



**City of Kingston
Report to Council
Report Number 18-358**

To:	Mayor & Members of Council
From:	Gerard Hunt, Chief Administrative Officer
Resource Staff:	Corporate Management Team
Date of Meeting:	November 20, 2018
Subject:	Strategic Priorities Update – End of 2014-2018 Council Term

Executive Summary:

This year end report provides a summary of work completed on Council's priorities to the end of 2018 and serves as a transition report to the incoming Council for the 2018-2022 term. This report does not attempt to report on all of the items over the four years, but focuses on the 2018 work.

Facilitated strategic planning sessions were held with Mayor & Council in March and April 2015, which established the strategic priorities for the Council term and formed the basis for the work over the four-year term. Council then directed the Chief Administrative Officer (CAO) to

... report back to Council with options/strategies which would result in a 2.5% tax rate increase for 2016, 2017, 2018 and 2019, and

That Council approve the draft strategic priorities as determined during the Council Strategic Planning sessions, and

That the Chief Administrative Officer be directed to finalize the documentation and bring forward an implementation plan.

Council's Strategic Plan 2015-2018 was developed as an outcome of Council's strategic priorities and an implementation plan was put in place to achieve the direction of Council.

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Regular progress updates have been provided to Council aligned with the strategic plan. An interactive online strategic plan was developed by staff, and quarterly priority status matrix updates were provided throughout Council's term.

In addition, annual reports (printed and online) highlighting achievements were produced for the years 2015, 2016 and 2017. The 2018 annual report is under development and is expected to be completed in early 2019.

The Chief Administrative Officer and City Clerk will be coordinating strategic planning sessions for the new Council in the new year which will enable the development of a new strategic plan. In the interim, staff continue to work on the established priorities and will continue to report to Council on progress quarterly.

This report is provided as a year end summary of progress, and is supplementary reporting to the year end progress report to Council of December 2017 ([Report Number 18-006](#)).

Also attached as Exhibit A is a listing of other priority items that are from direction given by Council. This document is used as a monitoring tool annually to report status on such work. Items completed in past years are removed at respective year ends, but are archived for reference purposes. A number of items will carry over into the term of the new Council and may need to be reprioritized as part of Council's priorities, and the capacity of the organization to complete the work.

RECOMMENDATION:

That Council receive this report as a status update on Council's priorities at the end of Council's 2014-2018 term.

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Authorizing Signatures:

**Gerard Hunt, Chief Administrative
Officer**

Consultation with the following Members of the Corporate Management Team:

Lanie Hurdle, Commissioner, Community Services & Deputy CAO

Jim Keech, President and CEO, Utilities Kingston

Desirée Kennedy, Chief Financial Officer & City Treasurer

Denis Leger, Commissioner, Corporate & Emergency Services

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OPTIONS/DISCUSSION:**Council's Strategic Priorities**

Council's strategic priorities plan requires the support and engagement of the community and residents to develop a community plan driven by energy, pride and enthusiasm. The strategies introduced to achieve the plan as established in 2015 assist the City in its role of facilitating and partnering with the community to advance on several of the priorities. This positive step has encouraged the community to embrace its vision and enabled fostering of a sense of community pride and accomplishment.

Continued creative approaches are required to meet Council's tax rate targets. Those targets include:

...setting "conditions to achieve tax rate increases of no greater than 2.5% for 2016, 2017, 2018 and 2019, while maintaining the incremental investment of 1% annually for capital infrastructure".

It was noted in 2015 that City staff, agencies and boards must commit to the goal in the aggregate of no more than 2.5% tax rate increase, including the 1% incremental investment for capital infrastructure in order to be successful.

Council approved the 2017 budget at the target level. On November 30, 2017, the 2018 operating and capital budgets were approved by Council with a municipal tax rate increase of 2.5%, including the 1% incremental investment for capital infrastructure. Forecasts for future years were presented with the 2018 budget that reflect challenges in future years to keep the tax rate increase at the 2.5% target level, however, at existing service levels, staff believe the target levels are achievable. It is important to note that inflation is estimated in the 2% range in accordance with Bank of Canada benchmarks.

The information in this report is presented by the overarching priority numbered (1 through 6), and each sub-priority identified as a bullet. The descriptor with each bullet is derived from Council's Strategic Plan 2015-2018. As noted above, community participation is a key strategy employed as part of the achievement of these priorities.

- 1. Create a smart economy:** "Kingston is an exciting place to do business and is committed to greater economic resiliency. Building on Kingston's motto of 'where history and innovation thrive', Kingston is positioned to encourage entrepreneurship and innovation.

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- **Promote Kingston as a leader in innovation and incubation:** *Working with partners, Kingston will develop business opportunities, attract investment and build creative and entrepreneurial hubs*

Lead: Chief Administrative Office

The transformation of the former Portsmouth Town Hall began in 2015 as part of a 5-year pilot project to convert the space into a business incubator and accelerator. With the leadership of Innovate Kingston (iK), the focus of activities has been the acceleration of start-up small businesses in the Internet Communications Technology (ICT) sector. Programming and support provided by iK has been created by local entrepreneurs who donate their time and resources to this not-for-profit venture. In 2018 as part of this project, iK has:

- built membership in each quarter totaling 187 registered members.
- connected over 20 businesses with services in our community that can support in attracting, hiring, and retaining talent (local, and in-migration).
- developed approximately 10 strategic community collaborations, both local and regional.
- developed and hosted more than 65 tech-related events, with the majority of these open to our members and the greater community at large.
- facilitated 8 students with career development and leadership opportunities by working directly with iK for their professional practicum hours.
- acted as Kingston's Innovation Hub for the ICT sector, including offering our space as co-working space available for public use.
- launched our online-booking calendar for ICT companies, startups, and members to book private meeting space at their convenience.
- built meaningful strategic relationships with youth organizations, and student hubs such as: Kingston Young Professionals (KYP), Queen's University (AMS), SLC, Limestone District School Board.

At the regional innovation ecosystem level (in conjunction with the work being done by Kingston Economic Development Corporation), strategy and partnership development to support investment and entrepreneurship opportunities is being carried out through the Eastern Ontario Leadership Council (EOLC) with regional partners including: Eastern Ontario Mayors' Caucus, Eastern Ontario Regional Network (EORN), Ontario East, Regional Innovation Centres and CFDCs.

Regional priorities of workforce development & deployment, innovation and integrated transportation are aligned with City strategies including the workforce and in-migration strategy, youth employment strategy and the Smart Kingston objectives.

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In addition, work continues to expand opportunities including the leverage of innovative entrepreneurial talent through connecting and advancing partnerships with post-secondary institutions and other partners. Recommending and advancing strategies to integrate innovation and broaden economic development mandates and plans will enable advancement of the smart city vision and solutions for the 21st century.

In 2018, significant progress has been made to advance a smart, livable, 21st century city at a corporate, community and regional level. Within the City and Utilities Kingston (UK), exciting partnership development has occurred to further develop Smart Kingston strategy implementation. Collaborations with private sector firms such as Bell Canada, Telus and IBM Canada, among others, are at various stages.

Expanding collaborations with post-secondary education partners, Queen's University and St. Lawrence College (SLC), are also growing through improved linkages of departments, research centres and institutes, notably in the healthcare sector.

