



**City of Kingston  
Report to Council  
Report Number 24-169**

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**To:** Mayor and Members of Council  
**From:** Jennifer Campbell, Commissioner, Community Services  
**Resource Staff:** Jayne Hartley, Director, Housing & Social Services  
**Date of Meeting:** July 9, 2024  
**Subject:** Sleeping Cabins Pilot Project Update

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**Council Strategic Plan Alignment:**

Theme: 1. Support Housing Affordability

Goal: 1.4 Improve service to unhoused and precariously housed.

**Executive Summary:**

On April 16, 2024, Council directed staff to receive and review any proposal submitted by Our Livable Solutions (OLS) to relocate the sleeping cabin program on a privately owned property by July 1, 2024 ([Report Number 24-052, page 105](#)) and a supplementary [Report Number 24-147, page 8](#))

This report is an update on the project wind down status as per the project plan endorsed by Council and the proposal submitted to staff by OLS on July 1, 2024. Exhibit A offers an updated copy of the wind down project plan demonstrating the project status, outstanding tasks and action items related to the resident case management, physical assets, and operations. The wind down date for the program remains effective and as previously directed by Council, for September 30, 2024. Exhibit B presents a copy of the proposal received by OLS that requests support from the City for the creation of the proposed 'Crossroads Village'. The proposal advises that OLS has tentatively secured private land located at 690 Sir John A. Macdonald Boulevard through a 10-year land lease for \$1 per year with Crossroads United Church. The proposal further outlines that the proposed cabin site is to occupy a portion of unused area in

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the rear parking lot of the church, a location close to local amenities and transit. OLS and Crossroads held a public meeting on June 26, 2024, to share their project plans, and gather design and implementation ideas. The meeting was recorded and is available [online](#).

Like the Portsmouth Olympic Harbour and Centre 70 sites, this property is not zoned for a sleeping cabin use, but the City can permit this use for up to three years under the emergency use provisions within the Kingston Zoning By-law. This would provide appropriate time for OLS to file and complete a Planning Act application for longer term use of the property. As Council is aware, people residing in the sleeping cabins are people that were previously experiencing homelessness.

The proposal received from OLS includes a capital financial request to support the preparation and submission of the required Planning Act applications for zoning by-law amendment and site plan control, as well as various capital improvements to the site, including a common amenity building. OLS has indicated that they will initiate a fundraising campaign as soon as the Crossroads United Church location is confirmed which would help reduce the amount of funding required from the City. OLS has also secured operating funding for the next two years.

**Recommendation:**

Option 1:

**That** Council direct staff to continue to wind down the Sleeping Cabin program as previously directed, and decline Our Livable Solutions' Crossroads Village proposal due to insufficient information as it relates to unconfirmed capital and operating costs; and

**That** staff be directed to continue to dispose of the cabins through a procurement process.

Option 2:

**That** Council direct staff to continue to wind down the Sleeping Cabin program as previously directed by Council with an anticipated program end date of September 30, 2024, and to additionally work with Our Livable Solutions to advance their Crossroads Village proposal to accommodate any remaining tenants; and

**That** Council support the application of the emergency use provisions within the Kingston Zoning By-Law for a period of up to three years to enable the establishment of a sleeping cabin program at Crossroads United Church; and

**That** staff be directed to work with Our Livable Solutions (OLS) to develop terms and conditions for the sale of the 17 sleeping cabins to OLS for \$1; it being understood that should OLS's Crossroads Village proposal plan not be completed within a period of 24 months, the terms and conditions would stipulate that OLS return the 17 cabins back to the City; and

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**That** staff be directed to relocate the 17 sleeping cabins to Crossroads United Church once the lease agreement between Our Livable Solutions and Crossroads United Church is established; and

**That** Council approve up to \$150,000, funded from the Homelessness and Housing Reserve, to support Planning Act application preparation and associated legal fees to finalize the Crossroads United Church Land Lease for the use of the property at 690 Sir John A. Macdonald Boulevard; and

**That** Council approve up to \$350,000, to be funded from the Homelessness and Housing Reserve, to assist with capital development expenses such as the common amenities building, accessible sidewalks and ramps, community gardens, etc.; and

**That** Council direct staff to enter into a Memorandum of Understanding with Our Livable Solutions to include tracking of progress and reporting out of tenants' outcomes.

