



**City of Kingston
Committee of the Whole
Meeting Number COW-02-2021
Minutes**

**Tuesday, November 23, 2021, Wednesday, November 24, 2021 and Thursday,
November 25, 2021 at 6:00 pm
In a virtual electronic format, hosted at City Hall**

Tuesday, November 23, 2021 – 6:00 p.m.

1. Roll Call

Present: Mayor Paterson, Councillor Boehme, Councillor Chapelle, Councillor Doherty (arrived at 6:10 pm), Councillor Hill, Councillor Holland, Councillor Hutchison, Councillor Kiley, Councillor M^cLaren, Councillor Neill, Deputy Mayor Oosterhof, Councillor Osanic (arrived at 6:03 pm), Councillor Stroud (arrived at 6:05 pm) (13)

Absent: (0)

Administrative Staff Present

Paige Agnew, Commissioner, Community Services

John Bolognone, City Clerk

Craig Desjardins, Acting Commissioner, Corporate Services

Lana Foulds, Director, Financial Services

Peter Huigenbos, Commissioner, Business, Environment & Projects

Lanie Hurdle, Chief Administrative Officer

Janet Jaynes, Deputy City Clerk

Brad Joyce, Commissioner, Transportation & Public Works

Desirée Kennedy, Chief Financial Officer and City Treasurer

Jim Miller, Chief Operating Officer, Utilities Kingston

Kevin McCauley, Chief Customer & Tech Officer, Utilities Kingston

Randy Murphy, Chief Financial Officer, Utilities Kingston

Iain Sullivan, Information Compliance Analyst

Colin Taylor, Technology Associate

2. Disclosure of Pecuniary Interest

Councillor Boehme declared a possible pecuniary interest, specifically with respect to the approval of the Utilities Kingston budget, as he is an employee of Utilities Kingston.

Deputy Mayor Oosterhof declared a possible pecuniary interest, specifically with respect to the approval of the Kingston Access Services budget. as he has a family member that uses their services.

3. Confirmation of Minutes

Moved by Deputy Mayor Oosterhof

Seconded by Councillor Neill

That the minutes of Committee of the Whole Meeting Number 01-2021, held Tuesday, January 26, 2021, Wednesday, January 27, 2021 and Thursday, January 28, 2021 be confirmed.

Carried (10:0)

(See Recorded Vote)

YEAS: Councillor Boehme, Councillor Doherty, Councillor Hill, Councillor Holland, Councillor Hutchison, Councillor Kiley, Councillor M^cLaren, Councillor Neill, Deputy Mayor Oosterhof, Mayor Paterson (10)

NAYS: (0)

ABSENT: Councillor Chapelle, Councillor Osanic, Councillor Stroud (3)

4. Delegations

None.

5. 2022 Budget Introduction

Lanie Hurdle, Chief Administrative Officer, provided introductory remarks on the City of Kingston 2022 Operating and Capital Budgets.

Councillor Boehme withdrew from the meeting.

6. Utilities Kingston Presentation

Jim Miller, Chief Operating Officer, Utilities Kingston, Kevin McCauley, Chief Customer & Tech Officer, Utilities Kingston and Randy Murphy, Chief Financial Officer, Utilities Kingston provided a joint overview of the 2022 Capital Budget Additions for the Municipal Utilities.

7. Deliberations and Approval of the Additional Capital Budget for the Municipal Utilities

Moved by Councillor Osanic

Seconded by Councillor Holland

That Council approve the 2022 Capital Budget Additions as follows:

Natural Gas utility	\$3,600,000
Appliance Rental business	\$500,000
Total	\$4,100,000

and;

That Council approve funding for the 2022 Capital Budget Additions as follows:

Natural gas reserve fund	\$3,600,000
Appliance rental reserve fund	\$500,000
Total	\$4,100,000

and;

That the City's budget By-Laws include the municipal utility capital budget additions as approved.

Carried (12:0)

(See Recorded Vote)

YEAS: Councillor Chapelle, Councillor Doherty, Councillor Hill, Councillor Holland, Councillor Hutchison, Councillor Kiley, Councillor M^cLaren, Councillor Neill, Deputy Mayor Oosterhof, Councillor Osanic, Mayor Paterson, Councillor Stroud (12)

NAYS: (0)

ABSENT: Councillor Boehme (1)

Councillor Boehme returned to the meeting.

8. Presentations by the External Agencies

1. Kingston Economic Development Corporation

Donna Gillespie, Chief Executive Officer, Gillian Watters, Board Chair and Anne Vivian-Scott, Board Treasurer conducted a presentation regarding the Kingston Economic Development Corporation 2022 Budget request in the amount of \$1,481,961.

2. Tourism Kingston

Megan Knott, Executive Director, conducted a presentation regarding the Tourism Kingston 2022 Budget request in the amount of \$1,468,118.64.

3. Cataraqui Region Conservation Authority

Katrina Furlanetto, General Manager, conducted a presentation regarding the Conservation Authority's 2022 Budget request in the amount of \$1,675,082.04.

4. Kingston, Frontenac, Lennox & Addington Public Health

Dr. Piotr Oglaza, Medical Officer of Health and Denis Doyle, Board Chair conducted a presentation regarding the Public Health 2022 Budget request in the amount of \$4,230,179.

5. Kingston Access Services

Trevor Fray, Executive Director, conducted a presentation regarding the Kingston Access Services 2022 Budget request in the amount of \$3,114,568.