Within the City and UK, a number of new applications and projects are being developed to make the lives of residents better and improve the efficiency of municipal operations including:

- UK was recognized nationally as a centre of excellence for its development of a first-of-its-kind process to support safe, distributed electricity generation using fibre optics;
- The City's Information Systems & Technology (IS&T) department and GIS are preparing the launch of a new public data mapping app called My Neighbourhood that visualizes city data including the location of parks, schools, libraries and fire stations as well as showing details of permit and development applications on a smartphone or tablet;
- The recently funded Workforce Data Analytics Pilot is a platform to provide support to jobseekers, workers, and employers by promoting a thriving workforce in Kingston through artificial intelligence and cognitive computing and was developed by collaboration between the City, Queen's Centre for Advanced Computing and St. Lawrence College (SLC).

At a regional level, the City recently supported an investment over four years of approximately \$1M in cellular infrastructure through the Eastern Ontario Cell Gap and Capacity Expansion Project to fix holes in cell coverage to allow expanded capacity for more customers and more Internet of Things (IoT) devices.

One of the underlying threads of all of the smart city and innovation activities that are described in this report is the connective infrastructure of broadband. Without

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state-of-the-art, accessible and affordable access to the internet for residents and businesses, the longer-term economic and social potential of the Kingston community will not be realized.

- **Foster an open-for-business culture:** *Cultivating the entrepreneurial and creative spirit and creating excitement will foster business development and growth opportunities. Our employment land inventory enables us to respond to investor demands*

Lead: Corporate Management Team

The City's inventory of employment lands (business parks) has seen significant interest from a variety of investment. Among others, the Feihe Canada Royal Milk site and a campus for healthcare professionals both broke ground in 2017 and have had a substantial amount of building construction on their respective sites throughout 2018. In terms of land sales, a total of 60 acres was sold in 2017 with another 28 acres in executed offers awaiting site development approvals prior to the sales closing in 2018 and 2019.

Planning for the servicing of additional employment land for business recruitment, investment, retention and expansion is a priority in 2018 and 2019. The update to the City's Official Plan means that lands that are designated for employment use are positioned well to meet the needs of sector growth. The City initiated the planning process for the Clogg's Road Secondary Plan and completed the Airport Land Use Study for future employment development opportunities which was approved by Council. The in-progress new city-wide zoning by-law will further enhance employment lands to meet business needs.

- **Encourage artistic and cultural business opportunities:** *Culture and creativity are important sources of wealth creation and are being leveraged to develop community vitality*

Lead: Community Services

The Kingston Culture Plan (KCP) continues to provide direction for a long-term vision for cultural vitality in Kingston. As a strategy, the KCP was intended to provide a sustainable, authentic and long-term vision in which all sectors of the community would work together to enhance Kingston's distinctive identity, enrich the lives of residents, attract audiences, visitors and newcomers from around the world and drive economic development in a variety of different ways.

In this regard, Cultural Services continues to work as a municipal cultural development agency with a focus on its core service areas that include asset management, programming and sector development along with various forms of cultural development that align with Council's investment in the Kingston Culture Plan. "Cultural vitality" is the end goal and its fulfillment depends on the

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existence of a strong cultural infrastructure coupled with high levels of participation.

This work takes many forms and both sector development and cultural development are supported through programming and audience development as well as through a combination of artist incubation and direct investment via the City of Kingston Arts Fund. Examples include contracting artists to support program delivery and to participate in public performances; exposing local audiences to national and international artists; offering professional development opportunities through master classes; and investing in arts organizations and arts-related projects that in turn create paid opportunities for artists. The Arts Advisory Committee also plays an important role supporting this work by reporting on the needs of the local community and acting as a conduit to staff and Council.

Other areas of endeavour include capital planning related to culture in order to support artistic and cultural business opportunities by ensuring the necessary venues exist. The J.K. Tett Centre is one such example that has allowed for the creation of a “cultural hub”. In 2020, the City will focus on the redevelopment of the Market Wing into a program space designed to complement Kingston City Hall as a national historic site and to expand opportunities for the professionalization of the programs and exhibits to be offered.

Cultural Tourism continues to be an area of focus for artistic and cultural business opportunities with both the arts and heritage sectors being positioned as part of Kingston’s destination marketing strategy. These efforts benefit the arts and heritage sectors as much as they serve local business by profiling the city’s cultural resources in ways that build audiences and inspire visitors to spend time and money enjoying everything that is unique about our community. Cultural Services also continues to explore product development related to cultural tourism through initiatives like the Kick & Push Festival in the summer as well as to partner with other tourism providers to develop experiences that help position Kingston as a four-season destination.

In future years, it is anticipated the Cultural Services department will direct more resources toward the development of strategies that are intended to foster growth in the creative industries locally. That work is already underway, in part, as a result of direct investment through the City of Kingston Arts and Heritage Funds and initiatives like the Kick & Push Festival, the Mayor’s Arts Awards, the implementation of the public art program, community education, events and programming partnerships and local music projects. Building relationships and partnerships across sectors will be key to this work as will the renewal of the Kingston Culture Plan that is targeted for 2023.

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- **Prepare and implement a city-wide tourism strategy:** *Work with community partners will continue to align tourism marketing and attraction strategies, creating greater return on investment and refocusing marketing strategies*

Lead: Corporate Management Team and tourism partners

In 2017, Tourism Kingston was established as an independent organization to work closely with Kingston Accommodation Partners (KAP) and the City, among others, in promoting tourism in Kingston. In 2018, Tourism Kingston took the lead on the development of an Integrated Destination Strategy which will be completed in 2019. This strategy will provide strategic direction to consolidate efforts and investments for the next several years. This foundation will further advance the integrated tourism strategy as the potential of tourism is more fully realized.

Tourism Kingston continues to make progress in the filming industry through its Film Office. Tourism Kingston and the City recognize that the sector has been growing with an increase in film requests from all levels of the industry both locally and nationally, with a particular interest and emphasis on accessing historic locations like the Kingston Penitentiary property.

In the past couple of years, community partner organizations, including KAP, have developed a unified Visit Kingston brand that supports product development, programming, visitor services and messaging that capitalize on Kingston's rich history, heritage and culture, appealing to residents and tourists alike with the impact already being felt in terms of steady growth and opportunities. In 2018, for the second year in a row, KAP was recognized for its work having been presented with an Award for Tourism Digital Marketing at the Ontario Tourism Summit hosted by the Tourism Industry Association of Ontario.

In 2018, the City in partnership with Tourism Kingston hired the first Tourism/Downtown ambassador who was responsible for providing an exceptional guest experience to cruise ship passengers and transient bus visitors. Throughout the summer season, the ambassador greeted tourists and conducted customer service surveys to evaluate the passengers experience in Kingston. Based on the responses to the survey, the ambassador position was well received and a success.

In 2018, Kingston was selected to host the 2020 Brier Canadian Men's Curling Championship. This was a result of partnership work between the Great Kingston Curling, Tourism Kingston, KAP, the City and other key partners. It is anticipated that the 2020 Brier will attract over 130,000 spectators with an economic impact estimated between \$11M and \$15M.

