipal Housing Strategy involved three phases and incorporates a range of research and consultation techniques. **Phase 1: Housing Demand and Supply Analysis** provides the key analytical foundation for identification of housing needs in the City of Kingston and County of Frontenac. The purpose of the work was to identify the key housing issues facing area residents in the short and long term. **Phase 2: Housing Policies and Actions** provides an assessment of the current policy context and establishes recommended policies and actions aimed at addressing housing gaps which meet identified needs in the short and long term. **Phase 3: Housing Strategy Implementation Plan** presents a comprehensive framework for addressing each of the recommendations in the Strategy and identifies stakeholders responsible for implementation. To further support Strategy implementation, staging, priorities and resourcing for proposed activities have also been outlined. Individual reports were developed for each of the three phases of work and this final report provides an overall summary of findings and recommendations for the MHS.

CONSULTATION STRATEGY

Consultation has been an integral component of the Municipal Housing Strategy. A number of key stakeholders were identified and contacted throughout the study process to gain valuable input into housing needs in the City of Kingston and County of Frontenac. Their ideas on strategies and actions to address housing challenges were also solicited.

Other consultation activities during the study included a survey of community agencies, personal and telephone interviews and focus group sessions with key stakeholders. Committee consultations, briefings and five community consultation sessions were also held throughout the study, enabling multiple feedback opportunities for the public.

The following figure illustrates the elements that make up the three phases of the study:



WHAT IS AFFORDABLE HOUSING?

At almost every consultation session held during the course of this study, the question was asked: “What is the definition of affordable housing?” We believe it is critical that there is a clear and consistent understanding of this definition, as it is at the very heart of this Municipal Housing Strategy.

As pointed out in the introduction to this report, all members of the community require adequate, secure and affordable housing, whether they are young families looking to buy their first home, senior citizens on fixed incomes, persons with disabilities, students, individuals released from prison with nowhere to turn or single persons working at minimum wage. Each earns a different level of income and therefore each can afford a different range of housing options.

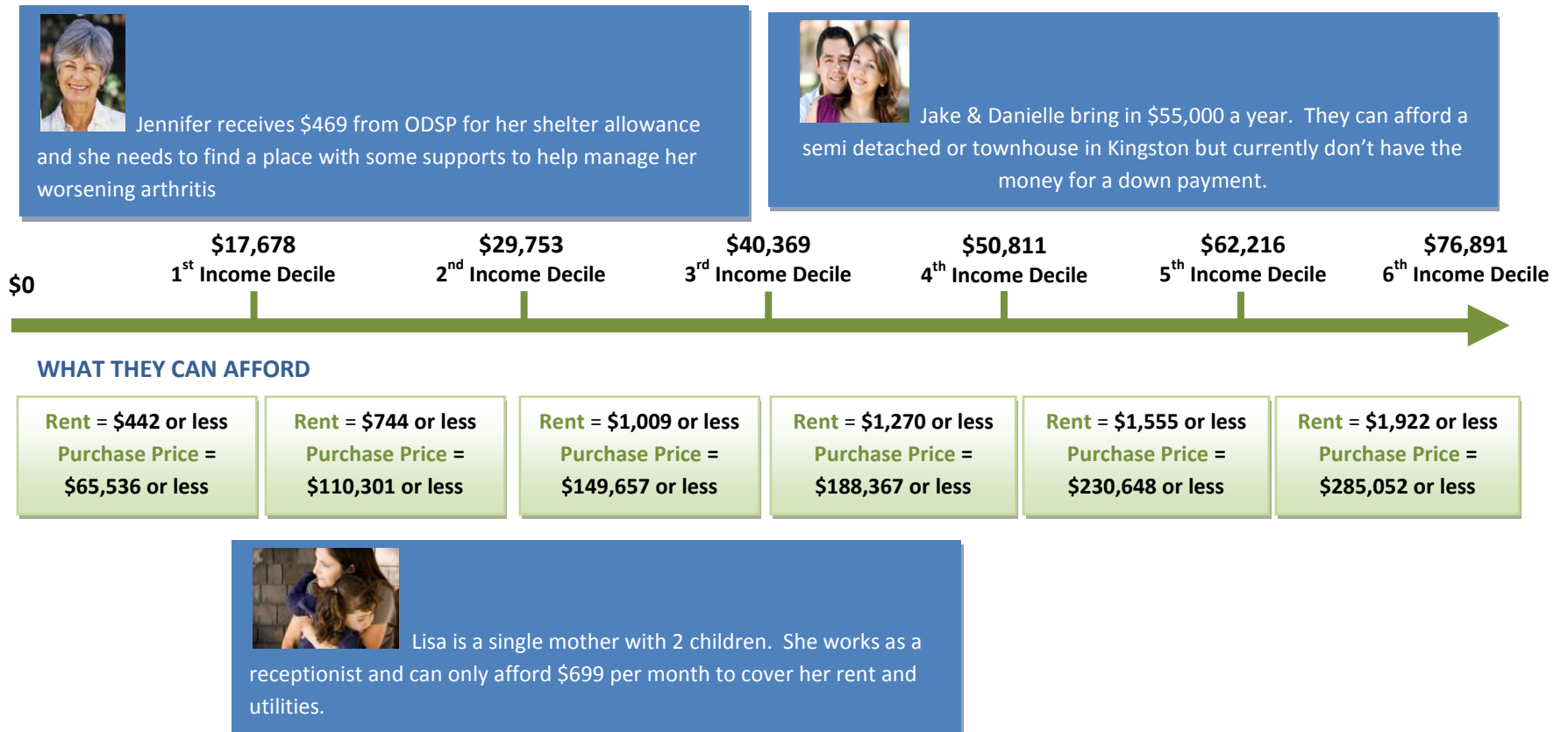
Because of the wide range of household types and income levels in any community, the definition of affordable housing must cover a wide range of situations. What is affordable to a senior on a fixed pension is much different than what is affordable to a young family with two working partners. In light of these differences, the Province of Ontario prepared a

