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# UILDING COMMUNITY

# PARTNERSHIPS FOR

# AFFORDABLE HOUSING

THE KINGSTON MODEL FOR ACTION



AFFORDABLE HOUSING FORUM

October 7, 2004

Confederation Place Hotel/Howard Johnson,  
237 Ontario Street, Kingston



Canada

# BUILDING COMMUNITY PARTNERSHIPS FOR AFFORDABLE HOUSING: THE KINGSTON MODEL FOR ACTION

8:00 AM to 4:30 PM

Confederation Place Hotel/Howard Johnson  
237 Ontario Street, Kingston ON, K7L 2Z4

Hosted by Canada Mortgage and Housing Corporation (CMHC), the Ministry of Municipal Affairs and Housing (MMAH), and The City of Kingston, the 2004 Kingston Affordable Housing Forum – Building Community Partnerships for Affordable Housing: The Kingston model for action, is intended to promote innovative opportunities for the development of affordable housing in Kingston. Our goal is to provide a venue where community members from Kingston and the surrounding area who are interested in developing affordable housing can come together to network, exchange ideas and explore opportunities in three essential areas:

- **Community Capacity** - Explore new and traditional ways to increase local capacity in affordable housing, and create true "made in Kingston" solutions to help meet our city's affordable housing needs.
- **Partnerships** - Build inventive new partnerships to bring together the government, private, non-profit and community-based sectors, including developers and funding organizations, to facilitate and foster more affordable housing in Kingston
- **Products and Services** - Discover the wide range of tools available from the three levels of government to help stimulate the development of affordable housing across the region, from programs and initiatives to networking opportunities, funding, information and more. The 2004 forum includes expert speakers, innovative presentations and numerous opportunities for networking. A continental breakfast, full lunch and evening reception are included.

## THE PROGRAM AT A GLANCE

**8:30 am - 8:45 am Welcoming remarks by Mayor Harvey Rosen**  
Salon A & B

**9:00 a.m. – 9:30 a.m. Kingston Rental Market and Housing Forecast**  
Salon A & B

**9:30 a.m. - 10:30 a.m. Roadmap to government assistance -  
Demystifying the process of applying for funding**  
Salon A & B

**10:30 a.m. 10:45 a.m. Health break**

**10:45 a.m. – Noon Getting more creative about partnerships and incentives**  
Salon A & B

**Noon – 1:00 p.m. Networking lunch**  
The Atrium

**1:00 p.m. - 3:00 p.m. Three core workshops: Capacity Building,  
Products and Services, Successful Partnership Projects**  
Break-out Rooms

**3:00 p.m. - 3:15 p.m. Health break**

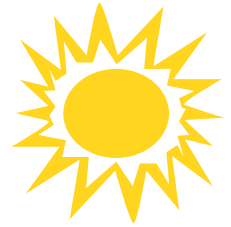
**3:15 p.m. – 4:00 p.m. Wrap-up and next steps - Panel discussion / Question period**  
Salon A & B

**4:00 p.m. Closing remarks - Minister John Gerretsen**  
Salon A & B

**4:30 p.m. Networking reception**  
The Atrium



# THE PROGRAM



## **8:30 am - 8:45 am Welcoming remarks by Mayor Harvey Rosen** **The importance of affordable housing in Kingston**

Salon A & B

### **Mayor of the Corporation of the City of Kingston**

Mayor Harvey Rosen, a native of Kingston, was elected the 94<sup>th</sup> mayor of the City of Kingston on November 10<sup>th</sup>, 2003. Prior to this, he was first elected to the former Kingston Township council in November 1994 and then to the Board of Control of the newly amalgamated City of Kingston in November 1997. In addition to his duties as Mayor, he serves on the Police Services Board, Kingston Economic Development Corporation, Kingston Electric Distribution Limited, St. Lawrence College Community Council, the FOCUS Kingston Steering Committee and is ex-officio of all council committees.

Harvey Rosen received a Bachelor of Law Degree in 1975 from Queen's University in Kingston, and a Bachelor of Arts Degree in Philosophy from York University. He practiced law both in Toronto and in Kingston. He has two sons and is engaged to married.

## **8:45 a.m. - 9:00 a.m. Introductory remarks by CMHC**

Salon A & B

## **9:00 a.m. – 9:30 a.m. Kingston rental market and housing forecast**

Salon A & B

### **Christian Douchant, Manager, Market Analysis Eastern Ontario, Canada Mortgage and Housing Corporation**

Do you need to be on top of the latest trends in the housing industry? Canada Mortgage and Housing Corporation can help. CMHC is Canada's leading source of reliable, unbiased and timely housing market forecasts and analysis. This presentation is a must to ensure for everyone in the housing industry. Mr. Douchant will give an overview of the rental/retirement housing market in Kingston, Ontario.