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**Authorizing Signatures:**

ORIGINAL SIGNED BY COMMISSIONER

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**Jennifer Campbell,**  
**Commissioner, Community**  
**Services**

ORIGINAL SIGNED BY CHIEF

ADMINISTRATIVE OFFICER

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**Lanie Hurdle, Chief**  
**Administrative Officer**

**Consultation with the following Members of the Corporate Management Team:**

Paige Agnew, Commissioner, Growth & Development Services

Neil Carbone, Commissioner, Corporate Services

Not required

David Fell, President & CEO, Utilities Kingston

Not required

Peter Huigenbos, Commissioner, Major Projects & Strategic Initiatives

Not required

Brad Joyce, Commissioner, Infrastructure, Transportation  
& Emergency Services

Not required

Desirée Kennedy, Chief Financial Officer & City Treasurer

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**Options/Discussion:**

Over the past months staff have met with Our Livable Solutions (OLS) regarding the wind down project plan as endorsed by Council on April 16, 2024 ([Council Report 24-052, page 105](#)). Exhibit A presents a copy of the wind down project plan to date, demonstrating the project status and outstanding tasks and action items related to the resident case management, physical assets, and operations. The wind down date for the program remains effective for September 30, 2024.

**Resident Case Management Update:**

The primary focus of the wind down project plan are activities related to the resident case management. Staff have continued to meet with OLS and resident's biweekly on site to review the wind down activities, and to ensure residents are receiving case management support through their Housing First Case Managers. Residents have also been attending these staff check in meetings to ask questions and receive updates. In addition to the case management support from the Housing First team, staff have provided housing literature, applications and online links for several housing services such as supportive/transitional options, head lease opportunities, and permanent affordable housing projects.

Since April 16, 2024, two out of the 17 residents have transitioned to alternate housing. One individual found housing with a private landlord, and one received an accessible rent-geared-to-income unit from the Centralized Waitlist. One resident was discharged from the program by OLS. At the time of writing this report, there are 14 remaining residents in the sleeping cabin program. Of those remaining, five have the Canada-Ontario Housing Benefit (COHB) and all but one have a government funded income source. The individual who does not have a funding source, will qualify should they agree to complete an application. Housing First Case Managers have had over 100 interactions/appointments with OLS residents in the last 11 weeks. Staff and OLS believe there are seven residents who can be easily transitioned into alternative housing arrangements prior to September 30, 2024. There are currently two of those seven in final stages of housing applications with landlords. The remaining residents have more challenging needs and are receiving intensive case management support, based on their unique needs. Two residents are currently undergoing assessments to qualify for Long Term care accommodations

Staff are working collaboratively with OLS and the Housing First team to find other housing options. On May 28, 2024, staff coordinated a Transitional Housing Showcase at Portsmouth Olympic Harbour. Seven local housing service agencies as well as Home and Community Care Support Services of Southeast Region and the City's Social Housing team provided an opportunity for residents to meet with program staff and make inquiries about vacancies, service provision, and housing options. Ten residents attended the Housing Showcase with their Housing First Case Managers and OLS staff. Following the Showcase there were staffing changes in the Housing First team, resulting in four residents needing to be reassigned to new Housing First Case Managers. City staff ensured this process was handled in a timely manner to prevent any gaps in service.

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All remaining residents will receive written and verbal communication on August 1, 2024, to advise that the current Sleeping Cabin program at C70 will be ending. OLS, staff and the Case Management team will ensure that any remaining residents will have an interim plan until the Crossroads Village site is prepared, should there be a delay with the site preparation.

Staff are confident that all remaining residents will be offered a housing solution prior to the wind down date. It is important to note that these options may not be accepted by these individuals based on their own personal choices. Housing First Case Managers will continue to support these individuals to ensure that they are aware of the emergency services available in the community should they be needed.

**Physical Assets Plan Update:**

On June 12, 2024, the sleeping cabin program relocated from Portsmouth Olympic Harbour (POH) to Centre 70. Fifteen residents and seventeen cabins were moved with support from the Facilities Management & Construction Services team. The two empty cabins have been secured on site for safety purposes. One cabin is currently being used by OLS as a staff meeting space.

At this time, there has not been an interim storage location identified for the cabins during or after the winddown plan has been completed on September 30, 2024. Housing & Social Services continues to work with Facilities Management & Construction Services team to identify an appropriate City-owned site to store the cabins. OLS staff and residents have been cleaning and making minor repairs to the cabins as they become vacated.

**Operations Plan Update:**

As per Council direction the City entered into an amended agreement with OLS on May 28, 2024, for the continued operation of the sleeping cabin program from June 1, 2024, to September 30, 2024. In keeping with Council direction, the funding agreement is in the amount of \$28,000 monthly.

**OLS Proposal:**

On May 6, 2024, the City received email communication from Crossroads United Church advising that at a general congregational meeting on June 2, 2024, Crossroads United Church voted to engage in negotiations to lease to OLS a portion of its property (part of an underused back lot) at 690 Sir John A. Macdonald Blvd for the purpose of providing a new home for the cabins. The new 'Crossroads Village' would involve a land lease for up to 10 years at \$1 per year; a service model would be provided by OLS.

