



**City of Kingston
Report to Council
Report Number 15-357**

To: Mayor and Members of Council
From: Lanie Hurdle, Commissioner, Community Services
Resource Staff: Sheldon Laidman, Director, Housing & Social Services
Date of Meeting: November 17, 2015
Subject: Rideau Heights Regeneration Strategy – Plan Adoption

Executive Summary:

The Rideau Heights Regeneration Strategy, as identified in the City's Strategic Plan 2011-2014, is a community renewal plan for the social housing properties and municipal parklands within the central area of the Rideau Heights neighbourhood. The Strategy has been developed in partnership with Kingston & Frontenac Housing Corporation (KFHC).

The project area consists of a concentration of 501 public housing units operated by KFHC, a corporation of which the City is the sole shareholder. Approximately 25% of the City's 2,003 social housing units are located within this area of Rideau Heights and include some of the oldest publicly owned housing in the City. The social housing properties in their existing configuration and tenancy are 100% rent-g geared-to-income (RGI) housing.

In the spring of 2013 the City retained the services of a professional consulting team led by Urban Strategies Inc. with expertise in community revitalization, social housing renewal, land development economics, civil and building engineering, and community consultation. Since the commencement of the project, the consultant team, with support from City and KFHC staff, has conducted a variety of technical analyses, investigations, and community consultation exercises as part of the neighbourhood revitalization planning work plan.

Through an evaluation of the information gathered from the community consultation program and technical exercises, the final plan includes the following key objectives and strategies:

- introduction of market rental and ownership housing opportunities into the neighbourhood;
- decommissioning and relocation of a minimum of 100 RGI units to provide a more equitable distribution of RGI housing across the City;

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- rehabilitation and enhancement of the energy efficiencies and orientation of retained social housing units;
- rationalization and enhancement of park spaces, recreational facilities and parklands to support improved usage and sense of personal security in park spaces;
- the sale of social housing lands to accommodate market housing opportunities and generate a revenue source to partially offset KFHC housing development and rehabilitation work;
- introduction of KFHC market rental units to create mixed-income properties and provide a new revenue source for the public housing organization;
- strategic infill of social housing properties to maintain unit yields and create proper building and block orientations;
- reorientation of driveways, parking areas and common outdoor spaces to provide frontage on public streets or private laneways to facilitate improved waste handling services, emergency services access, and improved natural surveillance and police patrolling opportunities;
- improved access and transportation routes across the community supporting vehicular and alternative modes of transportation;
- creation of a new passive parkette space through a partnership with KCHC to provide a highly visible outdoor community space; and
- improved sightlines and passive surveillance within the two expansive neighborhood parks and within the social housing properties.

This Strategy forms the basis for a 25 year plan for the redevelopment of the area to be accomplished in three major phases. The phasing has been determined based upon assessment of KFHC housing stock, prioritization of neighbourhood redevelopment need, tenant relocation requirements, and financial analysis. The full implementation of each subsequent phase will require further detailed planning and cost evaluation.

Recommendation:

That Council endorse the Rideau Heights Regeneration Strategy; and

That Council direct staff to consider any municipal infrastructure improvements required to support the implementation of the Rideau Heights Regeneration Strategy for inclusion within the next Development Charges and Impost Fee review process, subject to the limitations and authority of the *Development Charges Act 1997*; and

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That Council direct staff to conduct an analysis of potential opportunities to realign the City's annual affordable housing financial contributions, utilize the Social Housing Development Reserve Fund, and direct ongoing provincial and federal affordable housing funding to apply these resources in the most efficient manner to assist in the phased implementation of the revitalization plan; and

That Council direct staff to work with KFHC to conduct a full analysis of KFHC's financial capabilities to finance the housing component of the revitalization project which should consider, subject to the requirements and limitations of the *Housing Services Act, 2011*, disposal of scattered units, refinancing of assets, revenue generation from assets under the housing corporation's control, impacts resulting from the inclusion of market rental dwelling units within KFHC projects, as well as a capital repair schedule for the Rideau Heights social housing properties that aligns existing annual capital repair funding with the phased unit decommissioning schedule outlined within the Rideau Heights Regeneration Strategy; and

That Council pursue senior level governmental funding by participating in ongoing and future lobbying efforts as led by various social and affordable housing advocacy bodies, as well as undertaking locally generated efforts, in recognition that the social housing stock within the Rideau Heights neighbourhood was constructed under the authority of the provincial government and senior governmental funding is required to support these regeneration efforts; and

That Council authorize the Commissioner of Community Services or her delegate to review and approve, for execution by the Mayor and Clerk, all documents and agreements required to support the next steps in the strategy roll out, as required, and to the satisfaction of the Director of Legal Services; and

That Council authorize the Mayor and Clerk to execute all documents and agreements required to support the next steps in the strategy roll out as approved by the Commissioner of Community Services or her delegate.

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Authorizing Signatures:

ORIGINAL SIGNED BY COMMISSIONER

Lanie Hurdle, Commissioner, Community Services

ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER

Gerard Hunt, Chief Administrative Officer

Consultation with the following Members of the Corporate Management Team:

Cynthia Beach, Corporate & Strategic Initiatives

Denis Leger, Transportation, Facilities & Emergency Services

Jim Keech, President and CEO, Utilities Kingston

Desiree Kennedy, Chief Financial Officer & City Treasurer

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Options/Discussion:**Background**

The Rideau Heights Regeneration Strategy was identified as a priority in the City of Kingston's Strategic Plan 2011-2014 and the City's 10-Year Housing and Homelessness Plan. The revitalization of the north-end including mixed residential and commercial investment along Montreal Street has been included in the 2015-2018 Council Strategic Priorities. The Housing and Social Services Department, in partnership with Kingston & Frontenac Housing Corporation (KFHC), initiated the Regeneration Strategy to prepare a community revitalization and social housing rehabilitation plan as well as to address the proper integration of public and private housing and municipal parklands within the central area of the Rideau Heights neighborhood.

The project area consists of a concentration of 501 public housing units and includes some of the oldest publicly owned housing in the City (Exhibit A). Approximately 25% of the City's 2,003 social housing units are located within this area of Rideau Heights. The 501 dwelling units are owned and operated by KFHC, a corporation of which the City is the sole shareholder. The social housing properties in their existing configuration and tenancy include 100% rent-geared-to-income (RGI) housing.

Original direction to complete the revitalization planning initiative was included as a recommendation of the Municipal Housing Strategy, 2011 (later updated to the 10-Year Municipal Housing and Homelessness Plan in 2013) to test social housing asset management and renewal strategies within the Rideau Heights social housing community. In addition to these long-term asset management objectives, the neighbourhood revitalization initiative relates to the long-term socio-economic challenges associated with the area and direction from Council to pursue community improvement in Kingston's north end. The social housing community in Rideau Heights has been identified as the most challenged area of the City as measured by a variety of socio-economic indicators.¹

Rationale for Social Housing Neighbourhood Renewal

Public housing was first introduced in Rideau Heights in the early 1960s to provide affordable housing support and relief from the public health and safety concerns associated with the substandard housing conditions found within the informal settlement area that had developed at the fringe of the City in the 1940s and 1950s. Common amongst public housing initiatives of the time across North America, government housing projects lacked proper socio-economic diversity resulting in heightened challenges related to a concentration of households experiencing poverty in addition to inappropriate site designs that fostered segregation and isolation. The identified need for regeneration of this neighbourhood dates to Council and Ontario Realty Corporation reports of the 1980s.

The initial poor design and site layout of buildings and park spaces coupled with the high concentration of social housing units in a small area of the City that has led to the socio-economic challenges of the neighbourhood is now exacerbated by an aging housing stock. This

¹ 2011 Deprivation Index (2011), prepared by the Kingston Community Roundtable on Poverty Reduction

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aging housing stock requires significant capital investment as the oldest stock was constructed in 1961.

Since the 1990s, the approach to the revitalization of social housing has transitioned from smaller renovations and aesthetic improvements to more intensive reconstruction efforts to address deteriorated physical building conditions, the concentration of low income households, poorly functioning site designs, and the changing needs of applicants on waiting lists for subsidized housing. This allows for a more comprehensive redevelopment strategy that addresses core socio-economic issues along with immediate capital housing stock issues.

Regeneration Planning Process

In the spring of 2013, the City retained the services of a professional consulting team led by Urban Strategies Inc. with expertise in community revitalization, social housing renewal, land development economics, civil and building engineering, and community consultation. Since the commencement of the project, the consultant team, supported by City and KFHC staff, has conducted a variety of technical analyses, investigations, and community consultation exercises as part of the project work plan. Specific technical work conducted by the consultant in support of the project includes, an assessment of the Centralized Waiting List demand and community demographics and tenure histories, a comprehensive review of the available building condition and assessment information, preparation of a Phase 1 Environmental Site Assessment, municipal servicing and infrastructure assessment, market housing feasibility analysis, neighbourhood design and building rehabilitation analysis, and the preparation of a detailed community revitalization, phasing, and high level implementation costing.

In support of the technical exercises, an extensive community consultation program was undertaken which included a variety of consultation events both formal (e.g. presentations, stakeholder interviews, open houses, and tenant meetings) and informal (e.g. project booth at community events, conversations with youth and school groups, leaflet and newsletter drops, and ongoing dialog with tenants and social service providers). Other aspects of the project's consultation program have included the use of community members in early stages of the project to communicate objectives and timelines and gather initial input regarding challenges and opportunities as understood and experienced by the residents. The establishment of the KFHC Rideau Heights Tenant Advisory Group (TAG) served as a means to engage in ongoing communication with the tenants about the project, other related events and programming, and more day-to-day neighborhood issues.

Based on the initial consultation processes, project principles were established with the community to ensure the community revitalization planning exercise respected the aspirations of those who live and are connected to the community. In general, the community agreed that the neighbourhood should continue to serve as a primarily family oriented area while seeking to develop a mixed-income profile including RGI, market rental and homeownership housing. Furthermore, that the neighbourhood should be better connected to improved park spaces and community facilities including more efficient connections to locations outside of the community.

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Recommended Neighbourhood Revitalization Plan

As a result of the technical and consultation phases of work, underlying objectives of the project were established to improve the functioning of the social housing properties from both a property management and tenant perspective, and improve the sense of safety, security and overall quality of the neighborhood more broadly.

Through a synthesis of the information gathered from the community consultation program and technical exercises, the recommended plan is presented in its entirety within Exhibit B of this report. Key features of the plan include:

- introduction of market rental and ownership housing opportunities;
- decommissioning and relocation of a minimum of 100 RGI units to provide a more equitable distribution of RGI housing across the city;
- rehabilitation and enhancement of the energy efficiencies and orientation of retained social housing units;
- rationalization and enhancement of park spaces, recreational facilities, and parklands to support improved usage and sense of personal security in park spaces;
- the sale of social housing lands to accommodate market housing opportunities and generate a revenue source to partially offset KFHC housing development and rehabilitation work;
- introduction of KFHC market rental units to create mixed-income properties and to provide a new revenue source for the public housing organization;
- strategic infill of social housing properties to maintain unit yields and create proper building and block orientations;
- reorientation of driveways, parking areas and common outdoor spaces to provide frontage on public streets or private laneways to facilitate improved waste handling services, emergency services access, and improved natural surveillance and police patrolling opportunities;
- improved access and transportation routes across the community supporting vehicular, and alternative modes of transportation;
- creation of a new passive parkette space through a partnership with the KCHC to provide a highly visible outdoor community space; and
- improved sightlines and passive surveillance within the two expansive neighborhood parks (Shannon and Headway parks) and within the social housing properties.

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Key figures of the long-term implementation of the plan include:

- rehabilitation of 150 social housing townhouse units through ongoing capital improvements scheduling;
- construction of 96 new KFHC townhouse units;
- construction of 187 new KFHC apartment units;
- ongoing maintenance and operation of the 154 social housing units located at 300 Conacher Drive and 176 Wilson Street;
- decommissioning and demolition of 197 social housing units to make way for new market housing development sites and strategic property configurations to create more regular and functional property and building arrangements;
- transitioning of a portion of the social housing stock to reflect the shift in demand towards smaller units (i.e. one and two bedroom units) on the Centralized Waiting List;
- introduction of approximately 120 market townhouse units to be developed and sold within the private sector;
- 137 new market apartment units to be developed and rented by the private sector;
- introduction of private lanes servicing KFHC properties to improve the functional arrangement and orientation of housing to either front onto a private lane or a public street; and
- introduction of 988 linear meters of new public streets to provide proper access to the interior of the existing relatively large public housing and adjacent parkland blocks.

The decommissioning and replacement of social housing units is a key feature of the plan but also includes a considerable cost to implement. As an early phase of analysis, the consultant team considered the comparative costs of renovating versus rebuilding a portion of the KFHC housing units. The results of this analysis indicated a pure financial analysis does not support full redevelopment and that unit replacement would be driven by other reasons such as:

- improved building and block orientations to provide greater safety and security through site design;
- reduction in stigma associated with a dated public housing neighborhood;
- modernization of building standards and energy use profiles;
- attractiveness of the area for market (i.e. non-subsidized) rental and homeowner households;

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- 'right-sizing' of the public housing portfolio to address the changing nature of waitlist demand;
- improved unit orientations allowing for proper waste handling, emergency services and other front door services; and
- improved natural surveillance and sightlines within the housing blocks and adjacent parklands.

The analysis and the broader project objectives suggest that while the costs of replacing units is higher than maintaining the existing housing stock, the social consequences and associated costs of the existing poor property configurations justify the strategic redevelopment of a portion of the units. Accordingly, the consultant team conducted an analysis of the row house blocks that could be accommodated within the normalization of the neighbourhood arrangement as directed within the plan. Generally, units proposed to be demolished are of an age and condition that warrants full replacement or could not be sufficiently accommodated within the reorientation and normalization of the neighbourhood design, or in some cases both.

The full build-out of the plan contemplates the following tenure mix upon completion:

Tenure	Unit Count	Neighbourhood Composition
KFHC RGI	401	48%
KFHC Market and Affordable Rental	186	22%
Private Rental and Ownership	257	30%
Total	844	100%

Plan Implementation

While the plan includes a substantial level of detail, a long-term implementation schedule, assumptions about future growth housing requirements and preferences, it is important to note that the actual implementation of the plan would occur in an iterative manner with each successive phase requiring detailed technical and financial assessment, planning analysis and approvals, and servicing and infrastructure design and review. Adoption of the plan at this time establishes support for the general directions and neighbourhood structure within which the redevelopment efforts would proceed including the higher level street network and block configurations to support the appropriate reorientation of the lands to reflect a more regular and preferable neighborhood design.

The strategy assumes a 25 year implementation schedule and is divided into three major phases as well as numerous sub phases. The redevelopment opportunities within the individual

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residential blocks could change over time to reflect higher or lower unit yields and densities of development as supported by changing housing demand, preferences, and the City’s land use planning policy and regulatory framework. Accordingly, the actual development yields of the KFHC and market housing properties may differ responding to changing conditions and new opportunities and situations as they may arise. Each phase of implementation would be subject to the formal municipal development approvals process, including statutory Public Meeting requirements and detailed technical review. Through these processes each residential block would be subject to detailed design and review in relation to compatibility, appropriateness, infrastructure servicing and land use planning policy compliance.

RGI Service Levels and Service Area Requirements

In accordance with the City’s responsibility as Service Manager to maintain 2,003 RGI units as defined under the *Housing Services Act* and associated regulations, the proposed phasing and development schedule seeks to maintain the required Service Levels throughout the redevelopment horizons. The neighbourhood revitalization area includes 501 RGI units including the 154 RGI units located at 300 and 312 Conacher Drive and 176 Wilson Street which are not proposed to be altered. Over the course of the neighbourhood revitalization program, the order of unit rehabilitation, decommissioning, and redevelopment will maintain the 501 RGI unit target as closely as possible.

Type of Units	Phase 1	Phase 2a	Phase 2b	Phase 2c	Phase 2d	Phase 3
RGI Units On-site	471	453	435	417	417	401
RGI Units Off-Site	30	48	66	84	84	100
Total RGI Unit Yield ^a	501	501	501	501	501	501

^a The RGI unit yield indicates the end of the development phase RGI unit totals including on-site and off-site rehabilitated and redeveloped units.

The current Centralized Waiting List reflects a large demand for low-income single occupant housing. As of May 31, 2015, approximately 70% of the current wait list demand is for one bedroom units.² The current RGI housing stock within the Service Area is primarily comprised of family units which is representative of the demographics and program policies of the public housing programs in effect at the time of initial development. Locally, the one bedroom wait list represents the longest wait (8+ years). An objective of the revitalization plan is to more closely resemble the wait list demand for single-occupant housing through the introduction of smaller units within the proposed apartment buildings. The following table illustrates the proposed shift in unit composition by bedroom count.

² City of Kingston (2015) Centralized Waiting List - Monthly Applicant Activity Report

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Unit Size	Rideau Heights KFHC Today	Waiting List Demand	Rideau Heights KFHC Proposed
1 Bedroom	12%	66%	39%
2 Bedroom	31%	22%	27%
3 Bedroom	45%	9%	27%
4 Bedroom	11%	3%	6%
5 Bedroom	2%	1%	1%

Off-Site RGI Housing Relocation

The proposed plan contemplates the relocation and development of a minimum of 100 RGI units off-site. The relocation of RGI units could take the form of new housing development, acquisition of existing rental housing stock, or allocation to other housing providers. The off-site relocation of a minimum of 100 RGI units must continue to achieve the social housing service levels as prescribed by legislation. The proposed redevelopment plan, associated phasing strategy, and financial analysis include provision for the 100 off-site RGI units.

Through the 80 Daly Street decommissioning process that was completed in support of the Shannon Park redevelopment process, 30 of the proposed 100 RGI units have been decommissioned with the first 10 RGI replacement units being allocated within KFHC's 40 Cliff Crescent project. Further housing projects being developed will include RGI units to maintain service level standards.