definition that it included in its Provincial Policy Statement and requires municipalities to follow as a guide.

This definition basically states that housing is deemed affordable where costs do not exceed 30% of total household income for those households who rank among the lowest 60% of all households incomes in a community.

Accordingly, for a disabled person whose only income source is government assistance through the Ontario Disability Support Program (ODSP), this translates to housing with a monthly cost of about \$470 and leaves them very few options in the housing market. For a young family with two working partners earning a total of \$55,000 per year, their income places them within the definition of the lowest 60% of household income in the Kingston/Frontenac area and translates to housing with a monthly cost of about \$1,500 in rent or mortgage payments. This leaves them a number of options in both the rental and home ownership markets that would be affordable at their income level, including the purchase of a home priced in the \$230,000 range. All of these options fall within the definition of affordable housing. The goal of the Municipal Housing Strategy is to ensure that all households within the community have housing options that are affordable to them at their income level; hence, the need for a definition of affordable housing that covers all such situations.

In keeping with the above discussion, the City of Kingston has adopted a definition of affordable housing in its Official Plan that closely follows the Provincial guideline. It is this definition that forms the basis for the affordable housing policies suggested in this Municipal Housing Strategy. The following figure illustrates examples of three typical households and the housing options they can afford within the Kingston regional market.



HOUSING ISSUES IN THE CITY OF KINGSTON AND COUNTY OF FRONTENAC

Below we summarize the key housing issues that arose from the research and consultation process conducted in Phase One of the study which form the basis for the suggested housing policies and actions.

THE AGING POPULATION WILL HAVE AN INCREASING INFLUENCE ON LOCAL HOUSING DEMAND

The proportion of the population of Kingston and Frontenac aged 65 years and older is projected to increase from 15.7% in 2006 to 27.1% in 2036. An adequate range of housing choices for seniors is needed in order to ensure seniors can remain in their communities and to live independently for as long as possible.

HOUSING STOCK IN KINGSTON AND FRONTENAC IS NOT VERY DIVERSE

While the number of households continues to increase, the composition of households is changing with more one- and two-person households as well as an aging population with changing housing needs. In contrast to the diversification of

households, the housing stock in Kingston and especially Frontenac remains predominantly single detached homes. In 2006, single detached homes represented 49.0% of the housing stock in Kingston and 93.1% of the stock in Frontenac.

OWNERSHIP TENURE HAS BEEN INCREASING BUT IMPACT OF LOW INTEREST RATES IS DIMINISHING

Home ownership rates have increased from 1996 to 2006 in Kingston and Frontenac; increasing by 6.2% in Kingston and 4.3% in Frontenac. The increasing prices of homes may have an impact on this trend as the average sale prices of homes in the City of Kingston have increased steadily from 2005 to 2010, with prices of semi-detached homes increasing by 32.0% and prices of single detached homes increasing by 27.3% by 2010.

THE RENTAL HOUSING SUPPLY IN KINGSTON AND FRONTENAC IS DECLINING DESPITE SUSTAINED DEMAND

The number of rental dwellings in Kingston decreased from 19,545 in 1996 to 18,475 in 2006. In Frontenac, rental dwellings decreased from 1,175 in 1996 to only 970 in 2006. In addition, average market rents in Kingston CMA are increasing at a higher rate than the Provincial average while vacancy rates are among the lowest in Ontario, pointing to the difficulty in securing rental accommodation in the area.

