

10-Year Municipal Housing and Homelessness Plan for the City of Kingston and County of Frontenac

Five-Year Review and Update – Draft Submission

December 2019



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1. Background: Plan update, purpose and processes

Mandate

The City of Kingston's Housing & Social Services Department is the Service Manager for housing and homelessness programs in the City of Kingston and the County of Frontenac. Following the release of the Long-Term Affordable Housing Strategy in November 2010, the *Housing Services Act, 2011* required Service Managers to develop local housing and homelessness plans in accordance with provincial interests outlined in the legislation and associated policy statements. In 2011, the Municipal Housing Strategy was developed and adopted and further updated in 2013 with the addition of a homelessness component under the 10-Year Municipal Housing and Homelessness Plan for the City of Kingston and County of Frontenac (the 10-Year Plan). In 2016, the province released a policy statement requiring Service Managers to update their housing and homelessness plans at the five-year mark, or halfway through the 10-year planning horizon. In a timely turn of events, the Kingston City Council released its Strategic Plan in 2019. Affordable housing is one of Council's strategic priorities for 2019-2022, and the City has set numerous goals and targets to increase the availability of diverse and affordable housing options over the next four years. Where appropriate, the update to the 10-year plan reinforces these initiatives.

In the fall of 2018, Housing staff began the review process which was initiated with the compilation of housing market data across the private, non-profit and emergency housing sectors, and by retaining external expertise in housing market analysis and policy development to provide professional support and guidance throughout the review phases.

Legislative Context: Provincial Guide

All housing and homelessness plans are required to align with provincial guidelines as outlined by the *Policy Statement: Service Managers Housing and Homelessness Plans* in alignment with the *Housing Services Act, 2011*. In accordance with that legislation this Plan includes the following elements:

1. Assessment of current and future housing needs: assessment of current housing needs within the service manager's area including quantitative evidence of current and future need.
2. Update Objectives, Targets and Achievement: Accountability measures and outcomes are developed in coordination with other services, including all municipalities in the service area. Outcomes were developed with support from key stakeholders including representatives from the housing and homelessness and support service sectors.
3. Actions were developed to meet the objectives and targets in the following areas:
 - a. Ending homelessness
 - b. Indigenous Peoples
 - c. Coordination with other community services
 - d. A broad range of community needs
 - e. Non-profit housing corporations and non-profit co-operatives
 - f. The private market
 - g. Climate change and environmental sustainability

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This update report describes the Service Manager’s achievements to date in relation to these topic areas, and where necessary, updates the related actions and targets.

Process

The review process was comprised of three phases: 1) environmental scan and needs assessment; 2) stakeholder engagement; and 3) compilation and update and approval of the updated 10-Year Plan.

Data Analysis

The review undertook a comprehensive update of the evolving context that impacts need as well as new opportunities. This included the development and release of a new National Housing Strategy (NHS) and substantial new funding opportunities that may assist the City in achieving its goals and targets. Other ongoing provincial housing initiatives include the Community Housing Renewal Strategy and the Housing Supply Action Plan.

The review also examined housing market trends and how these contribute to either alleviating (e.g. relative affordability of and access to homeownership) or exacerbating housing need (e.g. substantial tightening in rental vacancy rates and pressure of rent levels) and homelessness (e.g. increase in hidden homeless in the rural and township areas).

Using the widely accepted CMHC methodology of core housing need, the analysis drew on the 2016 census data to update the assessment of housing need including the nature and extent of core need, and which subgroups are most impacted (notably, singles, lone parents and Indigenous renters). This included analysis both within the City of Kingston as well as in the abutting townships comprising the County of Frontenac. The review and update examined and utilized population and household projections developed separately for the City by Watson and Associates Economists (2019) in order to estimate potential trajectory of core housing need over the next decade – which frames a key challenge for the Plan Update.

Stakeholder Consultation

Stakeholder consultation is an important component of the 10-Year Plan review and update process. In support of the preparation of this report, consultation with key stakeholders was conducted to support the data analysis and help to understand the local context and experiences under the first five years of the 10-Year Plan.

Consultation events were hosted with a variety of stakeholders including: the Mayor’s Task Force on Housing, City of Kingston and County of Frontenac staff, community housing providers (i.e. social and affordable housing), Indigenous service providers and community members, homelessness system service providers, and supportive and transitional housing providers.

Various meetings were held throughout the update period (see appendix 1 for details). In early meetings in May, the consulting team presented their findings on the changing local housing context, including extensive quantitative data from StatsCan, CHMC, and the City of Kingston (including the Watson population projections).

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These sessions presented findings from the background analysis and solicited feedback and insight based on stakeholders' wealth of local knowledge and experience. Feedback from these meetings helped to guide the consolidation and re-framing of the original 10-Year Plan's strategic directions and recommendations, as well as allowed for new priority areas to be recognized, e.g. transitional housing.

A second set of consultations were conducted in July, where stakeholders were presented with a draft of the proposed actions and outcomes for the Plan update. Each group reviewed and critiqued the actions as written, which were subsequently altered to include their expertise. Finally, in October, a complete draft report on a revised set of proposed actions and goals was sent to participating key stakeholders for their review. Once again, feedback was collected and integrated where appropriate into the final draft version of the actions and outcomes.¹ Consultation processes included a public open house session hosted on November 28th, 2019. Highlights of themes emerging from the consultation processes and feedback submissions are included in Appendix 2.

Building on the 10-Year Municipal Housing and Homelessness Plan (2013)

As part of the process to update the 10-Year Plan, the initial plan and actions were reviewed. This section briefly overviews the initial plan and reports of progress to date. Based on progress, some previous actions are no longer required (action achieved); in other cases the results to-date as well as a changing context have been captured in revised or new actions, as described later.

The 2013 Housing and Homelessness Plan built upon the Municipal Housing Strategy (2011) to include explicit plans to address homelessness. The end result is the 10-Year Municipal Housing and Homelessness Plan ("the 10-Year Plan"), which was approved by Kingston City Council in December 2013. The original 10-Year Plan included 75 recommendations flowing from 12 strategic directions developed through extensive stakeholder consultation and data analysis. All 12 original strategic directions and 75 recommendations are included here as Appendix 3. The original 10-Year Plan offered detailed steps to increase housing affordability and to end chronic homelessness in Kingston and Frontenac, including increasing the community housing supply and transitioning from emergency and transitional housing to permanent housing options with associated support services.

As part of the Plan update process, in Fall 2018, City of Kingston staff examined the achievements to-date and general status of each of the original 10-Year Plan's recommendations. Eighteen recommendations were marked complete; 34 recommendations which require continued action were reworked (e.g. merged with other recommendations or reorganized under new strategies); and 15 recommendations were removed because they were no longer relevant to the current context. A further 9 recommendations were reimagined as "General Operating Guidelines": standards by which the City should conduct all social service work.

¹ Much of the feedback from electronic consultations in Fall 2019 speaks to the implementation of the plan, rather than the actions themselves. This information has been catalogued by the Service Manager for consideration during the execution of the Plan.

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The 26 updated actions (organized under three strategies) are reflective of the 75 recommendations included in the original iteration of the Plan, requirements established by the Province, experience derived from the implementation of the first five years of the plan, and information gathered through the engagement of key stakeholders.

Progress was made under the first five years of the plan including:

- Created and implemented a comprehensive coordinated access system that all service providers are utilizing to improve clients' stability and prevent homelessness
- Introduction of a By-Name List, a real-time list of all people experiencing homelessness in the community as a way to more effectively direct interventions and support goal to end homelessness
- Implemented a prevention and diversion program, targeting individuals being released from correctional facilities to avoid them falling into homelessness
- Initiated coordination with youth shelter providers and youth hub providers to move towards an integrated system which will allow for more holistic and streamlined supports for this vulnerable population.
- Developed a Funding Step Down and End of Operating Agreement (EOA) Strategy analyzing the long term financial impact to both the City and each non-profit housing provider at EOA and as federal funding continues to decline.
- Completed 12 new or rehabilitated projects to add 116 units to the existing affordable housing supply, plus assisted 55 households to attain affordable ownership and provided emergency repair funding to 169 low to moderate income homeowners.
- Identified and encouraged actions for municipalities and planning boards, where applicable, to support the role of the private sector, including the use of available land use planning and financial tools (e.g. second residential unit land use plan framework and exemption from development charges).
- In 2016, the City participated in two capital investment programs offered by the province aimed to improve and preserve the quality of social housing in the province and ensure the long-term operation and physical sustainability of existing units.
- By way of an expression of interest participated in a provincial portable housing benefit pilot program to support survivors of domestic violence (18 households assisted).
- In 2019, the City implemented a local portable housing benefit program to assist households on the centralized waiting list secure housing within the City of Kingston and County of Frontenac (53 households assisted to date).
- Implemented a street outreach program to engage people experiencing homelessness on the street and elsewhere in the service area and offer them service information and connections to available services.

Updating the 10-Year Plan: Environmental Scan and Needs Assessment

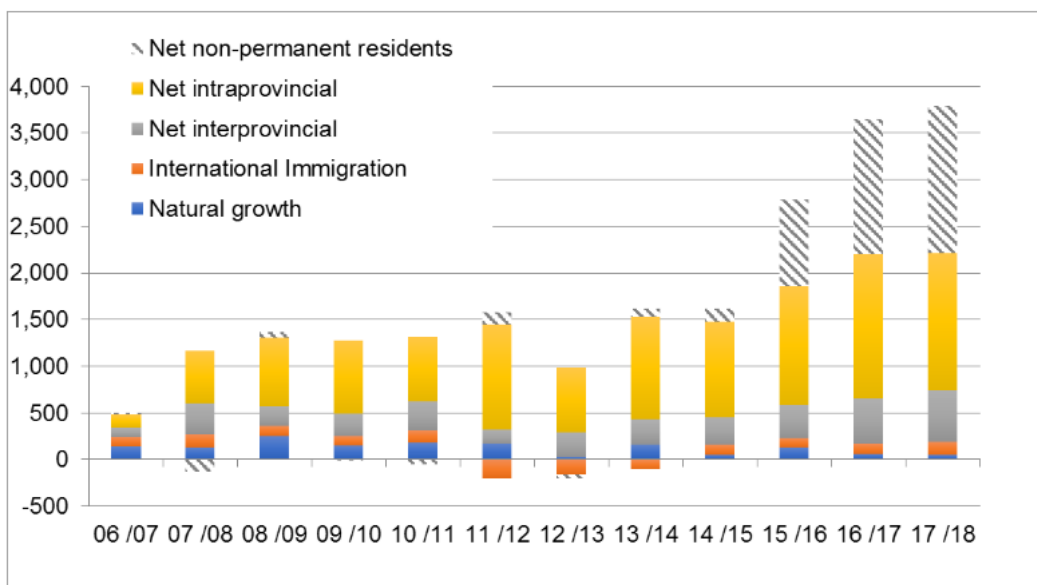
In the time since the adoption of the 10-Year Plan, in 2014 relevant policies and funding have evolved, new data has become available and the housing and homelessness pressures facing the City and County have intensified. This section briefly summarizes changes in the policy and funding context alongside how housing need and homelessness issues have changed since 2013. The purpose of this section is to review current housing and homelessness needs used to develop revised actions, goals and monitoring mechanisms to be included in the updated 10-Year Plan. The following provides an overview of the Environmental Scan and Needs Assessment.

Growth characterized by net-migration

Population projections completed in the spring of 2019 for the City of Kingston are used to quantify how population growth will translate into new housing demand and need. The baseline projection estimates a Census Metropolitan Area (CMA) population of 176,000 by 2026, with **87% of growth in the city of Kingston**. This translates to an average growth of between 600 and 700 households per year.

Local population growth is almost singularly **driven by net migration**, which is the real population growth after subtracting those moving out of Kingston from those moving to Kingston. Since 2015, total net migration has increased substantially, primarily due to two sources: non-permanent residents and intra-provincial migration. This has had a significant impact on housing demand. The heightened levels of net migration go a long way to explaining the decline in rental vacancies experienced since 2016 (down from 2.8% in 2015 to only 0.6% in 2018).

Figure 1: Components of Population Growth (CMA)



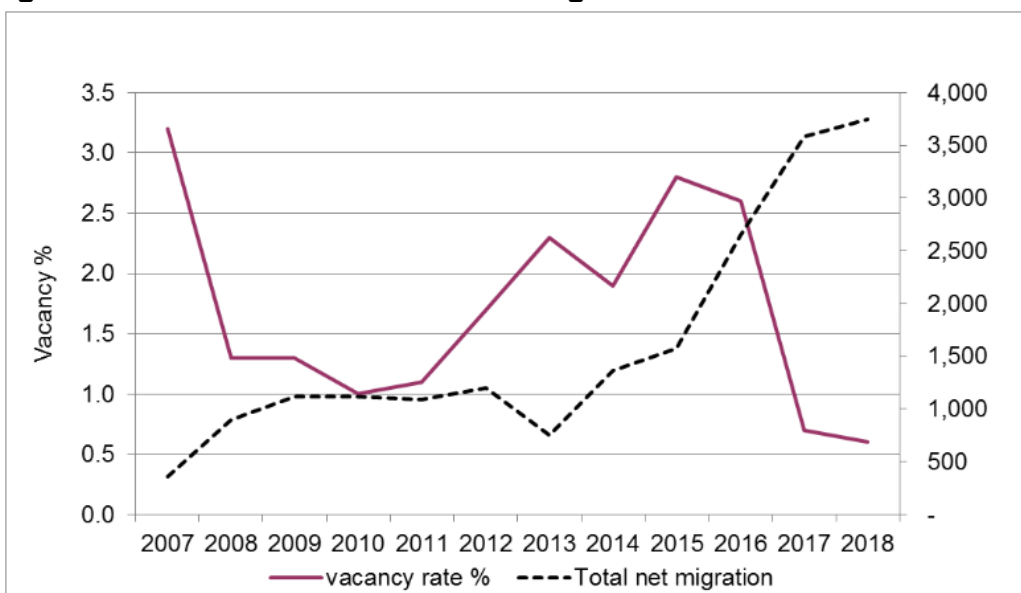
Source: Statistics Canada Table 17100136

“**Non-permanent**” residents represent almost one-fifth of the City population.² This is related primarily to post-secondary students not captured by the census yet having specific housing requirements and related impacts on housing availability. Although expected to slow, growth in student households are projected to add a requirement for an additional 100-120 dwelling units per year to 2026.³

The level of **intra-provincial migration** is also significant and may likely reflect some combination of (within province) students as well as older households relocating from the Greater Toronto Area with appreciated wealth to retire in Kingston with its much more affordable home prices.