Proposed Parkland Reconfiguration

The neighbourhood technical analysis indicates that the configuration of the parklands and housing blocks in Rideau Heights does not provide quality park spaces supported by proper sightlines and interfaces with adjacent streets and housing lands.

Good park design is supported by actively used public and/or private frontages providing natural surveillance (i.e. sightlines) from adjacent areas. Both Headway and Shannon Parks located in Rideau Heights include a substantial amount of backlotting and large expanses of interior space not visible from actively used public frontages. Many residents indicated they preferred not to use the parks given the sense of isolation and lack of security experienced within these areas.

Implementation of the plan proposes the reconfiguration of the existing parklands and portions of the social housing properties to facilitate new public frontages and land consolidations required to establish the proposed street, residential, and public park block layout. The Shannon Park area Phase 1 plan includes the consolidation of the 80 Daly Street property and the Wally Elmer Youth Centre within the reconfigured Shannon Park lands as previously approved by

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Council, allowing for the creation of a proposed market housing block fronting onto a new public street. This reconfiguration provides for new views and natural surveillance into the park from the fronts of the residential lands and from traffic, both pedestrian and vehicular, occurring along the new street as well as enhanced frequency of activity to support proper usage and animation of the revitalized Shannon Park space. Headway Park presents similar challenges as Shannon Park including the same general design limitations and safety and security concerns. Headway Park is additionally encumbered by a fire lane which was required at the time of development to provide access for fire services to rear oriented units within the housing blocks. The proposed new neighbourhood design allows for views into Headway Park from new streets and lanes. The following table outlines the existing and proposed parkland yields for the public parkland within walking distance of the project area:

Project Area	Existing	Revitalization Plan
Shannon Park	6.6 ha	6.5 ha
Headway Park	2.7 ha	1.1 ha
New Park (Weller/Compton intersection)	N/A	0.25 ha
Total Existing and Reconfigured Parkland	9.3 ha	7.85 ha
Markers Acres Park ^a	2.5 ha	2.5 ha

^a While outside of the project study area, Markers Acres Park is an approximately 425 metre walk from KFHC's 1130 Montreal Street property – all other properties in the study area are a shorter walking distance to Markers Acre Park.

The reduction in parkland contemplated within the proposed redevelopment plan would be subject to the surplus lands and disposal policies of the Official Plan which include a requirement for public consultation which would occur as part of subsequent phases of plan implementation. It is important to note that staff have been focusing on improving the parkland areas by making them safer which in some cases have resulted in some reduced parkland.

Sole Shareholder

The nature of Council's relationship to KFHC is outlined within a Shareholder Agreement. As per Article 6 of the agreement, shareholder approval is required for undertaking new development, refinancing to support new development or redevelopment, and any major redevelopment activities or changes to the housing portfolio. Despite the approvals recommended through this report, KFHC will still be required to obtain shareholder approval prior to implementing the individual phases of the plan.

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Service Manager

The City of Kingston as the designated Service Manager under the *Housing Services Act* for social housing delivery in the City of Kingston and the County of Frontenac, is responsible to oversee Housing Providers' activities as it relates to compliance with the Housing Services Act and related regulations. The *Housing Services Act* requires Service Managers to consent to the revitalization of social housing projects. During the phased implementation of the redevelopment efforts, Service Manager approval will be required at each major stage of development. Prior to the phases of the plan being implemented, in order for KFHC to proceed with the sale of social housing lands as outlined within the plan, as Service Manager, the Housing and Social Services Department will be required to obtain consent from the Ministry of Municipal Affairs and Housing (MMAH) for the sale of social housing lands. The consent request process, as administered by MMAH, requires a business case and justification report to be submitted in order to facilitate the review and ministerial consent approval to pursue the proposed redevelopment project. This process will be similar to the 80 Daly Street redevelopment process which unfolded over the spring and summer of 2014.

Phasing and Household Relocation Planning

The proposed plan outlines a phased redevelopment schedule which includes an order of work that seeks to maintain the required RGI service levels to accommodate existing RGI tenancies. A key requirement of plan implementation will be to maintain RGI housing for existing households whether in the Rideau Heights community or within other RGI housing in the city. Based on the experience with the relocation planning and decommissioning of the 80 Daly Street property, about 60% of households expressed a desire to move out of the neighbourhood and the balance of the households indicated a preference to remain in Rideau Heights in most cases to allow children to continue accessing the school programming in the area.

Future displacement requirements resulting from planned unit decommissioning would be conducted in a similar manner as the 80 Daly Street process which included individual household meetings and the development of relocation plans for each household. KFHC staff have indicated that at each stage of implementation involving unit decommissioning, detailed planning by KFHC staff with households' transitioning to new RGI housing would be conducted.

Financial Strategies and Social Housing Asset Planning

The financial planning conducted in support of the plan estimates the cost of revitalizing the Rideau Heights social housing properties at \$85M or an average annual implementation cost of \$3.4M over the full 25 year schedule. The financial analysis acknowledges the costs associated with the demolition, rehabilitation, and redevelopment of social housing and KFHC market rental units and supporting infrastructure including the new public streets, landscaping, and municipal servicing infrastructure. Funding for the development of the market housing components, including homeownership and rental housing projects, will be the responsibility of the developer of the private housing projects.

In accordance with the recommendations of this report, the detailed financial implementation strategy is currently at a high level and will be the subject of a subsequent report to City Council. It is expected that the revitalization plan will be funded through KFHC and City equity contributions, the strategic reallocation of capital maintenance subsidies, development charges

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as permitted under the *Development Charges Act 1997*, land sales, alignment of existing municipal and provincial affordable housing funding, savings generated by KFHC, and long-term debt taken on by KFHC.

In addition, given the ongoing financial requirements related to the entire social housing portfolio, it is acknowledged that the full realization of the plan within the modelled 25 year timeframe will require funding support from the provincial and federal levels of government.

The following table outlines a preliminary assessment of the possible funding sources to be considered within the forthcoming analysis. It should be noted that the Municipal Capital Funding for Affordable Housing Development and Municipal Land Acquisition and Disposition Program funding was approved by Council in 2012 for five years only. To continue this municipal funding beyond 2016 will be considered in the long term capital budget and will require Council approval.

Potential Funding Programs ^a	Allocation
Capital Funding for Affordable Housing Development (Municipal)	\$1M per year (expires 2016)
Land Acquisition and Disposition Program (Municipal)	\$1M per year (expires 2016)
Social Housing Development Reserve Fund (Municipal)	\$220K annual avg funding
Provincial capital programs (eg IAH)	\$1.5M per year (historic avg)

^a Potential funding programs represent average annual discretionary housing funding that could potentially be realigned partially or in full to support the implementation of the plan. Program policies and guidelines would need to be considered and amended or waived accordingly.

As considered in the recommendations of this report, KFHC will need to develop its own business plan for funding possibilities. At its October 26th meeting, the Board of KFHC approved the undertaking of such a business plan to ensure funding opportunities are explored fully and that future capital planning aligns with the Rideau Heights Regeneration Phasing Strategy. Without this full business analysis being completed it is not possible to estimate how much of the funding gap can be expected from KFHC but areas that will need to be considered are as follows:

- strategic redirection of KFHC's Annual Capital Maintenance Subsidy budget (\$1.4M);
- redirection of savings realized by new, more efficient, and less costly units;

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- leveraging of KFHC existing building equity where mortgages or debentures have been paid in full;
- consideration of the sale of assets, including existing scattered units;
- review of alternative options for redevelopment of off-site units such as rent supplements with other landlords;

Infrastructure Requirements

Local infrastructure improvements are envisioned within the Rideau Heights revitalization plan. Approximately \$11.9M in improvements are required for the work associated with the construction of the three new public street segments and related in-ground (i.e. storm sewer, water, sanitary sewer, gas, and electrical) and above-ground (i.e. sidewalks, street lights, and landscaping) work. It is important to note that this estimate is high level and will need to be reviewed with the development of every phase. The redevelopment of Headway Park is not included within this stage of financial analysis; subsequent planning and financial forecasting for the project will be completed at a later stage.

The revitalization plan includes the reconstruction of 197 RGI housing units. Development Charges and Impost Fees would not be collected for redeveloped units as per the Development Charges and Impost Fee By-laws; however, development fees would be applied to the development of KFHC market rental units and the market housing developments outlined within the plan. The plan envisions an estimated new market unit yield of 257 dwelling units which would be subject to Development Charges and Impost Fees. It is anticipated this new development would need to be supported by infrastructure upgrades including the new public streets, associated infrastructure and the parkland improvements. As directed within the recommendations of this report, the subsequent Development Charges and Impost Fee review process should consider eligible infrastructure costs to be included in the review as per the limitations and authority of the *Development Charges Act 1997*.

A review of existing services, including water, sewer, and hydro, was undertaken by Stantec Inc to ensure services could be adequately provided. In general, all development can be accommodated by existing services although some upgrades have been included in the final costing analysis.

Property Tax Impacts

KFHC currently pays property taxes to the City for the social housing properties in Rideau Heights though funding for the payment is flowed to KFHC from municipal budgets resulting in no net tax revenue to the City from KFHC properties in Rideau Heights. The inclusion of market units within KFHC's portfolio would create new taxable units for which KFHC would cover the apportioned tax payment from market rental revenue generation. In addition, the inclusion of the proposed 257 market rental and homeownership units would generate new taxable properties within an already developed area of the City.

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If successful, the regeneration of the overall neighbourhood may also provide a positive impact to City budgeting from a property tax revenue generation perspective due to the increased value of private property in the area.

Ongoing Phase 1 Implementation

In August 2014, City Council approved the enhanced Shannon Park redevelopment concept plan which resulted from the ongoing regeneration planning efforts and coordination with the Shannon Park and new Community Centre planning process (Council Report Number 15-211).

The regeneration planning process identified an early opportunity to significantly enhance the Shannon Park plans and address known challenges in the area including the poor configuration of the park space. The back-lotted nature of the park (i.e. homes backing onto the park rather than fronting onto it), limited access points, and limited available sightlines from frequently used public areas resulted in limited usage of this expansive public park amenity. A key feature of the enhanced Shannon Park area plan includes the incorporation of the 80 Daly Street property, an aging social housing project known for its high capital and operating costs, unfunded capital liability, and challenging site layout and unit orientation. Approval for the decommissioning of the 30 social housing units has been previously obtained with the demolition of the property and transfer to the City having occurred in July 2015.

In addition to the new Community Centre, Library and Shannon Park redevelopment components, Phase 1 also includes a new market housing block which is currently undergoing rezoning through the City's planning process and the introduction of a new street connecting McCauley Street and Wilson Street. This will allow for the introduction of market housing to create a better mixed income community which is a key objective of the Plan and will result in better usage of Shannon Park.

External Consultation:

Mary Lynn Cousins-Brame, CEO, Kingston and Frontenac Housing Corporation

Existing Policy/By-Law:

Completion of the Rideau Heights Regeneration Strategy was conducted in accordance with direction established under the City's 10-Year Housing and Homelessness Plan and the City's Strategic Plan 2011-2014. The long-term revitalization of the Rideau Heights community is consistent with the City's objective to pursue sustainable community planning and renewal as outlined within the City's Official Plan and other community planning and sustainability documents.

The Housing Services Act and the shareholder agreement with KFHC requires that the Plan be presented for approval to the KFHC Board of Directors and final approval be given by Council acting as sole shareholder of KFHC. This is expected to be completed in early 2016.

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Notice Provisions:

There are no specific notice requirements; however, an extensive consultation strategy was undertaken including open houses, consultant run public meetings, tenant meetings, surveys, and attendance at various neighbourhood events.

Accessibility Considerations:

Not applicable

Financial Considerations:

The Regeneration Strategy is funded through the City's capital budget as well as through contribution by KFHC and a \$175,000 grant from the Green Municipal Fund.

A high level financial analysis was conducted as part of the overall strategy development by Altus Group Inc. which analyzed the cost implications of various redevelopment options and has provided a full costing of the preferred 25 year redevelopment scenario. Altus Group also completed an analysis of the real estate market to determine expected revenues from land sales, appropriate private development to be encouraged, and local development costs to be expected for each type of redevelopment. The project has been divided into three main phases with costing provided for each phase and broken out by infrastructure costs, demolition costs, relocation costs, and various types of construction costs.

A discussion is provided in the body of the report regarding expected funding sources for this long term revitalization strategy. A detailed financial implementation strategy will be the subject of a subsequent report to Council. KFHC has agreed to undertake its own business assessment of funding sources to fund their portion of the expected construction and relocation costs.

It is important to emphasize that all social housing buildings within the study area were constructed under Provincial programs which have been downloaded to the City as its responsibility. There needs to be recognition from senior government that there is an ongoing responsibility to fund the improvements to this neighbourhood largely caused by initial poor neighbourhood design, poor construction methods, and inadequate capital maintenance funding. The report recommends continued lobbying of senior government by the City and through partner groups like AMO to ensure that the entire cost is not borne by the City. It is expected that the adoption of the Plan and the detailed costing of the overall project should assist in building a case for this funding with senior government.

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Exhibits Attached:

Exhibit A The Study Area (excerpt from Rideau Heights Community Renewal Plan:
 Background Information Report)

Exhibit B Recommended Rideau Heights Regeneration Strategy





Rideau Heights **REGENERATION STRATEGY**

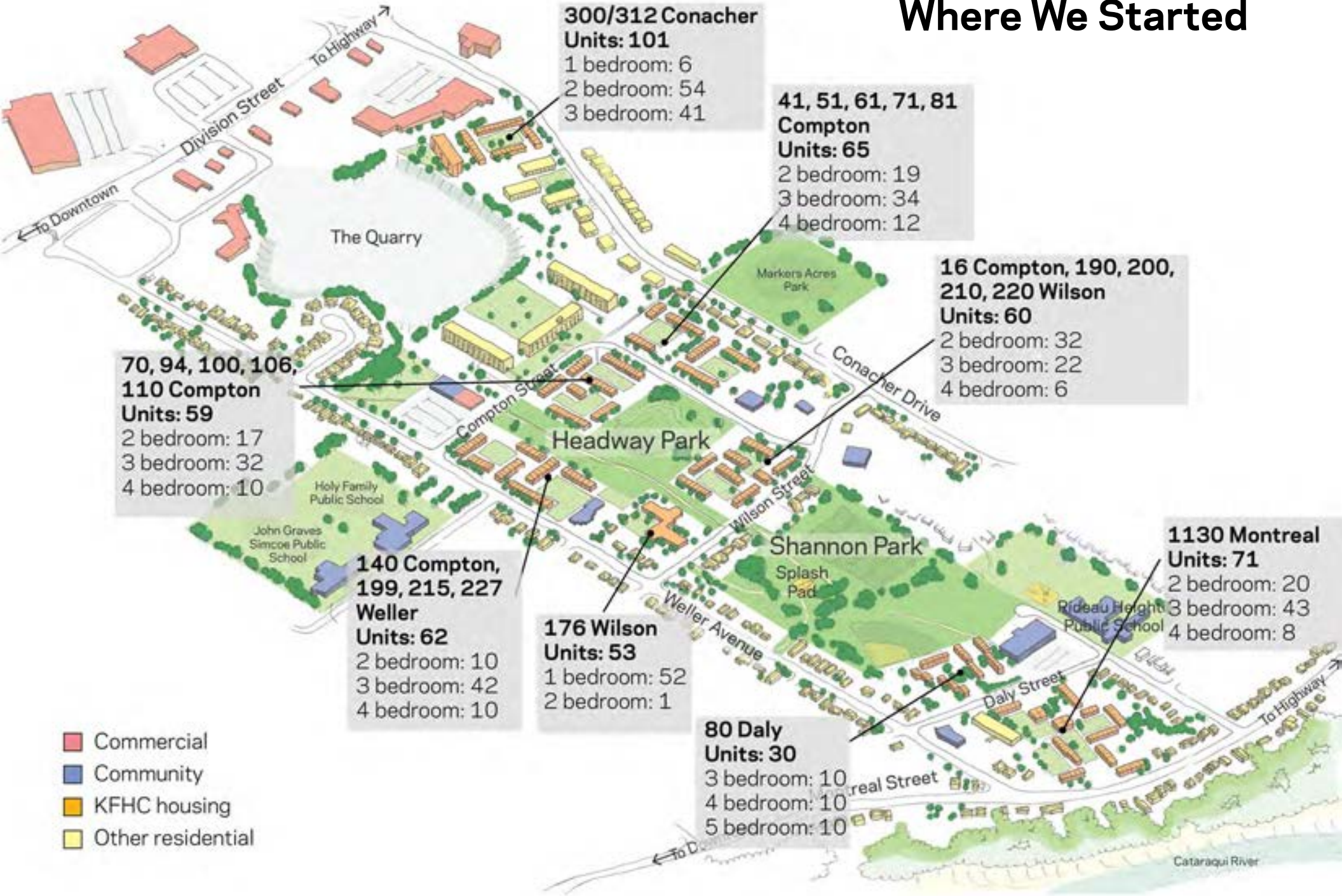
September, 2015

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Exhibit B
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Where We Started



Chapter 1

INTRODUCTION

Urban Strategies was retained in May of 2013 to prepare a regeneration strategy for the central area of the Rideau Heights neighbourhood located in North Kingston. The study was initiated to address existing challenges related to the age of the housing stock and revenue generation, and to propose opportunities to better the quality of life and well-being of the community. This report outlines the recommended master plan and implementation directions to revitalize this important area of Rideau Heights. It outlines a multi-phased, 25-year framework for neighbourhood renewal, with the intent of improving the housing environment, connections to the surrounding city, and open spaces. The renewal framework is backed by a supportive financial and implementation strategy.

The consultant team, which also includes Altus Group and Stantec, have been developing the regeneration master plan contained in this report over a 24 month period in collaboration with the City of Kingston, Kingston Frontenac Housing Corporation (KFHC), and the community.