6. Kingston Frontenac Public Library

Laura Carter, Chief Librarian & CEO and Monica Stewart, Board Chair conducted a presentation regarding the Kingston Frontenac Public Library 2022 Budget request in the amount \$8,287,881.

7. Kingston Police Services Board

Antje McNeely, Chief of Police, Jarrod Stearns, Board Chair, Scott Fraser, Deputy Chief and John Howes, Director of Finance conducted a presentation regarding the Police 2022 Budget request in the amount of \$42,661,025.

8. Downtown Kingston! BIA

Marijo Cuerrier, Executive Director and Nick Waterfield, Treasurer provided an overview of the BIA 2022 Budget request in the amount of \$1,417,437.

9. Communications

Correspondence received from Kingston Economic Development Corporation with respect to Sales & Operating Plan 2022

Correspondence received from Megan Knott, Executive Director, Tourism Kingston with respect to 2022 Proposed Budget Request, dated October 23, 2021.

Correspondence received from Cataraqui Region Conservation Authority with respect to Proposed 2022 Budget & Business Workplan.

10. Recess

The Committee consented to Recess and Reconvene on Wednesday, November 24, 2021 at 6:00 p.m.

The Committee of the Whole Recessed at 10:12 p.m.

Wednesday, November 24, 2021 – 6:00 p.m.

1. Reconvening Roll Call

Present: Mayor Paterson, Councillor Boehme, Councillor Chapelle, Councillor Doherty, Councillor Hill, Councillor Holland, Councillor Hutchison, Councillor Kiley, Councillor M^cLaren, Councillor Neill, Deputy Mayor Oosterhof, Councillor Osanic (arrived at 6:02 pm) (12)

Absent Councillor Stroud (1)

Administrative Staff Present

Paige Agnew, Commissioner, Community Services

Shawn Armstrong, Fire Chief

Melanie Bale, Financial Analyst

John Bolognone, City Clerk

Kyle Bolton, Operations Manager, Public Works

Jessica Breckinridge, Financial Analyst

Jeff Bumstead, Chief Information Officer

Jennifer Campbell, Director, Heritage Services

Lisa Capener-Hunt, Director, Building & Enforcement

Jeremy DaCosta, Director, Transit & Fleet Services

Craig Desjardins, Acting Commissioner, Corporate Services

Scarlet Eyles, Manager, Financial Planning

Luke Follwell, Director, Engineering

Lana Foulds, Director, Financial Services

Brent Fowler, Director, Corporate Asset Management & Fleet

Peter Huigenbos, Commissioner, Business, Environment & Projects

Lanie Hurdle, Chief Administrative Officer

Jason Hollett, Acting Manager, Solid Waste Operations

Janet Jaynes, Deputy City Clerk

Brad Joyce, Commissioner, Transportation & Public Works

Speros Kanellos, Director, Facilities Management & Construction Services

Desirée Kennedy, Chief Financial Officer and City Treasurer

JC Kenny, Director, Communications & Customer Experience

Casie Keyes, Administrator, Rideaucrest

Marissa Mascaro, Manager, Transportation Infrastructure

Jenna Morley, Director, Legal Services & City Solicitor

Tim Park, Director, Planning Services

Christine Patton, Financial Analyst

Monica Purcell, Financial Analyst

Emily Reid, Financial Analyst

Jeff Rempel, Manager, Realty Construction Projects

Deanne Roberge, Director, Human Resources & Organization Development

Karen Santucci, Director, Public Works & Solid Waste

Chris Sabourin, Technology Associate

Matthew Scott, Financial Analyst

Iain Sullivan, Information Compliance Analyst

Julie Salter-Keane, Manager, Climate Leadership

Ian Semple, Director, Transportation Services

Troy Stubinski, Operations Manager

Jeff Walker, Manager, Taxation & Revenue

2. Disclosure of Pecuniary Interest

Councillor Boehme declared a possible pecuniary interest, specifically with respect to the approval of the Utilities Kingston budget, as he is an employee of Utilities Kingston.

Deputy Mayor Oosterhof declared a possible pecuniary interest, specifically with respect to the approval of the Kingston Access Services budget. as he has a family member that uses their services.

3. Delegations

None.

4. Municipal Operating and Capital Budget (Excluding Utilities) Overview

Desirée Kennedy, Chief Financial Officer and City Treasurer provided an overview of the 2022 Operating and Capital Budgets including the budget engagement process undertaken for the 2022 budget and how the feed back was used. She advised that the 2022 operating budget:

- maintains front line service levels with consideration for pandemic impacts, assumptions for inflation and growth-related service demand
- continues investment in Council priorities
- results in a municipal tax increase of 1.1% plus 1.0% incremental capital levy
- results in a \$75 impact to a homeowner with average residential market assessment of \$328,100
- Pandemic impact:
 - revenue shortfall of \$6M
 - expenditures primarily back to pre-pandemic levels
 - safe restart grant revenues of \$800K

Ms. Kennedy pointed out that there is a separate levy for County of Frontenac services and the municipal contribution to the University Hospitals Kingston Foundation and affirmed that property assessments are to remain at 2020 assessed levels (based on January 2016 value) for 2022 and 2023.