Work continues with community partners to achieve the tourism-related objectives first identified as part of the Kingston Culture Plan and further developed as part of the Integrated Cultural Heritage and Cultural Tourism

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Strategy approved by Council in 2014. 2018 was another very strong year for the tourism sector, and included a number of partnerships including the continuation of public tours of the former Kingston Penitentiary which attracted about 68,000 visitors in 2018. Net profits in 2018 are forecasted at \$1.3M. Profits are shared 50/50 between the local United Way and destination marketing. City staff are working with Correctional Services Canada to secure Kingston Penitentiary tours for 2019 which could include increased access for filming productions. It is anticipated that 2019 tours could attract 78,800 people and generate about \$1.4M in net profit.

In order to continue to grow the tourism sector, the City introduced a Municipal Accommodation Tax (MAT) which was implemented on August 1, 2018. This tax is a 4% fee that is paid by visitors on all hotel, motel and bed & breakfast room rentals. Based on the previous 3% voluntary fee collected by KAP, it is anticipated that the MAT could generate about \$3M per year, from about \$1.6M in previous year. The total funds will be redistributed between tourism marketing (65%) and tourism product development (35%). This will ensure that tourism marketing continues to be supported appropriately while adding funds for product development. It is also anticipated that short term rentals (such as Airbnb) will be contributing to the MAT in 2019 and therefore increasing the total amount of funds collected for tourism.

Exciting opportunities are under consideration/development that will strengthen the whole tourism sector and boost the economy. The establishing of a deep water dock for cruise ships is a growing industry on the great lakes, and the potential for St. Lawrence College to develop curriculum and programs for hospitality and culinary tourism, with a vision for a downtown campus are major focus areas of Council's priorities carrying over into the new term of Council.

- **Develop a youth employment strategy:** *In partnership with the United Way, the City will develop a youth employment strategy that will also focus on skills development*

Lead: Workforce Development Strategy Implementation Office and United Way of KFL&A in partnership with community organizations

In August 2016, Council approved a community-based Youth Employment Strategy developed in collaboration with local youth and with representatives from over twenty community organizations and businesses.

In 2017, the City and the United Way KFL&A brought these partners back together to play a leadership role in implementing a number of actions as described in the Youth Employment Strategy. The final Strategy contained a number of actions to be implemented in partnership by various organizations/businesses within the community. The actions listed in the Strategy were tailored to youth preparing to be workplace ready and/or youth that are

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prepared and ready with education and skills typical of post-secondary students and graduates.

On September 5, 2017 staff provided a Year 1 update report to Council on the Youth Employment Strategy ([Report Number 17-246](#)). The first year of implementation included progress on all actions contained within the Strategy. Some of the key City achievements of the Strategy include the development of a youth employment framework involving the creation of a recent graduate program, special project opportunities, and integration with post-secondary institutional programs, a review of non-unionized job descriptions to reduce barriers to entry level positions, and an employment placement program for young people receiving Ontario Works.

During the first year of implementation, these initiatives resulted in seven (7) internships and twenty (20) co-op placements with the City. One Ontario Works placement resulted in the youth attending a post-secondary education program, and the other was provided the opportunity to continue their position through an employment grant. The program is continuing with two (2) additional placements. The City edited approximately 25 non-unionized job descriptions to reduce barriers to entry level positions. Years of experience required were reduced where appropriate, making these positions more accessible to youth.

Community partners have been involved in implementing the Youth Employment Strategy; some highlights are provided below.

- KEYS hosted the Kingston Job Fair in March 2017, which resulted in 1500 attendees connecting with more than 50 employers/exhibitors
- A forum for educators from the Limestone District School Board and Algonquin Lakeshore Catholic District School Board was held in April 2017, providing updated information about resources available to youth at-risk; based on their suggestions, the United Way has since developed a resource that provides information for these programs in a centralized online space
- Employment and Career Services at St. Lawrence College has invested in a new Business Development Advisor position to collaborate with employers in helping to uncover hidden job markets for youth, coordinate job fairs, and educate employers on the programs and services available to help them to hire and train youth
- KEYS InSight Youth Mentoring Partnership provided mentors to support participants between 16 and 24 years of age in career decisions
- ACFOMI Youth Job Connection provided one-on-one tailored guidance for more than 50 youth

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- Resolve Credit & Financial Counselling Services provided the “Smart Start” Youth Financial Literacy Program to youth in a number of locations including the Boys and Girls Club and Frontenac Secondary School; TD Financial Group volunteers delivered Financial Literacy workshops to youth transitioning from homelessness to help them develop budgets and financial management skills
- Other organizations including Limestone District School Board and Algonquin Lakeshore Catholic District School Board, Cycle Kingston, Innovate Kingston, Queen’s University, Kingston Economic Development Corporation, Big Brothers Big Sisters, and United Way have had significant involvement in implementation of the strategy as described in the full report to Council on the City website:
https://www.cityofkingston.ca/documents/10180/20996512/COU_A2017-17246.pdf/36470e38-9054-49f4-9b77-131cee917546:

Work over the past year on youth employment has focused on connecting youth focused initiatives and projects with the broader Workforce Development & In-Migration Strategy.

These projects, with collaborations between the City, post-secondary education institutions, employment service providers and community partners include:

- The Mayor’s Innovation Challenge: In partnership with the Dunin-Deshpande Queen’s Innovation Connector and St. Lawrence College, a competition for students to develop innovative solutions to a number of challenges has resulted in youth experiential employment opportunities at the City. This project is in its 2nd year and provides summer internships and entrepreneurial training for the best ideas presents in this spring event.
- City-St. Lawrence College (SLC) Bridges to Employment: As part of a project that received provincial funding in 2018, SLC students and graduates are working with a number of City departments on experiential learning projects with the goal of providing a better understanding of employment opportunities at the City
- Queen’s Career Apprenticeship: Kingston (QCA:K) program: The Kingston Economic Development Corporation (KEDCO) in collaboration with Queen’s University are again delivering Queen’s Career Apprenticeship: Kingston (QCA:K) program. This program provides Queen’s graduates from Arts programs with 12 month internships with local firms through matching funding for the participating businesses.

Work will continue in 2019 to develop and integrate new youth focused programs through the Workforce Development Implementation Office.

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- Increase assessment growth to limit tax rate increases:** *A streamlined review process will continue to create positive customer-focused relationships with investors to grow the tax base*

Lead: Corporate Management Team and Utilities Kingston

A focus on intensification continues to attract investment in the downtown core, while development in the west and east ends continues at a moderate pace.

Four key indicators are used to monitor building activity in the city: total units constructed, total permit fees, total square metres of buildings under construction and total construction value. These values are tracked on a monthly basis and compared with indicators measured over previous years to show overall building sector trends.

As per the table below, at the end of October 2018 building construction values have decreased significantly to nearly \$175M from \$356M measured at the same time last year. Single family dwelling permits are reported at 150, a decrease from 190 permits in 2017. There is also a reduction in multi-residential permits from 244 in 2017 to 222 in 2018. Overall residential permits have reduced from 520 in 2017 to 496 in 2018.