Rideau Heights is located in Kingston's north end, between the CN tracks to the south and Conacher Street to the north, and between Montreal Street to the east and Division Street to the west. At the core of the Rideau Heights neighbourhood is nearly half of Kingston and Frontenac Housing Corporation's social housing portfolio—501 rent-geared-to-income (RGI) units. These represent roughly a quarter of the City of Kingston's 2,003 RGI dwellings.

The row houses and apartment buildings in the core study area were constructed by the Ontario Housing Corporation with financial support from the provincial and federal government in the 1960s and 1970s and are in need of significant reinvestment. The site layout is a product of social housing planning of that time and – like similar housing projects around the world – is in need of re-examination to improve neighbourhood safety, functionality, and proper integration with the broader community. Neighbourhood residents, though often committed to their community, face social and economic challenges which are exacerbated by physical and social isolation from other parts of the city.

Study Goals & Objectives

The regeneration of Rideau Heights is informed by a number of social, operational, and financial objectives. Some of these objectives were identified prior to study initiation, while others were refined based on community involvement once the study analysis and public engagement process began. The regeneration objectives are:

- 1 Improve housing, public spaces, and community amenities** for Rideau Heights residents;
- 2 Address asset renewal** through innovative funding streams such as land sales and development partnerships;
- 3 Introduce a greater demographic mix** into the immediate study area through the introduction of more market housing, and the relocation of existing subsidized housing to other areas in Kingston;
- 4 Improve the overall neighbourhood layout to enhance safety** and improve functionality, space utilization, and movement patterns;
- 5 Better align the neighbourhood unit mix with Centralized Waiting List demographics and demand** to address long wait-times for particular units in the local RGI portfolio;
- 6 Develop a feasible business and phasing master plan** that outlines improvements over time; and
- 7 Support future community development through an inclusive and comprehensive consultation** process that may be continued as the regeneration plan is implemented in the future.

Study Background

The need for regeneration was first identified in the Municipal Housing Strategy, adopted by Kingston City Council in 2011, and incorporated into the City's 10-Year Housing and Homelessness Plan, which recognized the challenges facing the Rideau Heights neighbourhood. The Plan includes a recommendation that the neighbourhood be used as a pilot project for asset renewal with the intent of applying the lessons learned from the process to other social housing sites throughout the City. To implement this initiative, the 2011-2014 Strategic Plan identified one of Council's priorities as developing proactive community plans. Within this priority area, Council directed the City's Housing Department in partnership with KFHC, to initiate a community renewal plan for the core social housing lands and open spaces in the Rideau Heights community.

In June of 2013, the City's Housing and Social Services department retained the consultant team to lead the regeneration process. They have been reporting to a steering group with representatives from the City of Kingston and KFHC throughout the process, and working closely with neighbourhood residents, other City departments, and local service providers to craft the neighbourhood vision and improvements contained in this master plan.

Other Studies and Initiatives

The Rideau Heights neighbourhood has benefitted from a number of community studies (conducted by various community partners and government agencies) over recent years. In the fall of 2013, Council dedicated \$12.5 million in funding to redevelop the Wally Elmer Community Centre and Shannon Park, a significant investment after many years of studies and consultation. The project team has worked co-operatively with City departments, service providers and resident groups in the neighbourhood such as KFL&A, United Way, Kingston Community Health Centres (KCHC) (including their various programs), and Community Response to Neighbourhood Concerns Kingston (CRNC) to ensure the regeneration master plan builds on past initiatives and feeds into plans that are currently underway.

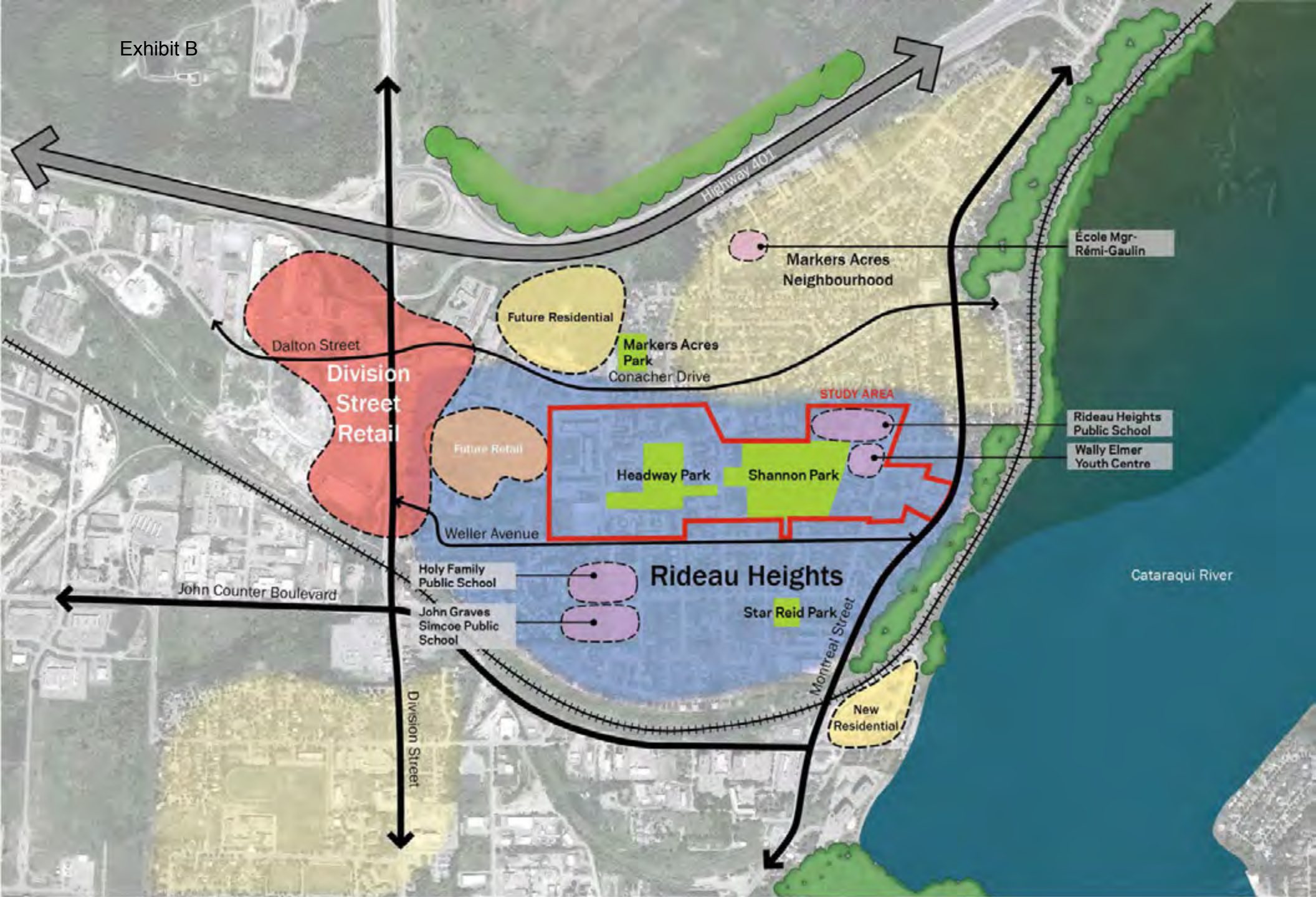


Figure 2.1 Site Context and Study Area

Chapter 2

RIDEAU HEIGHTS TODAY

Rideau Heights residents face a number of issues that necessitate the need for neighbourhood regeneration. This chapter provides the context for the regeneration of Rideau Heights, providing an overview of the neighbourhood as it is today, its core issues, as well as an overview of existing market conditions which informed the development of the master plan.

Community Context

Rideau Heights is a predominantly residential neighbourhood in Kingston's northeast end. While the overall Rideau Heights neighbourhood is somewhat larger, most of the recommendations of this master plan apply to a 29 hectare focus area comprised of social housing properties and adjacent community parks and facilities. The study area and focus area are illustrated in Figure 2.2.

Though only a ten minute bus or car ride to Kingston's downtown, the neighbourhood is physically separated from the remainder of the city by a variety of barriers, including railway tracks to the south, the Cataraqui River to the east, Highway 401 to north, and the quarry approaching Division Street to the west.

To the north and south of the study area are low density, stable residential neighbourhoods. Housing in these surrounding neighbourhoods is generally comprised of well-maintained single and semi-detached homes. East of Montreal Street is the Cataraqui River, behind private residential lots and the CN rail lines. To the west is a newly developing commercial area, focused around Division Street south of the Highway 401 interchange, providing new amenities to the neighbourhood which had been lacking for some time, including a major food retailer. The neighbourhood was formerly only served by small convenience retail and fast food outlets servicing the Highway 401 interchange. Today, a large format retail development is planned in the former quarry site. Kingston Community Health Centres (KCHC) has also recently established an expanded North Kingston office in the neighbourhood providing a variety of services and programming to low-income households within Rideau Heights and the broader community.



Figure 2.2 Study Area and Existing Conditions at the Beginning of the Study

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KFHC Housing

KFHC currently owns and operates 501 rent-geared-to-income units contained in 52 buildings within the neighbourhood, as outlined in Appendix A. Row houses make up 75% of the area’s units, with the remainder in low- to mid-rise apartment buildings. All existing KFHC properties within the study area are 100% RGI tenancies. The apartment buildings and row houses are typically surrounded by large expanses of common green spaces and parking areas. Some of the homes front onto public streets with other units fronting onto internal walkways, courtyards and parking areas. Rideau Heights contains a high proportion of larger units. While this high number of larger bedroom units contribute to Rideau Heights’ family-oriented character, the overall unit mix in the area stands in contrast to the local Centralized Waiting List for RGI housing, characterized by demand for predominantly smaller units. For example, while 58% of units in Rideau Heights are three bedrooms or more, only 12% of the households on the RGI waiting list are requesting such units. The complete breakdown of units in the study area by building and unit type are indicated in Table 2.1. A comparison of existing neighbourhood supply versus waitlist demand is illustrated in Figure 2.3.

Unit type	Apartment Units	Row House Units	Total Units	
	#	#	#	%
1 bed	58	0	58	12
2 bed	75	78	152	30.3
3 bed	21	203	224	35.7
4 bed	0	56	56	11.2
5 bed	0	10	10	2.0
KFHC Total	154	347	501	100

Table 2.1 Existing units by building and unit type

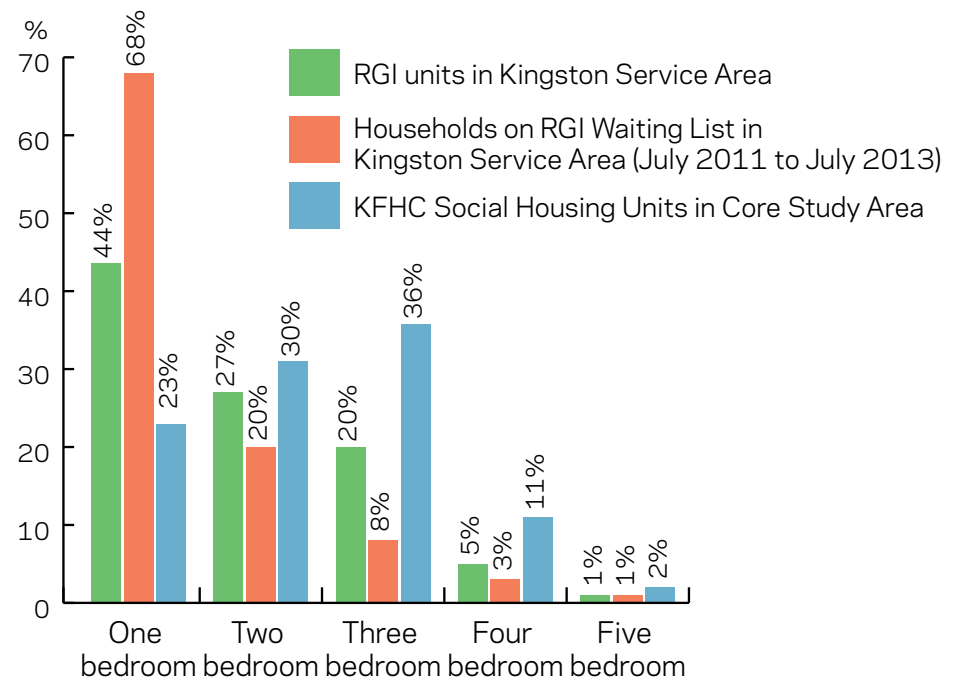


Figure 2.3 Comparison of existing units versus waitlist demand

Building Conditions

Despite regular renovations and improvements over the years, most KFHC buildings are aging and are of an outdated design standard.

The buildings are consistent with late 1960s construction, but have been slightly upgraded from typical residential construction through the use of block rather than wood construction. They are clad in low-quality brick and vinyl, with poor wood siding, and have aluminium windows and entrances that require replacement. Most units are also poorly insulated, which results in high heating costs for tenants, especially with gas fired forced air furnaces and gas-fired DHW tanks.

Lastly, there are issues of cracking brick and concerns around building support. As a result of the condition and age of the existing units, ongoing maintenance costs are high.

Despite the fact that many buildings are in poor condition, there are several structures that require minimal investment and can be retained within the neighbourhood. Though they do not meet contemporary building standards, according to the Building Condition Assessment, they have been maintained on a regular basis allowing systems to serve their basic function.

The Building Condition Assessment informed the block-by-block analysis summarized at the end of Chapter 3 and the recommended Regeneration Master Plan described in Chapter 4.



Neighbourhood Layout

The Rideau Heights neighbourhood was designed and built in the 1960s and 1970s, and reflects common trends in social housing development during that time period. Row houses are clustered in groups of seven buildings, oriented internally towards courtyards, pathways and parks with many units lacking individual street addresses, causing confusion for visitors, deliveries and emergency services. While the neighbourhood layout provides ample open space, and in some cases fosters community among housing blocks, it also presents a number of challenges regarding neighbourhood legibility, safety, function and enjoyment. Particularly, these include:

- Inward-focused housing not fronting a street, causing isolation from the surrounding community;
- Anti-social activity in areas lacking surveillance;
- A disconnected network of local streets and pedestrian connections;
- Parks lacking visibility and accessibility, with poorly defined edges and significant underutilized areas;
- Unclear delineation between public and private space;
- Unwelcoming street and park edges.;
- A limited number of units with frontage on a street, creating challenges for waste collection, emergency vehicle access, and other front door services.



The above image illustrates that units often front onto semi-public spaces, and blocks have large underutilized common green areas that are challenging to maintain and sometimes perceived as unsafe.



The above diagram illustrates that existing local streets and pedestrian paths do not complete a well connected network.

Parks and Open Spaces

The study area contains two centrally located large parks that provide ample recreation space for residents: Headway Park (west of Wilson Street) and Shannon Park (east of Wilson Street). Both parks are generally in good repair, with healthy trees and lawns, though lacking adequate drainage and causing difficulties during wet periods. The parks contain some well-used and valued amenities, including a toboggan hill in Headway Park and the relatively newly installed splash pad in Shannon Park. However, each park contains large areas of unprogrammed space, and the neighbourhood layout prevents “eyes on the park.” This results in frequent criminal activity, such as drug dealing and use, vandalism, and other behaviours that limit the use of the spaces by the general public. Unmarked and unclear park entrances provide further challenges to access and site legibility. Shannon Park also has ongoing stormwater management issues, with several open ditches obstructing use of the park and flooding pathways and sports fields.



The above diagram shows the limited and poor sightlines from edges and streets that contribute to feeling unsafe in parks and wayfinding issues.



The above two images illustrate some of the challenges in Shannon Park. The first image illustrates the unclear entry to the park from Wilson Street, unmarked and hidden behind a gravel parking lot. The second shows the path through Shannon Park that ends in an open ditch.

Services

A number of community services and private businesses are available to residents within walking distance. At the eastern edge of Shannon Park is the Wally Elmer Youth Centre, a well-used community hub offering community programs and recreation opportunities. The Wally Elmer Youth Centre is currently being decommissioned. A new community centre is scheduled to open immediately to the west of Rideau Heights Public School in the fall of 2016.

The Salvation Army, located on Weller Avenue, provides social support services to residents and a variety of recreational and social programming and events. The new north end offices of KCHC on Weller Avenue at Compton Street offer health services as well as operate a number of programs including Pathways to Education and Better Beginnings. Three primary schools in the neighbourhood provide education and after-school programs in walking distance, while the retail on Division Street provides goods and services to residents.

Most recently, express transit services have been established along the Division Street corridor, providing frequent and efficient bus service along Division Street and access to the central downtown area. This new express service should help to address the isolation of the community and allow easier access to destinations outside of the neighbourhood.

Community

With its concentration of social housing, the Rideau Heights neighbourhood is a community that is statistically disadvantaged in terms of education, employment, health and income levels as reflected in census data and other reporting. Crime and feelings of safety and security are an ongoing issue, which results not only in tense conditions for residents, but also a stigma surrounding the community from others. This makes Rideau Heights RGI units hardest to rent. The neighbourhood contains a high percentage of children. About 25% of community members are under the age of 15.

Despite the socio-economic challenges of the neighbourhood, Rideau Heights is known to be an engaged community both in terms of formal community organizations and informal neighbourhood networks, and includes Community Response to Neighbourhood Concerns (CRNC). CRNC is a neighbourhood organization comprised of local residents, service providers, and emergency services staff who formed to provide a coordinated approach to neighbourhood improvement. The organization meets monthly to address issues regarding neighbourhood health, safety, and development, and to promote neighbourhood change. CRNC has been a key player in the neighbourhood's improvements over the years, having initiated improvements to Shannon Park including the splash pad and the forthcoming skate park.

Residents identify a strong attachment to their neighbours and community and value the Wally Elmer Youth Centre, community services, parks and open spaces, and the amenities closeby. However, this sense of community is segmented into clusters because of the physical layout of the neighbourhood. Buildings face inward and paths between blocks are disconnected leading to an unwalkable site that discourages community cohesion and fosters isolation and segregation within the community.