Ms. Kennedy advised that with respect to the 2022 Capital Budget:

- 3-year capital plans were approved in 2020 for Engineering and Transportation Services
- There is a targeted focus on works-in-progress because of continued pandemic disruption/delay in 2020-2021
- Investment in strategic priorities is considered
- There is an increased investment in asset management/life-cycle investment in facilities because of ongoing centralization model and life-cycle review

5. Departmental Presentations

a) Finance & Administration – Desirée Kennedy, Chief Financial Officer & City Treasurer

Ms. Kennedy provided an overview of the Finance & Administration budget. She advised that Finance & Administration is responsible for:

Chief Financial Office & Financial Services

Mayor & Council

Financial Services

- Financial Management System - planned upgrade to cloud based version of Dynamics 365
- Selection and implementation of a new corporate point-of-sale solution to process customer payments
- Advance updated procurement bylaw; continue to expand a centralized function to support bylaw including responsibilities and reporting structure; integrate sustainable and social procurement principles
- Continue to expand budget engagement workplan
- Update corporate financial policies and procedures, with a focus on the corporate investment policy and policies supporting budget management and reporting processes

b) **Transportation & Public Works – Brad Joyce, Commissioner,
Transportation & Public Works**

Brad Joyce, Commissioner, Transportation & Public Works provided an overview of the Transportation & Public Works budget. Mr. Joyce advised that the Transportation & Public Works Group is responsible for the following municipal services:

Transportation Services

Engineering Services

Public Works

Transit

Solid Waste

Fire & Rescue

Corporate Asset Management & Fleet

Mr. Joyce provided some of the major priority areas for 2022 for Transportation & Public Works Services:

Transportation Services

- Implement the expanded traffic calming program (12 locations)
- Study new locations for pedestrian crossings
- Develop and implement updated on-street patio guidelines
- Automated speed enforcement analysis
- Red light camera implementation
- Expenses increase by 12.5% (\$461K), primarily dues to new costs associated with red light camera initiative, which also has matching revenues to reduce overall increase to 2.8%
- Red light camera program accounts for increases for contracted services (23.4%) and materials, supplies and fees (26.6%)
- Net expenditures are only 0.5% due to the red-light camera revenues and cost recovery from fees

Engineering Services

- Strengthen stormwater management services as part of development review process
- Finalize asset management practices and plans for roads, bridges and stormwater infrastructure
- Increased work week of Construction Surveyor/Inspectors from 35 to 40 hours
- Reduced contracted services by 33%
- No revenues so net expenditures are 2%
- A multi-year (2020-2022) capital budget was approved in 2020; no new capital being requested

Public Works

- Improve service levels for parks and sports fields
- Develop and implement a multi-year forestry operating plan
- Neighbourhood Tree Program – 1,800 trees for residents to plant
- Complete wildflower planting pilot program
- Expand Clean Neighbourhoods Program
- Improve cleanliness of downtown area (e.g., pressure washing)
- Expenses are increasing by 3.1%, primarily driven by 2022 winter control contracted services and internal allocated costs (fuel, oils, insurance)
- Budgeting sports field revenues at normal levels, which provides net expenditures increase of 2.7%
- Capital works including pavement marking, forestry (annual tree planting program and private property tree planting program), turtle fencing, sports fields and parks

Transit

- Budget based on return to pre-pandemic service levels
- No fare increases
- New service to Woodhaven area in Fall 2022

- Budget reflects continuation of the safe restart agreement – transit funding to December 2022
- Launch new fare payment system
- Complete route modelling and implementation plan for transition to electric fleet
- Expenses up 7.3%, driven by resumption of full services and expanded service area (salary, wages, benefits)
- Net expenditures at 2.4%; increase due to increased ridership revenue and provincial subsidies
- Capital work includes new transit stations, replace end of life farebox system with modern payment solutions and multi-modal transit/active transportation passenger stations

Solid Waste

- Continue to promote and explore strategies and options to achieve 65% waste diversion by 2025
- Continue to align services to meet federal and provincial waste management regulations
- Monitor and inform Council on transition to Full Producer Responsibility for the Hazardous or Special Waste Program (HSP) and the Blue Box program
- Expenses up 7.8%, primarily due to contracted services
- \$635K for recycling collection contract that started mid this year
- \$87K for increase tonnage in leaf/yard waste
- Net expenditures increase 3.5% due to increased material sales (+\$565K) and revenues from garbage bag tags (+\$159K)

Fire & Rescue

- Finalize the Fire Services Accreditation to be an accredited agency in 2022
- Conduct response time and station location study to improve overall performance
- Enhance fire and life safety public education programs

- Replace outdated and unsupported records management system for better measurement of key performance indicators
- Expenses increasing by 2%.
- Equipment charges & internal allocations is up 44% due to additional repairs and maintenance to various stations and the new Maintenance Centre facility now operating
- Contracted services up due to NG911 support and Motorola communications support costs
- Supplies up primarily due to increased costs of medical supplies and consumables (e.g., O2)
- Net Expenditures up 2.1%
- Capital work includes response vehicles & equipment, and communications

Corporate Asset Management & Fleet

- Department is a net zero cost centre – costs are allocated to departmental operating budgets
- Finalize Corporate Asset Management Framework
- Update green fleet and vehicle operating policies
- Increase partnership with other city agencies to manage fleet assets
- Improve efficiencies through fleet asset utilization analysis and shared vehicle program
- Expand on existing partnership with Enterprise Fleet Management on vehicle acquisition and financing strategies for light duty assets
- Excluding revenue from internal allocations, expenses are increasing by 2.5% which is driven by other allocated costs (insurance, accommodations)
- Capital work includes vehicle and equipment lifecycle replacements and new additions

c) Corporate Services

Craig Desjardins, Acting Commissioner, Corporate Services provided an overview of the Corporate Services operating budget. Mr. Desjardins advised that the Corporate Services Group is responsible for the following municipal services:

Human Resources & Organization Development

Facilities Management & Construction Services

Office of the City Solicitor (Legal Services)

Office of the City Clerk

Information Systems & Technology

Communications & Customer Service

Mr. Desjardins provided some of the major priority areas for 2022 for Corporate Services:

Human Resources & Organization Development

- Maintain a healthy and safe workforce with a focus on mental health initiatives for all employees.
- Create an engaged and inclusive workplace by embedding Equity, Diversity & Inclusion in all HROD initiatives.
- Support and develop new leaders through the Leadership Foundations program and Succession Planning programs.
- Enhance technology infrastructure and improving operational efficiencies including key recommendations from the Payroll Scheduling and Time and Attendance report.
- Develop strategies and tactics to ensure the City continues to attract and retain talent.

Facilities Management & Construction Services

- Over 150 city facilities, 138 directly maintained by FMCS; continue with centralization of corporate facilities portfolio.
- Project management services for capital projects - focusing to bring them in on budget and on schedule (City Hall, Rideaucrest, Frontenac County Court House, Cataraqui Community Centre).
- Continue Energy and Asset Management Planning - strategically aligning facility renewals with energy/sustainability initiatives.
- Contracted services increase \$361K - due to new facilities (Kingston East Community Centre, Kingston Fire and Rescue Maintenance Garage) as well as

centralization of Solid Waste, Kingston Area Recycling Centre, Parks buildings, and assuming winter control at Recreation facilities.

- Materials, Supplies & Fees increase \$1.178M – majority due to utility costs from new facilities, centralization, facilities re-opening (COVID).
- Capital works include:
 - City Hall (sprinkler and fire life safety systems).
 - Frontenac County Court House (front portico and central stairs).
 - Rodden Park Barn (roof and cupolas).
 - 610 Montreal Street (grant funded expansion).
 - Rideaucrest Home (resident washrooms and infection control).
 - Kingston Fire & Rescue (Women's dorm).
 - Libraries (Bishop House).
 - Cataraqui Community Centre (building envelope repairs).
 - Energy and Asset Management Plan.

Office of the City Solicitor (Legal Services)

- Growing Provincial Offences Act (POA) program to address implementation of red-light camera program, transfer of Part III POA proceedings from the Province to the City and COVID-19 Court backlog.
- Providing in-house representation at Court proceedings and administrative hearings, as appropriate.
- Providing ongoing advice and support to City departments on procurement matters, contract drafting and review, real estate transactions, by-law drafting, interpretation and enforcement, and matters of risk and liability.
- Insurance cost increases being driven by market conditions and addition of new City assets (Kingston East Community Centre, Fleet Garage).

Office of the City Clerk

- Transition staff from current information management practices to new systems, including the use off Office 365 and SharePoint.
- Transition from the current database management system for the management of boxed records at the City's Records Centre to SharePoint.

- Conduct a successful 2022 Municipal Election.
- Prepare and get approval of the 2023-2025 Multi-Year Accessibility Plan.

Information Systems & Technology

- Develop a digital strategy to capture the City's digital vision and articulate how the City will apply digital concepts and technologies.
- Ongoing investment in digital service delivery including the Customer Relationship Management (CRM) system and the City website.
- Develop a "MyKingston" account for residents to access City services.
- Support the City's shift to a Hybrid Work Model by enabling a digital workplace.
- Partnership in key corporate initiatives including Next Generation 9-1-1, Corporate Asset Management and migration of the Financial Management System (FMS) to the cloud.
- Continued implementation of a comprehensive security strategy and supporting policies to advance the City's cybersecurity posture.
- Develop a Data and Analytics Strategy and implement a standard analytics platform to facilitate improved reporting and decision making.
- Establish a Digital Accessibility Program to ensure the City's digital content meets Accessibility for Ontarians with Disabilities Act compliance requirements.
- Budget increases being driven by rising software licensing costs and compensation costs.
- Capital works include:
 - Development of a Digital Workplace to support hybrid work including cybersecurity, collaboration technologies, and end-user equipment.
 - Migration of suitable applications to the cloud to reduce effort required for routine maintenance and shift to higher value activities.
 - Continued improvements and growth in Digital Service Delivery and Customer Experience.

Communications & Customer Experience

- Redevelop City of Kingston website platform with a communication and CX focus.

- Complete onboarding of all departments to the Customer Relationship Management Tool to drive customer experience improvements.
- Assist with the creation of service standards for key departments that interact regularly with the public.
- Increase focus on sponsorship and revenue generation to support corporate and community priorities.
- Work across the corporation to create a more robust system of internal communication.
- Build on existing public engagement systems to increase channels of communication with the public and create easier pathways for residents to interact with the City.
- Modernize the City's phone systems to create an easier and more straightforward experience for the public.
- Budget increase being driven by expansion of service levels at the new Kingston East End Community Centre and focus on customer experience.

d) **Community Services – Paige Agnew, Commissioner, Community Services**

Paige Agnew, Commissioner, Community Services provided an overview of the Community Services operating budget. Ms. Agnew advised that the Community Services Group is responsible for the following municipal services:

Planning Services

Parking Services

Licensing & Enforcement Services

Heritage Services

Long Term Care

Ms. Agnew provided some of the major priority areas for 2022 for Community Works Services:

Planning Services

- Complete key planning studies - Central Kingston Growth Strategy (2022), New Zoning By-law (2022); North King's Town Secondary Plan (2023)
- Implement New Zoning By-Law web application and development of supporting data (2022).