Because migration can be quite variable it can have significant short-term impacts on housing demand, as revealed in the decline in rental vacancies since 2016. Housing supply cannot react to such short-term changes in demand; rapid fluctuations in net migration can have substantial impacts on housing availability and affordability. In the recent period, the high levels of non-permanent in-migration is a significant factor in the decline in rental vacancies. In turn, low vacancies have placed upward pressure on rents, and exacerbated renter affordability challenges. Other factors contributing to household formation include demographic trends leading to the generation of additional households (i.e. few persons per household including the proliferation of single person households).

Figure 2: Rental Vacancies and Net Migration



Source: Vacancies: CMHC. Rental Market Survey; Migration: Statistics Canada

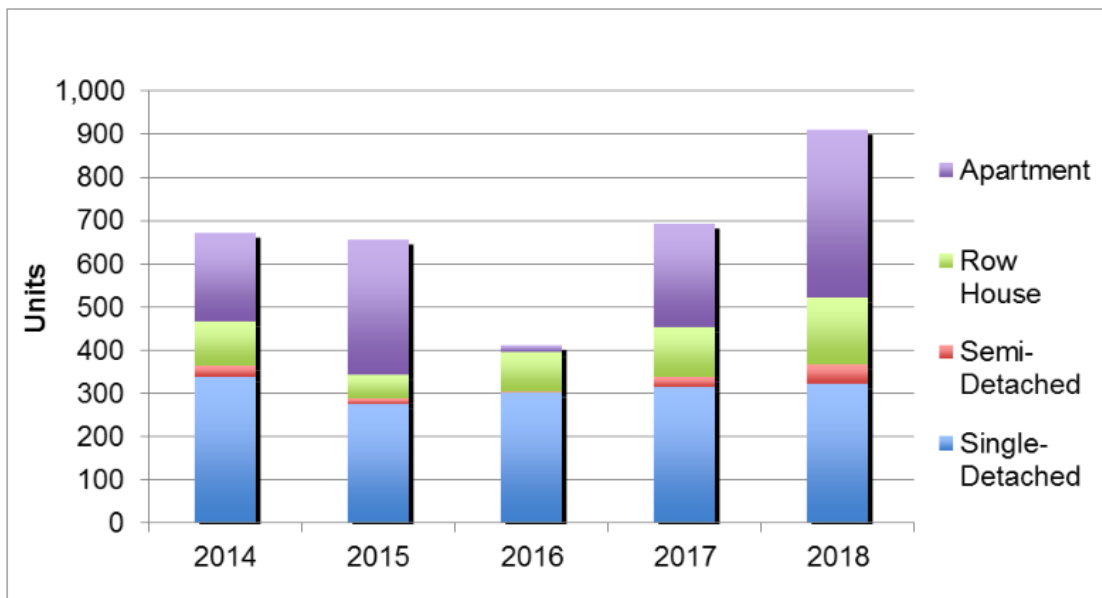
² The category “non-permanent resident” is a formal term used by Statistics Canada: Non-permanent residents (NPRs) are persons who are lawfully in Canada on a temporary basis under the authority of a temporary resident permit, along with members of their family living with them. NPRs include international workers; international students; the humanitarian population and other temporary residents.

³ Watson and Associates Economists (2019) City of Kingston Population, Housing and Employment Growth Forecast, 2016 to 2046, Final Report.

New housing construction healthy but shows warning signs

On the surface, the local housing market looks healthy with the annual volume of new housing construction on track to meet the quantity of expected demand. Since 2014, housing starts have come very close to meeting growth-based requirements. Against the projected immediate demand requirements of almost 700 dwellings per year (2016-21), plus a further 111 for student growth, new housing construction (housing starts) since 2014 has come very close to meeting requirements (excluding any need to replace demolished dwellings), averaging 668 per year.

Figure 3: Kingston (CMA) Starts by Dwelling Type



Source: CMHC. Housing Starts & Completions Survey

Compared to other Canadian cities, home ownership is relatively affordable and accessible in the Kingston area. This reduces demand for condominiums, which account for a much smaller proportion of stock than many larger cities. In larger more expensive cities, condo demand is driven by inability to attain ownership; in Kingston, most condo demand is lifestyle and lifecycle based, where seniors are seeking to downsize from traditional family homes (and many relocating from higher cost markets).

Lower condominium construction is beneficial in avoiding the crowding out of rental construction and enables a viable and active new rental market. New rental construction is, on average, supplying a sufficient quantity of housing to meet current and projected requirements, at least over the long-term. In the short-term, however, dramatic fluctuations in demand can have disruptive effect.

Finally, having enough units to meet projected net demand bears no relationship to the affordability of those units and does not necessarily address core housing need. Most new units are market priced and affordable mainly to those with equity or higher income.

Tightening of the rental market

Despite this seemingly balanced level of new supply, the Kingston rental market has experienced a notable decline in the rental vacancy rate in recent years. Following four years of moderate vacancies of 2-3%, the rental vacancy rate fell in the past three years, dropping to 0.7% in 2017 and to 0.6% in October 2018.⁴ The declining vacancy rate can be attributed to low construction starts in 2016 and a rise in post-secondary enrollment over the same period of time

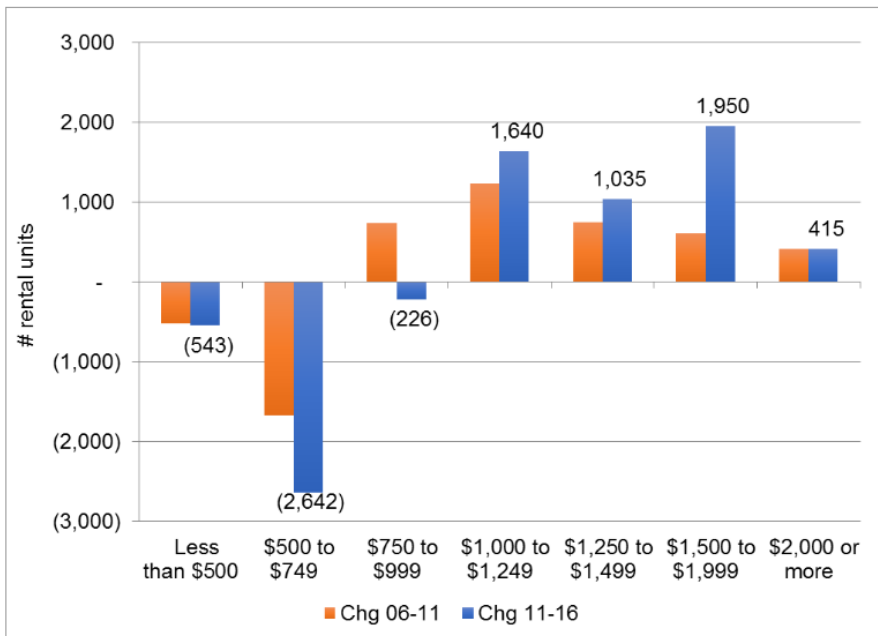
Reports from Queen’s University and St Lawrence College indicate the two institutions do not plan to aggressively expand international enrolment over the coming years, suggesting that the surge of 2016-18 will not persist.⁵ Total enrolment is forecast to increase annually by 300-400 students per year, requiring an estimated additional 100- 120 dwellings per year.

Combined with a rise in rental construction to new peak levels and a large number of units still under construction it is anticipated the vacancy rate will gradually raise back toward a healthier range above 2.5% by 2020.

Erosion of existing lower rent housing stock

This report demonstrates that while increasing supply is important, affordability is more directly impacted by changes in existing housing stock (new construction adds less than 1.5% of housing each year).

Figure 4: Change in Number of Units in Rent Ranges Kingston CMA 2006-2016



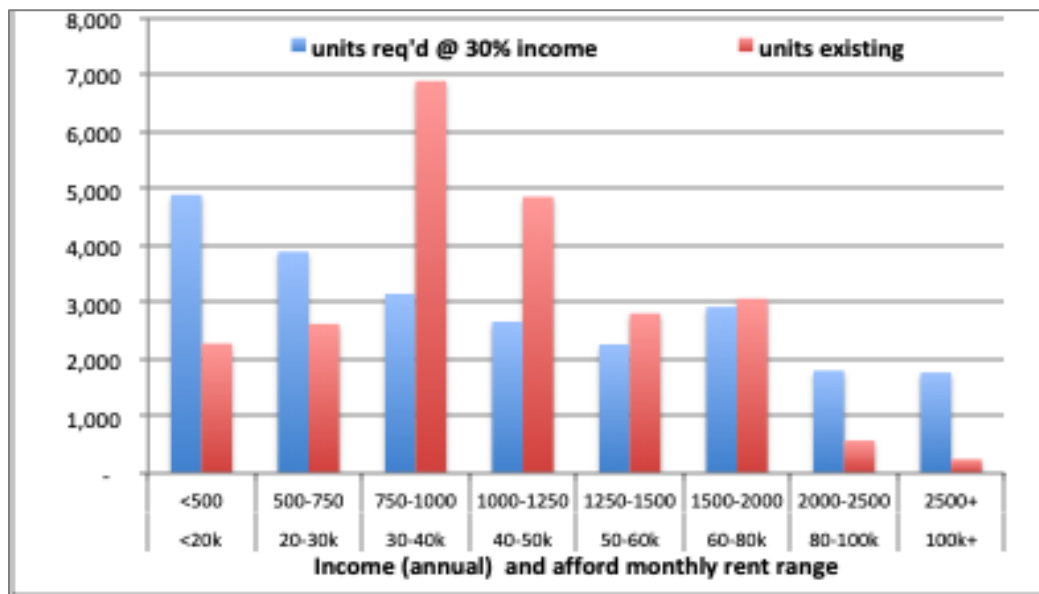
Source: Statistics Canada NHS 2011, Census 2016

⁴ Canada Mortgage and Housing Corporation, Rental Market Report Kingston CMA

⁵ Given the dramatic impact of the increased recruitment in 2016-18, it is important that the City continue to work closely with the post-secondary institutions to monitor and change in intentions, and ensure appropriate remedial response.

Over the past decade there has been a decline in the number of low-rent units (3,200 fewer units renting for under \$750/month) while the number of households seeking assistance has increased.

Figure 5: Rental Units Required vs. Existing, Kingston 2016



Building on the benchmark that housing costs should not exceed 30% of a household’s gross income, this report demonstrates the shortfall in rental units by income groups, showing that there are more lower income households than there are rental units in the appropriate rent ranges. This forces lower income households to spend more than 30% (and for a significant number, over 50%) of their income on rent.

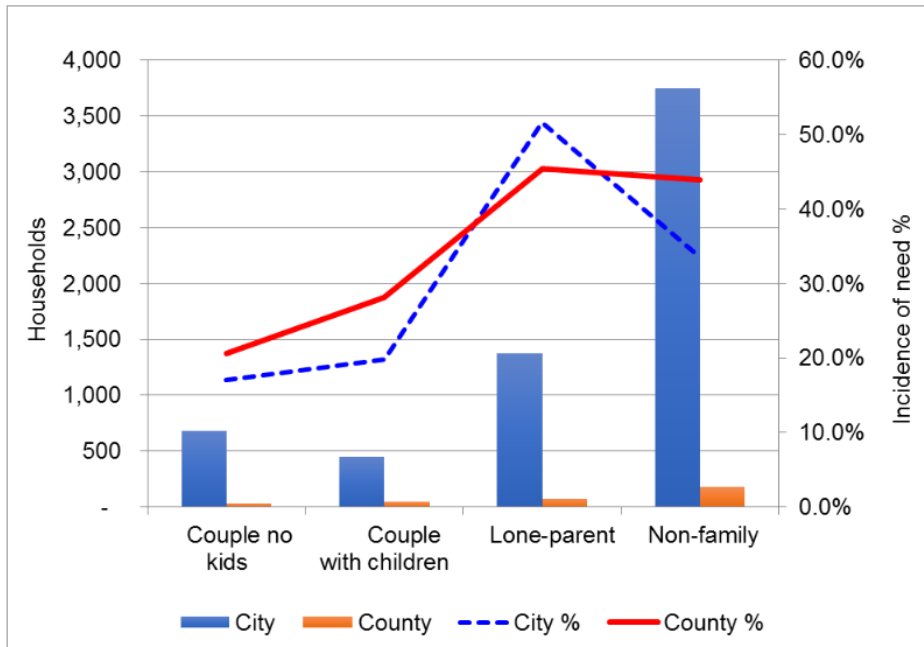
Core housing need most common in renters, lone parents, and older adults

Core housing need is a measure reported by the Canada Mortgage and Housing Corporation that incorporates three primary indicators: affordability (housing costing less than 30% of total before-tax household income), adequacy (housing not in need of major repair), and suitability (housing providing enough bedrooms to accommodate a household according to National Occupancy Standards requirements). Most recent estimates have been generated from the 2016 Census.