**Building Permit Report
October 2018**

	October 2017			2017 YTD ¹			October 2018			2018 YTD		
	Units	SQM	Value	Units	SQM	Value	Units	SQM	Value	Units	SQM	Value
Single Family Dwellings	24	4,385	\$ 4,732,000	190	36,680	\$ 38,655,000	28	6,078	\$ 6,167,000	150	31,710	\$ 32,839,000
Semi-Detached Dwellings	4	321	\$ 398,000	14	1,537	\$ 1,645,000	0	0	\$ 0	22	3,497	\$ 3,684,000
Row House Dwellings	12	1,409	\$ 1,918,000	72	9,861	\$ 10,897,000	6	938	\$ 910,000	102	15,712	\$ 14,219,000
Multiple Dwellings	0	0	\$ 0	244	25,613	\$ 25,028,000	216	29,524	\$ 24,080,000	222	30,196	\$ 24,930,000
TOTAL RESIDENTIAL²	40	6,115	\$ 7,048,000	520	73,691	\$ 76,225,000	250	36,540	\$ 31,157,000	496	81,115	\$ 75,672,000
Commercial ³		958	\$ 925,000		11,006	\$ 13,321,000		0	\$ 0		4,789	\$ 10,381,000
Industrial ³		25,595	\$ 60,200,000		36,888	\$ 69,382,000		3,336	\$ 9,000,000		7,657	\$ 14,409,000
Institutional ³		16,080	\$ 31,000,000		26,148	\$ 108,867,000		162	\$ 300,000		1,526	\$ 4,009,000
ICI Alterations			\$ 4,984,000			\$ 62,647,000			\$ 5,104,000			\$ 43,823,000
Other Permits ³			\$ 2,107,000			\$ 26,112,000			\$ 2,088,000			\$ 26,678,000
TOTAL CONST. VALUE			\$ 106,264,000			\$ 356,554,000			\$ 47,649,000			\$ 174,972,000
TOTAL PERMIT FEES			\$ 1,283,042			\$ 4,364,917			\$ 643,758			\$ 1,896,796
TOTAL DC FEES			\$ 458,856			\$ 5,171,245			\$ 1,706,346			\$ 5,496,302
TOTAL IMPOST FEES			\$ 429,515			\$ 6,329,513			\$ 1,470,020			\$ 5,169,170

NOTES:

- YTD = Year to date values, for comparison to same period in current year
- Number of New Dwelling Units being created
- Metres of New and Additional floor area being created

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A number of intensification projects have been appealed at the Local Planning Appeal Tribunal (LPAT). At the time of writing this report, there are approximately 1300 multi residential units under appeal at the LPAT. This delays revenues related to development charges and impost that are critical to finance development of new infrastructure and that are key in building a greater tax assessment base.

Furthermore, the delay in the construction of those multi residential units has resulted in continued pressures within the market and on the vacancy rate which is already extremely low at 0.7%. A healthy vacancy rate is considered to be around 3%. This low vacancy rate has an impact on availability of affordable housing as the market is considered to be a “landlord” market.

Commercial development has remained fairly stable in 2018. Value in industrial (employment) development has decreased from 2017 to 2018 which is primarily due to the permit for Canada Royal Milk (a division of Feihe International) being issued in 2017.

Investor interest in the business park lands has been strong. Although a number of land deals have closed or are nearing closure, it typically takes several months before a building permit application is received. There are deals scheduled to close in late 2018 which will result in building permit applications in 2019. Occupancy of many of these opportunities will not be realized until 2019 and 2020.

The area that has experienced the most significant reduction in 2018 has been the institutional sector with decrease in value from about \$109M in 2017 to \$4M in 2018. This decrease is primarily due to major developments that were initiated by Queen’s University and St. Lawrence College as well as the new Limestone District School Board secondary school on Kirkpatrick Street.

The streamlining of the development application review process was made more transparent through the launch of DASH (development and services hub). It is anticipated that in 2019 the building permit process will be added to DASH.

- **Facilitate the creation of a post-secondary downtown campus:** *Discussions are underway to locate a post-secondary campus in the downtown core*

Lead: Chief Administrative Office

With the formalizing of the City-St. Lawrence College (SLC) strategic partnership agreement in 2017, collaborative work had advanced on a number of projects of mutual interest including workforce development, smart cities and most recently the SLC downtown campus vision. In June 2018, Council approved the creation of an Opportunities Office in partnership with SLC to facilitate the development of a hospitality and tourism curriculum to be offered

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by SLC. The new curriculum model will create a foundation to enable tourism and hospitality workforce attraction to Kingston and the region for the longer term. This vision and the implementation will be a joint effort with Tourism Kingston and Kingston Accommodation Partners (KAP).

Post-secondary educational institutions play a critical role in providing the required infrastructure for innovation and economic development in the knowledge-based economy. This foundational support includes access to human capital (both in terms of labour force and research output), physical assets (laboratories) and ideas for development and growth that help shape local and regional economic, community, cultural and social development.

The Memorandum of Understanding (MOU) that the City has with both Queen's University and St. Lawrence College have been built on a history of past collaboration and have also provided a new framework for action on future strategic opportunities and partnerships. Both Queen's and SLC have been active contributors to the community's workforce development strategy implementation, smart cities activities, GHG reduction and Mayor's Innovation Challenge. Researchers from both institutions are collaborating with City staff on applied research to help make our community better for residents.

- **Progressively sponsor city-wide broadband Wi-Fi infrastructure:** *Dividends from Utilities Kingston's fibre operations will be invested in community-related smart-city projects for the next four years. Private sector providers will be valued partners in advancing this priority.*

Lead: Utilities Kingston in partnership with the City of Kingston

Through the past four years Utilities Kingston, in partnership with the City of Kingston have worked to develop an understanding of "Smart Kingston". Initial steps were taken to review Wi-Fi and develop a policy whereby Wi-Fi is made available at City of Kingston facilities to provide broadband connectivity to those that may otherwise not have access to the internet. Projects at Utilities Kingston and the City of Kingston have been described in relation to the smart city concept in an effort to create a broader understanding of the benefits of a smart city. A smart Kingston vision was established in 2017 which identified what smart city themes would be important to Kingston and provide the rationale for moving forward with smart city initiatives. The major outcomes of the smart Kingston vision are economic development, innovation in municipal service delivery, and brand development. To invest directly in municipal wi-fi as a city is cost prohibitive; however, with the broadband strategy referred to below, we will better understand the opportunities and it is expected that through partner cooperation more wi-fi- can become a reality in the city.

A team of City of Kingston and Utilities Kingston staff worked together to deliver an application to a funding program run by the Federal Government in early 2018

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called the “Smart Cities Challenge”. While the Kingston application was not selected to move forward in the challenge, it was an extremely successful process that saw the public engaged in a meaningful dialogue during the application process, validating that the Smart Kingston outcomes were relevant to the community.

In 2018 a broadband strategy is being developed to support the Smart Kingston vision. Broadband is considered the foundation to any community wishing to be considered a smart city. Kingston’s broadband strategy will complete an analysis of where broadband is available in the community, and what the barriers to accessing it may be. An aspirational goal of performance characteristics and coverage will be selected and a plan to bridge the gap from current state to the aspirational state will be developed. The goal is to make broadband access equitable and ubiquitous across the community. This strategy will include input from Utilities Kingston, telecom service providers, and the community, and is expected to be delivered in 2019.