Crossroads informed staff it was their hope to work expeditiously with staff, City Council, and the Planning Committee to secure the necessary approvals and begin site preparation for this accessory use of the property within the timeframe already mandated by City Council. Crossroads advised they were holding a public meeting on Wednesday June 26, 2024, at Crossroads United Church to outline their vision for this project and to solicit input from area residents and rental clients of the church. Following this email, staff coordinated a meeting with

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OLS and a representative from Crossroads United Church. During the discussion with OLS and Crossroads on June 12, 2024, staff provided planning related details specific to the property's zoning. On June 17, 2024, OLS submitted a pre-application to the City's Planning Services for the proposed site at 690 Sir John A Macdonald Blvd. Staff also attended the public meeting jointly held by OLS and Crossroad United Church, at the church on June 26, 2024. OLS advised staff that following the public meeting, Crossroads United Church was confident in proceeding with the proposal, which was also being supported by the United Church of Canada.

On June 27, 2024, Planning Services staff coordinated a pre-application meeting with OLS. Staff reviewed the proposal and provided recommendations and a path forward on the needed Planning Act applications should they choose to proceed.

While the provincial Order enabling the establishment of temporary residential facilities has expired, the ongoing effects of the COVID-19 pandemic have continued to impact the City's housing crisis, and there remains an urgent need for both temporary and long-term housing solutions. This requires an assessment and balancing of public policy considerations given the significant time and expense involved in completing Planning Act processes to establish emergency housing uses on a long-term basis.

An option being presented through this report, is that Council forbear from enforcing the provisions of the existing zoning by-law and the Site Plan Control By-Law in respect of the sleeping cabin program on a temporary basis. This approach is consistent with the emergency use provision of Section 4.9.1.8 in the new Kingston Zoning By-Law enacted by Council in 2022, which affords flexibility in permitting uses that respond to an emergency in various zones. This approach reflects a balancing of competing interests, including social, political and economic considerations, as further described in this report. As indicated above, staff anticipate that Planning Act applications for a zoning by-law amendment and site plan control agreement will be required to maintain the sleeping cabin use at the Crossroads United Church property longer than three years.

Staff recognize that this emergency zoning option would permit OLS to relocate the cabins and keeping any remaining tenants housed while their Planning Act applications are completed.

On July 1, 2024, staff received a proposal from OLS (Exhibit B). The proposal outlines details of the Crossroads Village concept, public engagement, project timelines, operational plans and a summary of their capital financial requests, and support requests from City services. OLS has secured operating funding for a period of 2 years from a private donor.

### **Summary of OLS Requests:**

- OLS is provisionally requesting the following from the City of Kingston as a Phase 2 ask to expedite the creation of Crossroads Village upon the approval of emergency zoning, and finalization of the Crossroads United Church land lease up to \$150,000 to assist with Planning Act application preparation and submission requirements and associated legal fees to finalize the Crossroads United Church Land Lease. This also covers the building permit and connection fee of \$2,300 for the common amenity building.

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- Up to \$350,000 to assist with capital development expenses including but not limited to:
  - Building the common amenities building.
  - Purchasing an additional sleeping cabin.
  - Refinishing the exterior of the existing sleeping cabins with a new stone finish, steel roofing with eavestroughs and downspouts, and larger windows and doors all to better conform with the aesthetics of the Crossroads Village neighbourhood.
  - Building accessible sidewalks and ramps throughout the Crossroads Village.
  - Utility service and metering connection to the existing Crossroads services.
  - Building community gardens around the perimeter of Crossroads Village to both help define and enhance the site and create positive opportunities for neighbourhood collaboration.

#### Additional Requests:

- Allow OLS to purchase the 17 existing sleeping cabins for \$1 from the City of Kingston.
- For the City of Kingston to move, at the City's expense, the 17 sleeping cabins from Centre 70 to the Crossroads Village site once the site is prepared.
- Consider a possible short-term extension at Centre 70 for any remaining residents, should Crossroads Village not be ready for occupancy by September 30, 2024.

Staff have reviewed the proposal submitted by OLS and have concern with the need for a possible extension of the cabin program as currently located at Centre 70. The wind-down timing takes into consideration the fall operations of the Centre 70 site and should Council direct staff to work with the OLS team to realize the Crossroads Village proposal, the September 30, 2024, end date would need to remain in place and prioritized. Staff cannot confirm the total costs associated with the above request, except for the cost to move the cabins from Centre 70 to a new site. The average cost of each seasonal move has been \$30,000.

#### **Public Engagement**

Extensive public engagement was previously conducted by staff and reported on for this project. No further public engagement has been conducted in the creation of this report.

#### **Existing Policy/By-Law**

By-Law 2022-154 A By-Law to Establish a Procurement Policy for the City of Kingston.

Kingston Zoning By-law 2022-62

Fees and Charges By-law 2006-10



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**Financial Considerations**

Option 1 - \$28,000 monthly until September 30, 2024, which is included in the 2024 operating budget.

Option 2 - A total of up to \$500,000 to be funded from the Homelessness and Housing Reserve. Up to \$150,000 is to be utilized to complete and submit the required Planning Act applications and legal fees and up to \$350,000 to finance a number of capital requirements for the site as described in this report. The funding would be used to pay for studies, reports, drawings, and legal fees. As per the Schedule M of the City's [Fees and Charges By-law 2005-10](#), all planning application fees for affordable housing projects are waived. This project is also exempt from development charges but will need to pay a building permit and connection fee of about \$2,300.