Figure 2.3 New development and community services in the neighbourhood

New Community Investment and Development

A number of new developments and public investments are currently in the planning or construction stages in the area. These include:

- The construction of the new community centre, which will provide new and improved community facilities including a gymnasium, community kitchen, and flexible meeting spaces to support various service agencies and community events and programming.
- Improvements to Shannon Park, which will be undertaken in conjunction with the construction of the new community centre. Park improvements include the addition of a skateboard park, a community garden, a multi-use sports court, new play structures, a new public street and market housing block, and improved landscaping and stormwater management strategies.

- The KCHC Weller Avenue location, when finished, will contain 28,000 square feet of space to house the main offices for North Kingston Health Centre and the various services and programs they offer.
- Proposed large-format retail development in the former quarry site will provide more retail in close proximity to Rideau Heights residences.
- Ongoing commercial development within the King's Crossing Plaza.

These investments signify the commitment of the City of Kingston, private developers, and not-for-profit organizations to improve the quality of life in Rideau Heights. They also provide an opportunity to align individual projects with regeneration objectives – such as new connections and better open spaces. Throughout the study process, the regeneration team has worked with those planning these improvements to incorporate broader neighbourhood design goals to ensure individual efforts are integrated from a neighbourhood functioning perspective.

Market Directions

Introducing market housing was seen as an important aspect to include in the regeneration master plan, as a way of improving housing mix and offering multiple housing choices, while generating revenue for the revitalization process. Early in the study process, Altus Group undertook a detailed analysis of the Kingston housing market, focusing on the Rideau Heights area and its context in north Kingston. This analysis informed the quantity and type of market housing to be included in the regeneration master plan. This section provides a summary of the market analysis findings on market opportunity in Rideau Heights. The complete analysis is included in the Business and Phasing Plan, appended to this report.

The core study area has a number of positive attributes as well as some challenges as a location for new market ownership and/or rental housing. The target buyers for new ownership housing in the area may change over time as the core study area is redeveloped. Initially, the area is expected to attract younger buyers looking for attractively priced semi-detached and row housing, particularly households where at least one member of the household works near the core study area or in downtown. The core study area may also appeal to households where at least one member of the household relies on public transit on a regular basis. Market rental apartment buildings are also expected to attract younger households looking for a new rental apartment unit.

Exhibit B

Housing completions in Kingston during 2006-2011 were dominated by single-detached units and rental apartments. However, a high percentage of semi-detached and row housing starts in Kingston since 2003 are located in the Rideau Heights and Marker's Acres neighbourhoods. These findings have led to a number of conclusions regarding market opportunity within the core study area.

There is an opportunity to market a mix of semi-detached and townhouse units in the study area. Freehold and/or freehold-condominium townhouse units could be marketed to capture 30-35% of the demand for new semi-detached units and 20-25% of the demand for new row units in the City of Kingston during 2016-2031 (averaged over the period). This would result in a demand for about 10-15 semi-detached and 10-15 row units per year. The row units could also include a small component of rental units.

Based on projected demand, there is likely to be market support for only one rental apartment building with 100-150 units per year overall in Kingston on an average annual basis. Considering this modest demand, one strategy for the core study area is to develop one or more buildings with a mix of replacement RGI rental units and KFHC-operated market rental units, which would reduce the number of market rental units that would have to be leased in a building. An alternative would be to set aside some land for the incremental

development of low-rise, wood-frame apartments with surface parking. This would provide an opportunity to market units at lower rents than most of the newer market rental units in Kingston, avoiding direct competition with high-rise projects and providing opportunities to create a new market housing revenue stream for KFHC. Furthermore, the opportunity to build smaller buildings phased in response to market demand would reduce the risk for developers. Whether developing low-rise or high-rise buildings, there is an opportunity to design and market somewhat smaller units than has been the norm in Kingston. If competitive market rental apartments are marketed in the core study area, there is potential to capture about 20-25% of the demand for new rental apartments in the City of Kingston. This would yield average demand for about 25-30 units per year during 2016-2031.

Suite type	Percentage of Suites	Suite sizes (square feet)	Monthly rent
1 bed	10.0 - 15.0	600 - 700	\$850 - \$950
1 bed plus den	17.5 - 22.5	700 - 800	\$950 - \$1,050
2 bed	52.5 - 57.5	800 - 1,000	\$1,050 - \$1,250
2 bed plus den	10.0 - 15.0	1,000 - 1,200	\$1,250 - \$1,450

* Note: excludes parking, hydro, and floor premiums (Source: Altus Group)

Table 2.2 Recommended Suite Types, Sizes and Rent Ranges for New Market Rental Apartment Buildings in the Core Study Area

Exhibit B

Table 2.2 presents suite mix and suite size recommendations for new market rental or mixed RGI/market rental apartments in the core study area. The suite mix recommendations are generally in line with newer market rental apartment buildings in the City of Kingston outside the downtown area, but also reflect a trend towards one-bedroom-plus-den versus one-bedroom units and a better balance between one-bedroom/one-bedroom-plus-den units and two-bedroom/two-bedroom-plus-den units.

Typical suite features should include a mid-range level of finishes with laminate flooring in the living room and dining room, and carpet in the bedrooms. Kitchens should include a refrigerator, oven/stove and dishwasher. Building amenities should include a common laundry room, party room, and landscaped outdoor area with barbeques. The preliminary recommendations for rents are based on the recommended suite sizes and finishes as well as project amenities. The rents exclude parking and hydro as well as floor premiums, which would be limited for low-rise buildings. The rents reflect an attempt to offer pricing that is among the most affordable for newer market rental apartments in the City of Kingston, and is also based on an assumption that renters will be less concerned about unit size versus the rent that they pay. These rent levels should be revisited as additional projects begin to be leased.

With regard to condominium apartments, taking into account the much more limited demand compared with market rental apartments (and the finding that there are a number of sites within the city that would be more attractive for condominium apartment development), the opportunity to successfully develop condominium apartments in the core study area is considered to be limited and a risky proposition.

Overall, the market analysis of the neighbourhood indicated that – unlike similar regeneration efforts in larger urban centres with high land values – the revenue generated by land sales alone would not be sufficient to fund regeneration of the rest of the study area. Significant external public investment will be required.

Chapter 3

DEVELOPING THE STRATEGY

The master plan was developed over a twenty-four month period commencing in May 2013, with regular opportunities for meaningful input from Rideau Heights residents and other stakeholders. Throughout this process, a number of issues were identified that informed the development of the master plan. This chapter provides an overview of these key community issues and how the regeneration plan was developed.

The Resident Consultation Process

The first phase of resident consultation was an “understanding” phase. Input was sought regarding what residents like and don’t like about the area, what they would like to see remain in their neighbourhood, and what they would like to see changed. To gather this information, residents were engaged through a variety of means including door-to-door conversations, small group discussions, community events and local programmes. The following organizations, programs and events were involved in the consultation process:

- St. Matthews Church
- Pathways to Education
- Rideau Heights Parent Council
- Teens Loving Children program
- Better Beginnings for Kingston Children
- Kingston Community Health Centre
- Conversations on local school yards and in the community
- Bread of Life
- Boys and Girls Club

Exhibit B

What do you value in your neighbourhood?



- Parenting Today
- Scarecrow festival
- Skyline community picnic
- CRNC summer celebration
- Harvest Market special event
- Harvest Market five year anniversary
- Rideau Heights Tenant Advisory Group

A summary of what was heard through the initial community conversations was presented back to the community at an open house in January of 2014. This provided an opportunity for residents and Kingston community members to provide direction for the regeneration planning efforts, including the layout of Shannon Park to inform the Shannon Park and new community centre design process which was about to begin. Attendees were asked to confirm or elaborate upon the summary of community priorities at the event.

During the final phase of the project, the consultant team presented the regeneration strategy and its connection to community concerns at an Open House in April of 2015.

What would you like to see changed?



Figure 3.1 Samples of the feedback heard through resident engagement
Council Meeting 26 November 17, 2015

External Stakeholder Consultation

A number of organizations and programs serve the area and provide community support related to health care, education, skills and employment training, and other facets of community development and poverty reduction. Many of these providers are intimately familiar with the community and provide valuable insight into community issues and needs. Early in the process, individual conversations and a group session were initiated with service providers to provide input to support the development of the regeneration master plan.

The team also met with City of Kingston Planning, Parks and Engineering staff on numerous occasions. These discussions allowed the project team to identify potential opportunities and challenges to implementing the plan.



CRNC Summer Celebration, summer 2013

KFHC Tenant Engagement Process

Throughout the project, KFHC hosted a number of tenant engagement sessions including individual meetings with each major neighbourhood block. At these sessions, tenants discussed a variety of day-to-day issues that impact the quality of life in the neighbourhood in addition to longer-term opportunities for neighbourhood revitalization. At the events, a strong desire to improve communication between the residents, KFHC, and other local service providers was demonstrated. As a result of the enthusiasm to continue these types of discussions, the Tenant Advisory Group (TAG) was formed to help continue to communicate the goals for neighbourhood revitalization incorporating the experiences and knowledge of the residents which is important to achieve the longer-term objectives for change. TAG is comprised of at least two tenants representing each housing block.



Neighbourhood open house, November 2013

Community Issues

The consultation process identified a number of community issues which informed the study approach and design development.

Security & Safety

The concentration of social housing, exacerbated by the physical layout of the neighbourhood has resulted in frequent instances of crime and negative behaviour in the area. During the consultation events, residents spoke of their consistent concern with drugs and crime, not as an imminent threat, but as an ongoing drain on their quality of life.

Lack of park programming

While the strong presence of parks is highly valued by the community, the large amount of unprogrammed park space was identified as a neighbourhood characteristic in need of improvement.



One of many unprogrammed spaces in Shannon Park

Difficulty navigating social services

While residents spoke of the benefits of being close to amenities such as the community centre, grocery stores and other shopping on Division Street, most residents acknowledged their lack of information about the local community and social services available to them. This issue, while not specific to the physical neighbourhood renewal process, informed recommendations of this report including the need for better integration and communication amongst service providers and the neighbourhood.

High utility costs

The high cost of utility bills—borne by tenants—dominated resident conversations about their homes. Regardless of investment by KFHC over the years in new windows and the provision of window seals in winter months, the poor insulation of older buildings results in inefficient heat retention.

Improved police presence

Residents voiced concerns about a lack of police presence in the neighbourhood, citing response delays and a general desire for a proactive community-oriented policing approach. Many residents expressed positive comments related to a former project which established a temporary satellite police office at the 80 Daly Street property, which served to lessen the degree of anti-social behaviours as experienced by tenants. In general, there was broad support for better police presence and the development of better relationships with police officers as something that would improve neighbourhood life.

Desire for immediate, short-term improvements

Residents indicated the importance of fixing immediate problems such as neighbourhood cleanliness within the existing neighbourhood configuration, better communication between KFHC, the City and other social service providers, and property maintenance issues in addition to planning for longer term improvements. Garbage and recycling pick-up and overall neighbourhood cleanliness.

Garbage, litter, and animal waste are persistent issues in the community and were concerns frequently heard throughout the consultation process. The layout of the site, with many row houses located away from the street with no street frontage is one factor that exacerbates this issue. Residents are required to travel to the nearest street curb to drop waste off for curbside pickup which imposes particular challenges.

Commitment to the neighbourhood is mixed

Resident responses were mixed in terms of their preference to stay in Rideau Heights or be offered a unit in a KFHC property located elsewhere in the City. Some residents are committed to their community, citing strong community ties as one of the neighbourhood’s greatest assets. Others were vocal in their desire to move to another part of the City, identifying safety, crime, and social stigma associated with the neighbourhood as reasons they would like to relocate. KFHC statistics indicate that over 57 % of residents have lived in the neighbourhood for less than 3 years and that 28 % of residents have lived in the neighbourhood for one year or less— indicating that the community is fairly transient. Only 20% of the community could be described as long-term residents of Rideau Heights (more than 6 years).

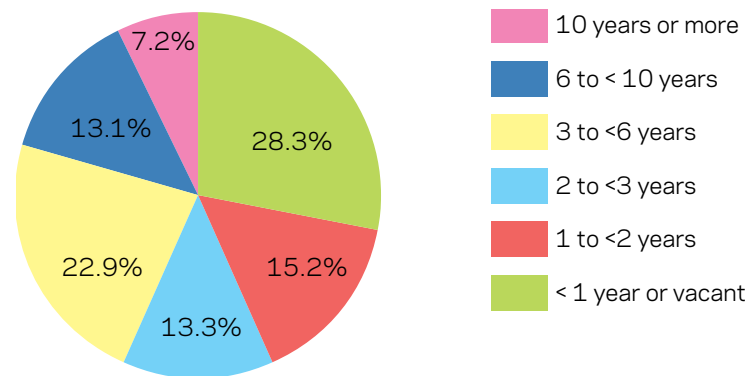


Figure 3.2 Duration of most recent tenancy

Early Wins

Two opportunities to advance regeneration objectives—“early wins” —arose during the master plan development process. Considering the long term timeframe for comprehensive neighbourhood regeneration, early wins were an important element of securing resident trust in the process and immediately demonstrating the City and KFHC’s commitment to improving quality of life in Rideau Heights.

At the beginning of the study process, a development application was submitted for the quarry site, and the developer has shown an interest in creating a pedestrian connection to the interior of the neighbourhood to the east of the quarry. Given that the pathway is surrounded by private properties, discussion and cooperation with private landowners will be required to create this connection, which would seem to greatly improve pedestrian access to the Division Street commercial area and the express transit services.

Another early opportunity was the initiation of the community centre and Shannon Park redevelopment. In 2013, Kingston City Council dedicated \$12.5 million to undertake design and construction, with the first of the improvements scheduled to open in the fall of 2016. To ensure the park improvements were considered in the context of the wider regeneration plan, the project team advanced design decisions regarding the location of the 80 Daly Street block of housing. Design ideas were presented at an Open House in January of 2014 where attendees expressed openness to the relocation of residential uses to the northwest corner of the park. Alignment options for a new public street, identified as Street A on the master plan, were also explored to increase access and provide better park surveillance. Further consultation with 80 Daly Street residents was conducted over the Winter and Spring.



Houses facing Headway Park along an undefined path
(Source: Urban Strategies)

Assumptions and Principles

Based on the market analysis, resident and stakeholder feedback, a number of assumptions and principles were established to inform the development of the regeneration master plan. These were:

- **The incorporation of the preferred Shannon Park regeneration concept.** This concept proposed the decommissioning and demolition of 80 Daly Street, the construction of a new market housing block at the northwest location of the park, and the introduction of a new public street (Street A) bordering the northern edge of the park;
- **The retention of a minimum of 501 RGI units.** In accordance with legislated requirements the City is required to maintain 2,003 RGI units. The master plan would need to allocate these units within the neighbourhood or at other locations within the service area.
- **A target unit mix for KFHC RGI units halfway between the existing neighbourhood make-up and service area wait list.** This proportion reflects the regeneration objective to decrease the mismatch between existing supply and waitlist demand, while retaining a significant proportion of higher bedroom units to support a demographically diverse neighbourhood make-up.
- **A reduction in the density of RGI units to address the social and property management challenges in the area that are exacerbated by their high concentration.** The relocation could also improve the geographic distribution of RGI units in the City to include other preferential locations that better serve the needs of RGI residents.
- **The appropriate integration of RGI and market units to encourage income mix by accommodating a wider variety of residents.**

Master Plan Block-by-Block Evaluation

The master plan consists of a mixed approach that retains and renovates a portion of the units and redevelops another portion. This strikes a balance between the social benefits of redevelopment and the hard costs of demolishing and rebuilding units. Each block was evaluated in the following manner, and incorporates the Building Condition Analysis summarized in Chapter 2 of this report.

Shannon Block, 80 Daly

The decommissioning and redevelopment of RGI units off site is most appropriate given the physical condition of the buildings, poor site design and the obscuring of Shannon Park. A new market block will improve income mixing, and a new street on this block will improve east-west access and increase the number of “eyes on the park.”

Montreal Block

A complete redevelopment of this block is most appropriate given the high visibility of the site, making it the best location to attract private sector investment in the neighbourhood. The redevelopment would also improve the neighbourhood as viewed from Montreal Street, while RGI units would be relocated to other parts of the City.



Many units are in fair condition, and are relatively well configured. Although in many cases circulation and visibility to adjacent streets could be improved. (Source: Urban Strategies)

Headway Block

A new street should be developed in this block in order to address the back-lotted nature of the park, while opening up views into the park and providing new opportunities for residential development. Headway Park will become a programmable space which is safer and easier to maintain. The retention of the majority of units and strategic infill and reorientation will serve to better delineate the properties and improve the overall design of the site. The Headway Block will continue to serve as the main area with RGI units. Over time, RGI relocations off-site may allow for the introduction of market units within the block.

In developing the master plan, a range of development options were considered - from status quo to complete redevelopment of the neighbourhood. The final master plan seeks to achieve a balanced approach that maintains viable housing stock, and redevelops blocks where buildings are in poor condition, site design is challenging or there is the possibility to improve neighbourhood gateways. The blocks that are maintained will be strategically reoriented through infill units and private lanes to address layout issues.

Exhibit B



The recommended master plan proposes improved open spaces (Section 4.1) an expanded movement network (Section 4.2), and new housing (Section 4.3) that better reflects the contemporary needs of both current and new KFHC residents.

Chapter 4

REGENERATION STRATEGY

Through key improvements to housing, movement, open space and utilities systems, the recommended master plan provides a framework for a new mixed-income neighbourhood with improved housing for KFHC tenants and the Kingston community. It will transform the neighbourhood into a safer, healthier, more inviting environment for existing and new residents and help make it a more connected and inviting part of the City.