- **Promote fibre access to strengthen Kingston’s competitive advantage:**
City-owned fibre technology provides users with a reliable, high-speed digital communications system – a key to the development and success of a smart city.

Lead: Utilities Kingston in partnership with community organizations

In 2015 and 2016 Utilities Kingston worked closely with the local Chamber of Commerce and Kingston Economic Development Corporation to ensure understanding of the opportunity the fibre optic business provides. Very few communities have a successful, independent provider of broadband services that strives to provide value to the community. In an independent study, the Chamber of Commerce identified Utilities Kingston fibre optics as the best value broadband for their members. During this time, Utilities Kingston also worked with local technology service providers to provide the infrastructure over which they could sell their services.

In 2017 Utilities Kingston started a review of the environment in which it operated. Referred to as a “market demand study”, it was a third party review of the services offered by Utilities Kingston, their competitors, and the potential market available to the business. That study was completed in early 2018, and re-energized the business. Utilities Kingston is now working on a detailed business plan that will see it grow over the next five years and fill a vital role of providing highly reliable, open access broadband across the community.

In the past four years Utilities Kingston has been looking for opportunities to diversify the fibre optic business. Preference has been given to opportunities which are complementary to the existing business. One of those opportunities is a project which will place a new fibre optic cable from Toronto to Montreal, through Kingston and Ottawa. This new fibre optic cable will be built and operated by Maple Leaf Fibre, a new company established for the sole purpose

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of building the new cable. The cable represents incredible opportunity to the Kingston community as the future will be dependent on broadband connections. The fact that a new cable offering redundancy to existing routes and built to the latest technology standards will pass through Kingston means that Kingston will realize economic growth from companies that can make use of state-of-the-art broadband connectivity. This will be important for our local businesses and institutions that are already customers of Utilities Kingston, but it will also be important for businesses and customers that are not yet located in Kingston. This is a completely new opportunity to attract knowledge workers and knowledge based companies to Kingston.

- **Develop an immigration (workforce/in-migration) strategy:** *The strategy will focus on the City's approach to attract, develop and retain the skills required to address the anticipated needs of the labour market.*

Lead: Chief Administrative Office in partnership with community organizations/ businesses

2018 has seen the transition of the Workforce Development & In-migration Strategy from strategy development to the implementation phase, with overarching goals of attracting, developing and retaining a productive workforce.

The City has since facilitated the process of bringing community leaders together to identify challenges and opportunities, and translate strategy into action through the establishment of a central Strategy Implementation Office (SIO). Under the direction of a community-based steering team and driven by the City's SIO, seven working groups have focused their efforts on developing and executing initiatives in key areas of workforce development and talent attraction, including strategic human resource approaches, inclusive workplace practices, labour market data analytics, employment branding, tapping into potential streams of future talent, supporting dual careers (spousal employment), and establishing pathways for launching and/or advancing careers.

As a result of the dedication of 70+ community leaders representing 31 organizations and institutions from across the city, the seven active working groups have held a combined 35 action-oriented meetings over the past six months. Through these cross-community collaborations, the working groups have made significant progress in developing and implementing several 'Made in Kingston' initiatives, addressing the current and future needs of our local workforce and forging employer partnerships across the community.

Highlights of the work undertaken or currently underway include:

- the development of a community-wide Professional Internship for Newcomers (PIN) program, supported by \$175K in provincial funding;

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- the development of a platform to support job seekers, workers, and employers through the use of IBM's Watson cognitive analytics platform to gain valuable new insights into Kingston's labour market, supported by \$315K in provincial funding;
- the conceptualizing of a community-wide nomination program for emerging mid-level talent;
- the creation of customer 'personas' to inform the development of Kingston's employment brand;
- supporting the development of dual career concierge support services geared to the spouses/partners of new hires being recruited to and arriving in Kingston;
- the development of a Community Secondment Program aimed at allowing employees to diversify their experience and facilitate their continued professional growth;
- a pilot project capitalizing on the favourable positioning of non-profits to provide enriched first-work opportunities for recent graduates.

This work positions Kingston as a community of choice and enables it to speak to prospective employers and employees as "one voice" on jobs in Kingston. While in the early stages it will be key to attracting, retaining, fostering and developing jobs and talent to build economic prosperity for Kingston's future.

- **Pursue political strategies for a high-speed rail stop in Kingston:** *A high-speed rail line from Quebec City to Windsor has been contemplated by the federal government. Council will monitor this politically and establish a strategy for a Kingston stop to be included.*

Lead: Mayor & Council

The VIA infrastructure improvements to the Kingston station announced in October 2016 are complete and include repairs to the station's roof, parking and roadways, as well as upgrades to the pedestrian tunnel and station kiosks. They also include improvements to transportation aids at the station including the north escalator and Garaventa lifts. The City also continues to stay connected with VIA Rail staff on progress and developments to their high speed rail proposal.

The 2018 federal budget proposed \$8M in funding (\$3M in 2018/19, \$3M 2019/20 and \$2M 2020/21) for Transport Canada to support the continued assessment of VIA Rail's high frequency rail proposal for the Toronto-Quebec City corridor. Budget 2018 also announced that VIA will acquire a new train fleet to replace the current rolling stock operating within the Québec City – Windsor corridor, which serves the majority of passengers. It is expected that by 2022, a

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new set of safer, faster, more environmentally friendly trains will be in place for all routes.

2. Invest in infrastructure: *A strong and robust infrastructure ensures a high quality of life for Kingstonians. It also provides the city with the foundation needed to support a sustainable community.*

- **Make the Third Crossing shovel ready to commence construction:** *An action plan will be presented to Council in September 2015. Council's direction will form the basis of work over the next three years.*

Lead: Transportation & Infrastructure Services

An initial action plan was provided to Council in September 2015, describing a four phase plan to bring the Third Crossing project to a shovel-ready state. Phase 1 is complete and included an update to the Kingston Transportation Master Plan and the Development Charges Bylaw. Phases 2 and 3, which included the preliminary design and business plan, were completed and approved by Council in June 2017.

With the receipt of grant funding from both the Provincial and Federal governments, staff then completed the procurement process for Phase 4 works that include the final design and construction of the Third Crossing utilizing the Integrated Project Delivery model.

Public and stakeholder engagement continues to be an important component to the Phase 4 work plan. Communications plans have been established to support work activities associated with the final design through to the construction and final completion of the bridge project.

The Third Crossing team will be continuing to focus on design work and other preparations including land acquisitions, field investigations, and pre-construction surveys to enable construction work to commence in the summer 2019.

This is a significant project for staff to manage and will consume substantial capacity over the next four years. Careful consideration of other work plan items and priorities will ensure resources can focus on completing this project.

- **Expand the airport:** *A capital plan will be initiated in 2016 to rehabilitate and expand the airport. This project is for future economic development for the city and Eastern Ontario.*

Lead: Chief Administrative Office

The current YGK airport expansion and concurrent air services development work underway is being driven by the need to better position Kingston as a

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globally competitive market for both workforce and investment and with the goal to become an even greater economic catalyst for the community.