Trends in Average Market Rents, 2006-2010



THE SHORTAGE OF STUDENT HOUSING IS HAVING AN IMPACT ON THE OVERALL MARKET AVAILABILITY OF AFFORDABLE HOUSING

Kingston is home to two major post-secondary educational institutions (Queen's University and St. Lawrence College) as well as to the Royal Military College and the Canadian Forces School of Communications and Electronics. Approximately 12,000 Queen's University students live off-campus and one of the issues of off-campus housing is that it is generally more expensive than on-campus housing. In addition, landlords normally require 12-month leases, which presents a problem for international and co-op students who usually do not require the accommodation for a whole year. The demand for

student housing also impacts lower income households within the permanent population who have to compete for many of the same types of units and reduces the options available to these households. In addition, students may be seen by landlords as more attractive tenants compared to lower income households since they may be able to provide parental guarantees.

HOUSEHOLD INCOMES ARE POLARIZED AND THERE IS A CLEAR CONTRAST BETWEEN RENTERS AND OWNERS

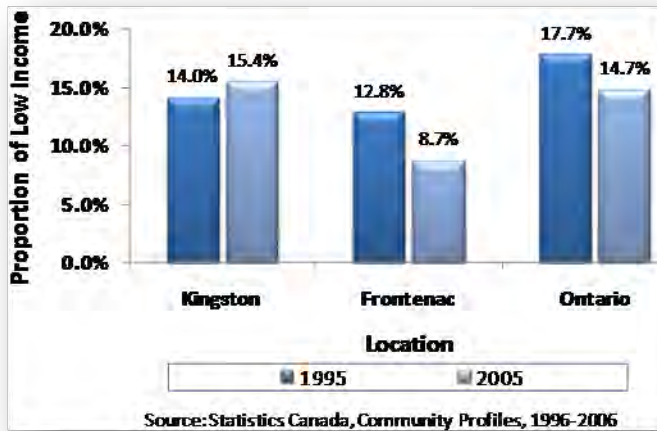
In 2005, 22.0% of renter households in Kingston and Frontenac fell within the first income decile (\$15,337 or less in 2005) compared to only 4.1% of all owner households. On the other hand, only 1.3% of all renter households and 14.3% of all owner households fell within the highest income decile during the same time period.

THERE IS AN INCREASING INCIDENCE OF LOW-INCOME HOUSEHOLDS IN KINGSTON, UNLIKE THE COUNTY WHERE IT IS DECLINING

The incidence of low income in private households in Kingston increased from 14.0% in 1995 to 15.4% in 2005. In contrast, the prevalence of low income in private households in Frontenac decreased from 12.8% to 8.7% in the same time period, following the trend seen for the Province as a whole.

The City of Kingston also had a higher incidence of low-income households (15.4%) compared to the Province as a whole (14.7%) in 2005.

Incidence of Low Income in Private Households: Kingston, Frontenac and Ontario; 1995 & 2005



THERE IS A LACK OF AFFORDABLE OWNERSHIP AND RENTAL HOUSING IN KINGSTON AND FRONTENAC

Overall, the home ownership market in Kingston CMA is not affordable to households earning \$49,037 or less while the private rental housing market would not be affordable to households earning \$28,658 or less. At least 20% of all households would not be able to afford rental units in the private rental market and would require some form of rental assistance.

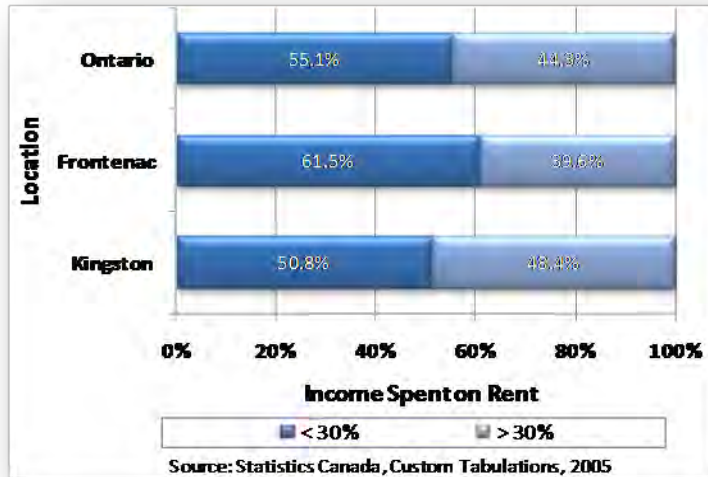
OVERALL, AFFORDABILITY IS A BIGGER ISSUE IN THE CITY OF KINGSTON AS COMPARED TO THE COUNTY OF FRONTENAC BUT AFFORDABILITY FOR RENTER HOUSEHOLDS IS A SIGNIFICANT ISSUE FOR BOTH

In 2006, 48.4% of renter households in Kingston spent 30% or more of their household income on housing costs compared to only 16.5% of owner households. In addition, during the same time period, 12.0% of renter households spent 70.0% or more of their income on housing costs compared to only 3.4% of owner households. In the County of Frontenac in 2006, 39.6% of renter households spent 30% or more of their household income on housing costs. This proportion increased from 37.0% in 1996. This is also significantly larger than the proportion of owner households spending 30% or more of their income on housing costs in 2006 (18.0% of all owner households).