The master plan addresses the community issues identified through the consultation program and design goals identified through the technical analyses conducted by the project team. Particularly, the master plan:

- **Addresses safety concerns** by eliminating hidden spaces and increasing visibility on paths and parks through new streets and paths and improved orientation of housing;
- **Addresses deferred maintenance and utilities cost** by incrementally rehabilitating and replacing the KFHC housing stock over time where justified and appropriate;
- **Creates a mixed-income community** through the introduction of market housing and market rental residential uses on site;
- **Better aligns the neighbourhood unit mix with the Centralized Waiting List** by providing a greater variety of housing choices in grade-related and apartment buildings;
- **Provides for implementation flexibility** through a development framework which largely maintains the existing street and block network, adds key connections, and allows for the City to implement the regeneration master plan over time in response to changing revenue streams.

Exhibit B



Figure 4.1: Study area following regeneration

* Final market block configuration will be determined when a developer is involved

4.1 Parks & Community Facilities

The master plan is focused around high-quality, useable and safe park spaces. Today, Rideau Heights has a large quantity of parkland relative to other areas of Kingston, but residents regularly cite the park spaces as in need of improvement. Shannon and Headway Park will both be radically improved through the regeneration process. Each park's configuration is realigned to create functional park configurations accommodating a wider variety of programming to animate the spaces. The revitalized parks are part of a continuous green connection from Montreal Street through the study area to Division Street. These green connections will help connect Rideau Heights to the surrounding city.



Park improvements will focus on providing comfortable pedestrian realm which include shade from trees and seating (Bridges, Calgary, source: Urban Strategies).



New playground structures will provide play areas appropriate for a range of age groups (Don Mount Court, Toronto; source: Urban Strategies)

Shannon Park

The revitalization of Shannon Park will provide improved recreational amenities, increased activity, and new sightlines in the park. On Daly Street, the removal of 80 Daly and the relocation of the community centre creates a new, public frontage for the park. Meanwhile, the introduction of Street A on the north side of the park creates an active and safe edge for the park. On Wilson Street, a clearly visible and welcoming entrance to the park will be created. Secondary entrances on Weller and Wilson will also have improved entrances with paved paths.

New programming within the park is the subject of the ongoing Shannon Park redevelopment process, but will include a new skate park and multi-use court across from Rideau Heights Public School. The existing splash pad will remain as it is today. The baseball and soccer fields will be relocated and reoriented for better solar alignment. Finally, stormwater management will be improved throughout the park to ensure accessibility in all seasons. Across the park new trees will be planted and new paths will connect the uses.



Council Meeting 26 November 17, 2015

Headway Park

Headway Park will be the focus of the KFHC and market blocks west of Wilson Street. Unlike Shannon Park, which is intended to service a broader area, it will be a neighbourhood focused park, providing recreational opportunities for nearby residents. The existing topography of Headway Park will be reconfigured to provide better sightlines, and to permit a broader range of programming including paths, informal sports fields, and a playground. Paths, seating and lighting will be integrated into

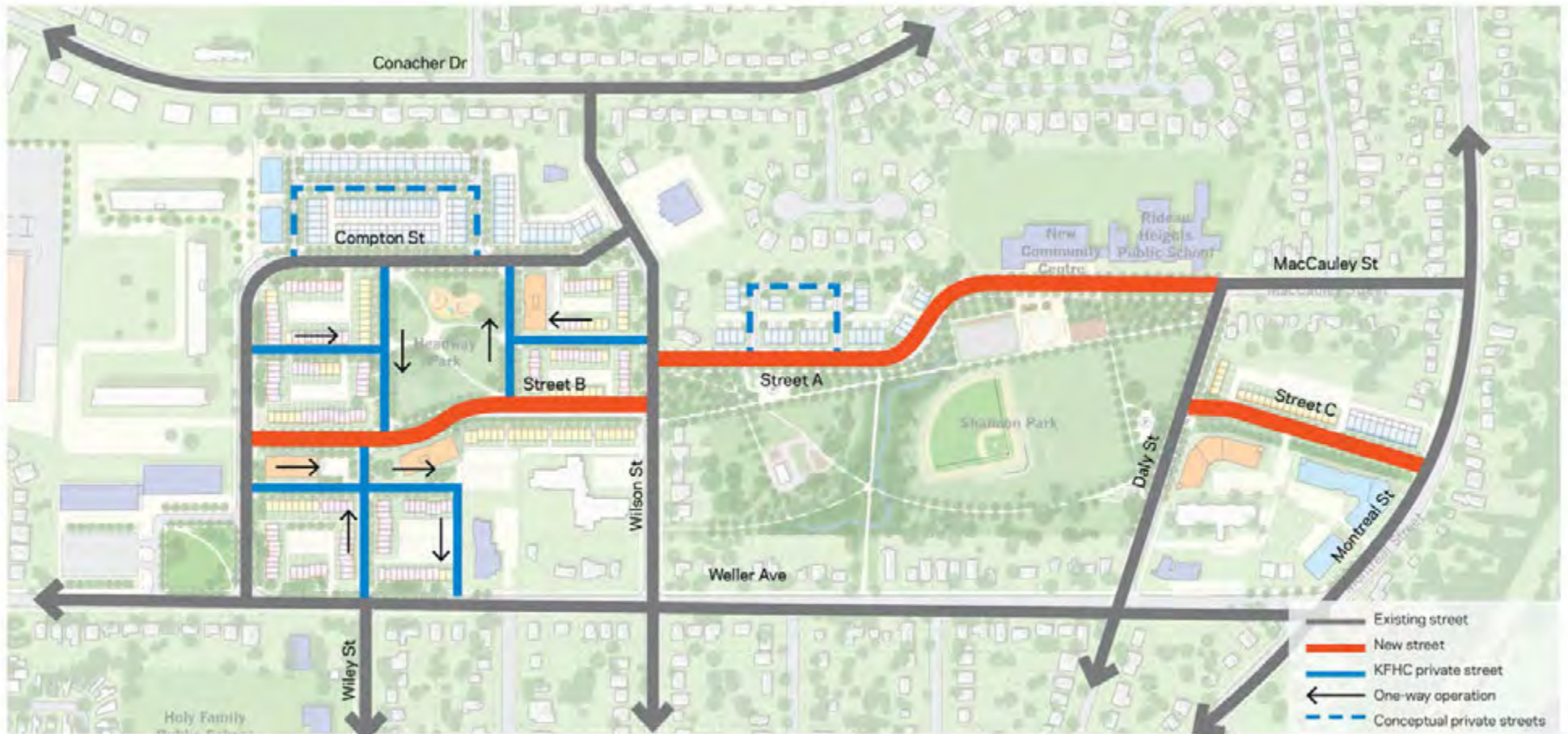
the design of the park to ensure it will be well used and safe at all times of the day. Townhouse and apartment buildings will border the park, providing active frontage on the east and west sides of the park. Apartment buildings and townhouses along the park will have units with front doors and patios facing a walkway along its edge. The new Street B will provide a direct link to Shannon Park, with a continuous park character.



4.2 Movement

New public and private streets are proposed in the master plan to improve access, connectivity, and security within the neighbourhood. The proposed movement network provides new development parcels with proper street access, frontage and address. All new units will face onto a public or private street reinforcing the distinction between public and private space and providing a higher degree of passive surveillance than exists today.

Traffic calming measures, such as speed tables or curb extensions, conforming to City traffic calming policies, will be used on all public and private streets to reduce vehicle speeds and improve safety for pedestrians and cyclists. On private streets, the master plan proposes a one-way circulation system to support their efficient maintenance and proper functioning. All new streets, which are designed to slow vehicular movement, are appropriate routes for cyclists.



Street A

The extension of MacCauley Street to Wilson Street, “Street A”, will provide improved access to the new community centre. It provides a street along the entire northern edge of Shannon Park, creating a development parcel for a new residential block. This will provide the feeling of a highly visible space for vehicular, bicycle, and pedestrian movement, as well as improved access and parking to centrally-located park features, such as sports fields that can attract large numbers of non-resident users.

Street A will be designed in a way that minimizes vehicle speed and prioritizes the pedestrian and cyclist through the use of curb extensions at either end of the street. Two travel lanes and sidewalks would be located on either side, separated from the roadway by a landscaped boulevard. It will feature traffic calming measures such as speed tables, curb extensions or pedestrian crossings should be considered in relation to City policy and provisions under the Highway Traffic Act. Underground utilities will service the new residential blocks that front them. The new public street will also provide for on-street parking.



Street fronting a park with townhouse units
(William Hancox Drive, Toronto; source: Urban Strategies)

Street B

Street B will be a “green” street, designed with wide landscaping on either side and a generous sidewalk to continue the east-west pedestrian routes in Shannon Park. It plays a similar role as Street A, providing improved access through the Headway Block and creating new development parcels. The street provides frontage for five blocks of housing and better defines Headway Park. To accommodate the enhanced landscaped boulevard on either side of the road way, a right-of-way of approximately 20 metres is proposed.

Street C

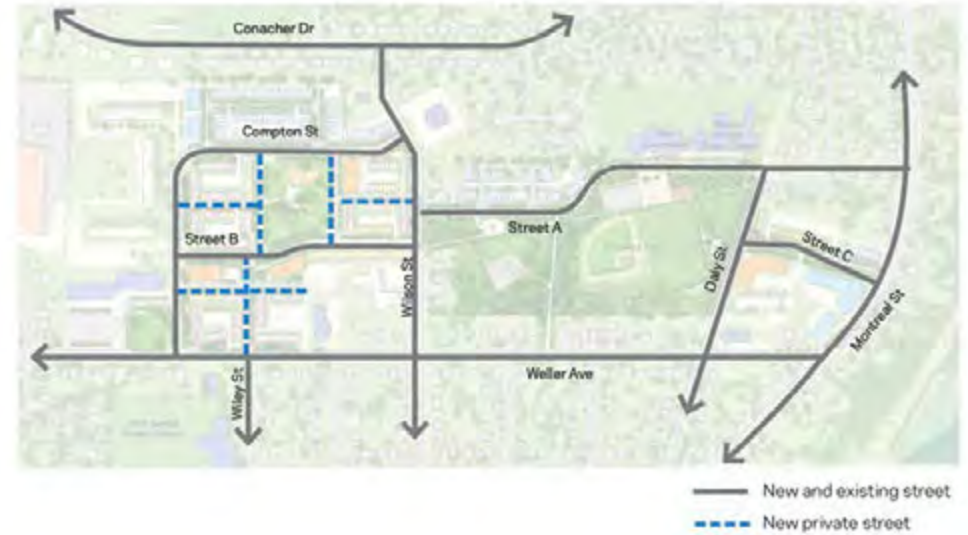
Street C will connect Daly Street to Montreal Street, further enhancing east-west access and providing street frontage for new apartments and row houses. It will also contain sidewalks separated by boulevards on each side. Street C will have a right-of-way width of approximately 20 metres to accommodate limited, local traffic and an enhanced landscape similar to Street B.



Green street with swale for stormwater and generous landscaping (Seattle).

Private Streets

A number of new private streets proposed within the master plan will provide vehicle and pedestrian access to internal units. The private streets will provide clear, direct sightlines that extend views into park spaces, have pedestrian-scaled lighting and public and private space defined through landscaping treatments. The proposed private streets are intended to operate as one-way for traffic and will have parking on one side. The design of the street will ensure traffic moves slowly, creating a safe pedestrian environment. To facilitate the implementation of the private lane network through the land use approvals process, the detailed design will need to address lane widths and corner configurations to ensure large vehicles can be accommodated



Narrow, one way street with parking similar to proposed private streets. (Toronto; source: Urban Strategies)

Proposed Pedestrian Connection to Division Street

Throughout the project, residents frequently communicated the challenge of accessing the nearby commercial outlets and services within the Division Street commercial area. A pedestrian path should connect the north-west corner of Compton Street with the future retail development to the west. A path would provide for a critical route from Rideau Heights to retail amenities along Division Street. The path should provide clear sightlines and lighting to create a safe and accessible route. Discussions with the developer of the quarry site and nearby private landowners could explore the possibility of introducing such a path.



Pedestrian walkway, including lighting and tree planting (Arbutus Walk, Vancouver; source: Urban Strategies)



Pedestrian pathway separated from parking by planting (University of Toronto; source: Urban Strategies)

Other Movement Considerations

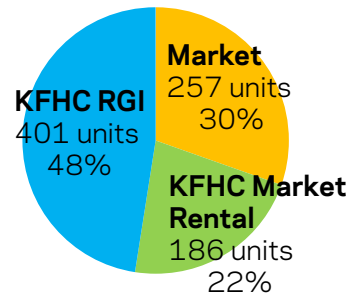
Compton Street could be extended through to Conacher Drive in order to provide better pedestrian and vehicular connectivity between the study area and the retail area on Division Street. This potential connection would create a more regular street pattern, consistent with the objectives of opening up the area to the surrounding community.

Efforts should be made to protect for the potential future extension of Wiley Street as a public street north of Weller Avenue. The proposed private street would have to be widened to accommodate this, and the locations of buildings in the plan account for this potential effort.

In the interim, measures can be taken to address current safety challenges on public streets and KFHC blocks in Rideau Heights. This can include tree pruning, installing lighting fixtures, improving the pedestrian path layout through more linear sidewalks, and building new internal driveways. An area of particular focus for these interim improvements includes the KFHC block north of Compton Street.

4.3 Housing and Built Form

The master plan dramatically alters the residential make-up of the neighbourhood by introducing an additional 343 units to the site (making the area total 844 units) and transitioning the neighbourhood from 100% RGI units to a mix of 48% RGI, 22% KFHC market, and 30% market (see Appendix B). The overall increase of units is a result of a more efficient use of land and the transition of many KFHC RGI units from town house to apartment form. The market housing consists of market developed row houses, privately managed rental apartments, and KFHC owned and operated market rental apartments. The breakdown of total units on site is indicated in Table 4.1.



Proposed new housing mix

Table 4.1 Breakdown of unit type and ownership

	Units	%
KFHC		
New townhouse	96	
Renovated townhouse	150	
New apartment	187	
300 Canacher & 176 Wilson	154	
TOTAL KFHC	587	70%
RGI Units	401	
Market Rental Units	186	
Market		
Townhouse	120	
Apartment	137	
TOTAL MARKET	257	30%
TOTAL KFHC & MARKET	844	100%



Low-rise apartment buildings will be oriented to the street and have grade related units on the first floor to ensure a safe and comfortable public realm (Above: Surrey, BC; source: Urban Strategies. Below: 233 Queen Mary Road KFHC project, Kingston; source: KFHC).



Exhibit B

The location for market residential uses was determined based on identifying the most marketable locations for housing, lots fronting major streets and adjacent to surrounding market neighbourhoods.

KFHC Housing

The master plan proposes 587 KFHC owned and operated units. Of these, 401 will be RGI units, with 100 RGI units relocated to other areas of the City through new development projects and acquisitions. The reduction of 100 RGI units has been determined in order to provide a greater income mix in the area.

The master plan proposes to transition the unit mix from over 50% 3 – 5 bedroom units to a more even distribution, consisting of a higher percentage of 1 & 2 bedroom units. The proportion of unit types is an approximate average between the existing unit mix and the service area waitlist, reducing the mismatch between the two while maintaining a family-oriented area. The full breakdown of KFHC units by unit type is illustrated in Table 4.2.

The remaining 186 units will operate as KFHC-owned market rental apartments. This direction is a result of the City of Kingston and KFHC's desire to diversify the funding streams for RGI units, considering the trend of reduced funding from senior levels of government and the objective to create income mixing within the KFHC properties. The master plan does not



KFHC and market townhouses will be located facing new streets (David Hancox Park)

Table 4.2 Potential KFHC unit bedroom type

	Units	%
1 bed	203	35%
2 bed	171	29%
3 bed	163	27%
4 bed	44	7%
5 bed	10	2%
Total	587	100%

Exhibit B

indicate a specific location for KFHC RGI units and KFHC market rental units. As the landlord of both types of units, KFHC will determine the preferred arrangement and mix in various new locations and buildings.

Market Housing

The 257 market housing (i.e. non-KFHC) units in the area will consist of approximately 120 row house units and 137 apartment units. Unit counts for apartment units are based on projected unit type and size (based on market research), and typical gross to net floorplate assumptions. The market housing blocks are conceptual in nature and illustrate the recommended development formats. The actual arrangement will be determined by the developer.

The master plan proposes locating private townhouse blocks north of Compton Street, with an internal private lane loop. Market blocks are also proposed north of Shannon Park and along Montreal Street. The configuration of these blocks may be different from the illustrated configuration once a developer is involved in the redevelopment process.



Townhouses facing a public street will have clear delineation between public and private spaces, and will have paths to the public street (Above: Rivertown, and below: David Archer Co-op, Toronto; Source: Urban Strategies).



Built Form & Building Orientation

The proposed development in the master plan consists of two building types: row houses and apartment buildings. Row houses are anticipated to be 2 - 3 storeys while apartment buildings will be up to 4 storeys or taller at appropriate locations (such as along the Montreal Street arterial road frontage). KFHC housing's exteriors will be designed and built at a standard consistent with the market buildings, while interiors will consist of high quality materials at the discretion of KFHC as detailed design begins.

To increase neighbourhood safety by providing eyes on parks and streets, all development in the area will be built close to and have primary entrances on streets, private lanes, and parks, setback no more than 5 metres. Apartment buildings will be designed with grade-related units at ground level, to maximize street presence.

All row houses will have garbage collection from the street in front of the unit. All new public and private streets have been designed to allow City of Kingston collection vehicles to access each block.

4.4 Parking

Parking for KFHC buildings will generally be located in small parking areas in the rear of townhouse blocks and apartment buildings. These parking areas will have natural surveillance from units that back onto them and will have multiple access points and clear pedestrian paths. Today parking lots have no natural surveillance and are often perceived as unsafe. Parking is provided at a rate of 0.7 spaces per unit across all KFHC blocks in the study area, consistent with newer KFHC developments. Parking for KFHC blocks will be pooled, ensuring an efficient use of spaces. Each block may have over or under the overall ratio, but across the site an adequate supply of parking is provided.

On street parking is also anticipated on future streets to provide visitor spaces and parking for the Shannon and Headway Parks.

As decisions on the market units will be made by a private developer, the parking rate will be established separately from this report.