**Contacts:**

Jayne Hartley, Director, Housing and Social Services, 613-546-4291 extension 4871

Amy Gibson, Manager, Housing and Homelessness, 613-546-4291 extension 4950

**Other City of Kingston Staff Consulted:**

Lori Kidd Velkova, Housing Program Administrator, Housing & Social Services

James Bar, Manager, Development Approvals

Lisa Capener-Hunt, Director, Building Services

Speros Kanellos, Director, Facilities Management & Construction Services

Andrew Reeson, Senior Legal Counsel, Legal Services

Sara Lagacé, Program Integrity Officer, Housing & Social Services

Amy Elgersma, Director, Recreation & Leisure Services

Rachel McGeachie, Project Manager, Housing & Homelessness

**Exhibits Attached:**

Exhibit A – Sleeping Cabin Program Wind Down Plan

Exhibit B – Our Livable Solutions Proposal

# Sleeping Cabin Program Wind Down Project Plan

Exhibit A to Report Number 24-169

PROJECT TITLE

Sleeping Cabin Program Wind Down Plan

START DATE

November 20, 2023

PROJECT DURATION

in days  
316

PROJECT MANAGER

Amy G.

END DATE

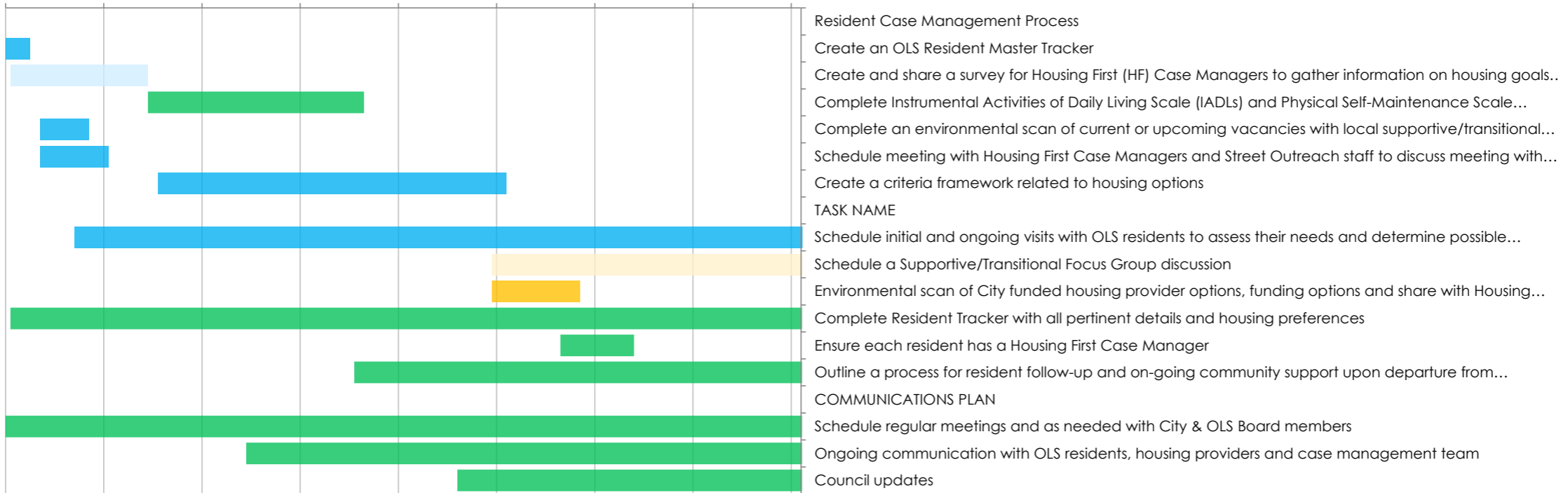
September 30, 2024

Task NO.	TASK NAME	STATUS	ASSIGNED TO	START DATE	END DATE	DURATION in days	Comments	STATUS
<b>1</b>	<b>Resident Case Management Process</b>					<b>1</b>		Not Started
1.1.0	Create an OLS Resident Master Tracker	Complete	City & OLS	20-Nov	24-Nov	5	Include demographics, housing history, unique circumstances, support services and funding sources for each resident. Ensure regular status updates are completed within the Master tracker	In Progress
1.1.1	Create and share a survey for Housing First (HF) Case Managers to gather information on housing goals from residents	Complete	City	21-Nov	18-Dec	28	Provide survey to Housing First Case Managers to engage residents to advise on their housing goals and preferences	Complete
1.1.2	Complete Instrumental Activities of Daily Living Scale (IADLs) and Physical Self-Maintenance Scale (ADLs) for each resident, review findings and include in Resident Tracker	In Progress	OLS	19-Dec	31-Jan	44	Ensure functional needs assessments of each resident are considered in housing plan  Update: OLS has advised that these assessments are ongoing.	On Hold
1.1.3	Complete an environmental scan of current or upcoming vacancies with local supportive/transitional housing providers	Complete	City	27-Nov	06-Dec	10	Provide communication to partners to advise on Council direction and schedule focus group meetings to review capacity and waitlist for applicable referrals	
1.1.4	Schedule meeting with Housing First Case Managers and Street Outreach staff to discuss meeting with OLS residents and a process to gather their information	Complete	City, HF/SO Staff & OLS	27-Nov	10-Dec	14	Provide communication regarding the program wind down to Housing First Case Managers to ensure all residents are receiving ongoing case management support	
1.1.5	Create a criteria framework related to housing options	In Progress	HF/SO Staff & OLS	21-Dec	29-Feb	71	Track all housing options explored, reviewed and accepted/denied by residents and encompass provider mandates, program guidelines, and will align with resident needs. i.e. abstinence based program, supporting a resident focused on addiction support. OLS will manage contact with individuals who are on the current waitlist, and provide information regarding the wind down and details of other housing programs.  <b>Update:</b> OLS will work on informing their waitlist (as per meetina on 07/05/2024).	