- Commence Density by Design, Phase 2, Central Business District (2022)
- Complete pre-cursor studies to 2023 Official Plan review (population, housing, employment, commercial)
- Financial tools/incentives analysis for affordable housing and new Community Benefits Charges Strategy (2022)
- Operational Variance between 2021 and 2022 - two contract planner positions were created to assist with the heavier workload volume experienced – funded from working reserve, and modest fee for service increases.
- Capita work includes:
 - Density by Design Phase 2
 - GIS 3D Development Strategy
 - Community Benefits Charge Strategy
 - OP 2023 pre-cursor studies (population, housing, employment)

Licensing & Enforcement Services

- Integration with Parking Services department, City wide enforcement streamlines to achieve one-window approach for residents, reducing overlap of service and use of contracted services.
- Continue partnership with Queen’s University and St. Lawrence College to improve on by-law/property standards strategies with partners for move-in/move-out as well as other events.
- Strengthen community relations through community stakeholder engagement and collaboration on service expectations and increase awareness of by-law enforcement.
- Increase fee for service and by-law compliance through the additional of administrative monetary penalties (AMPS).
- Continuous improvement of DASH (Development and Services Hub) and implementation of Licensing & Enforcement module to improve online public access for business, trades and animal licences.
- Operational variance between 2021 and 2022 is due to:
 - Additional position, Supervisor, Policy & Licensing, wage increase for Enforcement Officer position resulting from job evaluation process

- Reduced revenue on general by-law (AMPS) with emergency orders expiring
- Capital works include:
 - Complete DASH implementation for Licensing & Enforcement module
 - Field hardware for consolidated enforcement service

Building Services

- Building permit revenues expected to remain stable. 940 residential units under construction to date in 2021, with 629 units occupied. Total of 3974 residential units over last 3.5 years.
- Continue to educate the public and strengthen community relationships through community stakeholder engagement and collaboration on service expectations to increase awareness on building code safety.
- Enhance the Development and Services Hub (DASH) to include Building Enforcement cases increasing end user experience for internal and external regulatory authorities.
- Continued process improvement and consistency through staff development and training to remain current with industry standards and changing legislation and regulations with focus on innovations in the building industry.
- Efforts on Emergency Orders to support Emergency Hospital and Shelter Service with alternation of structures in support of COVID, with transitioning in 2022.

Heritage Services

- Continue aligning new department operations to community needs and strategic plans of the City, including the Your Stories, Our Histories Project, Third Crossing naming, extending heritage programming to rural Kingston and supporting diversity and inclusion in history and heritage.
- Support heritage as a dynamic part of community placemaking and in support of local and regional tourism – Heritage Property Designations, Service Level Agreement with the Kingston Association of Museums, Art Galleries and Historic Sites, the City of Kingston Cultural Heritage Fund and Built Heritage Grants.
- Conclude Engage for Change Phase III and transition toward aligning Indigenous initiatives across the corporation.

- Transition the City museums, the Heritage Resources Centre and City Hall tours back to more routine business operations.
- Complete the mandate of the Heritage Kingston Review Working Group and return recommendations to Council.
- Operational variances between 2021 and 2022:
 - Additional Director and Manager positions
 - Museum and Heritage programming revenue losses due to COVID
- Capital work includes:
 - Update to Kingston Archaeological Plan
 - Market Square Heritage Conservation District Expansion
 - Civic Collection Public Art maintenance

Long-Term Care

- Implement operational and staffing changes to increase direct care time for residents and support professional growth for staff as outlined in the Provincial Long-Term Care Staffing Plan (moving to 4 hours of direct care per day per resident by 2025).
- Rideaucrest, in partnership with Facilities Management & Construction Services (FMCS), continues work to modernize and update resident home areas to ensure a safe and secure environment, including upgrading of resident washrooms, tub and shower rooms, expansion and modernization of resident common areas and dining rooms, and elevator replacement.
- The Home will continue to work with community partners to ensure all Provincial Directives and Infection Control Practices are in place to battle COVID-19. In part, the Home will continue to have active engagement with its residents and families through regular communications, surveys, meetings, and care conferences to ensure the highest level of satisfaction is achieved.
- Continuing to build on community partnerships and work together with the Ministry of Health and Long-Term Care (MOHLTC), Local Health Integration Network (LHIN), KFL&A Public Health Unit, FL&A Ontario Health Team, and Accreditation Canada on quality improvement and legislative compliance.
- Operational variance between 2021 and 2022
 - Increase in Compensation Cost (Wage Inflation)

- Increase in staffing related to an increase in Provincial Funding
- Increased Cost of Facilities Maintenance and Accommodation (3%)
- Capital works include equipment and furnishings

6. Recess

The Committee consented to Recess and Reconvene on Thursday, November 25, 2021, at 6:00 p.m.

The Committee of the Whole Recessed at 9:42 p.m.

Thursday, January 28, 2021 – 6:00 p.m.