The design-build contract for the airport expansion project was awarded in the summer of 2017. The main runway extension (additional 1,000 feet for a total of 6,000 feet) will be completed by the end of December with additional work such as the perimeter access road and topsoil and seeding to be completed in the spring 2019. The new Instrument Landing System (ILS) will be completed and activated by December 2018.

The construction of the air terminal building (ATB) expansion is well underway and is expected to be completed in the first quarter of 2019. As part of the air terminal expansion, customer experience will be a focus as we look to enhance amenities and comfort for passengers. This will include improved free Wi-Fi (through a new fibre optic connection), new EV charging station, airport micro-website and new public art installations.

In May 2018, an air services development report was completed that highlighted the opportunities to advance new air services at YGK. Discussions have begun with Air Canada on improved service and new route development. Business cases have also been prepared for other prospective air carriers to introduce competition in the Kingston market.

As part of the longer-term vision for the airport, an Airport Land Use Study was presented to Council in 2018. The report identified proposed conceptual aviation and non-aviation related land uses for six parcels of land at the airport as well as a proposed timeline for the phasing in of any new development. This will only proceed in a limited way in the next couple of years, but positions Kingston for the future.

- **Create affordable, sustainable and mixed housing:** *The City will continue to implement the 10-Year Housing and Homelessness Plan to provide housing options that range from social housing to home ownership.*

Lead: Community Services in partnership with housing service providers and private developers

In 2018, the City developed and initiated the implementation of the Portable Housing Benefit (PHB). The PHB is being introduced as an alternative to existing social housing programs. The PHB will provide more flexibility to households seeking rent-geared-to-income (RGI) assistance whereby households which reach the top of the chronological wait list for RGI assistance can find their own accommodation and receive a housing subsidy.

In addition, the PHB program rules are such that a reduced subsidy payment is required from the Service Manager (City) while the client's contribution towards the rent is not adversely impacted. This new approach differs from the existing

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system where upon a vacancy, the RGI unit is offered to the next household on the chronological wait list and the rent for the unit is calculated based on the household income pursuant to the Housing Services Act and corresponding regulations. By funding the applicant directly, it is expected that a larger inventory and broader distribution of RGI units will be available. To date there are 33 persons enrolled in the associated Provincial PHB program in Kingston. Enrollment in the City's PHB program will begin in November now that the Provincial PHB program enrollment has closed.

The City has also been actively working in partnership to increase the number of affordable housing unit projects within the community. In 2018, the City provided support for properties located at 1 Curtis Crescent, 28 Cliff Crescent and 20 Cliff Crescent with twenty four (24) affordable units with a minimum affordability period of thirty (30) years. A 29 unit housing project at 645 Brock Street supported by the City for 20 affordable units is anticipating to achieve occupancy in January 2019. Other affordable housing projects completed or funded during this Council term include nine (9) affordable units for vulnerable women on Milford Drive at the new Dawn House complex, ten (10) affordable homeownership units through Habitat for Humanity, nine (9) additional affordable units at the Addictions and Mental Health Services-KFLA site on Lyons Street, and twenty-seven (27) units at 720 Princess Street.

The support for the development of more housing overall creates supply, increases the vacancy rate, manages market competition and market forces to ensure supply is healthy for the overall community. Economic growth is only possible where housing supply is compatible.

- **Advance an integrated multi-modal and active transportation system:** *Integrated multi-modal and active transportation solutions will continue to shift how we move around the city. Investments in transit, cycling and pathway infrastructure will continue to be a priority.*

Lead: Transportation & Infrastructure Services - Operations

An Active Transportation Master Plan, titled "Walk and Roll Kingston" was adopted by Council in June 2018. This Master Plan will continue to advance the City's objective of encouraging more active transportation. A five-year implementation plan is being developed and will be presented to Committee and Council in 2019.

The City's review of the road safety program continued through 2018 and included public engagement and collaboration with multiple community partners to develop an understanding of the issues and opportunities that could be prioritized for this community. This review will create a draft "Vision Zero" framework for future road safety initiatives that can be integrated into the infrastructure upgrades, initiatives, and policy changes being considered for the

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broader transportation network. The Vision Zero report will be presented to Committee/Council in 2019/2020.

These plans along with transit plans and the Official Plan will provide a basis for both City-initiated projects and technical input on private land developments to ensure active transportation connections, transit infrastructure, routes and street design are in place to improve connections and enhance multi-modal integration.

In 2017 Council approved a bike share pilot program. Bike sharing offers those without bicycles, like tourists or pedestrians, convenient use of a rented bike for getting around Kingston. More details regarding this program are found later in this report.

Bilateral agreements signed between federal and provincial governments in 2018, if implemented, will provide funding opportunities to build and integrate these investments with the City's financial plans.

- **Maintain and improve roadways and sidewalks:** *The 2015-2018 construction plan includes work on water and wastewater treatment plants, utility infrastructure, and sanitary and storm sewer systems – including road and bridge projects.*

Lead: Transportation & Infrastructure Services

Implementation of the Council-approved four-year integrated infrastructure plan including utilities infrastructure and roads-related infrastructure continued into the final year in 2018. This includes major work on water and wastewater treatment plants, utility infrastructure, continuation of the separation of sanitary and storm systems and major transportation system infrastructure. Work on the Princess Street reconstruction (Phase 4) began in January 2018 with a schedule for normal traffic operations to be restored on Princess Street by July 1, 2018 and remaining work to be completed by 2019. Project details are available on the City website at: <https://www.cityofkingston.ca/city-hall/projects-construction/infrastructure-projects>.

A Low Volume Roads Plan was developed in 2018 to manage capital improvements to low volume roads, many of which are in the rural area of the city. The intent of the program is to repair short sections of low volume roads that require more remedial work than routine maintenance, which may not be captured in larger road rehabilitation and reconstruction programs.

Work also commenced in 2018 to develop the next multi-year infrastructure program (2019-2022). This plan will continue to focus on infrastructure asset management requirements while also enabling infrastructure that will be required to support new growth and development within the Kingston community.

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- **Complete John Counter Blvd:** *Expanding John Counter Boulevard to four lanes will continue with construction from Sir John A. Macdonald Boulevard westerly to Princess Street from 2015-2018.*

Lead: Transportation & Infrastructure Services – Engineering & Major Projects Office

Phase 5 is the final phase of the John Counter Boulevard expansion project. Due to the complexity of the project and commitments made through the Environmental Assessment process, the final phase was split into two segments: Phase 5a and Phase 5b. Phase 5a includes the realignment of Portsmouth Avenue with construction work currently underway and scheduled to be substantially concluded by end of 2018. Phase 5b includes the construction of the new bridge crossing over the CN Rail mainline and completion of road widening to Princess Street. Construction procurement will commence in late 2018 with construction work anticipated to start in early 2019 with a 24 month completion timeline.

Once complete, this road network will provide an east-west link for transportation services including transit and pedestrian traffic and will significantly enhance safety by removing an at-grade level rail crossing at one of the busiest train stations in the country.