Task NO.	TASK NAME	STATUS	ASSIGNED TO	START DATE	END DATE	DURATION in days	Comments	STATUS
1.1.6	Schedule initial and ongoing visits with OLS residents to assess their needs and determine possible options within the housing continuum	In Progress	HF/SO Staff & OLS	04-Dec	20-Jun	200	<p>Ensure all residents are meeting regularly with their HF Case Managers and reviewing potential options. The Master tracker will document that residents have had an opportunity to engage in discussions, to ensure they know what is happening and get answers to any questions they might have. City staff can provide an opportunity for in person check ins biweekly on site at OLS. Check points bi weekly for updates on progress with the Case Management team.</p> <p><b>Update:</b> City staff met with all Housing First (HF) staff who are supporting residents to discuss how meetings have been going (25.04.2024). HF staff continue to explore options with residents and meet with the residents they each support regularly to explore next steps. City staff continue to be on site at cabins bi-weekly for discussion with residents.</p>	Not Started
1.1.7	Schedule a Supportive/Transitional Focus Group discussion	Complete	City, OLS & Providers	27-Feb	30-Apr	64	<p>Create a collaborative process for referrals and streamline applications</p> <p>Update: Transitional housing showcase with 9 service agencies on May 28, 2024.</p>	In Progress
1.1.8	Environmental scan of City funded housing provider options, funding options and share with Housing First Case Managers	Complete	City	27-Feb	15-Mar	18	<p>Consider potential partnership with housing providers to create new opportunities for OLS residents based on recent interest from providers. Ensure all funding options available are provided i.e. COHB</p> <p>Based on information compiled (1.1.0)</p>	Complete
1.1.9	Complete Resident Tracker with all pertinent details and housing preferences	In Progress	City, HF/SO Staff & OLS	21-Nov	01-Sep	286	<p><b>Update:</b> Tracker is completed with basic information on residents. Still working individual housing plans.</p>	On Hold
1.1.10	Ensure each resident has a Housing First Case Manager	Complete	City & HF/SO Staff	12-Mar	26-Mar	15		
1.1.11	Outline a process for resident follow-up and on-going community support upon departure from sleeping cabin program	In Progress	HF/SO Staff & OLS	30-Jan	30-Sep	610	Provide a 1 year follow-up to all OLS residents; Housing Case Managers to stay connected until independent discharge	
<b>2</b>	<b>COMMUNICATIONS PLAN</b>							
2.1	Schedule regular meetings and as needed with City & OLS Board members	In Progress	City & OLS	14-Nov	30-Sep	322	<p>Engage in ongoing discussions on the approved project plan, review updates and timelines. Provide meeting minutes.</p> <p><b>Update:</b> City staff at all levels continues to meet with OLS board members on an on-going basis.</p>	
2.2	Ongoing communication with OLS residents, housing providers and case management team	In Progress	HF/SO Staff & OLS	08-Jan	30-Sep	267	<p>Ensure regular and consistent communication on the program wind down</p> <p><b>Update:</b> As noted above, meetings and communications continue with OLS staff, residents and HF CM teams.</p>	
2.3	Council updates	In Progress	City	20-Feb	30-Sep	224	Provide regular updates within weekly council updates as needed	

**Exhibit A to Report Number 24-169**

20-Nov-23 10-Dec-23 30-Dec-23 19-Jan-24 8-Feb-24 28-Feb-24 19-Mar-24 8-Apr-24 28-Apr-24