HOUSING AFFORDABILITY CHALLENGES ARE MOST ACUTE FOR YOUTH-LED HOUSEHOLDS AND LONE-PARENT HOUSEHOLDS

In 2005 in Kingston, 74.3% of all youth-led households spent 30% or more of their income on housing costs. In Frontenac, lone-parent households had the largest proportion of households (36.0%) spending 30% or more of their household income on housing costs.

Percentage of Household Income Spent on Rent: Kingston, Frontenac and Ontario, 2005



THERE IS A LACK OF SOCIAL HOUSING UNITS, PARTICULARLY FOR FAMILIES AND SINGLE-PERSON HOUSEHOLDS

There were a total of 1,133 applicants on the centralized wait list for social housing in Kingston and Frontenac as of July 31, 2010. This included 62 senior applicants (5.5% of total) and 1,071 family / mixed applicants (94.5%), which include single individuals, couples, and families. In addition, family / mixed units comprise 88.0% of the social housing stock whereas they comprise 94.5% of the applicants on the wait list.

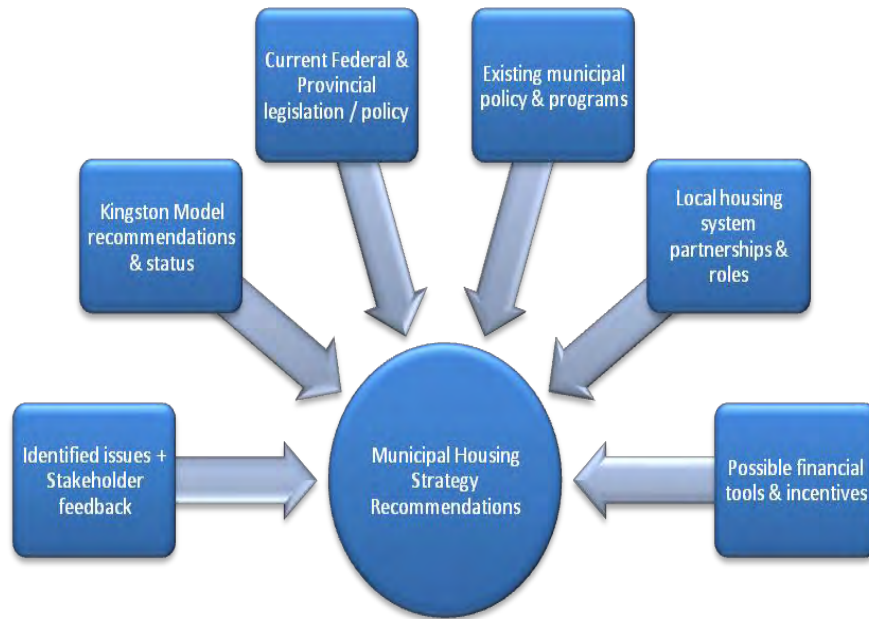
STRATEGIC DIRECTIONS AND RECOMMENDATIONS

Based on the housing needs identified in the City of Kingston and County of Frontenac, a comprehensive review of current relevant policy and effective practices, and feedback from a wide range of stakeholders, a series of 40 recommendations have been developed. The recommendations reflect a broad three-pronged approach aimed at maintaining, enhancing and adding to the supply of appropriate and affordable housing in the community.

Five strategic directions have been established to help address these high level objectives. They are:

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

A series of recommendations have been developed for each strategic direction and these are detailed in the following section.



Strategic Direction #1 – Managing the Housing Agenda

1. That the City and County establish the Municipal Housing Strategy as the primary strategic plan to help guide and align local housing efforts.
2. That the City and County use the Municipal Housing Strategy as an alignment tool across areas of municipal responsibility.
3. That the Housing Department of the City take lead responsibility for advancing the MHS in collaboration with internal and external stakeholders, including the County.
4. That the City recognize and support the Affordable Housing Committee as a primary vehicle for engaging stakeholders and providing advice on matters related to housing by:
 - Renaming the Committee to the ‘Housing and Homelessness Advisory Committee’
 - Focusing Committee activity on housing issues, policies and programs
 - Ensuring broad and balanced representation on the Committee from private, public and municipal interests
5. That in accordance with the Provincial Long Term Affordable Housing Strategy (LTAHS) direction for integration on local program planning, the City:
 - Engage local homelessness service providers, recipients and the County in system planning
 - Work with the United Way as they pursue community entity status to secure federal Homeless Partnership Strategy (HPS) funding
 - Consolidate provincial homelessness funding programs to help effectively address community priorities
6. That the City report on MHS progress regularly and publish an annual report card identifying key indicator status.
7. That the City gather, maintain and monitor data to support housing and homelessness accountability practices, both internally and in support of LTAHS requirements.