1. Reconvening Roll Call

Present: Mayor Paterson, Councillor Boehme, Councillor Chapelle, Councillor Doherty, Councillor Hill, Councillor Holland, Councillor Hutchison, Councillor Kiley, Councillor M^cLaren, Councillor Neill, Deputy Mayor Oosterhof, Councillor Osanic, Councillor Stroud (13)

Absent (0)

Administrative Staff Present

Paige Agnew, Commissioner, Community Services

Shawn Armstrong, Fire Chief

Melanie Bale, Financial Analyst

Jessica Breckinridge, Financial Analyst

John Bolognone, City Clerk

Jennifer Campbell, Director, Heritage Services

Craig Desjardins, Acting Commissioner, Corporate Services

Ryan Evoy, Acting Manager, Recreation Facilities

Scarlet Eyles, Manager, Financial Planning

Luke Follwell, Director, Engineering

Brandon Forrest, Director, Business, Real Estate & Environment

Lana Foulds, Director, Financial Services

Jaclyn Grimmon, Manager, Recreation Programs

Peter Huigenbos, Commissioner, Business, Environment & Projects

Lanie Hurdle, Chief Administrative Officer

Janet Jaynes, Deputy City Clerk

Brad Joyce, Commissioner, Transportation & Public Works

Jim Keech, President & CEO, Utilities Kingston

Desirée Kennedy, Chief Financial Officer and City Treasurer

Marcus Lagace, Technology Associate

Paul MacLatchy, Environment Director

Randy Murphy, Chief Financial Officer, Utilities Kingston

Ruth Noordegraaf, Director, Housing & Social Services

Derek Ochej, Committee Clerk

Christine Patton, Financial Analyst

Monica Purcell, Financial Analyst

Emily Reid, Financial Analyst

Chris Sabourin, Technology Associate

Julie Salter-Keane, Manager, Climate Leadership

Karen Santucci, Director, Public Works & Solid Waste

Ian Semple, Director, Transportation Services

Matthew Scott, Financial Analyst

Lacricia Turner, Director, Recreation & Leisure Services

Mark Van Buren, Deputy Commissioner, Major Projects

Jeff Walker, Manager, Taxation & Revenue

Aron Winterstein, Manager, Airport

Colin Wiginton, Director, Arts & Culture

2. Disclosure of Pecuniary Interest

Councillor Boehme declared a possible pecuniary interest, specifically with respect to the approval of the Utilities Kingston budget, as he is an employee of Utilities Kingston.

Deputy Mayor Oosterhof declared a possible pecuniary interest, specifically with respect to the approval of the Kingston Access Services budget. as he has a family member that uses their services.

3. Approval of the Addeds

Moved by Councillor Neill

Seconded by Councillor Doherty

That the addendum be approved.

Carried (13:0)

(A 2/3 Vote was Received)

(See Recorded Vote)

YEAS: Councillor Boehme, Councillor Chapelle, Councillor Doherty, Councillor Hill, Councillor Holland, Councillor Hutchison, Councillor Kiley, Councillor McLaren, Councillor Neill, Deputy Mayor Oosterhof, Councillor Osanic, Mayor Paterson, Councillor Stroud (13)

NAYS: (0)

ABSENT: (0)

4. Delegations

None.

5. Departmental Presentation (Continued)

e) Business, Environment & Projects

Peter Huigenbos, Commissioner, Business, Environment & Projects provided an overview of the Business, Environment & Projects operating budget. Mr. Huigenbos advised that the Business, Environment & Projects Group is responsible for the following municipal services:

Business, Real Estate & Environment

Climate Leadership Division

Arts & Culture Services

Recreation & Leisure Services

Major Projects

Mr. Huigenbos provided some of the major priority areas for 2022 for Business, Environment & Projects:

Business, Real Estate & Environment

- Finalize the Minister's Zoning Order approval and initiate servicing at the Clogg's Road lands.
- Fast-track and report back to Council with the results of the Employment Lands Strategy review with viable policy recommendation(s) that appropriately increase the City's supply of employment lands.
- Pursue strategic land acquisition opportunities.
- Ongoing support to departments across the corporation and Utilities Kingston for spills, soil management and capital projects.
- Ongoing maintenance of closed landfills.
- Administration of the City's Brownfields program.
- Capital works include:
 - Employment lands: Planning Approvals and Development
 - Strategic and Employment Land Acquisitions

Climate Leadership Division

- Begin implementing the emission reduction objectives and the adaptation and resilience objectives in the Climate Leadership Plan (Plan comes to Council in December).
- Promote the Kingston Climate Action Fund on an annual basis.
- Pending federal Federation of Canadian Municipalities grant funding, implement the Better Homes Kingston program (formerly Kingston Home Energy Retrofit Program).
- Implement the Green Standard Community Improvement Plan starting in 2022 to incentivize the development of net zero new buildings.
- Continue to work closely with Sustainable Kingston on its operations and the partnership in the delivery of Better Homes Kingston program.
- Annual Greenhouse Gas (GHG) inventory reporting and advancing other community climate action initiatives.