Over the past five years of the 10-Year Plan, there has been an upturn in both the count and incidence of core housing need in Kingston; the proportion of households defined as *in need* has increased to 14.2% overall. While suitability and adequacy of homes are a concern, the predominant problem is one of **affordability (paying over 30% of before-tax income)**, which affects over four-fifths of households in need. Outside of the City, adequacy is a larger concern, reflecting older homes in disrepair. This review has identified the number of renters in **core housing need at just under 7,000 households (in 2016).**

In both the City and County, the largest demographic in need are **older, non-senior households**; more than one-third of households aged 45-64 are in need. **In the City housing need is much more prevalent among renters, while most households in the County are owners.** The most significant types of households in need are **non-family households (singles) and lone parent families.** Overall senior households are not at greatest risk, as they benefit from various pension and income security programs.

Figure 6: Core Need by Household Type and Area



Source: Statistics Canada. 2016. Census Custom Tabulation

Insufficient supply of Community Housing

City and County programs provide almost 2,000 units of rent-geared-to-income housing a further 280 households in the private market assisted through rent supplements. An additional 490 units have also been added under post 2001 programs, but are not rent-geared-to-income; rents are set at below market levels, usually approximating 80% of the average market rent. The total (2,744 social and affordable units) makes up 3.7% of all housing in the CMA. This is about half the rate of the national and provincial averages. This count suggests **an insufficient supply of Community Housing** with below market rents or rents geared-to-income.

That said, the fact that almost 90% of households in need face mainly an affordability problem suggests that strategic targeted affordable construction can and should be augmented with rental assistance – rent supplements or housing allowances (as proposed under the National Housing Strategy for implementation in 2020).

Figure 7: The Kingston Housing Continuum

Publically Funded and Non-Profit Agency Housing						Private Market Housing		
Emergency Shelter	Transitional Housing ¹	Supportive Housing ¹	Social Housing (RGI)	Rent Supplement (in addition to RGI)	Affordable Housing (below market rents)	Rental (primary market) ²	Rental (secondary market) ²	Ownership Housing
69 beds	105	601	1,974	280	490	13,700	12,400	44,135
775			2,744			26,100		44,135
1.1%			3.7%			35.4%		59.9%

Notes:

¹Transitional and Supportive include some units not primarily for homeless, but providers do extend services to families or individuals at risk. There are an additional 35 emergency shelter beds not included here targeting Violence Against Women, which are not generally available to other women experiencing homelessness.

² Primary market includes CMHC surveyed purpose-built three plus units; Secondary includes rented homes (e.g. single-detached, semi-detached, townhouses, second residential units, duplexes, and rented condominium units).

Sources: Emergency Shelter from City of Kingston. 2019. HHSS System at a Glance (91 homeless clients at 63.5% shelter capacity); Transitional and Supportive from City of Kingston & County of Frontenac. 2018 Housing and Homelessness Report.

Supportive based on Housing First households. Social Subsidized from City of Kingston. 2019. Affordable Housing Production; Private market for Rental for CMA from Watson. 2019. Kingston Population, Housing, and Employment Projections; Market Ownership from Statistics Canada. 2016. Census.

Mixed progress in homelessness with reduced shelter utilization

Progress in homeless numbers is mixed. The 2018 homelessness enumeration project showed a reduction in absolute homelessness (81 compared to 91 in 2016), but an **overall increase** counting other types of homelessness from 137 (2016) to 152 (2018). Rural homelessness is not the same type seen in the City, with most respondents staying temporarily with family or friends. Homelessness in rural areas also appears to be an increasing trend, although securing a firm count is elusive.

Indigenous persons remain disproportionately represented among the core need and homeless population at about one-quarter of shelter users, though their numbers have dropped in line with the general decline.

The data suggests that the scale of homelessness in Kingston and the County is not overwhelming and there is a real potential to manage and end chronic homelessness. Discussion with supportive housing providers and support service agencies has, however, highlighted the critical constraint created by an **absolute lack and ongoing erosion of appropriate affordable housing**. The transitional and supportive elements of the housing and homeless service system play an important role.

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While it may be possible to minimize requirements for emergency shelters through the Housing First program, it is necessary to expand supportive housing availability and the levels of support offered to enable recovery and transition back to housing stability. For a small number of people experiencing chronic homelessness with high acuity assessments (high need), transitional housing help may be insufficient – ongoing permanent supported housing is required.

2. Defining and responding to the challenge

Based on the background review, three key challenges frame the basis to refine the 10-Year Plan:

1. The risks associated with a low rental vacancy rate and ongoing erosion of lower-rent stock. To address these issues, the plan will seek to expand the supply of both supportive and affordable housing and where possible, stem the erosion, for example by enabling and encouraging acquisition, alongside new construction approaches.
2. Growing levels of core housing need – especially for renters, for whom the critical issue is affordability. To address persisting and growing issues of affordability, greater emphasis is required to create and expand housing allowances (as proposed for implementation under the National Housing Strategy and Provincial Community Housing Renewal Strategy in April 2020).
3. A persisting bottle-neck in transitioning families and individuals out of homelessness due to both a lack of appropriate affordable housing and longer-term supportive housing options for high acuity individuals. This speaks to a need to increase opportunities to place formerly homeless persons and to provide appropriate supports by building additional supportive housing.

The overall goals of the updated plan are to:

- End chronic homelessness;
- Substantially reduce core housing need; and
- Manage and minimize growth in housing need by enabling and incenting an effective housing market (increase those served by the market and thereby not falling into need).

Establishing targets

In order to establish a basis for monitoring progress against the Plan, these goals are quantified in the form of targets.

The Environmental Scan and Needs Assessment quantified the backlog in chronic homelessness at just under 200 individuals. To achieve the goal of ending chronic homelessness this number will be reduced gradually to zero by 2029 (i.e. ten years from 2019 update process). This includes achieving housing stability for those currently

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defined as chronically homeless, as well as preventing additional persons becoming chronically homeless (i.e. avoid shelter stays beyond 10 days). A target should at a minimum be assisting at least 20 households per year to achieve housing stability – via either community placement with supports, or in permanent supportive housing.

It should be noted that in 2019 the definition of Chronic Homelessness was updated in order to comply with the new definition adopted federally by the Canadian Observatory on homelessness as follows:

Chronically homeless refers to individuals who are currently experiencing homelessness and who meet at least one of the following criteria:

- They have a total of at least six months (180 days) of homelessness over the past year
- They have recurrent experiences of homelessness over the past three years, with a cumulative duration of at least 18 months (546 days)

A substantial reduction in need should seek to emulate the National Housing Strategy (NHS) goal of a 50% reduction. The background assessment enumerated the level of renter core need in 2016 at 7,000 households. This suggests that a 50% reduction over would assist 3,500 renter households, or 350 per year. Some may be assisted via adding new affordable supply, some via intensification and expansion of existing community housing and some via the anticipated Canada Housing Benefit.

The third goal is more challenging to quantify as an outcome target as it requires an active and effective market. For this goal the focus will be more on monitoring key metrics such as rental housing starts and implementing necessary policies (e.g. planning policy, incentives, advocacy with senior government) to rectify these outcomes. Ongoing market housing initiatives, including the Mayor’s Task Force on Housing and Density by Design project, will seek to establish policies and procedures that expedite the creation of new housing supply.

While targets are important as a way to measure progress, targets alone are insufficient. To achieve these targets, a comprehensive set of actions are equally important. These three goals align with three broad strategies, each encompassing a set of actions, detailed below.

1. End chronic homelessness: Transform and Strengthen the Housing and Homelessness System to Support Vulnerable Households to Maintain Housing Stability;
2. Reduce housing need: Create New Affordable Housing Opportunities and Support the Community Housing Sector;
3. Minimize growth in need: Support and Enable a Strong and Diverse Market Housing Sector.

The actions below provide the mechanisms to implement these strategies. They streamline and carry forward the remaining recommendations of the original 10-Year

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Plan in consideration of the new context and with the above key challenges in mind. In some cases additional actions have been developed to address new challenges that have arisen or ones that were not sufficiently addressed in the original 10-Year Plan. The updated plan now contains 26 actions, organized under the three main strategies.

These draft actions were circulated to stakeholders for consideration in Fall 2019; their input is incorporated in the revised actions presented here. Following receipt of comments from the Ministry in early 2020 additional revisions may be incorporated prior to the formal presentation of the updated 10-Year Plan to the City and County Councils for consideration and adoption in winter 2020. Moving forward, the City understands the need to maintain flexibility in targets and outcomes so as to be responsive to a changing environment (e.g. policy directives, new data).

3. Updated Actions and Outcomes

In support each of the three overarching goals and the associated strategy, a series of specific new or revised action items, have been identified. Each of these are presented below, with some background context and rationale for the action, as well as the associated outcome, and where quantifiable, how this contributes to the overall targets outlined above, against which the action will be measured.

Strategy 1 – Transform and Strengthen the Housing and Homelessness System to Support Vulnerable Households to Maintain Housing Stability

1.1 Service Provider Relationships and Capacity

Information collected as part of the five-year review process indicates there are system level issues that can be addressed to achieve better outcomes for clients through a coordinated, collective impact approach. While some work has started in this area, one of the challenges is that housing and homelessness agencies are not funded for collaboration and networking. The updated 10-Year Plan supports current efforts to build partnerships to create a network of housing and homelessness service providers, non-housing service providers, and clients who will work together toward common goals. This network can be conceived as real or virtual (i.e. online), and should include rural service agencies.

The suggested outputs for this network would be a comprehensive map of all housing and homelessness services (and their various connections), and an enhanced coordinated access system. Foundations for this work have already been laid by the United Way's administration of federal Reaching Home funding.

ACTION: Continue to build relationships and capacity amongst service providers to achieve collective impact.

OUTCOME: Comprehensive map of housing and homelessness services and an enhanced coordinated access system by December 2020.

1.2 Increase Permanent Supportive and Transitional Housing Supply

The original iteration of the 10-Year Plan recommended the reallocation of all funding for transitional housing to permanent supportive solutions due to a body of evidence that suggested that there was no appreciable difference in outcomes for individuals who lived in transitional housing versus those who secured permanent supportive housing. The primary difference between transitional and permanent is the duration over which clients remain. Some clients/tenants may achieve capacity to move on to supported independent living, while others may continue to require on-site support and chose to remain with service provider. The need is to expand the number of facilities and beds available to both populations. While some portion of the chronic homeless experience mental health illness and require supportive housing, this stock is not exclusively, or primarily for those exiting homelessness.

During the key stakeholder sessions it was identified there is currently no additional operating funding available at the provincial or federal levels to support vulnerable households in permanent supportive or transitional housing. In this regard support service funding would need to be made available within existing budgets or through an additional annual funding commitment. The development of additional supportive service programs is contingent upon upper level government funding and subject to the pending provincial supportive housing cross-ministry review.

The updated 10-Year Plan should support the creation of new supportive housing units to bridge the gap between need and available permanent units. Some of these units may be used on a more transitional basis and will allow for more clients to achieve and maintain permanent housing by offering a period of stability and easy access to vital services such as mental and physical health care, employment counseling, and life skill-building opportunities. The first step in this process would be to identify need and support service requirements across the service area and to seek support funding from the Ministries of health and long term care and community and social services.

ACTION: Work with housing providers to create new supportive housing available to both those transitioning and those requiring permanent supportive housing. Conduct a review of supportive and transitional housing demand and supply. Work with service providers and upper levels of government to advocate for and secure critical new funding for housing support services.

OUTCOME: Work with partners to increase the transitional and supportive housing supply to better meet demand.

1.3 Strengthen Capacity to Deliver Housing First

The Housing First program focuses on maintaining stable and safe housing for tenants with complex, co-occurring issues by offering intensive, wraparound supports either on-site or through community based programming. Frequently, though not exclusively, this includes individuals that are identified as chronically homeless.

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Clients within this system are placed by level of “acuity” (i.e. the severity of their condition and its effects on their ability to maintain housing). For those with high acuity assessments, permanent supportive housing may be a preferred option; for others at low-moderate acuity, customized support programming can be delivered to scattered site (private landlord) accommodations. Like permanent supportive housing, Housing First is impacted by the low vacancy rate and the complex relationships with landlords.

In rural communities, a major concern is a household’s ability to maintain their housing due to a lack of support services. The updated 10-Year Plan will work to strengthen Housing First capacity by developing and/or acquiring new units specifically for high acuity clients (e.g. through retrofitting existing buildings or building new).

It is also recommended that the City and the County continue to work with private landlords to secure rental units for low to moderate acuity households, more able to live independent, but with mobile support outreach.

In addition to housing supply, the cost of supporting complex clients (e.g. staffing, programming) is high. Additional funding is required to support this work. Finally, the consultations recognized the needs of rural households are distinct from those within the urban area. Specifically, efforts in rural communities should focus on housing retention for high acuity clients.

ACTION: Ensure appropriate housing options (combining permanent supportive and scattered sites, in both the City and County) are available to facilitate the Housing First placement and long-term housing stability for clients. Seek additional funding to cover required support program costs.