## Physical Assets Project Plan

Task NO.	TASK NAME	STATUS	ASSIGNED TO	START DATE	END DATE	DURATION in days	Comments	STATUS
1.1	Define a process for offlining cabins as they become vacant	Complete	City	31-Jan	31-Mar	61	<p>Cleaning, maintenance, servicing and securing asset upon vacancy. Interim storage.</p> <p><b>Update:</b> City has discussed with OLS at bi-weekly meeting (07.05.2024) that once moved to C70, as cabins become vacant, they would be emptied, cleaned and then secured in place until longer-term ownership is determined (see below)</p>	Not Started
2.1	Determine a process for transfer of ownership of physical cabins	Complete	City	01-Mar	30-Sep	245	<p>Work with internal department to complete a disposition process as per the City's procurement bylaw.</p> <p><b>Update:</b> As per Council, "staff to sell the cabins to Our Livable Solutions for the nominal fee of \$1 should Our Livable Solutions have secured a private location and satisfactory and sustainable operations plan by September 30, 2024" or "staff proceed with the disposal of the cabins via an auction on GovDeals, with revenue from the sale of the cabins directed into ongoing housing and homelessness initiatives"</p>	In Progress
3.1	Provide communication to the community & other Municipalities about the disposition process	In Progress	City	01-Apr	30-Sep	215	<p>To date we have received 2 formal inquiries. Use "Gov Deals" to auction the cabins. Communications team will share the posting through social media channels, to inform provincial reach such as; OMSSA and ONPHA</p> <p><b>Update:</b> Council has approved using GovDeals, should sale to OLS not proceed.</p>	Complete

**Exhibit A to Report Number 24-169**

4.1	Coordinate with interested parties for eventual move of cabins	<b>In Progress</b>	City	01-Jun	30-Sep	184	<p>Work with internal departments to define a handover process, and physical disposal of cabins</p> <p><b>Update:</b> Awaiting Council's approval of "staff to receive, review and update Council by July 1, 2024, on any proposal submitted by Our Livable Solutions to relocate the sleeping cabins program on a privately owned property"</p>
5.1	Ensure remedial work of City facilities	<b>In Progress</b>	City	01-Oct	30-Sep	31	Identify tasks/costs associated with City owned facilities once the cabins are removed to get them back to original purpose built operating conditions

On Hold

## Sleeping Cabin Operations Wind Down Project Plan

Task NO.	TASK NAME	STATUS	ASSIGNED TO	START DATE	END DATE	DURATION in days	Comments	STATUS
1.1	Schedule regular meetings with City & OLS team	In Progress	City & OLS	14-Nov	30-Sep	322	Continue with on site bi weekly meetings  <b>Update:</b> Meetings continue	Not Started
2.1	Update current funding agreement	Complete	City & OLS	25-Mar	28-May	65	The current agreement expired on March 31, 2024. The City & OLS have prepared an ammended agreement until April 30, 2024. A prorated amount of the current annual operating funding will be provided to OLS subject to Council approval.  <b>Update:</b> Funding agreement signed	In Progress
3.1	Update OLS Participant Agreements to list program wind down date	In Progress	OLS	27-Feb	01-Aug	157	OLS to ensure current & future residents to have updated agreements.  <b>Update:</b> As per Council approval, as residents vacate, no new residents will be moving in. Letters to current residents based on outcome of Council direction	Complete
4.1	Organize cabin location adjustments to accommodate boat launches	Complete	City - various depts	25-Apr	26-Apr	2	Due to paving work at C70, move from POH delayed until last week of May 2024  <b>Update:</b> New layout created to allow for boat launch	On Hold
5.1	Share cabin shuffle plan with POH tenants	Complete	City	12-Mar	22-Mar	11	<b>Update:</b> Cabin planned shared for movement of cabins	
6.1	Complete cabin location adjustment	Complete	City - various depts	25-Apr	26-Apr	2	<b>Update:</b> Cabins have been moved at POH to allow boat launches	
7.1	Update funding agreement speaking to reducing number of cabins supported as residents move elsewhere	Complete	City & OLS	01-May	05-May	5	<b>Update:</b> New funding agreement until Sept 30, 2024 is in progress	

**Exhibit A to Report Number 24-169**

<b>Task NO.</b>	<b>TASK NAME</b>	<b>STATUS</b>	<b>ASSIGNED TO</b>	<b>START DATE</b>	<b>END DATE</b>	<b>DURATION in days</b>	<b>Comments</b>
8.1	Take cabins offline as they become vacant	<b>In Progress</b>	City - various depts	01-May	30-Sep	153	<b>Update:</b> Three (3) vacant cabins as of June 30, 2024
9.1	Complete infrastructure requirements at Centre 70	<b>Complete</b>	City - various depts	10-Apr	24-May	45	As noted in OLS meeting notes 03-12-24 & 03-26-24
10.1	Move cabins from POH to Centre 70	<b>Complete</b>	City & OLS	11-Jun	12-Jun	2	<b>Update:</b> Included all cabins. 3 are vacant and secured.