- **Continue to support the current infrastructure plan (4-year approved budget and 1% annual dedicated tax increase) and recommend continued support to future Councils:** *The dedicated one per cent annual tax-rate increase for capital will continue to address aging infrastructure and provide for new infrastructure in support of a changing community.*

Lead: Corporate Management Team and Utilities Kingston

A key policy strategy for the City has been Council's endorsement of the 1% annual dedicated tax increase for capital purposes. An important component of our fiscal planning, this policy supports the objective of reaching a sustainable level of capital financing capacity to support long-term asset management planning, based on an existing capital asset portfolio. The policy leverages the benefits of an incremental approach to building the financial capacity and supports the investment in new infrastructure that is required to attract economic growth to a vibrant and innovative community.

Based on long-term capital investment requirements, long-range financial plans have recently built in a projected phase out of this dedicated levy within a ten-year window, subject to changing capital investment requirements and other sources of capital funding. The City's AA stable outlook credit rating, which was once again affirmed by Standard and Poor's in October of this year, gives

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recognition to the value of this policy in supporting the City's debt management objectives. Continuation of the capital funding policy is considered foundational.

- **Explore potential alternative transportation solutions in place of the Wellington Street extension:** *A vision and secondary planning review will proceed for the Inner Harbour and old industrial area to lay a foundation for future redevelopment and revitalization of this part of the city.*

Lead: Community Services and Transportation & Infrastructure Services

The North King's Town Secondary Plan is focused on supporting the revitalization and redevelopment of a significant portion of the city's urban core, north of the downtown and including the Inner Harbour and Old Industrial Area.

The first phase of the North King's Town Secondary Plan project involved the creation of a long-term community vision, planning principles, and design directions to realize opportunities for this area and promote a sustainable, healthy, vibrant and livable community.

The second phase of the project which is anticipated to be completed in Q3 of 2019, involves a number of technical studies, including land use, transportation, servicing, and cultural heritage. Some preliminary alternatives to the Wellington Street Extension have been identified through the work of the second phase. These alternatives require a significant change in transportation modes as well as a number of intersection improvements. These options will continue to be vetted throughout the rest of the process.

Council approved the [Visioning Report & Preliminary Market Analysis](#) for the North King's Town Secondary Plan on June 6, 2017. As noted in the report, the community visioning exercise and preliminary market analysis were conducted as the first phase of the overall secondary planning process. The results from the community visioning exercise and the preliminary market analysis informed the terms of reference for the next stage of the secondary plan, which includes technical reports for land use, transportation and servicing and which is in the final stages of review and consultation.

3. **Plan a livable city:** *Quality of life and the positive characteristics of a city make it livable. The concept of livability embraces balancing the four pillars of sustainability and promoting community engagement and pride.*
 - **Sustainable Kingston and Community Partnerships:** *The Sustainable Kingston Plan sets out a vision to become Canada's most sustainable city. Sustainable initiatives will continue to be encouraged and fostered by all sectors of the community.*

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Lead: Community Services

Community Services has been working closely with Sustainable Kingston (SK) to develop community indicators to be completed before the end of 2018 that will be presented to Council. These indicators provide information about the well-being of a community. They show the progress the community is making towards its vision of a becoming a vibrant and prosperous place to live.

Sustainable Kingston, with City support, organized its first climate change symposium in 2018. Approximately 590 people attended the symposium and guest speakers included Roberta Bondar, Brent Toderian and David Philips. Plans are underway for the 2019 climate change symposium with a number of key speakers already confirmed including Sheila Watt-Cloutier, renowned environmentalist and author and Dr. Dianne Saxe, Environmental Commissioner of Ontario.

Over the last year, Sustainable Kingston has actively engaged the public through social media: website, Facebook, Twitter and newsletter. So far in 2018 www.sustainablekingston.com has had over 12,800 unique visitors which is an increase of 130% over 2017. Social media has grown tremendously in 2018. On Facebook, Sustainable Kingston gained over 600 new followers with a highlighted post on September 25th that went viral by being shared 1205 times and viewed 151,762 times. On Twitter to date in 2018, Sustainable Kingston's Twitter follower base increased by 478 and is earning an average of 2000 impressions weekly.

It will be critical for Sustainable Kingston to continue to develop an action based plan for future years and play a leadership role in the community implementation and education of innovative solutions to climate change challenges.

The City has entered into additional partnerships that will improve livability. In early 2018, the City opened the Rideau Heights Community Centre which provides a variety of free or low cost community programs through partnerships with the Seniors Association, Loving Spoonful, Boys & Girls Club, Kingston Frontenac, Lennox & Addington Public Library and the Limestone District School Board. It is estimated that since its opening in April 2018, approximately 1,200 people have benefited from programs at the Rideau Heights Community Centre. The City is now working on partnerships for the delivery of programs in the future Kingston East Community Centre which is expected to open in 2021.

As Council is aware, several other partnerships have been formed in various service areas, many of which are noted elsewhere in this report. Partnerships with community organizations are a fundamental requirement in building a strong, resilient and sustainable community.

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- **Revitalize brownfields properties:** *The City will continue to target failed tax-sale and abandoned properties for redevelopment purposes.*

Lead: Community Services

Implementation of the City's brownfields tax incentive program continues in an effort to revitalize contaminated properties, return them to productive use, and stimulate in-fill style redevelopment. The City's investments in tax rebates for brownfield properties is now seeing dividends as early projects, like the residential buildings on Block D, are nearing completion of their rebate periods and are now providing the City with full recovery of increased property tax revenues. Since the program's inception in 2005, 17 properties have been approved to receive financial benefits which include eight projects approved since 2015. Several of the properties approved since 2015 have remediation and redevelopment already underway. The Community Improvement Plan (CIP) brownfields funding is an important tool to guide development in areas where Council wishes to encourage investment.

It is anticipated that the City will continue to work on some major brownfield redevelopment opportunities in 2019, including the former Davis Tannery.

- **Expand and improve public transit:** *Express service has made transit practical for many. Enhancements have continued to be made, including increased service and infrastructure upgrades. A new five-year plan (2017-2021) for transit was completed in 2016.*

Lead: Transportation & Infrastructure Services - Operations

The 2017-2021 Kingston Transit Business Plan was developed to support Council's "aspirational" goal set in 2015 of achieving 15% of trips by public transit during the weekday afternoon peak period by 2034 and to guide Kingston Transit's service development over the five-year period from 2017 through to 2021. It is expected that Kingston's ridership will achieve nearly 7 million passenger trips in 2018. Kingston was recognized in the 2016 Census data as having the largest growth in commuters using public transit between 2011 and 2016.

Fare changes were implemented in January 2017 to attract new riders and make transit more affordable. Age categories were adjusted on a three-year trial period making transit free for all children under 14 and allowing more young people between the ages of 13 – 24 to access transit at a lower cost. Students attending secondary schools in Kingston continue to access transit service at no cost. The Affordable Transit Pass was adjusted to make transit more affordable by increasing the monthly pass subsidy from 35% to 50%. The next fare review is scheduled to occur in 2019.

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Ridership increases are a direct result of the fare strategy and the investments made in the transit system.

- **Protect heritage:** *Protecting heritage includes creating awareness and civic pride in our history and heritage. Designated properties and cultural resources are significant to our history.*

Lead: Community Services

The protection of heritage in all its forms—natural, tangible and intangible—benefits residents because it fosters pride, promotes tourism and attracts investment by defining a strong sense of place unique to Kingston. The preservation of built heritage within the city remains a priority but the City of Kingston is also increasingly championing the importance of cultural heritage more broadly.