Parking lot located behind townhouses (Don Mount Court, Toronto; Source: Urban Strategies)

4.5 Neighbourhood Sustainability

The regeneration master plan is based on an analysis of the strategies available for developing a sustainable neighbourhood design. A very broad view of 'sustainability' is taken, that encompasses not just building, neighbourhood systems, transportation and energy concerns but also considers the aspect of community, social and economic sustainability detailed elsewhere in this report.

This section concentrates on the physical attributes of sustainability and on identifying the systems that can contribute to the determination of the most environmentally sustainable future for the neighbourhood.

The Rideau Heights redevelopment will include upgrades to the existing infrastructure, including energy, electrical, and water and sewer systems. Details of those infrastructure servicing requirements are set out in Section 4.6.

Green Building

New homes should be considered as part of an 'ecosystem', each a part of a larger whole. From an urban design perspective, homes together define common public spaces of the street and shared amenity spaces. Green building technologies such as solar hot water may not be applicable for a single home but become much more viable for a group of homes working together.

Though not part of the financial analysis for this particular regeneration strategy, a central district energy plant can be considered for providing heating and cooling a larger mix of building types. A district energy system can be a more efficient and reliable system that can be serviced and upgraded at appropriate intervals which would have positive impact on all buildings connected. It can take advantage of synergies in the different energy profiles of the buildings in the neighbourhood such as the community centre, schools and retail with differing hours of operation to share energy sources.

A detailed feasibility study should be undertaken to determine how a district heating capability can be best scaled and phased to service the proposed regeneration plan.

Electricity

The existing electrical power supply for KFHC properties is provided to each block of buildings, to each building and each unit. The age and condition of all vary, though they are all in fair condition, with an exception of one block where existing unit panel boards need to be replaced immediately. All units have individual power consumption metering and exterior lighting luminaires are HID type.

Current system capacity is sufficient though any apartment or townhouse unit increase through the proposed additions and development will require new power feed and site power service revision.

Exhibit B

In an effort to reduce energy consumption and annual costs, the regeneration plan proposes:

- Interior incandescent lamps be replaced with compact fluorescent retrofit lamps,
- Exterior lighting be replaced with LED luminaires,
- Unit electrical stoves are replaced with gas stoves.
- These measures will greatly reduce the electricity consumption on site.

Energy

The responsibility for annual energy and utility costs across the site is a combination of KFHC and the end user. All maintenance and replacement costs are the responsibility of KFHC.

The existing mechanical systems are independent to each unit/building and consist of a variety of gas fired and electrical units. The age and condition of all vary and the majority of domestic hot water heaters are rented.

Some end users have installed inefficient, high cost window cooling units within their dwellings. If new systems are installed, KFHC can gain control of the overall efficiency and operation within all buildings.

As part of this development, there is a great opportunity to implement alternative, energy efficient systems which will:

- Reduce annual energy costs.
- Reduce annual operation and maintenance costs.
- Eliminate deferred maintenance backlogs associated with the existing systems.

As there is an upfront capital cost associated with these measures that was not part of the financial analysis for this regeneration, government grants and incentives can be sourced, and private investment combined with energy performance contracts can be encouraged.

In the context of an energy performance contract, the investor will be responsible for the capital investment to investigate, design, install, operate and maintain the energy systems (heating, cooling and domestic hot water). The contracts can be held individually with the end user and/or directly with KFHC. Either option can be tailored to the City's and KFHC's specific needs and energy goals.



A centralized geothermal system at the University of Ontario Institute of Technology, Oshawa ON. The system utilizes a centralized borehole field and heat pump, similar to what is proposed for Rideau Heights.

Exhibit B

Detailed exploration of the potential for geo-thermal energy should be investigated at the time of detailed neighbourhood design. Ground conditions within the City of Kingston promote premium thermal conductivity and an opportunity to effectively install a geothermal system for the development. The benefit of installing a vertical borehole field is the modular nature. This lends well to a phased development and the field can be sized for single dwellings or the first phase and added to over time.

Connections can also be made for adjacent sites, private residences and commercial properties to further reduce costs.

The system would consist of:

- A vertical borehole field which can be installed anywhere. Each borehole is approximately 6" in diameter, 200ft deep with 20ft separation and each dwelling would require 2 -3 boreholes.
- The boreholes would supply a heat pump within the dwelling to heat and cool the space and also a hot water generator to create domestic hot water.
- Energy meters to accurately monitor usage and accurate tenant billing.
- Supplementary electric duct heaters to ensure heating in peak conditions.

These systems could be standalone, in single dwellings, or centralized district systems to serve buildings with multiple units.

This recommendation is based on ground conditions in Kingston, as well as positive results from other redevelopments that have installed similar systems. Other projects with which the project engineers, Stantec, have been involved in have yielded the following results:

30% savings on annual energy costs for heating, cooling and domestic hot water compared to a standard, gas fired system. If a typical home operates at \$2,300 per year, the annual savings will be \$600. This can be extrapolated across all units to approximately \$500K in total annual savings.

If paid for by the user/client, a payback of approximately 5 years.

If paid for by an energy services provider/investor, no upfront capital is required, no maintenance costs for the heating, cooling and domestic hot water systems and the elimination of deferred maintenance backlog associated with these systems.

4.6 Site Servicing and Transportation

Site Servicing

The Rideau Heights Sanitary Sewershed is bounded by Conacher Drive to the north, Compton Street to the west and train tracks to the east and south. Results of the Sanitary Sewershed Analysis show that sanitary sewer upgrades within the existing network are not required to accommodate the proposed redevelopment.

Transportation

Division Street and Montreal Street are classified as urban arterials in the Official Plan. Benson Street, Conacher Drive and Sutherland Drive between Conacher Drive and Montreal Street are classified as urban collectors and have two travel lanes (one lane in each direction). All other roads within the Study Area are classified as local roads and also have two travel lanes (one lane in each direction). No pathways or trails are identified in the Official Plan through the Study Area. Existing transit service is provided along Compton Street, Benson Street/Conacher Drive, Weller Avenue, Wilson Street, Division Street, and Montreal Street.

At the west edge of the Study Area, the Division Street intersections with Benson Street and First Canada Avenue are signalized, while all other intersections are unsignalized. Weller Avenue is generally free-flowing, although there is an all-way stop at Wilson Street. Similarly, on the north side of the Study Area, Benson Street/Conacher Drive is free-flowing.

All intersections within the study area appear to operate at acceptable levels of service and within capacity.

With regard to the residential development potential of the lands, it is anticipated that the proposed development densities could be appropriately accommodated within the transportation system improvements. Other uses such as commercial or institutional operations would be most appropriate on Benson Street/Conacher Drive, although it should be noted that there is an existing commercial development in the northwest quadrant of the Compton Street/Weller Avenue intersection. This guidance is based on maintaining land uses consistent with the road classifications and not from a capacity perspective.

Given the relatively small size of each of the parcels, and the fact that the regeneration plan does not propose larger scale employment uses, it is not expected that the final plan will significantly impact traffic flow. Further to the disparate nature of the parcels being considered for redevelopment, it is unlikely that any proposed uses would generate the need for major transportation infrastructure improvements (traffic signals, auxiliary turn lanes, etc.). Detailed traffic system analyses will be completed and confirmed through the subsequent municipal land use planning approvals process.

Exhibit B 4.7 Phasing

The Plan's implementation will be iterative in nature, with each phase subject to financial and planning analyses to confirm directions and ensure consistency with the plan. The general direction that plan implementation will take is outlined here.

Implementation of the master plan will be phased over a period of 25 years, in seven broad phases, summarized in Table 4.3. The phasing plan ensures that the majority of KFHC residents residing on site will be able to stay in the core study area throughout construction. Nonetheless, this will require planning the relocation process with affected households to ensure that they are not unduly disrupted and that RGI subsidies will be maintained. A minimum of 471 KFHC units will be retained throughout each phase, maintaining 94% of KFHC units in the core study area at all times.

The existing annual vacancy rate is high - significantly higher than in the rest of the KFHC portfolio - permitting great flexibility in the redevelopment and relocation process. Early feedback from residents also indicated that some residents would prefer to leave Rideau Heights if offered a unit elsewhere in the city.

The first phase of development includes the redevelopment of Shannon Park and a new Street A. Phase 1 also introduces the first market block, Block 7 north of Shannon Park. Implementing these components in the earliest phase will help to define the character and vision for future development. The new street will provide a direct, all season and accessible route across the study area, knitting together the east and west sides of Rideau Heights and opening up Block 7 for development.

In the second phase of the project, Street B will be introduced into Rideau Heights and the process of demolition and construction on KFHC lands will begin. The first block to be demolished and redeveloped will be the Compton block at the corner of Compton Street and Street B. By introducing Street B into the neighbourhood at an early phase, the Headway block will be bisected in a manner that provides a better connection between Compton Street and Wilson Street, and improved access to Headway Park from within the block. It will also ensure that there are "eyes on the street", improving safety both within Headway Park and the neighbourhood as a whole.

Exhibit B

This phase will also see the redevelopment of Headway Park, and the blocks surrounding it, including the market units along Compton Street. The last of the market units along Compton Street will be constructed in the latter part of Phase 2.

Phase 3 focuses on the Montreal block, introducing adjacent development blocks. As KFHC builds units above the required 501 RGI units, the corporation can introduce market rental units. It is expected that some blocks will be constructed as market rental units, but will temporarily be used as RGI units, until the full build out is completed.

The detailed phasing master plan is broken down into sub-phases and is included in Appendix C. The phasing plan focuses each sub-phase in one area, to limit disruption to the wider neighbourhood.

Table 4.3 Phasing plan and unit breakdown

Phase	Total KFHC RGI Units	Total KFHC Market Units	Total Relocated RGI Units	Total Market Units	New Infrastructure
Existing	501				
Phase 1	471	0	30	35	Street A, Shannon Park
Phase 2a	453	71	48	35	Street B
Phase 2b	435	72	66	35	
Phase 2c	417	137	84	93	Headway Park
Phase 2d	417	154	0	151	
Phase 3	401	186	100	257	Street C

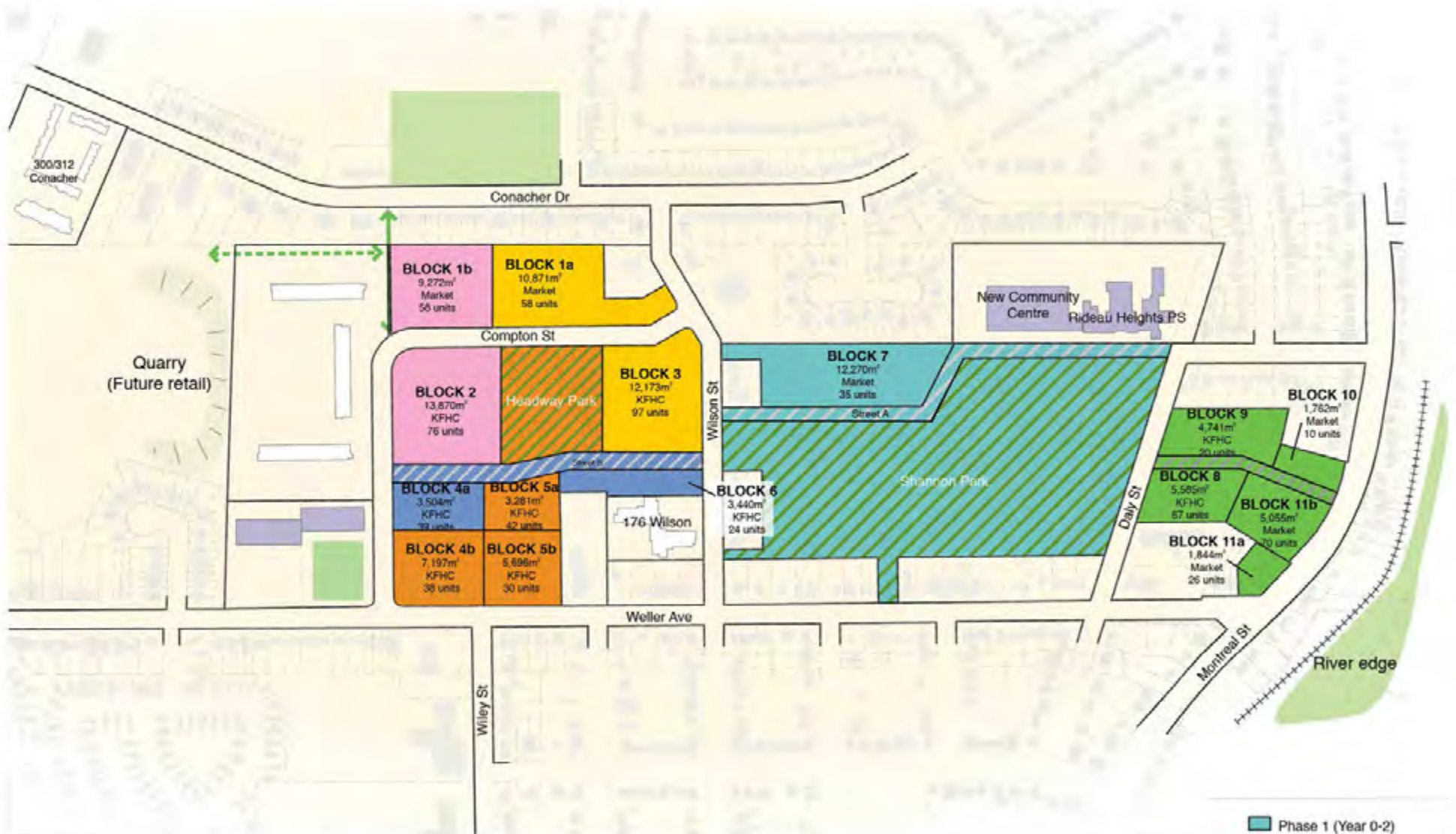
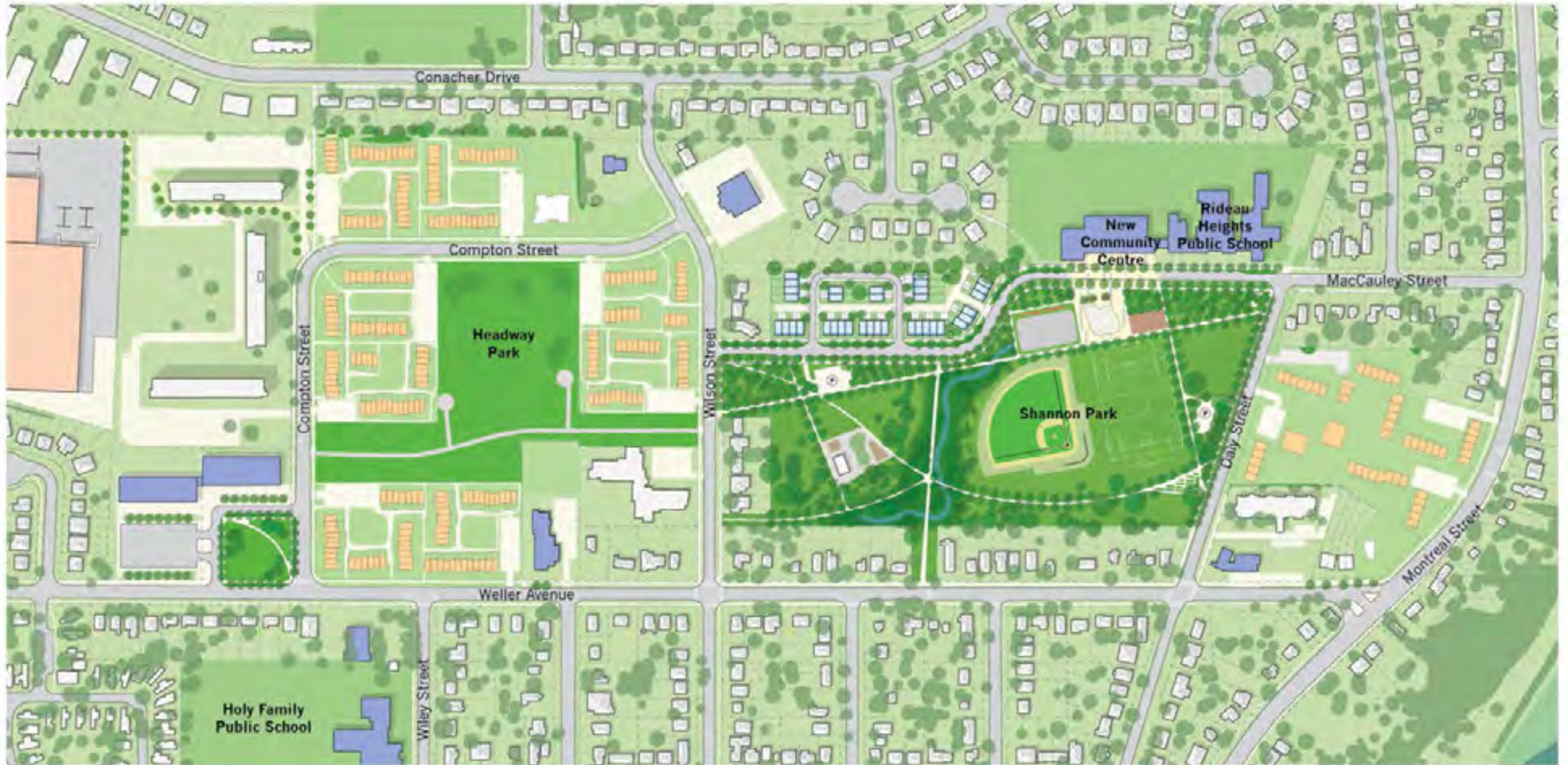