- Capital work includes
 - Sustainable Kingston Plan Update
 - Climate Leadership Priorities Implementation

Arts & Culture Services

- Re-opening the Kingston Grand Theatre at full capacity and restoring revenue streams.
- Reintroducing Grand OnStage as a live, in-person experience and delivering annual arts programs, including the Mayor's Arts Awards, Poet Laureate and YGK Music.
- Implementing temporary and permanent public art projects, including a public/private partnership related to 168 Division Street and expanding the Arts Walk launched in 2021, which is a Council Strategic Priority.
- Investing in the local arts and culture sectors through the City of Kingston Arts Fund and through targeted partnerships with the Kingston Arts Council, Kingston Theatre Alliance and the Dan School of Drama and Music.
- Developing a music strategy for Kingston as part of the Creative Industries Strategy that includes nurturing film and theatre to foster innovative arts, culture and social enterprises.
- Scoping the next phase of municipal cultural planning to further the City's work related to the arts, culture, placemaking, community building and tourism.
- Capital work includes
 - Annual commitment of funds to support the implementation of the Public Art Program as per the Public Art Policy
 - Funds to support functional capital related to the Grand Theatre and the J.K. Tett Centre
 - Funds to pursue strategic work related to creative industries

Recreation & Leisure Services

- Reintroduce and implement new City-run special event programming and support various non-municipal special events in the community.
- Opening of the new Kingston East Community Centre in January 2022 with new community partnerships.

- City's marinas expected to return to full operations in 2022.
- Year-round support and operation for Springer Market Square, including the Love Kingston Marketplace programming and initiatives in cooperation with local partners.
- Support community development initiatives including neighbourhood-based programming, events, community gardens and markets.
- An additional \$25,000 has been added to the operating budget to increase the grant funding amounts to new and existing community gardens on an ongoing basis.
- Begin the programming partnership with Tennis Clubs of Canada for the new indoor facility.
- Explore new recreational programming with the Confederation Basin Promenade project.
- Fees Review for arenas and sports fields. No change to fees in 2022.
- Capital works include:
 - Outdoor fitness equipment for select parks
 - Upgrade the closed-circuit television (CCTV) at Artillery Park Aquatic Centre and INVISTA Centre
 - Feasibility analysis for renovations for a potential revitalization of the Kingston Memorial Centre
 - Safety and design enhancements to the Cricket Field baseball diamond to improve local youth programming options.

f) **Chief Administrative Office**

Lanie Hurdle, Chief Administrative Officer provided an overview of the Chief Administrative Office budget. Ms. Hurdle advised that the Chief Administrative Officer is responsible for the following municipal services:

Housing;

Social Services

Airport

Chief Administrative Office

Ms. Hurdle provided some of the major priority areas for 2022 for the Chief Administrative Office:

Housing & Social Services

Housing & Homelessness Division

- Advance on all 239 transitional, supportive and affordable housing units approved by Council in 2020 and 2021, and continue to look for additional opportunities
- Implementation of the homelessness system recommendations including new services, additional rent assistance and support services
- Review services such as Integrated Care Hub, encampment guidelines and other supports to homelessness
- Continue the implementation of 10-Year Housing and Homelessness Plan and the recommendations from the Mayor's Task Force on Housing.
- Preparation for the 2023 Housing and Homelessness plan

Social Services & Early Years Division

- Implementation of the Human Services Transformation and integration 'One Focus' project and align with provincial changes.
- Continue to roll out opportunities for digitization, online and mobile service delivery.
- Continue to support the efforts of the Social Services Recovery Taskforce.
- Restart of the Early Years and Childcare plan (paused in 2020 due to pandemic) and include workforce development lens

Airport

- Revenues increased by about \$867K due to grant and service revenues. Expenditures are also increasing with higher level of service.
- Level of service required to meet Canadian Aviation Regulations and Transport Canada approved airport operations manual- medical flights.
- Implement airport recovery grant project (\$1.37M) to restart air service, complete health retrofits to airport and develop new airport master plan

- Finalize negotiations with new airline partners to ensure current and future travel needs- inbound travel to support local tourism sector and outbound for economic development
- Maintain collaboration and alignment of the airport with City, Tourism Kingston and Kingston Economic Development initiatives

Chief Administrative Office

- Support the ongoing implementation of Equity, Diversity and Inclusion portfolio.
- Continue to support Public Health KFL&A to manage the pandemic.
- Support the tourism sector – Kingston Penitentiary, LKM, conference centre and filming.
- Develop a community plan to create a more welcoming and inclusive downtown.

Strategy Innovation & Partnerships Office

- Ongoing implementation and growth of grant development strategy (\$18.4M secured in 2021, \$3.2M pending approval and \$11.4M already in development for 2022)
- Implementation of the Integrated Economic Development Strategy in partnership with Kingston Economic Development.
- Implementation of the Business Support Office to streamline business interactions with City departments
- Continue implementation of Workforce Development & In-Migration strategy as well as Implementation of the family physician incentive/recruitment program.

Council recessed from 9:00 to 9:15.

Councillor Chapelle withdrew from the meeting.

6. 2022 Operating and Capital Budgets (excluding Municipally Owned Utilities)

Note: As a result of pecuniary interests declared by Councillor Boehme and Deputy Mayor Oosterhof the recommendation as it appeared in the agenda has been rewritten to separate out those specific pecuniary interests.

Council consented to the separation of the Kingston Frontenac Public Library Board budget.

Moved by Councillor Kiley

Seconded by Councillor Doherty

1. **That** Council approve the 2022 General Municipal (tax-supported) Operating Budget in the amount of \$396,296,630 (\$408,072,633 less \$3,488,122, \$8,287,881); and
2. **That** any variance between final assessment growth and the growth estimates included in the 2022 general municipal operating budget be transferred to/funded from the Working Fund Reserve, to offset unanticipated variances in assessment growth in future years as a stabilization measure; and

Deputy Mayor Oosterhof withdrew from the meeting.

