



Growth & Development Services

Budget document page #91

Growth & Development Services – Who We Are



- GDS was created in July 2023
- Our focus is to align services related to sustainable growth management, construction, businesses and economic development.
- We also focus on the safety and well-being of the community through the licensing & enforcements team and operate the parking portfolio.
- Joining me this evening are:
 - Brandon Forrest, Director of Business, Real Estate & Environment Services
 - Tim Park, Chief Planner & Director of Planning Services
 - Lisa Capener-Hunt, CBO & Director of Building Services
 - Julie-Salter Keane, Manager Climate Leadership
 - Curtis Smith, Director of Licensing & Enforcement Services

Growth & Development Services Operating Budget



Department	2023 Budget \$	2024 Budget \$	Variance \$	Variance %
Planning Services	1,318,562	1,345,216	26,654	2.02
Licensing & Enforcement (Parking)	1,273,413	1,300,664	27,250	2.14
Building Services	0	0	0	0
Real Estate & Environment Services	922,681	941,376	18,695	2.03
Climate Leadership Division	732,069	816,589	84,520	11.55
Commissioner's Office	366,891	376,307	9,416	2.57
Total	4,613,617	4,780,153	166,535	3.61

Growth and Development Services Capital Budget



Department	2024 Capital Budget \$
Planning Services	\$1,224,000
Licensing & Enforcement (Parking)	\$1,241,506
Building Services	\$43,000
Real Estate & Environment Services	\$9,125,000
Climate Leadership Division	\$253,000
Commissioner's Office	0
Total	\$11,886,506

Planning Services



2023 Budget	2024 Budget	Variance	Variance
\$	\$	\$	%
1,318,562	1,345,216	26,654	2.02

Operational Variance between 2023 and 2024

- We have changed a junior planning position to a Senior Planner position to help increase experience and capacity within the department.
- There will be a continued focus on building internal staff capacity and reducing reliance on consultants for policy work and peer reviews.

Works in Progress - **\$1.9M**

- The North King's Town Secondary Plan (2024)
- Site Plan Control By-Law Update (2024)
- Density by Design – Downtown (2024)
- Official Plan Background Studies (2024)
 - Population, Housing and Employment Projections Study (2023)
 - Employment Land Review (2023)
 - Commercial Land Review (2024)
 - Urban Growth Strategy (2024)

2024 Capital - **\$1.2M**

- Completion of the North King's Town Secondary Plan (end Q2 2024).
- Initiation of the Natural Heritage Study, Affordable Housing Assessment Study, and the Official Plan project.

Planning Services



Key Highlights (2024)

- Continued focus and prioritization of timely review of development applications with an over-all goal of expediting creation of new housing to meet provincial and federal targets.
- Completing the North King's Town Secondary Plan and updating the Site Plan Control By-Law.
- Completing the Population Housing and Employment Projections Study, Employment Land Review, Commercial Land Review, and Urban Growth Strategy in preparation for the upcoming Official Plan project.
- Initiate background work on the Official Plan project and formally commence the project.
- Undertake amendments to the Official Plan and the Zoning By-Law in response to the changes made by Bill 23 of the Planning Act.
- Initiate a number of GIS projects such as expanding 3D workflows and products, updating 3D base maps, implementing ArcUrban, improving civic addressing data models, and providing support to the upcoming municipal comprehensive review of the Official Plan.

Licensing & Enforcement Services



2023 Budget \$	2024 Budget \$	Variance \$	Variance %
1,273,413	1,300,664	27,250	2.14

Operational Variance between 2023 and 2024

- Increase in anticipated AMPs revenues and cost recovery through use of administration fees
- Increased allocation of resources to parking enforcement
- Operational increases related to salaries increase in hours for part-time staff offset through increased departmental revenue

Works in Progress - **\$9.6M**

- Parking structure maintenance/planning at the Hanson garage will start in 2024.
- Parking meter system upgrade and single space meter replacement is planned to be completed, with further Honk roll-out to happen later in 2024.
- Condition assessments and planning for work on the City's surface lots was completed in 2022 and will be continually reviewed and revised. Surface lot lighting, drainage and paving work are planned for 2024

2024 Capital - **\$1.2M**

- Continued capital maintenance and system upgrade efforts for parking infrastructure

Licensing & Enforcement Services



Key Highlights (2024)

- Improvements in service delivery through modernized by-laws and increased use of AMPs.
- Revised Business Licensing By-Law (to include complementary Short-Term Rental and Transportation Network Company By-Laws).
- Amend Property Standards By-Law to reflect City's Climate Leadership and Tenant Health & Safety Goals.
- Provide enhanced and more efficient services through an on-going review of policies and procedures & achieve enforcement consistency through continued staff development and training.
- Maintaining focused By-Law coverage of events in the University District, as well as Encampment-related matters.
- Presentation of options related to Residential Rental Licensing program to Council in Q1 2024.