OUTCOME: Housing and support services are available to adequately serve diverse urban and rural households and contribute to ending chronic homelessness (assist 20 additional individuals per year).

1.4 Local Institutional Discharge Planning

The consultation process revealed that there are discharge protocols in place among Correctional Services to avoid releasing individuals into homelessness, although these are not always effective and many individuals discharged from corrections institutions continue to become homeless.

The updated 10-Year Plan should extend this protocol to include health care providers at all levels, which may be easier to implement when Ontario Health Teams are established in the region. At present, Kingston Health Sciences Centre acts as de facto supportive housing for patients who have nowhere to go, which takes up needed beds at Kingston’s hospitals. The Service Manager could take an active role in the formation and implementation of this protocol to help monitor its effectiveness within the greater system.

ACTION: Work with health care institutions, correctional facilities and community agencies to develop discharge plans that avoid releasing individuals into homelessness.

OUTCOME: Reduced number of households discharged from local healthcare and correctional institutions into homelessness system.

1.5 Vulnerable Households in Social Housing

The original 10-Year Plan recommended that positions be created within social housing for workers to help tenants gain greater housing stability. To-date, there is one housing support worker working within the Kingston & Frontenac Housing Corporation's holdings, which has been a positive experience for the service provider and the tenants. In addition, Home Base Housing has one staff member that supports housing stability for vulnerable households within the social housing system. Based on these successes, the updated 10-Year Plan should seek to expand these programs and look for opportunities for collective impact through coordinated service provision.

This action would be expected to reduce eviction rates and improve general quality of life in social housing communities. This action is related to Action 1.6 but focuses solely on those currently living in social housing.

ACTION: Continue to facilitate and expand housing support service role to assist tenants in social housing to maintain or improve housing stability.

OUTCOME: Ensure vulnerable households receive supports and interventions before crises occur to reduced evictions from social housing.

1.6 Prevention and Diversion Programs

Homelessness prevention and diversion programs are designed to stabilize households and allow them to maintain their housing. Locally these initiatives include the Homelessness Prevention Fund as well as the Kingston-Frontenac Renovates Program, which provides low to moderate income households access to funds for accessibility upgrades or emergency repairs. The latter program is particularly important for rural residents, as many are living in older homes in need of repairs. In both the City and County, the single largest group of people in core housing need are older, non-senior households. This group also has the highest incidence with more than one-third of households aged 45-64 in need. In the City they are predominantly renters, and mainly owners in the County. While there is a common perception that need is high among seniors, it is in fact this mature single group that is more often found to have high need. Affordability problems are the most prevalent within local measures of core housing need (which also examines suitability and adequacy).

Homelessness system data indicates a notable portion (23%) of clients access services in the Kingston-Frontenac service area yet most recently have resided in communities

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outside the service area. In order to ensure program efficiency and best outcomes for clients, service providers should work with clients to support their housing and support service needs in their community of origin should that be determined to be the best outcome for the client. The City should continuously collaborate with adjacent housing and homelessness service managers and the Province to address and support the regional scope of the services that the City is providing.

Expanding prevention and diversion programs will allow more households to maintain their housing stability, thus keeping pressure off both the social housing and homelessness systems.

ACTION: Strengthen and expand capacity of prevention and diversion programs, with a special focus on single person households and rural property owners. Work with other municipalities, service managers and the Province to assist households accessing services in community of origin and address the impact of the regional scope of services.

OUTCOME: Increase number of households prevented from becoming homeless (compared to 2019 baseline).

1.7 Homelessness Data Management System

The Homeless Individuals and Families Information System (HIFIS) is used locally to support coordinated service delivery under the federal Reaching Home program. Service providers agree that while useful in many ways, HIFIS does not capture client interactions with other services, nor does it capture the distinct needs of rural clients. The City has adopted the practice to establish a By-Name list to augment HIFIS. The By-Name List is a real-time list of all people experiencing homelessness in the community. It includes a robust set of data points that support coordinated access and prioritization at a household level and an understanding of homeless inflow and outflow at a system level. The current system service providers have been trained on how to utilize the list, which is a further enhancement to the coordinated access system. Improving data collection could ensure that the housing and homelessness service system accurately reflects local demand. The data contained in this system would be subject to rigorous privacy standards and accountability measures that must be upheld by participating agencies due to the sensitivity of the information collected. The updated 10-Year Plan should provide direction for regular reports to be provided to service providers, as well as interested members of the community. Strengthening a detailed understanding of clients' needs and interactions with the local homelessness system will support program delivery, efficiency, and improved housing stability for clients.

ACTION: Create and maintain data management systems, including a By-Name list, with appropriate privacy controls, to support efficient program delivery.

OUTCOME: Increased number of households that were prevented from becoming homeless and have sustained housing stability.

1.8 Service Access for Rural Clients

In consultation, rural service providers noted the most significant barriers to accessing current services are transportation, catchments or service boundaries, and computer access. The updated 10-Year Plan should facilitate access to existing services for rural clients. Recently the City has completed a Request for Proposal process to enter into a service contract with a dedicated rural service provider who will work closely with other services and supports in the community. Ongoing coordination efforts seek to enhance access to services and address unique challenges associated with homelessness and housing vulnerability throughout the County. As a foundation for system design and service delivery the successful proponent will work to continue to implement the 2017 Review of Housing and Homeless Service Delivery in the County of Frontenac.

ACTION: Monitor and increase access to services and targeted prevention for low-income and homeless individuals in rural areas.

OUTCOME: Rural homelessness enumeration results show fewer homeless households from 2018 baseline.

1.9 Continuation of Homelessness Enumeration

Homelessness enumeration estimates the number of people experiencing homelessness in the community and gathers information related to the individual needs and circumstances of homeless persons. In the urban area, the point-in-time (PiT) count enumerates homeless individuals on a given night of the year who are sleeping in shelters, temporary transitional housing, or on the street. In the rural area a survey method is used which is conducted over a ten-day period as there are no emergency shelters in the area. Local service providers agree that the current methodology misses many homeless individuals, particularly in rural areas. The updated 10-Year Plan should continue with the current methodology, but examine methods in use in other communities to determine the most appropriate practices for local needs.

In 2019 Service Manager has introduced a By-Name list: a real-time list of all people experiencing homelessness in the community. A By-Name list supports coordinated access, prioritization, and understanding the scope and depth of local homelessness. Through this action the Service Manager will continue to review best practices for enumeration methodology and update processes as appropriate.

ACTION: In partnership with service providers and agencies continue to conduct both urban and rural homelessness enumeration every two years to monitor trends and outcomes.

OUTCOME: Complete homelessness enumeration every two years with the number of homeless households identified.

1.10 Indigenous Cultural Proficiency

In Kingston, as in other Canadian cities, the number of Indigenous homeless people is disproportionate to the general population: Indigenous people represent roughly 25% of all shelter uses in Kingston, but only 8% of the general population based on Census figures. Thirty percent of homeless youth in Kingston are Indigenous. These figures suggest that there is a need for culturally specific housing and homelessness services for Indigenous Peoples in the region, which some organizations currently provide (e.g. Tipi Moza, Interval House). However, because Indigenous clients are currently seeking service from non-Indigenous providers, it is essential that service providers engage with Indigenous cultural proficiency training at a systems level: this will enable the delivery of culturally appropriate and safe services to Indigenous clients. On July 23, 2019, the Housing and Homelessness Advisory Committee held a talking circle to discuss Indigenous housing and homelessness services in Kingston. Those in attendance identified the issues facing Indigenous Peoples as systemic. At the July talking circle, the Service Manager confirmed that the meeting was the first of many, and that these meetings would continue in the spirit of reconciliation and collaboration

ACTION: Provide housing and homelessness service staff with cultural proficiency training specific to Indigenous Peoples to create safety and improved outcomes for those seeking service.

OUTCOME: All vulnerable sector service providers trained in Indigenous cultural competency; Indigenous clients feel safe seeking and receive culturally informed services.

1.11 Youth Homelessness

The consultation process highlighted that Kingston does not have sufficient supportive and transitional housing for youth to meet demand. The original iteration of the 10-Year Plan includes a partnership with the United Way (Ending Youth Homelessness Initiative) specific to youth homelessness. Its vision is that by 2020, 80% of all youth who enter the homelessness system in KFLA will be housed within 30 days. Many of the actions within the Plan to End Youth Homelessness complement the recommended actions of the 10-Year Plan, but with a youth-specific lens and with the United Way acting as the lead agency. To be successful it is necessary to expand the number of shelter and

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transitional beds targeting youth, combined with necessary counselling and support funding.

ACTION: Support service providers and related organizations to ensure alignment with United Way's Ending Youth Homelessness Initiative. Support ongoing youth program service delivery including the One-Roof Youth Services Hub model at its current or potential future location, as well as options in the County. Support United Way's efforts to address youth homelessness in rural communities (e.g. Sharbot Lake).

OUTCOME: Capacity to address youth at risk is expanded and vulnerable youth are diverted from homelessness and receive necessary supports to increase housing stability and mitigate possible future homeless episodes.

1.12 Vulnerable Women

The 2018 homelessness enumeration project revealed women are disproportionately represented amongst the homelessness population in Kingston relative to provincial and national averages. This anomaly in the homelessness population demographics supports new efforts related to identifying needs and allocating resources to support vulnerable women with housing and housing supports. Special consideration should be given to the definition of "homeless" as it pertains to women who are discharged from institutions into VAW shelters. Discharges of this type are currently not defined as "into homelessness," despite the women's use of the shelter system.

ACTION: Review current women's emergency housing suitability and address gaps identified, including implementing co-ordinated access processes amongst women's specific service providers.

OUTCOME: Vulnerable women are supported and provided with stable housing options and support services.

Strategy 2 – Create New Affordable Housing Opportunities and Support the Community Housing Sector

2.1 Portable Housing Benefit/Housing allowance

A Portable Housing Benefit (PHB) is a monthly housing subsidy that offsets a proportion of the cost of rent. It offers flexibility to participants who may need to relocate to be closer to work, school, childcare or family, while also providing comfort to those who may wish to remain within their existing rental unit.

Locally, the PHB program has been used to help take households off of the Centralized Waiting List (CWL) for social housing. Since the beginning of the program in early 2019, fifty-three applicants have come off of the waitlist and have secured housing, meeting the established target for 2019.

Drawing on the proposed new housing allowance under the National Housing Strategy (scheduled for implementation April 2020). The updated 10-Year Plan should explore opportunities to expand the PHB program and to evaluate the opportunity to implement a housing allowance program as an interim measure to relieve some of the pressure on the CWL, which as of November 2019 numbered 1, households.

ACTION: Seek increased federal-provincial funding to expand delivery of Portable Housing Benefit/housing allowance program.

OUTCOME: Increased number of households receiving PHB or housing allowance.

2.2 Expand and Preserve Affordable Housing Supply

The Kingston rental market is characterized by more lower income renter households than there are rental units in the appropriate rent range (i.e. equal to or less than 30% of household income). There is an absolute shortage of low rent units and thus options for low-income households.

In addition to lack of new affordable construction, there is an ongoing problem of erosion, wherein exiting moderate rent units are being lost, either through demolition for redevelopment or more often due to rents moving to higher, less affordable levels. In total, there is a shortage of almost 3,900 units in the less than \$500 to \$750 range. As a result, lower income renters are occupying units in higher rent ranges, spending significantly more than 30% of their income on their housing costs. So in addition to constructing new affordable housing, it is important to try and prevent or minimize erosion. In part this can be achieved via rental replacement bylaws as well as by enabling non-profits to purchase existing moderate rent investment properties as these become available for acquisition

In addition to exacerbating housing need, the lack of low rent options also creates constraints to programs like Housing First, for which a stock of low rent and supportive housing is needed. To implement a Housing First program, appropriate modest-rent housing supply must be available. This action is consistent with City Council's strategic priority to increase housing affordability in the community.

Approximately 90% of Indigenous Peoples do not live on First Nation reserve lands. The Kingston-Frontenac service area includes an urban Indigenous housing provider (i.e. Tipi Moza) who maintains a small number of community housing units. In alignment with the developing federal Indigenous National Housing Strategy the City should seek to expand the supply of off-reserve housing within the service area dedicated to Indigenous Peoples.

As housing supply and affordability continue to become priority areas of municipal interest, it is important to understand the context of housing supply, demand, and affordability in the community. To support the implementation and monitoring of the 10-Year Plan and municipal housing objectives more broadly, ongoing work should

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continue to provide updated measures of the housing sector with a specific focus on housing supply requirements and actual planned and completed housing units to meet anticipated demand. Continuing to develop and adopt definitions of affordability through the Official Plan update process should align current needs with provincial policy direction.

ACTION: Utilize municipal, provincial, and federal programs to build and/or acquire new affordable rental housing units and create policies to mitigate the loss of existing units. Continue to develop monitoring tools to better understand and analyze housing supply, demand, and affordability factors.

OUTCOME: New affordable units are built and/or acquired and the erosion of low-rent stock is slowed.

CONTRIBUTION TO TARGET: Add 120 new affordable housing units over the next five years.

2.3 Community Housing Asset Management

Community housing providers must ensure that their housing projects are in good physical condition to support the health and safety of residents. The City's asset management software aids in understanding community housing providers' long-term capital cost implications and assists the City in properly planning for End of Operating/End of Mortgage Agreements. The first priority for these providers is to sustain their current rent-geared-to-income service standard – and this can be facilitated under the new The Canada-Ontario Community Housing Initiative (COCHI). COCHI provides funding to Service Managers to replace the federal Social Housing Agreement funding that expires each year, which began in April 2019. This funding can be used by Service Managers to repair, regenerate and expand community housing and to protect affordability support for tenants. This action should also seek to support providers in efforts to strengthen organizational resilience and capacity.