Strategic Direction #2 –

Creating a Complementary Regulatory Environment

8. That the City encourage social capital initiatives by:
 - Supporting legislative reforms that improve household income retention incentives and help address the impacts that utility costs have on poverty
 - Working collaboratively with social assistance staff and the Province to reduce procedural ‘barriers’
 - Linking municipal programs and poverty reduction initiatives that help support win-win opportunities
9. That the City implement Official Plan policies which promote inclusive, sustainable and flexible communities by:
 - Pursuing inclusionary zoning opportunities as part of the comprehensive Zoning By-law (ZBL) review
 - Seeking opportunities to appropriately integrate student housing
 - Undertaking a broad locational analysis of affordable housing opportunities and recommending options that promote community inclusion
 - Reviewing demolition and conversion provisions to help further support the retention of existing rental stock
10. That the City adopt refined housing targets for units to be added to the current housing stock over the next 10 years as follows:
 - Housing Form – 60% singles, 20% multiples and 20% apartments
 - Housing Tenure – 70% ownership, 30% rental
 - Housing Affordability – 25% of units at rates up to the affordability threshold.
11. That the County consider establishing an Official Plan to help guide land use planning which has consistent polices among the four constituent Townships and which establishes targets for units to be added to the current housing stock over the next 10 years as follows:
 - Housing Form – 92% singles, 4% multiples and 4% apartments
 - Housing Tenure – 90% ownership, 10% rental
 - Housing Affordability – 25% of units at rates up to the affordability threshold
12. That the City support second suites as an affordable rental housing alternative by:
 - Encouraging and supporting applications for second suites where currently permitted in ZBL’s
 - Developing and implementing as-of-right zoning provisions within appropriate residential zones via the comprehensive ZBL review
 - Encouraging built-in conversion potential for appropriate housing within new development
 - Streamlining administrative approvals for second suites
 - Enhancing awareness through the public education campaign (Rec.#33), including a resident fact sheet

13. That the City implement key affordable housing provisions from the Official Plan as a part of the comprehensive ZBL review, including policies that:

- Encourage housing mix and diversity
- Support density and intensification
- Enable residential renewal and rehabilitation
- Review minimum separation distances for residential care facilities

14. That the County undertake a review with local Townships to identify zoning anomalies that may be acting as barriers, especially when it comes to supporting seniors housing options.

15. That the City continue to support timely land use approvals by:

- Re-evaluating opportunities to streamline the planning approvals process wherever possible
- Establishing an internal review mechanism for identifying policies that cut across areas of responsibility
- Continuing to dialogue with the development industry to identify and resolve any problem areas



Strategic Direction #3 – Leveraging Resources and Tools

16. That the City maximize available funding by:
 - Utilizing current program offerings
 - Continuing to actively seek out other funding opportunities
 - Developing a contingency plan to manage anticipated step downs in future senior government funding
17. That the City and County advocate for additional funding from senior governments on a ‘fair share’ basis, particularly with regards to addressing capital shortfalls and affordability gaps.
18. That the City review its Capital Facilities By-law with the goal of expanding incentives and tools that can be offered in a targeted way.
19. That the City evaluate local opportunities to increase sustained resources that could be made available to address local housing needs.
20. That in recognition of Council’s intention to invest \$5M, the City give particular consideration to establishing a Housing Fund as the principal tool for accumulating and disbursing funding for affordable housing and that the City consider an initial investment to seed the fund.
21. That the City place particular emphasis on partnering with private and non-profit housing providers to enable leveraging of available resources in order to maximize the provision of affordable housing.
22. That the City pursue opportunities to utilize inclusionary zoning and density bonusing to achieve negotiated agreements for the provision of affordable housing in new developments.
23. That the County consider establishing appropriate authorities/incentives in support of affordable housing to help prepare for development opportunities that may arise.
24. That the City expand the current inventory of suitable lands or properties for affordable housing to include opportunities from other public sector agencies, other levels of government (including the County) and privately held lands.
25. That the City continue to regularly monitor the condition of the social housing portfolio and actively seek alternate funding to assist with major capital repairs.
26. That the City explore opportunities to review services and asset management planning to ensure sharing of resources between the City’s two municipal housing providers, and to then expand these resources to other local housing providers.
27. That the City develop options for social housing stock reaching mortgage maturity in the next 12-36 months which leverage equity while addressing on-going affordability and community opportunities.