## Crossroads Village Proposal

Our Livable Solutions (“OLS”) actively pursues community solutions which aim to end homelessness, in partnership with people with lived experience. Since their beginnings as neighbours wanting to know how to help people at the Belle Park Encampment in the summer of 2020, OLS has blossomed into a registered non-charitable, public-benefit corporation which adheres to the Ontario Not-for-Profit Corporations Act (ONCA). All members of OLS’s Board of Directors and all OLS staff bring a variety of lived experiences to which the people they serve can relate.

On January 17, 2022, OLS welcomed their first 10 residents to the sleeping cabin pilot project at Portsmouth Olympic Harbour. The initial pilot project, in collaboration with the City of Kingston, has been successful at stabilizing individuals wanting to exit homelessness and their program is the preferred transitional housing model by community residents in need of housing. OLS’s model of independent housing has been said by cabin residents to give a feeling of ‘moving forward’. The City of Kingston Council has extended the pilot project multiple times, allowing for seasonal relocation of the cabin community between Portsmouth Olympic Harbour and Centre 70. The cabin community has expanded to 17 cabins, with over 350 people on their waitlist. The program is currently operating at Centre 70.

OLS has developed an individualized program to support people exiting homelessness which aspires to align with the Mental Health Commission’s Guidelines for Recovery-Oriented Practice ([https://www.mentalhealthcommission.ca/wp-content/uploads/drupal/MHCC\\_RecoveryGuidelines\\_ENG\\_0.pdf](https://www.mentalhealthcommission.ca/wp-content/uploads/drupal/MHCC_RecoveryGuidelines_ENG_0.pdf)). Strength-based resident selection, recovery-oriented goal setting and tracking, encouragement to participate in community issues, and family reconnections all contribute to a culture of hope at the cabin community.

Hiring practices at OLS specifically prioritize people with lived experiences which has helped numerous staff members end social income dependencies. Through OLS’s Alumni Employment Program, residents of the cabin community are encouraged to participate in recommended employment courses while living at the cabins which have enabled them to become staff at the cabin community once they move to permanent housing.

To facilitate the best possible outcomes for cabin community residents, OLS collaborates with many local support agencies and community groups and has participated in successful barrier-reducing pilot projects with both Service Canada and Service Ontario. In response to gaps in available support, OLS has launched a Dental Fund to address dental procedures and appliances not covered by social dental benefits, and a peer support model Family Support Group for any family members whose loved ones are experiencing homelessness.

## **Exhibit B to Report Number 24-169**

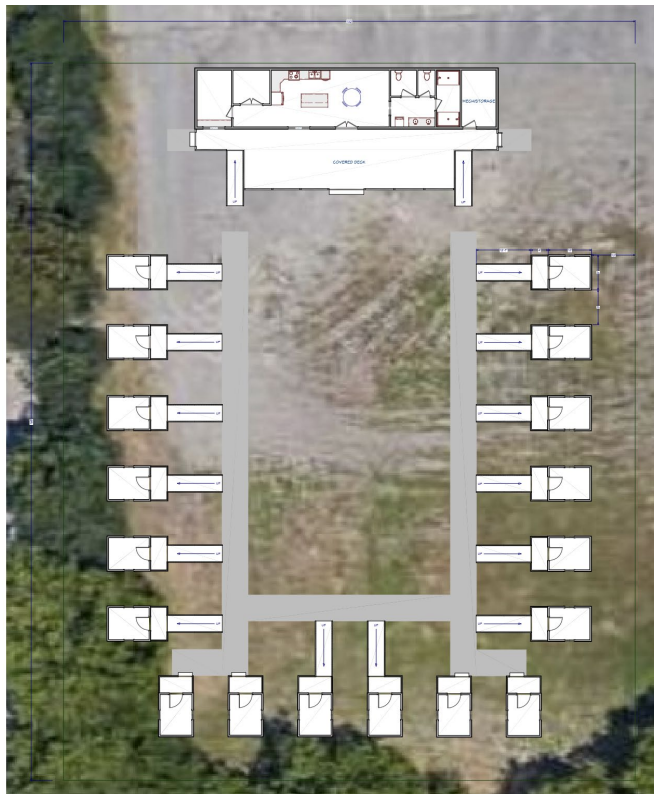
Over the tenure of the pilot project, OLS as well as the City of Kingston's Real Estate and Housing & Homelessness departments have considered over 40 different sites as permanent locations for the OLS Transitional Housing Program,

## Crossroads Village Opportunity

As part of its social justice commitment, the congregation of Crossroads United Church, located at 690 Sir John A Boulevard, voted on June 2nd, 2024 to negotiate a 10-year land lease for \$1 per year with OLS. The cabin community would occupy a portion of an underused area of their lot at the rear of the church property, starting in the Fall of 2024. A service module structure with washrooms, laundry and kitchen facilities would be added to form a new self-contained community called "Crossroads Village". The Crossroads site features easy access to stores and transit and sits next to the site of Providence Village, where a wellness complex is currently under construction.