3. **That** Council approve the 2022 General Municipal Operating Budget for Agencies & Boards, Kingston Access Services in the amount of \$3,488,122; and
4. **That** Council approve the 2022 Municipal Capital Budget for Kingston Access Services in the amount total of \$561,600, as follows:

Proposed capital expenditures	<u>\$561,600</u>
Financing:	
General Municipal Reserve Funds (PAYG)	<u>\$561,600</u>
Total financing	<u>\$561,600</u>

Carried (11:0)
(Paragraphs 3 and 4)
See Recorded Vote

YEAS: Councillor Boehme, Councillor Doherty, Councillor Hill, Councillor Holland, Councillor Hutchison, Councillor Kiley, Councillor M^cLaren, Councillor Neill, Councillor Osanic, Mayor Paterson, Councillor Stroud (11)

NAYS: (0)

ABSENT: Councillor Chapelle, Deputy Mayor Oosterhof (1)

Councillor Chapelle returned to the meeting.

Deputy Mayor Oosterhof returned to the meeting.

5. **That** Council approve the 2022 General Municipal Operating Budget for Agencies & Boards, Library Board in the amount of \$8,287,881; and
6. **That** Council approve the 2022 Municipal Capital Budget for Library Board in the amount total of \$390,000, as follows:

Proposed capital expenditures	<u>\$390,000</u>
-------------------------------	------------------

Financing:

General Municipal Reserve Funds (PAYG)	\$380,000
--	-----------

Contributions from others	<u>10,000</u>
---------------------------	---------------

Total financing	<u>\$390,000</u>
-----------------	------------------

Carried (11:2)
(Paragraphs 5 and 6)

See Recorded Vote

YEAS: Councillor Boehme, Councillor Chapelle, Councillor Doherty, Councillor Hill, Councillor Holland, Councillor Hutchison, Councillor Kiley, Councillor McLaren, Deputy Mayor Oosterhof, Councillor Osanic, Mayor Paterson (11)

NAYS: Councillor Neill, Councillor Stroud (2)

ABSENT: (0)

7. **That** Council approve the 2022 Municipal Capital Budget, as follows:

Proposed capital expenditures	<u>\$69,950,720</u>
-------------------------------	---------------------

Financing:

General Municipal Reserve Funds (PAYG)	\$58,617,720
--	--------------

Working Fund Reserve	\$175,000
----------------------	-----------

Government grants	\$10,432,640
-------------------	--------------

Contributions from others	<u>\$725,360</u>
---------------------------	------------------

Total financing	<u>\$69,950,720</u>
-----------------	---------------------

8. **That** Council receive the following provided as part of the budget documentation:
- a) 15-year capital expenditure forecast
 - b) Capital Works in Progress listing as at September 30, 2021
 - c) Municipal Reserve Fund Schedules of Continuity; and
9. **That** the City Treasurer be authorized to include the approved budget estimates for 2022 in accordance with Public Sector Accounting Board (PSAB) reporting requirements as an attachment to the by-law; and

Carried as Amended (12:1)

(Paragraphs 1, 2, 7, 8 and 9)

See Motion to Amend which Carried

See Recorded Vote

YEAS: Councillor Boehme, Councillor Doherty, Councillor Hill, Councillor Holland, Councillor Hutchison, Councillor Kiley, Councillor M^cLaren, Councillor Neill, Deputy Mayor Oosterhof, Councillor Osanic, Mayor Paterson, Councillor Stroud (12)

NAYS: Councillor Chapelle (1)

ABSENT: , (0)

Councillor Boehme withdrew from the meeting.

Deputy Mayor Oosterhof withdrew from the meeting.

10. **That** the necessary by-laws be established to formally adopt these estimates; and be given all three readings at the December 21, 2021 meeting of Council.

Carried as Amended (11:0)

(Paragraph 10)

(See Recorded Vote)

YEAS: Councillor Chapelle, Councillor Doherty, Councillor Hill, Councillor Holland, Councillor Hutchison Councillor Kiley, Councillor M^cLaren, Councillor Neill, Councillor Osanic, Mayor Paterson, Councillor Stroud (11)

NAYS: (0)

ABSENT: Councillor Boehme, Deputy Mayor Oosterhof (2)

Councillor Boehme returned to the meeting.

Deputy Mayor Oosterhof returned to the meeting.

Moved by Councillor Stroud

Seconded by Councillor Osanic

That the 2022 Municipal Capital Budget be amended, to provide additional funds for trees, by increasing the financing from the General Municipal Reserve Fund by \$100,000.

Carried (13:0)

(See Recorded Vote)

YEAS: Councillor Boehme, Councillor Chapelle, Councillor Doherty, Councillor Hill, Councillor Holland, Councillor Hutchison, Councillor Kiley, Councillor McLaren, Councillor Neill, Deputy Mayor Oosterhof, Councillor Osanic, Mayor Paterson, Councillor Stroud (13)

NAYS: (0)

ABSENT: (0)

7. Communications

None.

8. Adjournment

Moved by Councillor Chapelle

Seconded by Councillor Boehme

That the Committee of the Whole do now adjourn.

Carried (13:0)

(See Recorded Vote)

YEAS: Councillor Boehme, Councillor Chapelle, Councillor Doherty, Councillor Hill, Councillor Holland, Councillor Hutchison, Councillor Kiley, Councillor McLaren, Councillor Neill, Deputy Mayor Oosterhof, Councillor Osanic, Mayor Paterson, Councillor Stroud (13)

NAYS: (0)

ABSENT: (0)

The Committee of the Whole adjourned at 9:29 p.m.