ACTION: In collaboration with community housing providers, pursue strategic asset management planning to preserve affordability and enhance assets, including potential redevelopment and intensification of existing social portfolio.

OUTCOME: All community housing providers complete/update building assessment and asset renewal plans.

2.4 Rideau Heights Regeneration Strategy

The Rideau Heights regeneration strategy is a long-term plan (i.e. 20+ years) which aims to support community renewal through the upgrading of social housing assets; improved parkland facilities; and the introduction of new mixed income market housing to support additional housing opportunity and diversity.

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To help offset some of the cost for this substantial project, the updated 10-Year Plan could consider options for expanded market housing options to achieve improvement objectives while reducing the public funding requirements. The City should also take a more active role in working with Rideau Heights area service providers to explore additional opportunities for community development partnerships to assist current and future tenants in maintaining successful tenancies, and where possible moving on into affordable market housing.

ACTION: Continue to implement the Rideau Heights regeneration strategy to create a sustainable mixed-income community. Support social service providers' integration and collaboration to achieve better outcomes for households and the community at-large.

OUTCOME: Approximately 400 units rehabilitated and approximately 390 new units added to achieve a neighbourhood mix of 50% rent-geared-to-income housing and 50% market and below-market housing.

CONTRIBUTION TO TARGET: Adds approximately 80 new units to Rideau Heights community over in next five years.

2.5 Land for Affordable Housing Development

Several stakeholders (housing providers) noted the difficulty of attempting to build new units in the absence of available (and affordable) land. It was also noted that in past the City has acquired lands but there were barriers to use and intensification. Efforts are required to overcome this and maximize outputs on such lands. The updated 10-Year Plan should continue to support a process to identify surplus municipal (including the County), provincial and federal lands and potential privately held lands and assist providers by through strategic land acquisitions to ensure a sufficient land supply to meet new affordable development targets. This objective is consistent with City Council's strategic direction to increase housing affordability and to pursue intensification, and the strategic direction to enable development of affordable housing on City owned lands, such as the site at 1316-18 Princess Street. It supports action 2.2 (expansion of affordable housing supply).

ACTION: Assist non-profit providers to secure new sites for affordable housing development.

OUTCOME: Acquire strategic sites to support future affordable housing development as outlined in action 2.2 (i.e. 120 new affordable units over the next five years).

2.6 Social Housing Viability

Much of the earlier public and social housing in Canada was funded under federal programs with time limited subsidy periods, usually corresponding to the mortgage amortization. It was assumed that once mortgage debt was repaid, projects would be viable based on rents covering ongoing operating costs. The so-called Expiry of

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Operating Agreements (EOA) has been occurring since roughly 2014 and has a direct impact on both housing providers and on the Service Manager. Despite the fact that funding will eventually cease, the Service Manager is still obligated under the *Housing Services Act, 2011* to continue to provide a minimum of 2,003 prescribed rent-geared-to-income units.

The Service Manager has already begun researching and developing options for the continuation of social housing after funding has ceased. The updated 10-Year Plan should establish direction with community housing providers to find operational efficiencies including but not limited to organizational mergers. All housing providers consulted for this update indicated they are willing to collaborate to help solve the larger problem of preserving safe and affordable housing for their clients and tenants.

This action overlaps with 2.3, preserving existing social housing assets, and as in 2.3, there will be opportunities to draw in the National Housing Strategy (NHS) cost shared Canada-Ontario Community Housing Initiative (COCHI) fund to address some expiry related issues.

ACTION: Work with social housing providers and their Boards of Directors to explore all options to sustain financial viability and system level efficiencies while continuing to meet the requirements of the Housing Services Act.

OUTCOME: The existing portfolio and service level standard of 2,003 RGI units is preserved.

2.7 Affordable Housing in the County

This action is closely related to Action 1.8 regarding expanding access to services in rural areas through increasing system navigation supports. Most new social housing has been built in the City and as a result, while demand is lower and more disbursed, the County tends to be underserved. Older residents that wish to remain in their community have limited options to downsize or to access supported living, other than moving into the City. In consultation, rural service providers identified one of the most important development opportunities in the County is that of improving transportation options. Often housing in the county is affordable, but disconnected – enhancing transportation access could help low-moderate income households access (or remain in) housing that is reasonably affordable. Improved transportation is beyond the scope of the 10-Year Plan update, but should be considered in the City/County broader strategies.

ACTION: That the County establish appropriate authorities/incentives in support of affordable housing to help prepare for development opportunities that may arise in the county.

OUTCOME: Local affordable housing development of an appropriate scale and form is explored in the County.

2.8 Understanding Social Housing Households' Needs

The Centralized Waiting List (CWL) for the Kingston-Frontenac service area currently numbers over 1,300 households. In 2018, only 11% of eligible applicants were housed. The small proportion of applicants housed is attributed to a low turnover rate in social housing units: tenants are unable to leave for a variety of reasons, including a low vacancy rate in the private market. While social housing can help stabilize individuals and families, and some may seek to remain in social housing, for others it can be a form of transition to the affordable market, thereby freeing up the limited stock of social housing for new clients. Enabling and facilitating such a positive transition requires thoughtful community development and support activities (much in the same way as we have come to recognize the importance of wrap around services for formerly homeless and persons with mental health challenges). To design and implement such programming, the Service manager and providers require deeper insight into the needs, capabilities and aspirations of tenants.

The updated 10-Year Plan should provide direction for collecting data from service providers in two parts: first, collect and mine existing data from social housing providers to identify trends and patterns in tenant demographics and service use. Second, conduct a survey to fill in any gaps from the first phase of data collection.

These efforts would be consistent with directions established in the provincial Community Housing Renewal Strategy and ongoing Social Housing modernization project.

ACTION: Conduct a survey of social housing tenants and Centralized Waiting List applicants to develop an understanding of specific community needs and offer responsive services.

OUTCOMES: Improved insight into tenant needs and aspiration in order to increase personal development that may lead to turnover in the existing stock.

Strategy 3 – Support and Enable a Strong and Diverse Market Housing Sector

3.1 Monitor the rental vacancy rate

The rental vacancy rate in Kingston declined dramatically between 2016-17 raising significant concern and prompting creation of a Mayor's Task Force on Housing. The background review has diagnosed this decline and found high in-migration, combined with a year of low rental starts were significant factors. Careful investigation of change in vacancies can help to identify causes and assist in anticipating and managing future reductions – for example economic development initiatives that will attract migrants, changes in the number of Canadian Armed Forces serving at local bases, and future plans to expand student enrollment in post-secondary institutions will require appropriate expansion of housing options. The Population, Housing, and Employment Growth Forecast, 2016 to 2016 estimated approximately 650 additional rental housing units would support the achievement of the targeted 3% rental housing vacancy rate.

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At the same time, as noted earlier (Action 2.2), the practice of demolition and conversion has also contributed to the loss of existing moderately affordable rental stock. City policies on conversion as well as rental replacement could help to reduce such loss.

Creating more rental supply can assist, but due to duration of planning and construction cannot have an immediate effect (while in-migration is instant). A significant consequence of low vacancies is upward pressure on rents, exacerbating affordability issues for lower income renters, so monitoring such disruptions can assist in addressing growth (or enabling reduction) in affordable need.

ACTION: Continue to monitor and respond to the demand factors that impact rental vacancy.

OUTCOME: Healthy rental vacancy rate is restored and sustained (approximately 3.0%).

3.2 Continue to Monitor and Respond to Student Housing Demand

Kingston's post-secondary student population is a cornerstone of the community and local economy. While often temporary residents in the City, students occupy permanent rental units, and have a significant impact on availability of rental housing for other (non-student) populations.

The original iteration of the 10-Year Plan recommended seeking opportunities to integrate student housing into the Official Plan and, in general, support student housing initiatives at Queen's University and St. Lawrence College. The updated Plan offers a more specific recommendation, which is to work with post-secondary institutions to monitor planned changes in enrolment and to encourage private market construction of student-specific housing (both on and off campus) that is safe and affordable, with a view to freeing up existing housing stock for other groups.

ACTION: In collaboration with post-secondary institutions and private sector partners plan and encourage construction of appropriate new purpose-built student accommodations.

OUTCOME: Minimize disruptive impact of increase rental housing demand on rental market.

3.3 Home Ownership Program

The housing system is a continuum that ranges from emergency housing responses on one end to market options at the other with a variety of housing subsidy and support programs in between. By enabling households to access affordable ownership, demand pressure (and need to additional rentals) is reduced. By moving low- to moderate-income households from affordable rental housing into home ownership, a corresponding number of affordable rental units can be made available to new tenants.

ACTION: Support low- to moderate-income households transitioning to home ownership through the Home Ownership Program.

OUTCOME: Support 12 low- to moderate-income households per year attain home ownership.

3.4 Low- to Moderate-Income Homeowners – Urgent Repairs

Local indicators of core housing need suggest that affordability is the single greatest issue among households in the City and especially in the County. Housing stability is undermined in the face of expensive repairs or changing accessibility needs. The Kingston-Frontenac Renovates Program has prevented households from losing homes and being at risk by ensuring homes remain suitable, adequate and affordable.

ACTION: Continue to support low to moderate income households maintain homeownership and housing stability through the Kingston- Frontenac Renovates Program.

OUTCOME: Support 20 households per year to eliminate major repair need.

3.5 Second Residential Units

Second residential units provide an important housing option that supports the needs of small households and affordability. Since 2013 building permits have been issued for over 250 units. The City has recently made policy and regulatory changes that not only allow second residential units in more parts of the city, also release some of the restrictions put in place for the original program. The aim of this program is to increase the rental supply in the city using currently available property, and to increase the overall vacancy rate in the city. This action supports the City's Strategic Plan to promote secondary suites and tiny homes.

ACTION: Continue to support and facilitate second residential units as an affordable rental housing alternative including monitoring ongoing legislation related to tertiary suites and tiny homes. Develop 120 second residential units over the next three years.

OUTCOME: Contribute to addition of affordable homes.

3.6 Kingston's Strategic Plan 2019-2022 and Mayor's Task Force on Housing

Council's strategic plan outlines a priority for increasing housing affordability and the return of the vacancy rate to a healthy level of around 3%. The Mayor's Task Force on Housing was designed to consider all areas of the housing continuum, with a particular focus on market housing. The Task Force participated in stakeholder consultations for the 10-Year Plan update and conducted their own consultations. The 10-Year Plan update should seek to support and complement the implementation of the task force's findings and actions.

ACTION: Where appropriate, support the implementation of recommendations of the 2019 Mayor's Task Force on Housing and initiatives associated with Kingston's Strategic Plan 2019-2022.

OUTCOME: Support and encourage a diverse and responsive market housing supply.

4. Annual Review and Monitoring

In keeping with the first five years of the 10-Year Plan's implementation a public report should be prepared annually outlining the progress towards achieving the desired outcomes as well as providing a snapshot of key statistics relevant to the housing and homelessness sectors. In addition to quantitative data the report, where possible, should outline narratives on programs and completed projects including impacts and outcomes for clients and tenants.

Appendix 1: Consultation Schedule Summary

Stakeholder Group	Meeting date
Internal city staff (planning, homelessness, social housing affordable housing, transportation, rec and leisure, real estate.) County of Frontenac CAO and Planning	May 22, 2019
Mayor’s Task Force on Housing	May 22, 2019
Community housing providers	May 23, 2019
Supportive/transitional/homelessness housing providers	May 23, 2019
Housing and Homelessness Advisory Committee Talking Circle : Indigenous housing and social service providers and clients	July 23, 2019
Community housing providers (session 2)	July 30, 2019
Supportive/transitional/homelessness housing providers (session 2)	July 30, 2019
Housing and Homelessness Advisory Committee meeting	September 11, 2019
Community and supportive/transitional/homelessness housing providers – electronic consultations	October-November 2019
Open house	November 28, 2019
Housing and Homelessness Advisory Committee meeting	December 17, 2019

Appendix 2: Consultation Feedback Summary

1. Networks

- Many agencies are currently working well together; strengthening these networks through increased awareness and opportunities will benefit access and outcomes.
- Housing and homelessness service provider networks should include non-housing service providers and clients (e.g. AMHS, Public Health, hospitals).
- Institutional discharge protocols can be improved to reduce the number of people discharged from hospitals and prisons into homelessness; having a single-point of connection would be beneficial.
- Need specific point people in prevention and diversion networks.

2. Hardest-to-serve clients

- Cooperative solutions are needed.
- "Supportive Housing" needs to be defined and designated.
- More units are needed for Housing First.

3. Funding for wraparound services

- Staffing wraparound programs are expensive and additional financial support is needed.
- On-site, responsive services for clients are critical.

4. Rural Housing and Homelessness

- Many of the current programs and services available do not meet rural needs and lack understanding of rural residents' circumstances.
- Major focus in rural communities should be housing retention.
- Lack of transit is a major barrier to accessing service.
- A system navigator could be helpful.

5. Housing Affordability

- Affordability targets are harder to set than vacancy targets.
- Rent supplements and Portable Housing Benefit are dignified and favourable options to address affordability issues, but possibly not sustainable.

6. Housing Supply

- Prevention of further erosion of stock (loss of low-rent units for a variety of reasons) is critical.