The proposed Crossroads Village location is outlined in red.



Draft Crossroads Village site plan including 18 sleeping cabins and a private common element facility.

OLS and Crossroads United Church see the Crossroads Village site as a catalyst for creating inclusive community engagement activities across the entire Crossroads property, a place to bring the neighbourhood together. Beginning with a 'House Warming Party' hosted by Georgette Fry and Shout Sister Choir; when Crossroads Village welcomes its first residents, their collaboration will enhance the neighbourhood with a regular series of both indoor and outdoor events and educational opportunities.

## Pre-Planning & Public Engagement

A Public Meeting was held on June 26th, 2024 to inform friends and neighbours of Crossroads United Church about the project plans thus far and to gather design and implementation ideas. The meeting was advertised through traditional media, social media, poster distribution, newsletters from Crossroads and OLS, and on Crossroad's electronic notice board located on Sir John A. Boulevard. Approximately 80 residents attended in person, and 70 people viewed online. The meeting was recorded and continues to be accessed online.

Through AGORA Developments ("AGORA"), a pre-planning application (D00-096-2024) was submitted on June 17th, 2024, and a follow up client meeting was held on June 27th, 2024. AGORA and OLS have received the Pre-Application Feedback Report.

Though the current zoning of the site encompasses a wide range of residential uses; the current Official Plan ("OP") has no mention of transitional or supportive housing in the current by-laws or site-specific mentions. Therefore, a site-specific zoning by-law amendment is required in addition to site plan control before building permits can be issued.

## Crossroads Village Operations Plan

Programming and staffing at Crossroads Village are expected to mirror that of the current sleeping cabin pilot project. The stability of remaining in a single location year-round will eliminate the cost of the former seasonal moves. Costs previously incurred by the City of Kingston, such as waste removal, maintenance of the common space, and security will transfer to OLS. Since its inception, the sleeping cabin pilot project has operated with a volunteer service manager. OLS has incorporated a paid management position into their Crossroads Village budget, as well as health benefits for all OLS staff members.

OLS anticipates the operating budget for Crossroads Village to be approximately \$500,000 annually to include two onsite staff members 24/7/365. A portion of the operating budget and programming costs will be covered by the resident's rent and by volunteer participation at charity bingos. A private fundraising and sponsorship plan will be launched in collaboration with AGORA Developments once the City confirms access to the site. A private sponsor has confirmed a pledge to support the first 2 years of operations at Crossroads Village, with an additional commitment for ongoing private sponsorship support.

Through the Community Foundation of Kingston and Area, private donors can now receive charitable tax receipts for donations to the Our Livable Solutions Flow-Through Fund. OLS continues to anticipate gaining charitable status soon.

## Summary of Requests

Today OLS is requesting \$150,000 to assist with application technical submission requirements and associated legal fees to finalize the Crossroads United Church Land Lease.

OLS is provisionally requesting the following from the City of Kingston as a Phase 2 ask to expedite the creation of Crossroads Village upon the approval of the site-specific zoning by-law amendment, and finalization of the Crossroads United Church land lease:

- \$350,000 to assist with capital development expenses including but not limited to:
  - Building the common amenities building.
  - Purchasing an additional sleeping cabin.
  - Refinishing the exterior of the existing sleeping cabins with a new stone finish, steel roofing with eavestroughs & downspouts, and larger windows & doors all to better conform with the aesthetics of the Crossroads Village neighbourhood.
  - Building accessible sidewalks and ramps throughout the Crossroads Village.
  - Utility service and metering connection to the existing Crossroads services.
  - Building community gardens around the perimeter of Crossroads Village to both help define and enhance the site and create positive opportunities for neighbourhood collaboration
  
- Allow OLS to purchase the 17 existing sleeping cabins for \$1 from the City of Kingston
- For the City of Kingston to move, at the City's expense, the 17 sleeping cabins from Centre 70 to the Crossroads Village site once the site is prepared.
- Consider a possible short-term extension at Centre 70, or other temporary accommodations, for any remaining residents, should Crossroads Village not be ready for occupancy by September 30th, 2024.

Between now and September 2024 OLS will provide project updates at each of the future Council meetings for the Crossroads Village development.

## Conclusion

OLS deeply appreciates the City's assistance while navigating the program's growth. Together we have proven that the sleeping cabins and associated client-led services can be effective in transitioning participants away from homelessness. The program is coveted by those deprived of housing because it provides a safe and respectful transitional home; access to food and cooking facilities; health and dental care; a place to gather identification documents and renew access to health care and social income support; a place to reconnect with family members; and a place to look for housing and employment. After leaving the sleeping cabin program, residents leave stronger, better supported, and better placed to succeed in the future.

As OLS prepares to become an independent charitable organization, no longer receiving City funding but continuing to be useful to the City of Kingston in its goal of reducing homelessness, we ask for the City's help in establishing Crossroads Village.