## **9:30 a.m. – 10:30 a.m. Roadmap to government assistance -**

### **Demystifying the process of applying for funding**

Salon A & B

### **Bill Beatty, Manager, Ontario Assisted Housing, Canada Mortgage and Housing Corporation**

### **Doug Barnes, Ministry of Municipal Affairs and Housing**

### **Greg Grange, Manager Housing Division, City of Kingston**

Government programs can provide a valuable source of funding for the development of affordable housing. As either capital or operating grants, they can help raise equity or operating funds for your project. Presented by CMHC, the Ministry of Municipal Affairs and Housing, and the City of Kingston, each will discuss opportunities, tools and services available at each level of government. The presentation will provide clear and up-to-date information on current housing programs.

## **10:30 a.m. – 10:45 a.m. Health break**

## **10:45 a.m. – 12:00 p.m. Getting more creative about partnerships and incentives**

Salon A & B



## **Don Elliott, Vice President of Clarion Associates of Colorado**

Like Canada, the United States is struggling with a burgeoning crisis of housing affordability. Denver, Colorado, has been particularly hard-hit by this crisis. They have become increasingly creative about fostering and supporting partnerships with those who can produce and manage affordable housing.

Mr. Elliott's presentation will focus on the similarities between affordable housing challenges being faced by local governments in Canada and the United States. He will review four key affordable housing projects in the Denver area, including (1) the redevelopment of the historic Denver Dry Goods store, (2) the new Capitol Heights development, (3) the Lowry Air Force Base Redevelopment Land Trust model, and (4) Denver's new Inclusionary Housing Ordinance, in order to identify new directions for partnerships and incentives for affordable housing.

*About Mr. Don Elliott:* Mr. Don Elliott is Vice President of Clarion Associates of Colorado, a national land-use consulting firm that focuses on land planning and zoning, and international land and urban development issues. Clarion is particularly known for its expertise in land use and plan implementation. They have written plans and drafted ordinances, regulations and design standards throughout the United States.

Before joining Clarion, Mr. Elliott was the Project Director for the Denver Planning and Community Development Office. He has also served as an advisor on land use issues for numerous local governments in Russia and Uganda, and has worked for a law firm in Denver where he began his career in real estate law. He has a bachelor's degree in Urban Planning and Policy Analysis from Yale University, a law degree from Harvard Law School, and a master's degree in City and Regional Planning from the John F. Kennedy School of Government at Harvard.



### **12:00 p.m. – 1:00 p.m. Luncheon**

The Atrium

### **1:00 p.m. – 3:00 p.m. Three core workshops:**

- 1. Capacity building**
- 2. Successful partnership projects**
- 3. Products and services**

Forum participants are encouraged to take part in one of three core workshops on building community capacity, products and financing tools, or successful affordable housing projects developed in Canada. Each workshop will include presentations followed by question and answer period. Whichever workshop you decide to attend, the information is guaranteed to help shape the future of affordable housing in Eastern Ontario.

### **WORKSHOP 1 CAPACITY BUILDING**

While partnerships can be a way of gaining expertise to fill an organization's gaps, a longer-term approach is to transfer skills and expertise. Experienced community builders will lead participants through a lively exploration of the concept of community capacity, and how capacity can be built within our community to help solve Kingston's own affordable housing issues.

- **Preparing a business plan Debra Wright, Capacity Building, Centre for Public-Private Partnerships in Housing, Canada Mortgage and Housing Corporation**

When working towards an affordable housing project, one of the first things you need to do is to develop a clear understanding of the housing needs your group has decided to address. You need both quantitative and qualitative information to understand your community's housing needs. Whether it's to assist in finding partners or to apply for financing, your group will need to start developing a business plan. Presented by CMHC's Public-Private Partnership Centre, participants will learn how to develop a strong business case for an affordable housing project, the key components of a business plan, and preparing the need and demand analysis.

- ***Building equity for your project through fundraising Ken Wyman, CFRE International speaker & consultant in fundraising & volunteering Ken Wyman & Associates Inc.***

Fundraising is a growing part of our social fabric and will help you build equity and momentum into your affordable housing projects. Mr. Wyman, will help you find and effectively approach organizational donors, such as major corporations, local businesses, and the government.

Canadian corporations donate \$400 million annually. Seventy per cent of this funding comes from just seven industries. Mr. Wyman will help you determine who to approach and how. What is the best use of your precious resources? What types of fundraising will work best for you? He will explore what each approach costs, the risks involved, how to increase income, the best timing, and reasonable returns on investment. Mr. Wyman will help you learn how to motivate the different types of donors with the right combination of human-interest stories, statistics, and endorsements. You will leave equipped with the tools to make informed, fundraising decisions.

**About Ken Wyman:** Ken Wyman helps groups develop the skills for long-term self-sufficiency. He has been called "one of the best-known and most-respected professional consultants in the fundraising field" for more than 20 years. Ken has created and adapted techniques to assist non-profit organizations unlock the secrets of growth. Hundreds of non-profit organizations from a variety of sectors utilize the skills and expertise of Ken Wyman & Associates Inc., to help them raise millions of dollars!