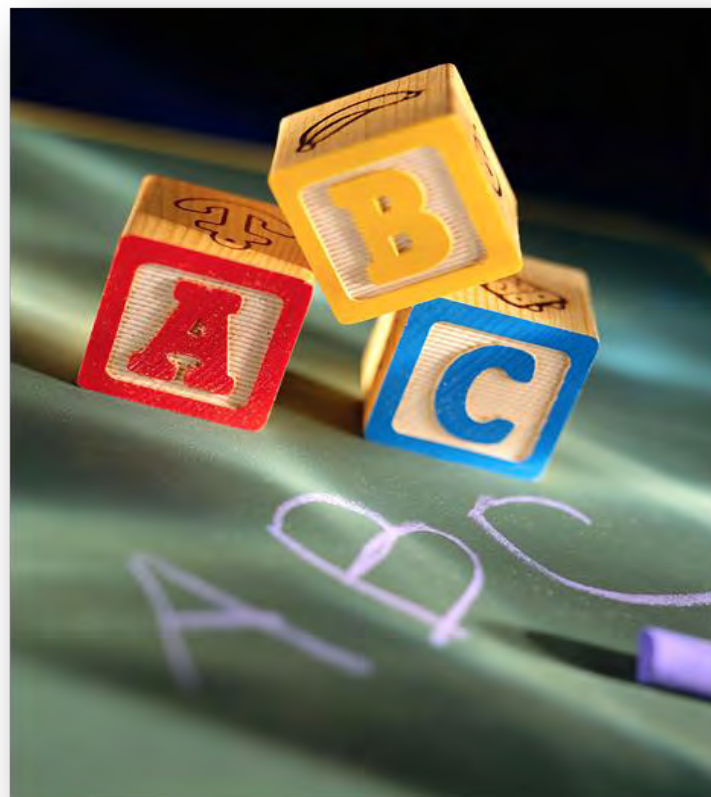


28. That the City establish a strategic asset management plan using existing tools to help guide decisions regarding asset renewal/redevelopment in the social housing portfolio.
29. That the City use Rideau Heights as an initial pilot community for testing asset renewal strategies that can be applied elsewhere.
30. That the City and County continue to advocate for additional senior government funding to address the increasing support service needs of residents (Ontario Disability Support Program, Ministry of Community & Social Services, etc.)
31. That the City and County pursue linkages with support service funders and coordinators in the health and community service fields (Local Health Integration Network, Children's Aid Society, etc.) as a means of expanding support service opportunities in the community.

Strategic Direction #4 – Building Housing Capacity

32. That the City better consolidate the municipal housing function by:
- Establishing the Housing Department as the ‘Centre of Expertise’ for housing and homelessness issues within the City
 - Coordinating housing and homelessness planning for the broader service area in collaboration with the County and community service providers
 - Having City housing staff lead the inter-departmental committee responsible for implementing the MHS (which is to include County staff)
 - Re-aligning housing staff to accommodate future needs arising from integrated homelessness service planning
33. That the City in collaboration with the County develop a communications plan to drive out main messages from the MHS in a simple, visual way - reinforcing the issues and the need to work collectively.
34. That the City and County adopt a Housing Charter as a means of communicating policy principles regarding housing and homelessness.
35. That the City in collaboration with the County use community forums and theme-based workshops as vehicles for bringing partners together, expanding knowledge of housing development practices, and sharing community ideas, programs and policy.

36. That the City, in concert with sector organizations where possible, help support community agency renewal through workshops geared to social housing practitioners.



Strategic Direction #5 – Cultivating Partnerships

37. That the City engage the homelessness service sector as part of the broader housing context by:

- Broadening the Housing and Homelessness Committee’s mandate to include homelessness issues and encourage the participation of service providers
- Recognizing the Community Advisory Board as the primary advisory body regarding the funding of homelessness programs and initiatives
- Expanding Housing staff responsibilities to include homelessness integration
- Extending partnership information to homelessness agencies, especially those with housing-related activities sponsored by City

38. That the City more actively engage the private sector by:

- Expanding on existing private-sector roundtable sessions currently fostered by the Planning Dept.
- Inviting private sector representatives to the Housing and Homelessness Committee table to share insights
- Hosting topical workshops or forums geared to private sector issues as a means of broadening a shared understanding among community partners

39. That the City establish and maintain a housing information e-centre on the City’s web site to provide housing information and establish a virtual contact point for inquiries.

40. That the City include community-based housing innovation awards as part of the Livable City Program as a means of acknowledging community partners and raising the profile of affordable housing.



IMPLEMENTATION STRATEGY

The successful implementation of the Municipal Housing Strategy is reliant on having a structured approach to undertaking tasks, managing resources and evaluating progress on an on-going basis. A formal implementation plan for the MHS has been provided in Phase 3 which sets out detailed implementation activities, core responsibilities, staging and required resources for each of the 40 recommendations.