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- Land acquisition, environmental assessments, municipal buy-in and support are substantial barriers and should be supported by municipal resources and capacity.
- Stakeholders generally in favour of infill and intensification (including secondary suites).
- NIMBYism is a major challenge for affordable housing development and intensification.
- Availability of supportive housing units challenged by landlord-tenant relations and low vacancy.
- Stakeholders are in favour of using new National Housing Strategy funds to build new affordable units.
- Stakeholders were in favour of partnering with post-secondary institutions to develop purpose-built student housing. Proponents suggested that this was the number one issue facing the city regarding housing affordability and supply and that a deliberate strategy is required.
- CFB Kingston and Correctional Services of Canada staff put added pressure on housing supply.

7. Community Housing

- Community housing providers are an important part of the housing spectrum and in particular maintaining long-term affordability.
- Concern about duplication of service among housing providers.

8. Homelessness

- Reduction in shelter bed usage is not a complete reflection of the current situation: many are in transitional or temporary housing and are not counted
- Point-in-Time Count methodology needs to be continually evaluated to support accuracy.
- Specific attention needs to be paid to the needs of families with children, youth and adult singles, all of whom are seeking homelessness services at higher rates

9. Services for Indigenous Clients

- The path to healing is a long one that we have only just started. At the moment, institutional structures can impede this work.
- Indigenous cultural spaces (e.g. Friendship Centre) needed in Kingston.
- Lack of culturally responsive services. Notable exceptions were Tipi Moza and Interval House.
- Hiring Indigenous staff with connections to their culture could help enhance service and act as a bridge between the client and the service provider.

10. Data Collection, Reporting and Evaluation

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- More data collection needed in homelessness system/better use of current data.
- HIFIS data are limited and don't capture needs of rural clients.
- Additional consideration needs to be given to the privacy rights of vulnerable clients.
- Rationale for surveying the Centralized Wait List and/or current housing tenants would need to be very clearly explained and have clear and valuable goals before stakeholders endorse it.
- Flexible targets (e.g. ranges) for the outcomes of the new plan were recommended given anticipated changes to government policies; allows for responsive action.

Appendix 3: Recommendations from the 10-Year Municipal Housing and Homelessness Plan (2013)

Strategic Direction #1: Managing the Housing Agenda

#	Recommendations	Status
1	That the City and County establish the 10-Year Municipal Housing & Homelessness Plan as the primary strategic plan to help guide and align local housing efforts. ⇒ Adoption of the 10-Year Municipal Housing & Homelessness Plan by each respective Council will establish a clear strategic housing framework.	Complete
2	That the City develop a tactical plan concerning the acquisition of new units of affordable housing to address the needs of the homeless population. ⇒ Develop a financial plan to direct the acquisition and construction of new units of affordable housing. ⇒ Ensure that all existing Capital housing programs contain maximum flexibility to be used for acquisition of existing housing units or other alternative housing types.	Ongoing
3	That the City and County use the 10-Year Municipal Housing & Homelessness Plan as an alignment tool across areas of municipal responsibility. ⇒ Having adopted the 10-Year Municipal Housing & Homelessness Plan as a strategic document, City/County senior staff should use it to guide implementation via related municipal work plans.	Ongoing
4	That the Housing Department of the City take lead responsibility for advancing the 10-Year Municipal Housing & Homelessness Plan in collaboration with internal and external stakeholders, including the County. ⇒ Housing Department to set-up and chair interdepartmental committee that oversees implementation of 10-Year Municipal Housing & Homelessness Plan, as required. Planning, Building, Finance and Community & Family Services staff and County as core participants, other staff as required.	Ongoing
5	That the City recognize and support the Housing & Homelessness Advisory Committee as a primary vehicle for engaging stakeholders and providing advice on matters related to housing by: ⇒ Focusing Committee activity on housing issues, policies and program. ⇒ Ensuring broad and balanced representation on the Committee from private, public and municipal interests. ⇒ Continuing to support the role of the Committee in vetting policies relating to housing and homelessness. ⇒ Ensure focus is centered on providing advice for housing and homeless issues ⇒ Membership to include representatives from the local Homebuilders Assn., City Planning Dept., Community Leadership Team (per United	Ongoing

#	Recommendations	Status
	Way), homeless service providers and service recipients	
6	<p>That the City report on 10-Year Municipal Housing & Homelessness Plan progress regularly and publish an annual report card identifying key indicator status including indicators relating to homelessness.</p> <ul style="list-style-type: none"> ⇒ Establish 10-Year Municipal Housing & Homelessness Plan monitoring table to show progress against approved recommendations ⇒ Define and develop key housing indicators ⇒ Report annually to Council via report card on indicators and 10-Year Municipal Housing & Homelessness Plan status 	Ongoing
7	<p>That the City gather, maintain and monitor data to support housing and homelessness accountability practices, both internally and in support of provincial requirements.</p> <ul style="list-style-type: none"> ⇒ Monitor 10-Year Municipal Housing & Homelessness Plan implementation to confirm provincial expectations and obligations ⇒ Consolidate standard data and program monitoring information into one source 	Ongoing

Strategic Direction #2: Creating a Complementary Regulatory Environment

#	Recommendations	Status
8	<p>That the City encourage social capital initiatives by:</p> <ul style="list-style-type: none"> ⇒ Supporting legislative reforms that improve household income retention incentives and help address the impacts that utility costs have on poverty ⇒ Working collaboratively with social assistance staff and the Province to reduce procedural ‘barriers’ ⇒ Linking municipal programs and poverty reduction initiatives that help support win-win opportunities ⇒ Advocate through the Association of Municipalities of Ontario (AMO) and the Ontario Municipal Social Services Association (OMSSA) for income maintenance reforms based on identified issues. ⇒ Monitor LTAHS implementation to confirm Provincial reforms regarding rent-geared-to-income (RGI) and social assistance, as well as social capital initiatives. ⇒ Review municipal housing and homeless programs to help identify and promote opportunities that reduce poverty ⇒ Explore opportunities through system planning with stakeholders to help address mutually beneficial housing outcomes. 	Ongoing
9	<p>That the City consider Official Plan policies that promote inclusive, sustainable and flexible communities by:</p> <ul style="list-style-type: none"> ⇒ Ensuring that the Locational Analysis For Affordable Housing be used and referred to during decisions on which affordable housing projects should be supported 	Complete

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#	Recommendations	Status
	<ul style="list-style-type: none"> ⇒ Reviewing demolition and conversion provisions to help further support the retention of existing rental stock. 	
10	<p>That the City pursue inclusionary zoning opportunities while it completes the comprehensive Zoning By-Law (ZBL) review. Further opportunities could be explored at the time of any Official Plan updates.</p> <ul style="list-style-type: none"> ⇒ Working to strengthen municipal policies related to height and density bonusing through further detail on how to implement the OP policies by way of an implementation guide. ⇒ Review further specific inclusionary policies at the time of the 5 year Official Plan review. ⇒ Conducting a study to implement a new inclusionary policy. ⇒ Taking advantage of possible future legislative changes that permit more inclusionary zoning. 	In Progress
11	<p>That the City seek opportunities to appropriately integrate student housing by:</p> <ul style="list-style-type: none"> ⇒ Supporting initiatives to address the supply of student housing. ⇒ Work with Queen’s University as part of the Central Accommodation Review to develop a strategy to ensure an adequate supply of student housing within Kingston. 	In Progress
12	<p>That the City continue to analyze and monitor housing form, tenure, and affordability to ensure that the housing affordability, intensification, and density goals of the Official Plan are realized by:</p> <ul style="list-style-type: none"> ⇒ Using the following as benchmarks for housing form, tenure and affordability: <ul style="list-style-type: none"> ○ Housing Affordability – 25% of units at rates up to the affordability threshold ○ Housing Tenure – 70% ownership, 30% rental ○ Housing Form – 45% singles, 15% multiples, and 40% apartments ⇒ Measuring and reporting on housing form, tenure and total housing units constructed as part of Report Card (per Rec. #6) ⇒ Using incentive tool available, actively seek out commitments to help support form, tenure, and affordability targets through the development approval process 	Ongoing
13	<p>That the County establish an Official Plan to help guide land use planning which has consistent housing polices among the four constituent Townships and which establishes targets for units to be added to the current housing stock over the next 10 years as follows:</p> <ul style="list-style-type: none"> ⇒ Housing Form – 92% singles, 4% multiples and 4% apartments ⇒ Housing Tenure – 90% ownership, 10% rental ⇒ Housing Affordability – 25% of units at rates up to the affordability threshold ⇒ Review and consult on key housing issues, options and policies to 	Complete

#	Recommendations	Status
	<p>be implemented, including:</p> <ul style="list-style-type: none"> ○ Defining affordability ○ Housing mix and diversity ○ Residential intensification ○ Renewal and rehabilitation of housing stock ○ Seniors housing options ○ Secondary suites <p>⇒ Adopt OP, work with local jurisdictions to implement upper tier polices in local Ops</p> <ul style="list-style-type: none"> ○ Implement a definition of affordable housing and adopt affordable housing targets in the County of Frontenac Official Plan. ○ Implement a definition of affordable housing and adopt affordable housing targets in the Township of Central Frontenac Official Plan. ○ Implement a definition of affordable housing and adopt affordable housing targets in the Township of South Frontenac Official Plan. ○ Implement a definition of affordable housing and adopt affordable housing targets in the Township of Frontenac Islands Official Plan. 	
14	<p>That the City and Council continue their support for second suites as an affordable rental housing alternative by:</p> <ul style="list-style-type: none"> ⇒ Encouraging and supporting applications for second suites where currently permitted in ZBL’s and where appropriately accommodated through required municipal Planning approvals ⇒ Monitoring the implementation of the secondary suite pilot project to assist in evaluating impacts and the number of units created through the program ⇒ Undertaking a study to assess the potential to broaden the pilot project area to include as-of-right permissions within additional areas of the City where servicing concerns are addressed; in accordance with applicable legislation, the study should also evaluate and recommend zoning provisions for accommodating secondary suites within accessory buildings (e.g. above detached garage, within a separate building on a residential lot occupied by a primary dwelling). ⇒ Through the comprehensive ZBL review process, implement the recommendations and appropriate zoning provisions resulting from the preceding study. ⇒ Encouraging built-in conversion potential for appropriate housing within new development ⇒ Streamlining administrative approvals for second suites, including developing expedited internal Planning and Building review procedures to reduce the cost and time to obtain appropriate 	<p style="text-align: center;">In Progress</p>

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#	Recommendations	Status
	<p>approvals for secondary suites throughout the City.</p> <ul style="list-style-type: none"> ⇒ Continue to enhance awareness through the public education campaign including, the development of public information materials ⇒ Monitor LTAHS implementation to confirm Provincial expectations and obligations regarding second suites ⇒ Encourage the creation of second suites and support applications that come forward in areas where currently permitted by ZBL's 	
15	<p>That the City consider key affordable housing provisions from the Official Plan including policies that:</p> <ul style="list-style-type: none"> ⇒ Encourage housing mix and diversity ⇒ Support density and intensification ⇒ Enable residential renewal and rehabilitation ⇒ Review minimum separation distances for residential care facilities ⇒ Through the comprehensive ZBL review, ensure that OP provisions regarding affordable housing are implemented by: <ul style="list-style-type: none"> ○ Providing for a mix of residential uses and densities across zones ○ Allowing various forms of intensification in the urban area while considering minimizing parking and amenity space arrangement. ○ Supporting housing renewal while limiting conversion or demolition when not in the public interest ⇒ Reviewing opportunities to reduce/eliminate separation distances for residential care facilities ⇒ Encourage the adoption of a definition of housing affordability that is consistent with the Provincial Policy Statement across all departments and committees within Kingston and Frontenac, and encourage the adoption of affordable housing targets as identified in this document. <ul style="list-style-type: none"> ○ Work with the Housing & Homelessness Advisory Committee so that they understand their role as champions of the definition of housing affordability and the affordability targets within Kingston. 	Complete
16	<p>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.</p> <ul style="list-style-type: none"> ⇒ Undertake preliminary review to identify specific zoning barriers ⇒ When County Official Plan is in place, work to implement County and local OP policies via zoning bylaws and use this process to help address identified barriers ⇒ Encourage the development of secondary suites and garden suites within the County of Frontenac. <ul style="list-style-type: none"> ○ Create policies within the County of Frontenac Official Plan that permit such developments. 	In Progress

#	Recommendations	Status
	<ul style="list-style-type: none"> ⇒ Pursue opportunities as they arise to increase the amount of affordable housing within the County. <ul style="list-style-type: none"> ○ Seek opportunities to convert underutilized buildings to affordable housing. ○ Investigate the possibility of amending planning and zoning policies to support intensification. ⇒ Support affordable housing developments such as the Seniors' Housing Pilot Project 	
17	<p>That the City continue to support timely land use approvals through the Implementation and Service Improvement Plan developed as a result of the 2013 Mayor's Task Force on Development.</p> <ul style="list-style-type: none"> ⇒ Housing Department staff to help facilitate applications for affordable housing by providing advice and education to applicants ⇒ Expand private sector roundtable sessions to include Housing Department or other City staff who are on the interdepartmental committee ⇒ Seek to have affordable housing projects designated as a High Priority by the Inter Departmental team overseeing the implementation of the Mayor's Task Force on Development 	Ongoing