Figure 4.4 Phasing plan

Exhibit B

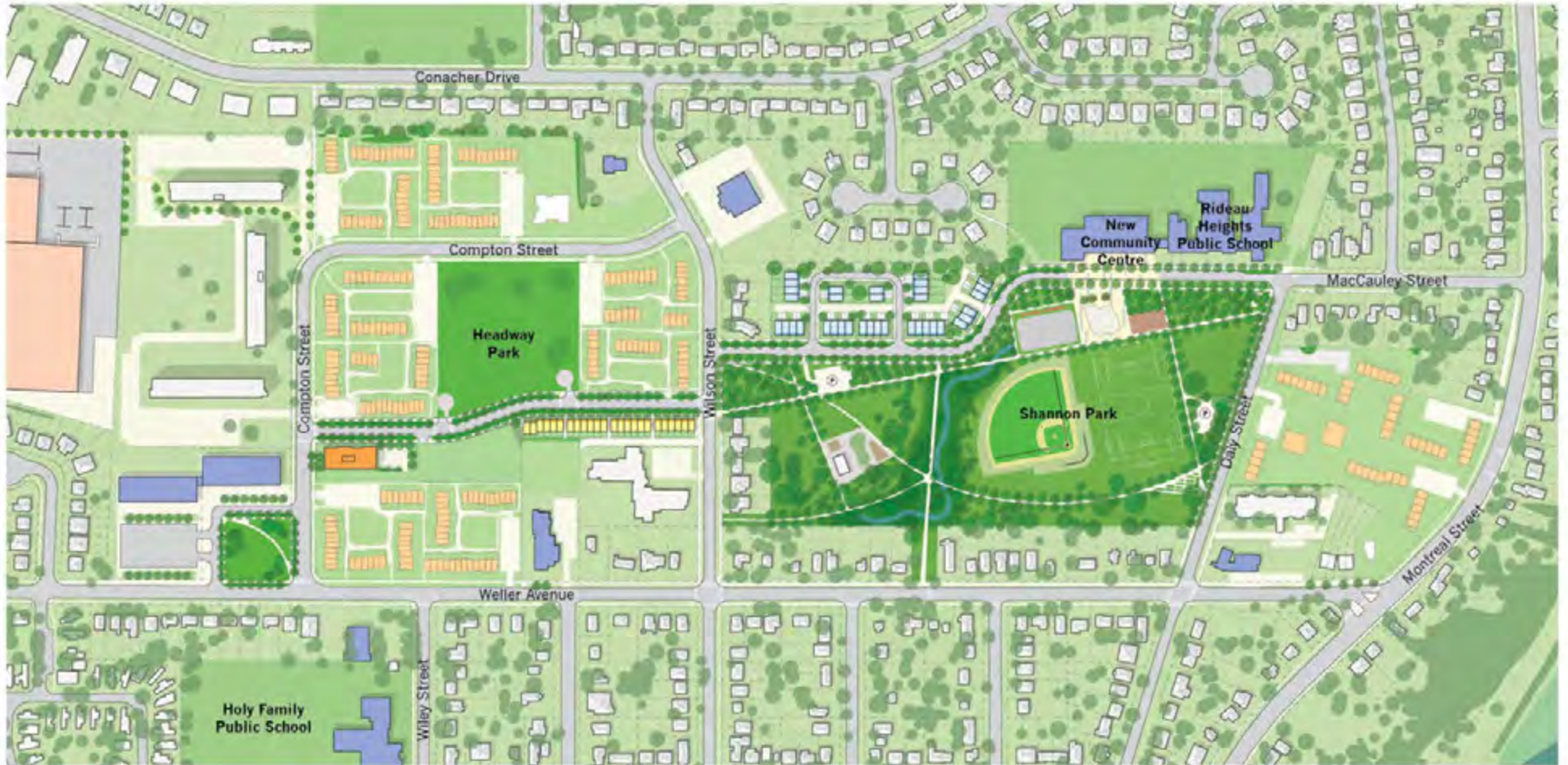


Existing



Phase 1

Exhibit B



Phase 2a

Exhibit B



Phase 2b



Phase 2c



Phase 2d

Exhibit B



Phase 3

Chapter 5

IMPLEMENTATION

The transformation of the Rideau Heights community will require an ongoing commitment and investment by the City of Kingston. In addition to the annual dedication of funds in the City’s budget to regenerate Rideau Heights, the City should consider (and establish) a number of financial tools and incentives to accelerate development and reduce municipal costs. This chapter summarizes the recommended steps and considerations in implementing the master plan.

Regeneration Business Plan

A regeneration business plan was prepared as part of the study process to assess the financial implications of the proposed regeneration master plan. That plan is summarized below.

Current Operating Costs

The study first examined the operating costs of current conditions. Rideau Heights is currently operating significantly more inefficiently than the balance of the KFHC portfolio due to high vacancy and resident ‘churn’ costs, a reflection

of the poor social cohesion and physical environment in the neighbourhood.

Table 5.1 indicates that a current vacancy rate of 22% on an annual basis results in substantial costs to KHFC in rent loss and renovation expenses for new tenants. If vacancy and churn were reduced to standard levels, such financial exposure could be more than halved.

Table 5.1 Vacancy rates and costs

Current Situation	
Annual Vacancy Rate	22%
Per Unit Vacancy Cost	\$2,000
Per Unit Vacancy Cost (rent loss)	\$500
Total Annual Vacancy	110
Annual Loss	\$275,550
Annual Loss per unit	\$2,500

Future Situation	
Annual Vacancy Rate	14%
Per Unit Vacancy Cost	\$800
Per Unit Vacancy Cost (rent loss)	\$500
Total Annual Vacancy	70
Annual Loss	\$91,182
Annual Loss per unit	\$1,300

Exhibit B

Maintaining the Rideau Heights Neighbourhood

Maintaining the neighbourhood as it currently functions would entail significant costs. Without changing the existing street and block network (accounting for the 80 Daly/Shannon Park realignment), only undertaking building renovations and modifications to improve insulation and extend each unit's lifecycle, would cost \$19 million over twenty years in soft, hard and renovation costs.

Renovation and New Construction Costs

Infrastructure costs, including site preparation, landscaping and electrical installation were estimated based on a per acre basis (see Table 5.2). It is assumed that these costs will be covered at the beginning of each phase.

General renovation and new construction costs were estimated for both KFHC and market housing. While new construction costs can be derived with some accuracy from existing construction activity in the Kingston market, renovation costs vary significantly from unit to unit. A general survey of unit conditions was undertaken, suggesting that renovation costs might vary from \$30,000 - \$65,000 per unit to bring units up to a 30 year life cycle without major changes to layout, exterior walls or energy systems. New construction hard and soft costs reflect industry standards for social and market housing. Renovation costs for KFHC renovated units

Table 5.2 Infrastructure Costs

INFRASTRUCTURE COSTS	
Site Preparation	\$80,000 per Gross Acre
Site Servicing	\$70,000 per Net Acre
Stormwater Management	\$30,000 per Gross Acre
Site Landscaping	\$30,000 per Net Acre
Site Electrical	\$140,000 per Net Acre
Surface Works	\$145,000 per Net Acre
Road Costs	20m ROW at \$3,000 per Metre

Table 5.3 Cost assumptions (KFHC Units)

KFHC UNITS	
New Townhouse Units	96
New Apartment Units	187
Renovated Townhouse Units	150
Conacher and Wilson	154
Total New & Renovated	587
Demolition Costs	\$22,000 per Unit
Construction Costs TH (Hard)	\$137,030 per Unit
Construction Apt (Hard)	\$156 per Square Foot
Soft Costs	~28% of Hard Construction Costs
Renovation Costs	\$40,000 per Unit
Parking Costs	\$3,000 per Space (0.7 spaces per KFHC unit)
Land Costs for KFHC Off-Site Apartments	\$9,000 per Unit
Infrastructure & Road Costs	Distributed proportionately among blocks

Exhibit B

are not included as part of the project cost however, as these units will be renovated as part of the existing annual capital maintenance budget.

With respect to market units, estimated sale prices have been derived from the market analysis undertaken for the study and reflect different unit types and parking provision. Market units will target a \$225,000-\$240,000 sales price.

Regeneration Cash Flows

Table 5.5 summarises cash flow over 25 years as the regeneration strategy is undertaken. Land values of \$7,500 per townhouse and \$9,000 per apartment are assumed based on an analysis of comparable land sales. The redevelopment

Table 5.5 Estimated Regeneration Cost Summary

ESTIMATED CONSTRUCTION COST SUMMARY							
	PHASE 1	PHASE 2A	PHASE 2B	PHASE 2C	PHASE 2D	PHASE 3	TOTAL
Road Costs	\$1,455,000	\$951,000	\$0	\$0	\$0	\$558,000	\$2,964,000
Demolition Costs	\$660,000	\$220,000	\$1,540,000	\$264,000	\$88,000	\$1,562,000	\$4,334,000
RGI Relocation Costs	\$5,657,024	\$3,394,215	\$3,394,215	\$3,394,215	\$0	\$3,017,080	\$18,856,747
Construction Costs - Servicing Costs	\$1,092,355	\$618,420	\$1,439,900	\$1,979,780	\$2,130,975	\$1,690,370	\$8,951,800
Construction Costs - KFHC RGI Units (On-site)	\$0	\$6,372,891	\$5,671,151	\$6,146,855	\$2,195,826	\$9,141,893	\$29,528,616
Construction Costs - KFHC Market Units (25% of Costs)*	\$0	\$1,201,905	\$1,069,559	\$1,159,275	\$414,125	\$1,724,129	\$5,568,993
Estimated Total Costs Excluding Inflation	\$8,864,379	\$12,758,431	\$13,114,825	\$12,944,124	\$4,828,926	\$17,693,471	\$70,204,156
Estimated Total Costs Including Annual Inflation of 2%	\$8,864,379	\$13,595,472	\$15,380,786	\$16,794,404	\$6,835,241	\$26,950,468	\$88,420,750
LESS: Estimated Proceeds from Land Dispositions	\$262,500	\$0	\$0	\$713,386	\$516,689	\$1,395,305	\$2,887,880
Estimated Total Cost	\$8,601,879	\$13,595,472	\$15,380,786	\$16,081,018	\$6,318,552	\$25,555,163	\$85,532,870

* Construction costs for KFHC Market units as indicated are equivalent to 25% of the total cost for KFHC Market Units with the balance to be financed.

costs of Shannon Park and Headway Park are not included in the analysis.

Due to the long-term nature of the development, it is anticipated that market conditions will change significantly, and an inflation rate of 2% has been applied to costs to account for this. Construction costs for KFHC market units in the analysis are based on a 25% down payment of the total development cost, with the balance to be financed separately. It is expected that the rental revenue generated by the KFHC market units will service the financing costs.

Based on the development plan, the greatest costs for the project will be borne during Phase 3, when expenditures for KFHC market units are highest. The estimated total cost for the Rideau Heights regeneration will be \$85 million dollars. A more detailed financial analysis can be found in Appendix D.

Though the regeneration strategy will prove to be a significant cost, it will act as a positive step in overcoming the basic problem created by the area's poor site design and lack of social mix. Redressing those issues involves a major investment in a new Rideau Heights, an investment that can only in part be off-set by operating cost savings and receipts from land sales for market housing.

Financial Tools & Incentives

The regeneration business plan anticipates partially funding regeneration through the selling of some lands in the core study area to the private sector for development. In Kingston, merely offering land, even at below-market value, to developers for development of market housing does not guarantee high levels of developer interest. Taking this into account, developers may have to be enticed to participate in developing new market housing in the core study area.

This section provides an overview of financial tools available to the City of Kingston to promote the development of market and/or non-market housing in Rideau Heights to fulfill the regeneration plans objective of creating a mixed-income community. Contents are described more fully in the Business and Phasing Plan completed by Altus Group appended to this report. It is recommended the City consider implementing one or more of these tools following further discussions with private developers.

Community Improvement Plans

Section 28 of the Planning Act authorizes municipalities to adopt a community improvement plan (CIP) for a community improvement project area. Municipalities may make grants or loans in conformity with the community improvement plan to registered owners, assessed owners and tenants of lands and buildings within the community improvement project area.

The eligible costs associated with the grant or loan includes development and redevelopment, among other types of land improvements. The grants or loans provided under Section 28 of the Planning Act are typically provided through tax increment equivalent grants (TIEG) or brownfield assistance programs, up to the amount of eligible costs.

The Rideau Heights study area is currently part of a large 255 hectare Community Improvement Area, as designated in Schedule 10 of the City of Kingston Official Plan. 1130 Montreal Street is part of Community Improvement Project Area 1A, one of 3 project areas within the larger Community Improvement Area. However, the available incentives in these project areas are part of the Brownfield Financial Tax Incentive Program, with tax relief only available for brownfield sites.

Tax Increment Equivalent Grants (TIEGs)

TIEGs are typically an annual grant given to a land owner that improves a property (for example, through development or redevelopment) located in a community improvement project

Exhibit B

area. These grants are usually based on the increased amount of tax revenue that the development/redevelopment generates for the municipality.

Typically, the municipality provides a grant that decreases over time (usually a 10-year period) to help transition the higher taxes payable on the improved property. In accordance with Section 28 of the Planning Act, these grants are usually capped at some proportion of the eligible costs of the property improvement.

Municipal Tax Assistance

Section 365 of the Municipal Act allows municipalities to pass a by-law providing tax assistance to an eligible property in the form of a deferral or cancellation of part or all of the taxes levied on that property during the rehabilitation and development period. A municipality can cancel any amount up to the full municipal portion of the property taxes payable.

Development Charge Exemptions/Rebates

The Development Charges Act, 1997 allows municipalities to impose development charges against land to pay for increased capital costs associated with growth-related needs. Municipalities may choose to exempt or reduce development charges payable by a certain type of development or in a specified area or areas, but under Section 5 (6) 3 of the Development Charges Act, any resulting shortfall cannot be made up through higher development charges for other

development. Therefore, if a municipality chooses to exempt apartment development from development charges, it cannot shift these costs onto the residential development charge.

Reduction in Planning and Building Permit Fees

Section 69 of the Planning Act allows municipalities to establish a tariff of fees for processing of applications made in respect of planning matters. Section 6(2) allows municipalities to reduce the amount of or waive the requirement for the payment of these fees. This can include a reduction in the fees associated with planning applications and building permit fees.

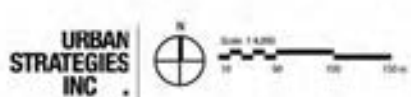
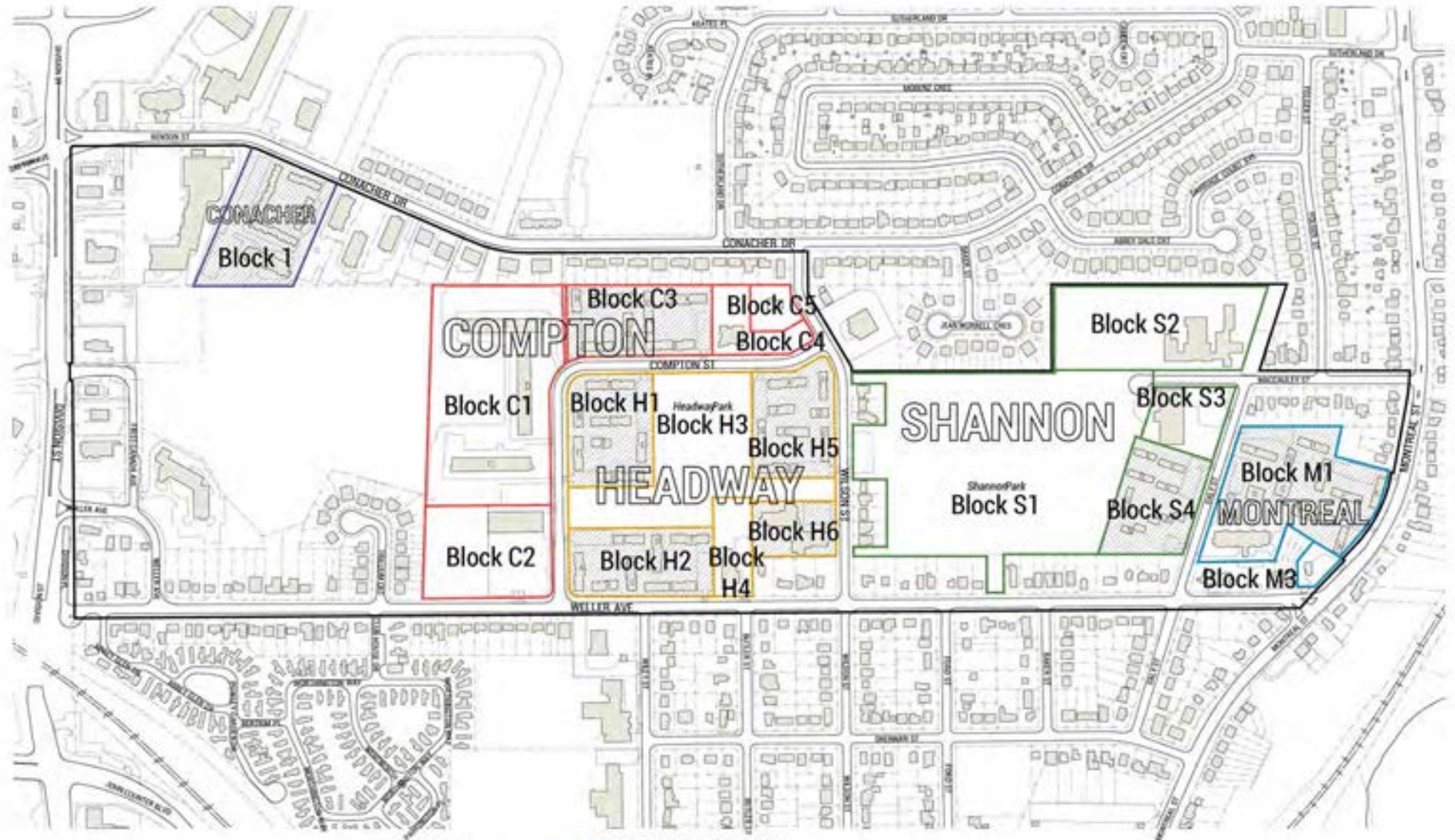
Reduction in Parkland Dedication Requirements

Section 42 of the Planning Act allows a municipality to require that for land proposed for residential development or redevelopment that 5% of the land area, or one hectare for each 300 dwelling units proposed or at such lesser rate as may be specified in the by-law, be conveyed to the municipality for park or other public recreational purposes. Section 42 (6) allows for cash-in-lieu of parkland..