Ken is a professor at Humber College Fundraising and Volunteer Management Program, and has created and taught academic credit courses on fundraising for, Grant MacEwan College, Ryerson Polytechnic University, York University, and the University of West Virginia Graduate School. The AFP/NSFRE also designated Ken as a Certified Fundraising Executive (CFRE) based on years of service and a rigorous examination. He is the host and creative consultant of the educational TV series "The Fundraising Game".

## WORKSHOP 2 SUCCESSFUL PARTNERSHIP PROJECTS

The future of affordable housing is dependent on strong, sustainable working partnerships at all levels in the community. In this session, participants will learn to explore partnerships between the public, private and non-profit sectors. Investigate how new kinds of partnership between governments or community entities, individuals, groups and organizations, can help you build a successful foundation to create affordable housing.

- ***Best practices in affordable housing: Three winning designs***

Canada Mortgage and Housing Corporation (CMHC) works in partnership with the Canadian Housing Industry to encourage the design, development, provision and operation of affordable housing for Canadians. The CMHC Housing Awards, held every two years, was created in 1988 as a national forum to share best practices dedicated to improving the quality, choice and affordability of housing in Canada.

The past two cycles of the CMHC Housing Awards under the themes—Affordable Housing Innovations (2002) and Best Practices in Affordable Housing (2004)—recognizes individuals and organizations for their outstanding accomplishments in creating affordable housing and assists them to share these best practices across the country. The fifteen 2004 winners, selected by an external selection committee, will be announced shortly and recognized in Ottawa at the Awards Luncheon on October 22, 2004.

Participants of this workshop will be the first to hear about some of these winning projects, presented by the champions of these successful housing initiatives. Learn how these housing providers were able to go from a dream to a fully developed affordable housing project. Their presentations are sure to raise your interest and generate some fresh ideas on how to make your project become a reality.

## WORKSHOP 3 PRODUCTS & SERVICES

Everyone has an important and legitimate role to play in increasing the supply of affordable housing. Participate in this workshop and discover the wide variety of programs, initiatives, tools, resources and services available from CMHC to help you facilitate and support the development of affordable housing projects.



- **Rental mortgage loan insurance Connie Simo, Manager, Business Development Multiple Insurance**

Rental mortgage loan insurance creates opportunities that lead to more choices for borrowers and lenders alike. Learn more about this valuable product, the benefits, the application and the approval process. Everything that you need to know about financing a rental project and mortgage loan insurance will be offered in this important workshop. Capitalize on the opportunity to speak directly to the housing professionals at CMHC's mortgage loan insurance division.

- **Financing support and services for affordable housing Kathy Campbell, Manager, Public Private Partnership Centre Ontario**

When housing is the goal, the first place to call is Canada Mortgage and Housing Corporation (CMHC). CMHC has introduced expanded initiatives for non-profit and private sector housing supporters, who are planning to develop housing that is affordable, innovative or community-based. The more affordable the proposed housing, the wider the range of tools available; including seed funding, enhanced interest-free proposal development loans, lower mortgage loan insurance premiums, and more flexible underwriting criteria. Our "menu" approach offers a choice of options that housing providers can tailor to their requirements.

**3:00 p.m. - 3:15 p.m. Health break**

**3:15 p.m. - 4:00 p.m. Panel discussion: Final remarks and question and answer period**

- **Greg Grange, City of Kingston**
- **Doug Barnes, MMAH**
- **Bill Beatty, CMHC**
- **Don Elliott, Clarion Associates**

**4:00 p.m. Closing remarks: Minister John Gerretsen**

Salon A&B

**John Gerretsen, Minister of Municipal Affairs and Housing**

John Gerretsen has been the Minister of Municipal Affairs and Housing since 1995. He has been chief opposition and critic for municipal affairs, tourism and long-term care and has served as chair of the Public Accounts Committee. Mr. Gerretsen is a leader in the Kingston community; first as a city councillor, then as the longest-serving mayor in Kingston's history.

He has volunteered as a member of Kingcole Homes, Big Brothers, Rotary Club of Kingston, Almost Home, and is chair of the South Eastern Ontario Emergency Health Services Committee. He has also been a trustee of Queen's University. Among his many activities for charitable non-profit groups, he has chaired the BEDS Campaign for the Hotel Dieu Hospital and the Salvation Army Red Shield Campaign.



A graduate of Queen's University, Mr. Gerretsen has practised law in Kingston since 1971. He and his wife, Assunta, have three grown children, Michelle, Mark and Paul.

**4:30 p.m. Networking reception with Minister John Gerretsen: Everyone is invited**

The Atrium

If you have any questions or need more information, please do not hesitate to contact:

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