Strategic Direction #3: Leveraging Resources and Tools

#	Recommendations	Status
18	<p>That the City maximize available funding by:</p> <ul style="list-style-type: none"> ⇒ Utilizing current program offerings ⇒ Continuing to actively seek out other funding opportunities ⇒ Developing a contingency plan to manage anticipated step downs in future senior government funding ⇒ Leverage homeless funding by bundling/aligning various funding streams with community priorities ⇒ Continue to maximize take-up of available rent supplement dollars through active negotiation with local landlords ⇒ Using sector networks, seek out other possible housing funding opportunities ⇒ Establish a plan for managing funding step down by: <ul style="list-style-type: none"> ○ Creating a detailed funding horizon profile by program and project ○ Developing an impact analysis against the funding horizon profile ○ Ensure the step down funding plan considers end of operating agreement impacts ⇒ Establishing a prioritized resource plan to mitigate the impacts ⇒ Give consideration to prioritizing surplus City and County land for the purpose of affordable housing – through direct use of the land or by dedicating the provisions of the sale directly for affordable housing 	In Progress

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#	Recommendations	Status
	<p>purposes</p> <ul style="list-style-type: none"> ⇒ Promote limited-equity ownership amongst lower income persons ⇒ Prioritize homeless funding on those initiatives that are focused on ending homelessness instead of managing it ⇒ Reinvest money saved from closing shelters as outlined in the homelessness plan into housing and support programs ⇒ Protect existing public assets through policy mechanisms such as conversion and demolition controls. 	
19	<p>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.</p> <ul style="list-style-type: none"> ⇒ Advocate through local MP’s, MPP’s, AMO & OMSSA for additional funding to address local housing needs, especially in the area of low income households and social housing stock repairs 	Ongoing
20	<p>That the City evaluate local opportunities to increase sustained resources that could be made available to address local housing needs.</p> <ul style="list-style-type: none"> ⇒ Select financial models which offer best-value investment, balancing needs for short term affordability (e.g. rent supplements) and longer term housing supply (e.g. capital funding or incentives). Options to be reviewed include: <ul style="list-style-type: none"> ○ Utilizing tax increment financing to support affordable housing development ○ Allocating proceeds from the sale of surplus City land ○ Other sources as may be identified ⇒ Providing greater specificity to Affordable Housing as a preferred public good when density bonusing is considered as part of Section 37 agreements ⇒ Ensure any larger plans of subdivision and redevelopment at or above 1 hectare include a portion of units considered to be affordable as per the Official Plan guidelines ⇒ Work with the Provincial Government to ensure a portion of land transfer tax is made available locally, and that said portion be earmarked exclusively to build, acquire and support lower income persons in housing ⇒ Evaluation of Development Charge relief for affordable housing projects 	Ongoing
21	<p>That in recognition of Council’s decision to invest \$2M per year for 5 years towards the Capital Investment in Affordable Housing Program and the Affordable Housing Land Acquisition and Disposition Fund, the City review and consider extending the investment for the full 10-year duration of the Plan.</p> <ul style="list-style-type: none"> ⇒ The initial programs should be reviewed prior to the end of the initial 5-year funding cycle to evaluate their effectiveness and the need to continue funding for the full 10-year period. 	Complete
22	<p>That the City continue partnering with private and non-profit housing</p>	Ongoing

#	Recommendations	Status
	<p>providers to enable leveraging of available resources in order to maximize the provision of affordable housing.</p> <ul style="list-style-type: none"> ⇒ Actively promote increased development dialogue between non-profit and private sector partners. ⇒ Use opportunities to broaden awareness through venues such as the Planning Dept. roundtable sessions, Construction Association meetings and KEDCO ⇒ In housing procurement processes, recognize the potential benefits of joint partnerships within the evaluation process 	
23	<p>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.</p> <ul style="list-style-type: none"> ⇒ Reinforce affordability target obligations of the OP with the local development industry and implement tracking systems for meeting affordable targets. ⇒ Based on incentive tools available through OP and zoning, actively seek out affordability commitments through the development approvals process ⇒ Review opportunities for potential projects during the planning pre-consultation stage ⇒ Target new development opportunities for inclusionary zoning, especially in greenfield locations when and if the legislation permits. ⇒ Create an implementation guide to height and density bonusing. ⇒ Identify in the guide the situations in which the provision of affordable housing is a priority. ⇒ Consider in the guide the target number of affordable units required for the target density bonus. It is recommended that 15% of units be affordable in exchange for a 25% density bonus (or equivalent). 	Ongoing
24	<p>That the County consider establishing appropriate authorities/incentives in support of affordable housing to help prepare for development opportunities that may arise.</p> <ul style="list-style-type: none"> ⇒ Explore development fee relief, property tax relief for multi-res and capital facility by-law authorities in concert with local townships as initial measures. 	In Progress
25	<p>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.</p> <ul style="list-style-type: none"> ⇒ Augment current City inventory of potential lands with other possible target sites (public private), including donations ⇒ Ensure full circulation of agency surplus notices within City when received (i.e. federal, provincial, county, school boards, etc.) ⇒ Establish options for land exchanges as part of acquisition/disposal process or via development approvals processes using capital 	Ongoing

#	Recommendations	Status
	facilities authorities ⇒ Adopt a three-pronged approach for acquiring more affordable housing which may include any or all of the following: <ul style="list-style-type: none"> ○ Acquisition of existing structures, such as vacant hotels, apartment buildings and houses for sale, empty schools and warehouses, and convert to affordable housing; ○ New construction; and, ○ Rent supplements. 	
26	That the City continue to regularly monitor the condition of the social housing portfolio and actively seek alternate funding to assist with major capital repairs. <ul style="list-style-type: none"> ⇒ Maintain up-to-date snapshot of portfolio condition by supporting project Building Condition Assessments (BCA's) and actively gathering data for portfolio planning purposes ⇒ Using existing asset planning tools and City resources to help guide decisions regarding allocation of repair funding ⇒ Continue to advocate to MMAH for additional capital repair assistance (e.g. Social Housing Renovation & Retrofit Program) 	Complete
27	That the City explore opportunities to review services and asset management planning to ensure sharing of resources between the City's two municipal housing providers, and to then expand these resources to other local housing providers. <ul style="list-style-type: none"> ⇒ Review opportunities to share services and asset management planning for the two largest housing providers in order to expand access to resources, broaden knowledge and better manage risks ⇒ Once established, expand access to these technical resources to other housing providers in the community 	Ongoing
28	That the City research and develop options for the continuation of social housing post End of Operating Agreements to meet its legislated and financial obligations in conjunction with the Step Down Funding planning study. <ul style="list-style-type: none"> ⇒ Analyze each Housing Provider to assess current and future financial and capital needs ⇒ Establish asset management strategies for each Housing Provider ⇒ Review rent supplement program to identify cost saving measures ⇒ Should be considered in conjunction with Step Down Funding planning 	In Progress
29	That the City establish a strategic asset management plan using existing tools to help guide decisions regarding asset renewal/ redevelopment in the social housing portfolio. <ul style="list-style-type: none"> ⇒ Build on interim work established for short term properties ⇒ Using the funding step down plan evaluate all properties within the social housing portfolio. ⇒ Specifically assess options for sustaining each asset and leveraging 	In Progress

#	Recommendations	Status
	equity versus current condition, remaining useful life, operational capacity and ability to maintain resident affordability. ⇒ Establish a strategic asset management plan that sets out long term strategies for leveraging equity and managing portfolio asset renewal/re-development.	
30	That the City use Rideau Heights as an initial pilot community for testing asset renewal strategies that can be applied elsewhere. ⇒ That the City partner with KFHC to undertake a regeneration planning process for the social housing core area and municipally owned lands of the Rideau Heights community including: <ul style="list-style-type: none"> ○ The preparation of a land development plan to achieve the goals of community renewal ○ The development of a business plan and phasing strategy to accomplish the eventual regeneration build-out ○ The planning process should include a full program of consultation with residents and key stakeholders ○ Identify strategies and lessons learned to support renewal of other social housing sites within the City 	In Progress
31	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.) ⇒ Along with other municipalities, advocate through AMO & OMSSA for additional support service dollars to address growing needs	Ongoing
32	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. ⇒ Building on connections in the supportive housing & homelessness sectors, convene a community roundtable to explore possible housing support opportunities ⇒ Use the venue as a means of broadening support for the 10-Year Municipal Housing & Homelessness Plan and seeking solutions to support issues ⇒ Establish and sustain a dialogue on partnership opportunities by connecting agencies with HHAC	Ongoing
33	That the City arrange, through existing funds, for housing workers to support persons who are precariously housed in social housing to gain greater housing stability. ⇒ Develop a program to provide supports to persons living in social housing that are precariously housed and/or at risk of homelessness with a focus on achieving long-term housing stability for those households ⇒ Should be considered as part of support worker job descriptions for implementation of the Homelessness Plan	In Progress

Strategic Direction #4: Building Housing Capacity

#	Recommendations	Status
34	<p>That the City continue the consolidation of the municipal housing function by:</p> <ul style="list-style-type: none"> ⇒ Supporting 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 ⇒ Re-aligning housing staff to accommodate future needs arising from integrated homelessness service planning ⇒ Housing Department responsibilities expanded to include stronger homelessness role, integrated with housing duties ⇒ Monitor LTAHS implementation to confirm Provincial expectations and obligations, especially with regards to Service Manager obligations and the resulting impacts on resources ⇒ Coordination of housing & homelessness planning in concert with the United Way (HPS), while ensuring collaboration with the County and fully engaging community stakeholders ⇒ Housing Department to have primary responsibility for 10-Year Municipal Housing & Homelessness Plan implementation 	Ongoing
35	<p>That the City in collaboration with the County implement the Service Manager’s Communications Plan developed as part of the MHS</p> <ul style="list-style-type: none"> ⇒ Ensure that all programming and services offered by the Housing Department is consistent with the Communications Plan and is an integral part of that program or service 	Ongoing
36	<p>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.</p> <ul style="list-style-type: none"> ⇒ Develop possible themes for events, as necessary that brings partners together ⇒ Actively seek timely topics, speakers and possible sponsors (e.g. CMHC, Home Builders Assn., KEDCO, United Way of KFL&A, service clubs, etc.) ⇒ Focus on broader based housing topics that bring various stakeholders together ⇒ Host some events in the County and use these opportunities to address rural themes. 	In Progress
37	<p>That the City, in concert with sector organizations where possible, help support community agency renewal through workshops geared to social housing practitioners.</p> <ul style="list-style-type: none"> ⇒ Collaborate with sector organizations like Ontario Non-Profit Housing 	Ongoing

#	Recommendations	Status
	Assn., Cooperative Housing Federation, Ontario municipal Social Services Assn., Social Housing Services Corp. and Canada Mortgage & Housing Corp. to determine what workshops or events they will be holding locally ⇒ Identify potential unmet gaps and seek opportunities to encourage addressing of gaps by sector organizations ⇒ Where necessary, supplement sector efforts with targeted workshops to help build and maintain social housing provider capacity	

Strategic Direction #5: Cultivating Partnerships

#	Recommendations	Status
38	That the City engage the homelessness service sector as part of the broader housing context ⇒ Collaborating with the Community Advisory Board regarding the funding of homelessness programs and initiatives ⇒ Collaborating with other agencies for funding allocations aligned with this Plan, such as the United Way. ⇒ The implementation plan include the inclusion of a community table composed of other funding agencies such as United Way, Community Foundation of Kingston and Area, Government of Canada and other stakeholders in order to maximize collaborative funding to support the implementation plan. ⇒ Extending partnership information to homelessness agencies, especially those with housing-related activities sponsored by City ⇒ Supporting the implementation of the 10-Year Municipal Housing & Homelessness Plan ⇒ Engage housing, service and support providers to set out integrated planning directions ⇒ Establish homelessness contact and resource information for sharing among service agencies ⇒ Consolidate information and resource material for posting on the City web site (e-centre), promoting this as a central information tool for service providers and housing stakeholders	In Progress
39	That the City continue to 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 ⇒ Provide for Housing Department representation at private sector roundtable hosted by Planning Dept.	Ongoing

#	Recommendations	Status
	<ul style="list-style-type: none"> ⇒ Provide for private sector representation on the Housing and Homelessness Advisory Committee ⇒ Host occasional events that bring community housing stakeholders together with the private sector ⇒ Seek topics on broader based housing topics that are of interest to both private sector and community partners 	
40	<p>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.</p> <ul style="list-style-type: none"> ⇒ Develop an on-line resource centre on the City web site that provides one-stop shopping for housing information ⇒ Build on existing housing services area but broaden housing topics to capture housing and homelessness ⇒ Ensure ease of navigation ⇒ Develop and maintain standard plus refreshed content to meet changing user needs 	In Progress
41	<p>That the City include community-based housing innovation awards as part of the Liveable City Program as a means of acknowledging community partners and raising the profile of affordable housing.</p> <ul style="list-style-type: none"> ⇒ Broaden the Liveable City Program to recognize community-based housing innovations in affordability ⇒ Host occasional recognition events 	No Action Taken

Homelessness Strategic Directions

Strategic Direction #6: Systems Reorientation: Leadership, Integration & Coordination

#	Recommendations	Status
42	<p>The Service Manager will take a leadership role in setting targets and standards for service delivery and reporting outcomes.</p> <ul style="list-style-type: none"> ⇒ Set goals, ensures compliance, and assess results 	In Progress
43	<p>Implement a new funding model with existing funds to reflect the Plan’s priorities and implement the Plan’s strategies. <i>Develop a consistent standard for funding allocation, tie to client needs, and outcomes</i></p>	Complete
44	<p>Adopt a housing first approach across the system</p> <ul style="list-style-type: none"> ⇒ Agencies funded by the City to provide permanent supported housing must adopt practices and philosophies more consistent with a housing first approach 	Complete
45	<p>Implement common intake and assessment protocols and practices.</p> <ul style="list-style-type: none"> ⇒ Adopt an intake/assessment tool and protocols that work best within the Kingston homeless service delivery system. 	Complete
46	<p>Adopt a common Homeless Management Information System (HMIS)</p> <ul style="list-style-type: none"> ⇒ Identify which HMIS meets the needs of Kingston and Frontenac. 	Complete