In developing the implementation plan, consideration was given to:

- The need for a clear accountability structure
- The important role that partners play in advancing solutions
- The recognition that resources to address issues are finite
- The highly relevant land use policy initiatives in the City and County that are planned or underway
- The parallel implementation process for the Province's Long Term Affordable Housing Strategy (LTAHS)

As result, an implementation plan has been developed which establishes clear responsibilities, outlines priorities and utilizes available resources to help advance the recommendation of the Municipal Housing Strategy.

Governance & responsibilities

Like any strategic plan, the implementation of the MHS is reliant on a sound accountability structure to ensure activities are initiated and completed as planned. The proposed governance structure for

implementing the MHS is as follows:

- (a) **Council** – responsible for adopting the MHS and monitoring its progress over the 5 year planning horizon
- (b) **Housing Department** – the primary steward of the MHS, responsible for overseeing implementation activities, chairing the Interdepartmental Committee and regularly reporting to Council on progress
- (c) **Interdepartmental Committee**- Chaired by the Housing Department, this proposed internal committee is to be comprised of staff from various departments of the City and County and is responsible for facilitating and supporting implementation of the MHS
- (d) **Housing and Homelessness Advisory Committee (HHAC)** – This re-framed advisory body is comprised of a wide cross section of housing stakeholders – public, private and not-for-profit – and is responsible for providing advice to Council on matters related to housing and homelessness, including the MHS
- (e) **Community stakeholders** – As partners in the housing system, local stakeholders also have an important role to play in helping to support implementation activities, whether through the HHAC or directly with City/County staff.

Resourcing the Plan

To effectively advance implementation, there is obviously a need to allocate necessary resources. As part of the implementation plan, required resources were identified for each recommendation. It is expected that the resources to implement the MHS would be derived from a number of sources by:

- Utilizing existing staff resources to the maximum extent

practicable

- Augmenting existing staff resources in the Housing Department to help address both LTAHS and MHS requirements
- Supplementing internal staff resources with external technical expertise as and when required
- Maximizing the use of available programs, owned lands and leveraging of housing assets
- Allocating new financial resources to establish, seed and sustain the proposed Housing Fund

It is important to note that while municipal efforts can continue to make a real contribution to addressing local housing conditions, there remains an important and substantial financial role for senior levels of government in supporting new supply initiatives, retrofit/repair programs and income maintenance assistance. In addition to marshalling available local resources, the Strategy therefore also recommends that the City and County advocate for senior government funding to sustain these important initiatives.

Monitoring and reporting

To ensure accountability to the Kingston and Frontenac communities, an **Annual Housing Report Card** will be published to track progress on recommendations outlined in the MHS. In addition to monitoring status, the Report Card would track key indicators to help identify local market trends and changes. It is also recommended that the MHS be reviewed every 5 years to ensure that initiatives remain relevant to underlying trends, housing conditions and the regulatory environment that can change over time.

Short Term Priorities

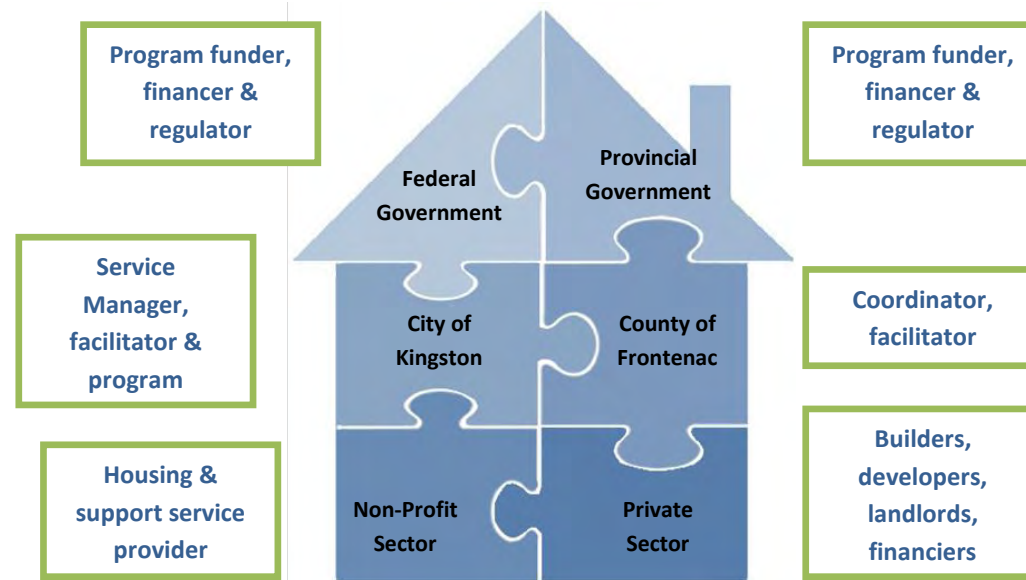
In addition to adopting the Municipal Housing Strategy as a key housing blueprint for the City and County, key short term priorities of the MHS include:

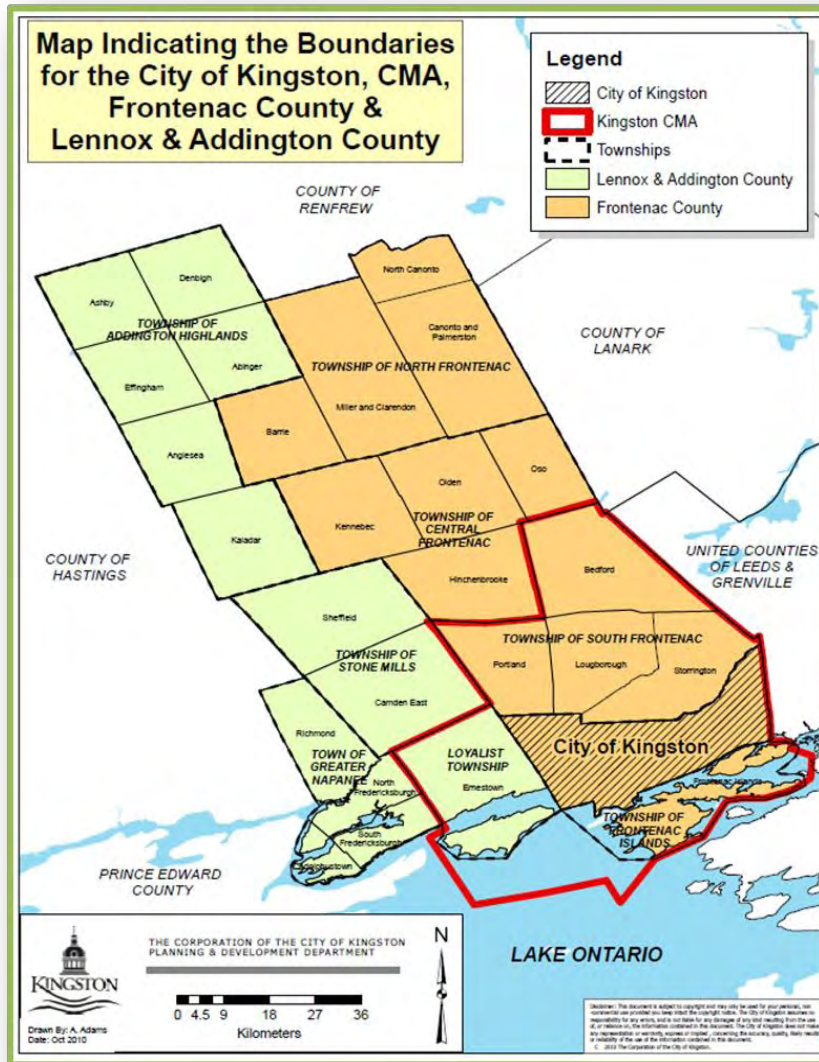
- Formalizing the roles and responsibilities of the Housing Department as the primary steward of the MHS
- Establishing the City's Interdepartmental Committee to refine and advance implementation work planning
- Restructuring the Housing and Homelessness Advisory Committee and developing a Housing Charter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

Key Success Factors

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

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





The Municipal Housing Strategy was undertaken on behalf of the City of Kingston and County of Frontenac. We would like to thank the Steering Committee for their input and assistance during this study. The members of the Steering Committee are:

- Lanie Hurdle (City of Kingston)
- Jim de Hoop (City of Kingston)
- Grant Bain (City of Kingston)
- George Wallace (City of Kingston)
- Terry Willing (City of Kingston)
- Cheryl Hitchen (City of Kingston)
- Lee Campbell (City of Kingston)
- Rob Rowe (City of Kingston)
- Mary McIntyre (City of Kingston)
- Cherie Mills (City of Kingston)
- Elizabeth Savill (County of Frontenac)
- Joe Gallivan (County of Frontenac)

The Municipal Housing Strategy was prepared by the consulting firm SHS Consulting in association with Re/Fact Consulting. The members of the consulting team are:

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- Johanna Hashim, SHS Consulting, Senior Research & Policy Analyst
- Karen Nelson Hamilton, SHS Consulting, Research Analyst
- Vincent Minichiello, SHS Consulting, Financial Analyst

For more information on the City of Kingston and County of Frontenac Municipal Housing Strategy or to find out how you can support the goals of the Strategy, please visit:

www.cityofkingston.ca

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