Licensing & Enforcement Services



Key Highlights (2024) Continued

- A continued focus on education and relationship building to help achieve voluntary compliance with City By-Laws.
- Bringing parking revenues back to pre-pandemic levels.
- Parking policy review (fees, fines, permits, supply) along with strategic new policy development with key internal departments will continue as it relates to aligning parking management with Council's climate change and transportation goals for multi-modal living.

Building Services



2023 Budget	2024 Budget	Variance	Variance
\$	\$	\$	%
0	0	0	0

Building Services is a self funded department which is why it shows up as zero dollars.

Works in Progress - **\$88K**

- Hardware/equipment updates to enhance inspector field work.

2024 Capital - **\$43K**

- Hardware/equipment updates to enhance inspector field work.

Building Services



Key Highlights (2024)

- Recruitment and training of new staff (two new Building Official positions) to support housing targets.
- Moving non-compliant construction and illegal units through the approval process to recognize units previously not supported.
- Reviewing the appeal committee mandate and procedures, including By-Law Number 2015-159.
- Coordination with MPAC to ensure data aligns with permit records.
- Review of development charges background study and associated development charge By-Law Number 2019-116 and briefing on development charge exemptions through Bills 108, 23, and 134.
- Working with educational institutions on removing barriers for graduates to enter the building official profession.
- Public education on changing provincial regulations and potential impacts to construction projects.

Business, Real Estate & Environment Services



2023 Budget	2024 Budget	Variance	Variance
\$	\$	\$	%
922,681	941,376	18,695	2.03

Operational Variance between 2023 and 2024

- Inflationary increase to departmental salaries
- Net new Senior Ecologist position to support natural heritage environment portfolio
- Licenses for additional web-based tools required to increase efficiency

Works in Progress - **\$11.6M**

- Environmental management and remediation of City properties (2024/25)
- Reinstatement of damaged infrastructure (2024)
- Employment Lands Servicing/Acquisition (2024)
- Permitting and construction of a beneficial soil re-use operation on City property (2024)
- Managed Forests projects (2024/25)

2024 Capital - **\$9.1M**

- Environmental Management: Maintenance and improvements to groundwater recovery and treatment systems at former landfill sites
- Funds to support strategic property acquisitions subject to Council approval
- Funds to support the acquisition and servicing of land suitable for employment purposes

Business, Real Estate & Environment Services



Key Highlights (2024)

- Servicing and acquisition of additional employment lands will be critical within this time frame to ensure business attraction, retention and expansion.
- Develop viable recommendation(s) that appropriately increase the City's supply of employment lands, including but not limited to the lands north of St. Lawrence Business Park.
- In collaboration with other City departments and the Economic Development implement the City's Integrated Economic Development Strategy and the Rural Economic Development Strategy.
- Continue to support internal departments to acquire, and in some cases dispose of, the necessary realty assets to implement strategic plans, including but not limited to the Housing Accelerator, Kingston Fire & Rescue, and various municipal services.
- Continued environmental management support for City operations and the remediation and redevelopment of brownfield properties through the administration of the Brownfield Community Improvement Plan (CIP)

Climate Leadership



2023 Budget \$	2024 Budget \$	Variance \$	Variance %
732,069	816,589	84,520	11.55

Operational Variance between 2023 and 2024

- Increase funding to Sustainable Kingston Corporation through the Service Level Agreement for additional support in the implementation of the Climate Leadership Plan through the delivery of the Climate Leadership Working Group.

Works in Progress - **\$14.2M**

- GHG inventory and initiative development (Ongoing Annual Commitment to 2040 and beyond)
- Climate Leadership priorities implementation (Ongoing – 5-year review cycle #1 in 2026 – with implementation plan until 2040)
- Better Homes Kingston Program (Pilot – 2025) (Planned Expansion – to start in 2025 Ongoing with Annual Operating/Capital Commitment TBD – Pending Council Approval in Q3 2024)
- Funding to support the update of the Sustainable Kingston Plan (Ongoing)

2024 Capital - **\$253K**

- additional capital funds requested to continue the implementation of climate leadership priorities.

Key Highlights (2024)

- Developing and presenting a Climate Adaptation and Resilience Strategy for the community in collaboration with the Climate Leadership Working Group
- Continuing implementation of the actions in the Climate Leadership Plan (CLP). The CLP includes a mix of City-led actions and collaborative actions that need to be completed in partnership with community organizations and local partners.
- Continuing implementation of the Better Homes Kingston Program.
- Continuing to work closely with Sustainable Kingston on its operations and the implementation of recommendations of the community actions of the Climate Leadership Plan. and the partnership for the delivery of the Better Homes Kingston Program.
- Leading the Community Climate Action Fund.
- Leading and supporting the Neighbourhood Climate Action Champions program.

Commissioner's Office



2023 Budget \$	2024 Budget \$	Variance \$	Variance %
366,891	376,307	9,416	2.57

Key Highlights (2024)

- Provision of strategic vision for Growth & Development Services and the execution of departmental workplans and Council initiatives.
- Commissioner's Office continues to support division wide integration of services, administrative functions, and coordinated approach to financial reconciliation.



Thank You
Questions?