#	Recommendations	Status
	⇒ Purchase the system, install it, and provide initial and ongoing training for staff using the system.	
47	Implement a new professional development agenda to support implementation of the plan while building on existing competencies. ⇒ Mandate that all homeless service delivery workers engage in training seminars to ensure that there is a common understanding of each aspect of the Plan. ⇒ The City ensure that housing supports workers are in place, trained and functioning before funding for the basic support needs are phased out.	Ongoing
48	Monitor the on-going alignment of the homeless strategies with the housing strategies. ⇒ Update the Municipal Housing Strategy and ensure that its strategies also work towards the goal of ending homelessness; the Municipal Housing Strategy and this Plan will be companion documents.	Complete
49	Continue to foster and support networking among homeless service providers and other interested parties, such as health, mental health, addictions, legal, corrections police and so forth ⇒ Use these “networking opportunities ” to improve communication and reduce inconsistencies across services, and find opportunities for further integration through collaboration and coordination	Ongoing

Strategic Direction # 7: Strengthening Homelessness Prevention and Diversion

#	Recommendations	Status
50	Place a strong emphasis on diversion from emergency shelter resources. ⇒ Assist households in accessing and maximizing the use of natural support systems and networks prior to entering the homeless delivery system	Complete
51	Develop and adopt a tool to identify which individuals and families are eligible for targeted homelessness assistance. ⇒ Through coordinated access, ensure that all intake points use the same assessment tool to determine when diversion or prevention may be appropriate. ⇒ Target homelessness prevention programs specifically at those households who most closely resemble the existing chronically homeless individuals and families.	Complete
52	Develop a discharge protocol for the region so no-one is discharged from an institution, such as hospital or correctional facilities into the streets. ⇒ Create a plan, policies, and protocols governing the process of an individual’s discharge, release, or graduation from federal or provincial prisons, police detention, psychiatric facilities, hospitalization, or the child welfare system. ⇒ Engage hospitals, mental health facilities, addictions treatment programs, correctional services, Kingston Police Force, Children’s	In Progress

#	Recommendations	Status
	Aid Society, John Howard Society, Elizabeth Fry Society, interim housing providers, permanent social housing providers, supportive housing providers, landlords, and emergency shelters to participate in its creation, development, and implementation.	
53	Increase access to and awareness of services available to individuals and households at risk of homelessness. <ul style="list-style-type: none"> ⇒ This will help prevent homelessness in a few cases where households simply do not know what services are available to them. ⇒ Assist households in accessing a range of effective prevention activities which may include, but is not limited to, brief intervention and counselling, assistance with utility and rent arrears, assistance with obtaining income supports, landlord tenant mediation and legal advocacy. 	Ongoing

Strategic Direction #8: Redefining the Role of Emergency Shelters

#	Recommendations	Status
54	Reframe emergency shelters as “Housing Assistance and Emergency Shelter Services” that are one of the entry points into the housing system <ul style="list-style-type: none"> ⇒ Shelters will be accessible service points, open 24/7, with services available on site or through direct referral that will end a person's homelessness, including access to housing help resources and specialists. Not every shelter requires its own housing help resources, but the shelter system as a whole must be served by specialists with the sole function of helping people to access and sustain permanent housing. ⇒ Develop municipal directives and standards outlining the new role of shelters. 	Ongoing
55	Establish housing worker functions within shelters. <ul style="list-style-type: none"> ⇒ Enhance the capacity and responsibility of shelters to offer assistance to clients in accessing and maintaining housing through direct staffing or dedicated staff from another organization in the service system as housing specialists for the shelter. ⇒ Integrate a coordinated access and common assessment functions into shelters to triage client housing support needs. ⇒ Structure the staffing of housing workers serving shelter residents as follows: <ul style="list-style-type: none"> ○ 20% of staff to provide general housing help to individuals or families newly in shelter (less than 14 days) including access and support in locating vacant units; ○ 40% of staff to provide Rapid Re-Housing support to those individuals and families with a moderate acuity level. Assistance will be provided in locating units and in providing case management supports for 3-6 months for each household selected for Rapid Re-Housing. Fidelity to proven 	Ongoing

#	Recommendations	Status
	<p>Rapid Re-Housing practices will be a requirement.</p> <ul style="list-style-type: none"> ○ 40% of staff to provide Housing First Intensive Case Management supports to individuals and families with high acuity levels. Assistance will be provided in locating units and in providing intensive case management for at least 12 months for each household selected for Housing First. Fidelity to proven Housing First practices will be a requirement. 	
56	<p>Right-size the shelter system.</p> <ul style="list-style-type: none"> ⇒ Within the next two years, evaluate the need for shelter beds based on the PIT Homeless Count, HMIS data, and the impact of new housing services and training, and adjust the system-wide number of shelter beds to achieve efficiencies. Considerations in the evaluation shall include: <ul style="list-style-type: none"> ○ The number of unsheltered homeless individuals—people sleeping outdoors, staying in overnight restaurants or coffee shops, sleeping in cars, squatting, sleeping in other buildings not designed or fit for human habitation—that would access shelters if space were available; ○ The reduction in moderate and high acuity individuals and families staying in shelter rather than being supported in housing; ○ The reduction in recidivism (reduced returns to homelessness) through housing and supports; and, ○ The reduction in consumption of shelter resources by a small cohort of shelter stayers (the top 20% of shelter users currently consume 66% of bed nights). ⇒ Focus on closing entire facilities after the evaluation rather than across the board retractions to ensure viability of operations. This focus also encourages economies of scale and mergers within the shelter system. 	In Progress
57	<p>As appropriate, introduce specialization within Kingston’s shelter system.</p> <ul style="list-style-type: none"> ⇒ Explore opportunities for quiet beds that can be designated for shelter users who are physically ill, agitated, or are behaviourally disruptive to others, and other specialized options within existing shelters. ⇒ Explore opportunities for the accommodation within the shelter system of persons discharged from hospital who are chronically or acutely ill. Explore partnering and funding opportunities to ensure that the necessary medical, nursing, and paraprofessional staff are in place. ⇒ The City continue to provide funding for day services for families with children who are staying in shelters. 	In Progress

Strategic Direction #9: Increasing Housing Options for Those with Highest Needs

#	Recommendations	Status
58	<p>Work towards the rental housing targets in Recommendations 12 and 13.</p> <ul style="list-style-type: none"> ⇒ Increasing the number of private market rental units available will serve in the longer term to stabilize rental prices and increase the vacancy rate. 	Ongoing
59	<p>Prioritize access to available housing for those with the deepest and most chronic needs first.</p> <ul style="list-style-type: none"> ⇒ Those who have been homeless the longest, and those with the highest acuity, are served most effectively by ensuring that they obtain access to housing as quickly as possible. Victims of domestic violence will continue to have special priority in meeting housing needs. 	Complete
60	<p>Remove the homeless priority policy from the social housing waitlist.</p> <ul style="list-style-type: none"> ⇒ Currently, 1 in 10 available social housing units is allocated to homeless persons. However, this can result in wait times of years. Other methods will be used to encourage quick housing solutions. 	Complete
61	<p>Create more permanent supportive housing (PSH) units to house those with complex, co-occurring issues</p> <ul style="list-style-type: none"> ⇒ Re-profile some existing shelter beds into PSH units as opportunities arise. ⇒ Investigate alternative and cost-effective options, such as purchasing existing buildings. ⇒ In the implementation stage transitional housing be maintained until it can be shown that there is no longer a need. 	In Progress
62	<p>Develop and maintain an inventory of scattered-site rental units that can be used for Housing First and Rapid Re-Housing clients.</p> <ul style="list-style-type: none"> ⇒ This inventory should include a range of unit types and locations, from both public and private housing providers. ⇒ Fund a dedicated function of “Housing Liaison” or “Landlord Locator” to find and secure appropriate scattered site rental units. ⇒ Encourage collaboration between landlords, housing workers and tenants to improve housing tenure ⇒ Create a forum to discuss common approaches, identify support and training needs, and problem solve to decrease evictions 	Ongoing

Strategic Directions #10: Improving Housing Stability for the Most in Need

#	Recommendations	Status
63	<p>Reallocate resources towards providing support to clients after being housed.</p> <ul style="list-style-type: none"> ⇒ Prioritize resources for those with the highest needs first. ⇒ In addition to the shelter-specific housing workers outlined in 3.2, ensure that there is (1) FTE Housing First Intensive Case Manager (ICM) for every 20 homeless people encountered outdoors during the PIT Count that have been homeless for greater than one year 	Complete

#	Recommendations	Status
64	Expand the municipality’s existing Ontario Works Pay Direct Policy to allow for amounts to exceed the monthly shelter allowance. ⇒ Remove the stipulation that places a limit on the amount that can be paid to landlords as rent.	Complete
65	Implement a Housing First program. ⇒ Allocate staff and resources, including training, for a Housing First program. ⇒ Establish Housing First program expectations through updated policies and procedures. ⇒ Ensure that contracts with Housing First program providers are aligned to specific measurable targets that: <ul style="list-style-type: none"> ○ Have a maximum 1:20 staff/client caseload at any one point in time. ○ Maintain housing stability target of 80% or more of the clients being supported. ⇒ The City ensure that the implementation plan for a housing first approach include a documented transition plan from the current system, including emergency shelters, to the future system, which minimizes disruption to clients, service providers, and the community. The transition plan shall include risk mitigation in the event that adequate housing is not available.	In Progress
66	Implement a Rapid Re-Housing program. ⇒ Allocate staff and resources including training to a Rapid Re-Housing program. ⇒ Establish Rapid Re-Housing program expectations through policies and procedures. ⇒ Ensure contracts with Rapid Re-Housing program providers are aligned with specific measurable targets that: ⇒ Have a maximum 1:30 staff/client caseload at any one point in time. ⇒ Maintain housing stability target of 85% or more of the clients being supported.	In Progress

Strategic Direction #11: Developing a Rural Homelessness Strategy

#	Recommendations	Status
67	Expand housing options for low-income and homeless individuals in rural areas. ⇒ Promote secondary suites within existing structures without compromising safety or the character of the older buildings. ⇒ Consider rent supplements as a vehicle for promoting housing access in rural areas rather than extensive new construction.	In Progress
68	Improve access to services in rural areas. ⇒ Promote on-line resources that can be accessed to assist with housing security.	In Progress

#	Recommendations	Status
	<ul style="list-style-type: none"> ⇒ Increase outreach programs to better connect at risk households with available services. ⇒ Investigate options to address the transportation issue in rural areas 	
69	<p>Enhance targeted prevention in rural areas.</p> <ul style="list-style-type: none"> ⇒ Increase awareness of resources within and across the broader region. ⇒ Assess needs of presenting households and exercise diversion as much as possible to connect people with natural supports first, rather than system supports. 	In Progress
70	<p>Promote local leadership in ending homelessness.</p> <ul style="list-style-type: none"> ⇒ Identify a “glue person” to improve local service delivery. ⇒ Identify a “champion” to raise public awareness of rural homelessness. 	In Progress

Strategic Direction #12: Measuring Outcomes & Report Successes of the Strategy to End Chronic Homelessness

#	Recommendations	Status
71	<p>Conduct a Point-In-Time (PIT) Homeless Count every 2 years using a valid, reliable, and consistent methodology.</p> <ul style="list-style-type: none"> ⇒ Conduct the first PIT count in fall 2013 and use the results as a baseline from which to identify needs and set goals. ⇒ Use the second PIT count in fall 2015 to evaluate the impact of new programs, measure success against goals, and revisit targets. ⇒ In the Report on the results of the 2013 PIT Homeless count, describe the methodologies and limitations of the current PIT count, who is being counted and outline the statistical validity of the current approach. Consider ways to improve the research methodology so that the statistical validity of future counts will be enhanced. 	In Progress
72	<p>Publish HMIS reports of aggregate data and circulate to service providers quarterly.</p> <ul style="list-style-type: none"> ⇒ By providing up-to-date sector-wide data, individual service providers can react and respond to changing needs and evaluate the effectiveness of programs. 	In Progress
73	<p>Publish an annual report card for public consumption.</p> <ul style="list-style-type: none"> ⇒ Provide information as part of housing and homelessness report card to report key indicators and identify trends. ⇒ Increase transparency and public awareness about services and service performance related to homelessness 	Ongoing
74	<p>Track performance of funded agencies compared to performance targets on a quarterly basis.</p> <ul style="list-style-type: none"> ⇒ Take remedial action for under-performance. ⇒ Provide transparent, public praise for those organizations meeting or exceeding expectations. 	In Progress

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#	Recommendations	Status
	⇒ Service Manager to conduct an annual, system-wide evaluation.	
75	The City monitors the effectiveness of its prioritization strategy for Rapid Re-housing and Housing First which targets persons most in need. <ul style="list-style-type: none"> ⇒ Evaluate the effectiveness of the service prioritization tool and process in identifying the most acute who are directed to housing first programs. ⇒ Evaluate the delivery and outcomes of Diversion and Prevention Services for persons identified as less acute. ⇒ Evaluate the delivery and outcomes of Program Support Funding in preventing homelessness. 	In Progress