Municipalities are permitted to adopt alternative parkland dedication rates. These can be used to help reduce the amount of parkland required to be dedicated, or the payment made in lieu of dedication. Municipalities can also exempt types of development in certain locations.

Exhibit B
APPENDIX A

Block Map and Site Statistics



- Study Area
- Core Study Area
- KFHC owned lands
- Core Study Area Districts:
- Compton
- Headway
- Shannon

Rideau Heights Existing Conditions Survey

KFHC UNITS

1 bed	58
2 bed	98
3 bed	178
4 bed	56
5 bed	10
Total KFHC units	400

CONACHER											
Block 1 (KFHC) Servicing Length											
		m ²			%						
Block area		16,507									
Building footprint		2,589			16%						
Parking/road		5,028			30%						
Open space/yard		8,890			54%						
Total GFA		8,780									
FSI		0.53									
Units		101									
Units/ha		61									
Buildings		Unit #s	Unit Counts					Floorplate	Storeys	GFA (m ²)	Construction
			1 bed	2 bed	3 bed	4 bed	5 bed				
A	300 Conacher		6	54	1	0	0	901	6	5,404	Concrete
B	312 Conacher							510	2	1,021	Wood
C	312 Conacher				40			342	2	683	Wood
D	312 Conacher							333	2	667	Wood
E	312 Conacher							503	2	1,006	Wood
Total			6	54	41	0	0	2,589		8,780	

Exhibit B

Block C3 (KFHC)											
	m ²	%									
Block area	12,628										
Building footprint	3,258	26%									
Parking/road	1,579	13%									
Open space/yard	7,791	62%									
Total GFA	6,516										
FSI	0.52										
Units	65										
Units/ha	51										
Buildings		Unit #s	Unit Counts					Floorplate	Storeys	GFA (m ²)	Construction
			1 bed	2 bed	3 bed	4 bed	5 bed				
A	41 Compton	1-10			8	2		515	2	1,030	Wood
B	51 Compton	1-13		13				603	2	1,206	Wood
C	61 Compton	1-9						460	2	920	Wood
D		10-18			21	8		488	2	976	Wood
E		19-29						550	2	1,100	Wood
F	71 Compton	1-7			5	2		366	2	732	Wood
G	81 Compton	1-6		6				276	2	552	Wood
Total			0	19	34	12	0	3,258		6,516	

Exhibit B

HEADWAY											
Block H1 (KFHC)											
		m ²									
Block area		13,095									
Building footprint		2,975	23%								
Parking/road		1,676	13%								
Open space/yard		8,447	65%								
Total GFA		5,950									
FSI		0.45									
Units		59									
Units/ha		45									
Buildings		Unit #s	Unit Counts					Floorplate	Storeys	GFA (m ²)	Construction
			1 bed	2 bed	3 bed	4 bed	5 bed				
A	70 Compton	1-11			9	2		564	2	1,128	Wood/steel frame + Concrete Block
B	94 Compton	1-12			5	2		562	2	1,124	Wood/steel frame + Concrete Block
C	100 Compton	1-9		5	12	4		364	2	728	Wood/steel frame + Concrete Block
D		10-14						474	2	948	Wood/steel frame + Concrete Block
E		15-21						416	2	832	Wood/steel frame + Concrete Block
F	106 Compton	1-8			6	2		362	2	724	Wood/steel frame + Concrete Block
G	110 Compton	1-12		12				233	2	466	Wood/steel frame + Concrete Block
Total			0	17	32	10	0	2,975		5,950	

Exhibit B

Block H2 (KFHC)											
		m ²									
		%									
Block area		12,628									
Building footprint		3,099	25%								
Parking/road		1,655	13%								
Open space/yard		7,874	62%								
Total GFA		5,564									
FSI		0.44									
Units		62									
Units/ha		49									
Buildings		Unit #s	Unit Counts					Floorplate	Storeys	GFA (m ²)	Construction
			1 bed	2 bed	3 bed	4 bed	5 bed				
A	140 Compton	1-10			10			463	2	926	Wood/steel frame + Concrete Block
B	199 Weller	1-12			10	2		613	2	1,226	Wood/steel frame + Concrete Block
C	215 Weller	1-8		10	18	6		422	2	844	Wood/steel frame + Concrete Block
D		9-17					469	2	938	Wood/steel frame + Concrete Block	
E		18-24					365	2	730	Wood/steel frame + Concrete Block	
F		25-34					450	2	900	Wood/steel frame + Concrete Block	
G	227 Weller	1-6			4	2		317	2	634	Wood/steel frame + Concrete Block
Total			0	10	42	10	0	3,099		5,564	

Exhibit B

Block H5 (KFHC)											
		m ²									
			%								
Block area		12,628									
Building footprint		2,773	22%								
Parking/road		845	7%								
Open space/yard		8,389	66%								
Total GFA		5,546									
FSI		0.44									
Units		60									
Units/ha		48									
Buildings		Unit #s	Unit Counts					Floorplate	Storeys	GFA (m ²)	Construction
			1 bed	2 bed	3 bed	4 bed	5 bed				
A	16 Compton	1-9			7	2		454	2	908	Wood/steel frame + Concrete Block
B	190 Wilson	1-10		4	6			448	2	896	Wood/steel frame + Concrete Block
C	200 Wilson	1-8		6	2			334	2	668	Wood/steel frame + Concrete Block
D	210 Wilson	1-4		16	6	4		212	2	424	Wood/steel frame + Concrete Block
E		5-12					380	2	760	Wood/steel frame + Concrete Block	
F		13-18					320	2	640	Wood/steel frame + Concrete Block	
G		19-26					337	2	674	Wood/steel frame + Concrete Block	
H	220 Wilson	1-7		6	1			288	2	576	Wood/steel frame + Concrete Block
Total			0	32	22	6	0	2,773		5,546	

Block H6 (KFHC)											
		m ²									
			%								
Block area		6,400									
Building footprint		1,862	29%								
Parking/road		1,210	19%								
Open space/yard		3,328	52%								
Total GFA		3,724									
FSI		0.58									
Units		53									
Units/ha		83									
Buildings		Unit #s	Unit Counts					Floorplate	Storeys	GFA (m ²)	Construction
			1 bed	2 bed	3 bed	4 bed	5 bed				
A	176 Wilson		52	1				1,862	2	3,724	Wood

Exhibit B

SHANNON											
Block S4 (KFHC) 80 Daly											
	m ²	%									
Block area	12,105										
Building footprint	1,659	14%									
Parking/road	775	6%									
Open space/yard	9,671	80%									
Total GFA	3,318										
FSI	0.27										
Units	30										
Units/ha	25										
Buildings		Unit #s	Unit Counts					Floorplate	Storeys	GFA (m ²)	Construction
			1 bed	2 bed	3 bed	4 bed	5 bed				
A	80 Daly	1-6				6		304	2	608	Wood/steel frame + Concrete Block
B	80 Daly	7-10				4		204	2	408	Wood/steel frame + Concrete Block
C	80 Daly	11-14					4	263	2	526	Wood/steel frame + Concrete Block
D	80 Daly	15-19			5			242	2	484	Wood/steel frame + Concrete Block
E	80 Daly	20-22					3	194	2	388	Wood/steel frame + Concrete Block
F	80 Daly	23-27			5			249	2	498	Wood/steel frame + Concrete Block
G	80 Daly	28-30					3	203	2	406	Wood/steel frame + Concrete Block
Total			0	0	10	10	10	1,659		3,318	

Exhibit B

MONTREAL											
Block M1 (KFHC) 1130 Montreal Street											
	m ²	%									
Block area	20,855										
Building footprint	3,627	17%									
Parking/road	3,290	16%									
Open space/yard	13,938	67%									
Total GFA	7,896										
FSI	0.38										
Units	71										
Units/ha	34										
Buildings		Unit #s	Unit Counts					Floorplate	Storeys	GFA (m ²)	Construction
			1 bed	2 bed	3 bed	4 bed	5 bed				
A	1130 Montreal	1-5			5			282	2	564	Wood/steel frame + Concrete Block
B	1130 Montreal	6-13			7	1		460	2	920	Wood/steel frame + Concrete Block
C	1130 Montreal	14-23		10				324	3	972	Wood frame + Concrete Block
D	1130 Montreal	24-33		10				318	3	954	Wood frame + Concrete Block
E	1130 Montreal	34-38			3	2		314	2	628	Wood/steel frame + Concrete Block
F	1130 Montreal	39-45			7			388	2	776	Wood/steel frame + Concrete Block
G	1130 Montreal	46-48			3			180	2	360	Wood/steel frame + Concrete Block
H	1130 Montreal	49-54			6			334	2	668	Wood/steel frame + Concrete Block
I	1130 Montreal	55-59				5		350	2	700	Wood/steel frame + Concrete Block
J	1130 Montreal	60-65			6			339	2	678	Wood/steel frame + Concrete Block
K	1130 Montreal	66-71			6			338	2	676	Wood/steel frame + Concrete Block
Total			0	20	43	8	0	3,627		7,896	

Exhibit B
APPENDIX B

Post-Regeneration Yields

Summary		
KFHC		
New Townhouse	96	
Renovated Townhouse	150	
New Apartment	187	
New Subtotal	433	
300 Conacher/176 Wilson	154	
Total KFCH	587	70 %
Bedroom Counts		
1 bed	203	35%
2 bed	171	29%
3 bed	163	28%
4 bed	44	7%
5 bed	10	2%
Total Demolished	197	
Market		
Townhouse	120	
Apartment	137	
Total Market	257	30%
Total KFCH & Market	844	100%
New Streets	988 lm	
Total Parkland	7.91 hectares	
Overall Unit Mix		
Market	257	30%
KFHC Market Rental	186	22%
KFHC RGI	401	48%
	844	100%
Unit mix in new KFHC blocks		
KFHC RGI	247	57%
KFHC Markt rental	186	43%
	433	100%

Streets			
Row		Servicing	Length (m)
Street A*	20	Y	485
Street B	20	Y	317
Street C	20	Y	186
* Partial cost of street A will be included in Shannon Park Cost			

Parks			
	Existing	Proposed	Change
Headway	26,942	10,856	-16,086
Shannon	65,817	65,152	-665
KCHC		3,115	
Total	92,759	79,123	-16,751

KFHC parking ratio			
	Spaces	Units	Ratio
BL 2-6	251	346	0.73
BL 8-9	85	87	0.98

Exhibit B

Exhibit B			Unit Counts				KFHC Parking			
	KFHC/Market	Block Area (m ²)	Type	Footprint (m ²)	GFA (m ²)	Units	Spaces	Parking Ratio (Spaces/Unit)	DU/ha	
Block 1	Market	20,137	TH (garage)			75			58	
			TH (surface)			0				
			Apartment	1,032	4,128	41				
			Block 1 Total			116				
			Demolished			65				
Block 2	KFHC	13,870	New TH			21			55	
			2 bed			10				
			3 bed			4				
			4 bed			5				
			5 bed			2				
			Renovated TH			55				
			2 bed			17				
			3 bed			31				
			4 bed			7				
			5 bed			0				
			Block 2 Total			76	44			0.38
			Demolished			4				
Block 3	KFHC	12,173	New TH			20			79	
			2 bed			10				
			3 bed			4				
			4 bed			6				
			5 bed			0				
			Renovated TH			38				
			2 bed			16				
			3 bed			20				
			4 bed			2				
			5 bed			0				
			New Apt	820	3,278	39				
			1 bed			30				
			2 bed			8				
			3 bed			1				
			Block 3 Total			97	60			0.62
			Demolished			22				

Exhibit B

		Unit Counts				KFHC Parking					
KFHC/Market	Block Area (m ²)	Type	Footprint (m ²)	GFA (m ²)	Units	Spaces	Parking Ratio (Spaces/Unit)	DU/ha			
Block 4a	KFHC	3,504	New Apt	780	3,120	39			111		
			1 bed			29					
			2 bed			8					
			3 bed			1					
			Block 4a Total			39					
Block 4b	KFHC	7,197	New TH			9			53		
			2 bed			0					
			3 bed			4					
			4 bed			3					
			5 bed			2					
			Renovated TH			29					
			2 bed			10					
			3 bed			14					
			4 bed			5					
			5 bed			0					
			Block 4b Total			38	37			*combined 4a and 4b	0.38
			Demolished			2					
Block 5a	KFHC	3,281	New Apt	898	3,592	42			129		
			1 bed			33					
			2 bed			9					
			3 bed			1					
			Block 5a Total			41					
Block 5b	KFHC	5,696	New TH			2			33		
			2 bed			0					
			3 bed			2					
			4 bed			0					
			5 bed			0					
			Renovated TH			28					
			2 bed			9					
			3 bed			16					
			4 bed			3					
			5 bed			0					
			Block 5b Total			30	60			*combined 5a and 5b	0.83
			Demolished			3					
Council Meeting 26 November 17, 2015								136			

Exhibit B

			Unit Counts				KFHC Parking		
	KFHC/Market	Block Area (m ²)	Type	Footprint (m ²)	GFA (m ²)	Units	Spaces	Parking Ratio (Spaces/Unit)	DU/ha
Block 6	KFHC	3,440	New TH			24			70
			2 bed			2			
			3 bed			11			
			4 bed			7			
			5 bed			4	50	2.08	
			Block 6 Total			24			
Block 7	Market	12,270	TH (surface)			35			29
			TH (garage)			0			
			Block 7 Total			35			
			Demolish (80 Daly)			30			
Block 8	KFHC	5,585	New Apt	1,420	5,678	67			120
			1 bed			53			
			2 bed			14			
			3 bed			2			
			Block 8 Total			67	44	0.66	
			Demolished (Blocks 8-11)			71			
Block 9	KFHC	4,741	New TH			20			42
			2 bed			2			
			3 bed			10			
			4 bed			6			
			5 bed			2			
			Block 9 Total			20	41	2.05	
Block 10	Market	1,762	TH (surface)			10			57
Block 11a	Market	1,844	Apartment		2,624	26			141
Block 11b	Market	5,055	Apartment		7,072	70			138

Exhibit B

	KFHC/Market	Block Area (m ²)	Unit Counts				KFHC Parking		DU/ha
			Type	Footprint (m ²)	GFA (m ²)	Units	Spaces	Parking Ratio (Spaces/Unit)	
300/312 Compton	KFHC	16,510	Existing Apt			61			24
			1 bed			6			
			2 bed			24			
			3 bed			1			
			Existing TH			40			
			3 bed			40			
176 Wilson	KFHC	6,400	Existing Apt			33			83
			1 bed			32			
			2 bed			1			

Notes:

1. market apartment building assumes 80% gross to net and 80.9m² per unit average
2. KFHC apartment building assumes:
 - 80% gross to net
 - 70% of building GFA for 1 bedroom units and 60.4m² per unit
 - 25% of building GFA for 2 bedroom units and 79.0m² per unit

Exhibit B
APPENDIX C

Detailed Phasing Master Plan

Regeneration Plan Phasing										End of Phase Totals			
		Market Units	Net Market Units	Renovated KFHC Units	New KFHC TH Units	New KFHC Apt Units	KFHC Units	Net KFHC Units	Relocated RGI Units	Total KFHC Units in RH	Total RGI Requirement in RH	Total KFHC Market Units in RH	Total RGI relocated units off site
Existing								501			491		10
Phase 1 (Year 0)													
Infrastructure													
	Street A												
	Shannon Park												
Market													
	Block 7	35	35										
KFHC demolish							-30	471	20				
	80 daly									471	471	0	30
Phase 2a (Year 2-7)													
	St B												
KFCH demolish													
	Block 3 (st b)						-10	461	18				
KFCH build													
	Block 4a					+39		500					
	Block 6 (TH)				+24			524					
										524	452	71	48

Exhibit B

Regeneration Plan Phasing										End of Phase Totals			
		Market Units	Net Market Units	Renovated KFHC Units	New KFHC TH Units	New KFHC Apt Units	KFHC Units	Net KFHC Units	Relocated RGI Units	Total KFHC Units in RH	Total RGI Requirement in RH	Total KFHC Market Units in RH	Total RGI relocated units off site
Phase 2b (Year 7-12)													
KFHC demolish													
	Block 1						-65		18				
	Block 4						-2						
	Block 5						-3	454					
KFHC build													
	Block 4b			29	+9			463					
	Block 5			28	+2	+42		507					
										507	435	72	66
Phase 2c (Year 12-17)													
Market													
	Block 1a	58	93										
KFCH demo													
	Block 3						-12	495	18				
Infrastructure													
	Headway Park												
KFHC build													
	Block 3			38	+20	+39		554					
										554	417	137	84

Exhibit B

Regeneration Plan Phasing										End of Phase Totals			
		Market Units	Net Market Units	Renovated KFHC Units	New KFHC TH Units	New KFHC Apt Units	KFHC Units	Net KFHC Units	Relocated RGI Units	Total KFHC Units in RH	Total RGI Requirement in RH	Total KFHC Market Units in RH	Total RGI relocated units off site
Phase 2d (Year 17-20)													
Market													
	Block 1b	58	93										
KFHC demolish													
	Block 2						-12	495	18				
Infrastructure													
	Headway Park												
KFHC build													
	Block 3			30	+20	+39		554					
										554	417	137	84
Phase 3 (Year 20-25)													
KFHC													
	1130 Montreal								-71	500	16		
KFHC Build													
	Block 8						+67			567			
	Block 9				+20					587			
Market													
	Block 10	10	161										
	Block 11	96	257										
Completion Year 25			257	150	+96	+187	-197	587	90	587	401	185	100

Exhibit B

APPENDIX D

Rideau Heights Development Plan

Financial Analysis Summary