The City initiated Engage for Change: YGK Reconciliation Journey Project Phase 1 which was completed in March 2018. The first phase saw almost 300 people participate through 10 Indigenous-led educational talking circles and the development of an educational project with area teachers focused on the history and legacy of residential schools in Canada. This educational program was delivered to over 270 grade 7 and 8 students. Additionally the City through this project sponsored a number of community celebrations and events, including National Indigenous Peoples Day and a local educational powwow. As an outcome of the first phase of work Council endorsed in March 2018 a facilitated engagement exercise with Indigenous community members as part of the Engage for Change, Phase II. This second phase, currently underway, focuses on working with the local Indigenous community more directly to hear their needs, foster discussion and identify priority areas for action. In addition the second phase will support, through community partnerships, an additional 10 community talking circles, as well as a series of community cultural events and celebrations.

Furthermore, the City initiated the 'Your Stories, Our Histories' public engagement project in September 2018 to gather community input that will contribute to the development of an updated Cultural Heritage Strategy for the City of Kingston to be used to guide the development of exhibits, programs and events offered through the Cultural Services department. This engagement project provides an opportunity for the community to contribute to the development of an inclusive and balanced historical narrative for Kingston. As part of this engagement, specific themes, stories and histories will be discussed, including a facilitated engagement on how we tell an inclusive story of Sir John A. Macdonald and his legacy today.

Efforts continued in 2018 to expand services at the Heritage Resource Centre (HRC) on City Hall's first floor which showcases Kingston's natural, tangible and

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intangible heritage for the public through a combination of built heritage exhibits, stories, displays, workshops and public talks, six of which were offered attracting over 450 participants. Staff also introduced a 360 degree photo experience on a touch screen in the HRC which allows visitors to access spaces in City Hall that they might not otherwise be able to experience – including the view from inside the clock tower. In 2018, staff tracked a total of 2,790 engagements within the HRC that demonstrate the level of interest in this resource that exists and has the potential to grow. City Hall tours now also incorporate a visit to the HRC, with over 16,200 guests coming through the space as part of their visit to City Hall.

Protecting heritage also involves the proactive designation of heritage properties. In 2018, the City designated a total of five properties, including properties such as the former Carnovsky Bakery located on Princess Street in Williamsville, protected through the establishment of a Heritage Easement Agreement. A number of properties were added to the City’s Registry as well via ‘listing’. The number of Part IV designations completed is demonstrated in the table below:

Year	# of part iv designations
2018	5
2017	29
2016	5
2015	9
2014	6
2013	2

- Respond proactively to homelessness and food security needs in Kingston:** *The City is implementing the 10 Year Housing and Homelessness Plan to eliminate chronic homelessness. Food security solutions are critical for those living in poverty.*

Lead: Community Services

In 2015, the City implemented its 10 year Homelessness Plan which focuses on using a Housing First model and creating a coordinated homeless system. Since the implementation, staff have been working with shelter providers to collect data on shelter usage. The focus and efforts on housing individuals first have had positive outcomes and there has been a continuous reduction in usage of shelters. Overall shelter usage of unique individuals has fallen by 17% since the inception of the 10 Year Plan. See table on the next page.

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Year	Total Bed Nights/ Total Capacity	Percentage of Usage for all Shelters
2015	23,644/31,390	75%
2016	21,468/31,476	68%
2017	15,651/23,384	67% (percentage is 59.5% when applying the overall reduction in shelter beds)
2018	13,662/21,561 (as of Nov 6/18)	63%

At the end of September 2018, there had been a total of 347 unique households housed through the Housing First program, of which 310 remained successfully housed. Many of these 347 households are the most hard-to-serve clients in the city with multiple barriers to being stably housed who will go in and out of housing multiple times until being stably housed long-term.

A total of \$183K in Homelessness Prevention Funds (HPF) has been disbursed in 2018 to the end of October to assist 177 households in maintaining their housing. Similarly, a total of \$615K in Discretionary Residency Benefit (DRB) funds has been disbursed in 2018 to the end of October to eligible recipients of Ontario Works (OW) and Ontario Disability Support Plan (ODSP) to assist a total of 685 clients and their families in maintaining their housing.

The Street Outreach program facilitated by the City in 2016 continued as a permanent program in 2018. This program is provided through a partnership with Home Base Housing and focuses on downtown and settlement areas. In 2018, 328 client interactions were documented by the Street Outreach team involving 141 unique individuals. Many clients identified require multiple visits and interactions before agreeing to be connected to services.

In 2018, United Way in partnership with the City and a number of additional agencies, developed a food access plan which was presented to and supported by Council. The steering committee working on this plan completed its report with recommendations focusing on mobile good food stands and accessing schools to provide a better distribution system across the community. The steering committee implemented a pilot project of eight good food stands located at post-secondary schools across KFL&A. Produce is sold at the stands at cost and any excess produce at the end of the day is donated to shelters and cooking programs. Stands began operation in August 2018 and they were very well received. Approximately 150 people access the stands each month. Surveys are being conducted with purchasers to evaluate the success of the pilot.

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- **Foster intensification in the city core:** *An updated Official Plan will be completed in 2016 and will continue to promote more density in the downtown core along Princess Street and in other key areas of the city.*

Lead: Community Services and Utilities Kingston

With ongoing pressures within neighbourhoods surrounding post-secondary educations, Council directed staff to complete a Central Kingston Growth & Infill Strategy which covers the Portsmouth, Sydenham and Williamsville districts. This strategy, which will examine the type of growth that should apply in those areas, is underway and a working group composed of community representatives is established. It is anticipated that the strategy will be completed in 2019.

Furthermore, City staff initiated additional planning work for the Reddendale neighbourhood. This additional work is looking at the type of growth that is most appropriate in that neighbourhood considering challenges with stormwater management. This planning work also has a community working group established and is proposed to be completed in 2019.

The Central Kingston Growth & Infill Strategy, the additional planning work for Reddendale neighbourhood, the North King's Town Secondary Plan as well as work related to growth within nodes and along corridors, to be completed in 2019-2020, will provide a strong foundation for the continued work on the consolidated zoning by-laws which is anticipated to be completed in 2020.

Intensification discussions will continue as neighbourhoods change and adapt. In 2019, intensification projects are in various stages of the planning process in the downtown and Williamsville particularly.

- **Revitalize north-end including mixed residential and commercial investment along Montreal Street:** *Rideau Heights regeneration is underway and will be implemented over a 15-20 year period. It will reduce the concentration of social housing, improve safety and services, and reconstruct aging social housing units.*

Lead: Community Services and community partners

In 2016, Council approved the zoning and Official Plan amendments to enable the development of future private market housing along Shannon Park. These amendments will allow for low to medium density development most likely in the form of townhouses which will be located next to the new Rideau Heights Community Centre. The disposal of this property will be initiated in 2019-2020 as the work for the McCauley Street extension and the Shannon Park upgrade will be completed in 2020.

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In 2018, the new Rideau Heights Community Centre was completed and programs opened to the public. The community centre and the library offer a variety of programs and services to the community in partnership with multiple community agencies and organizations which are leading the delivery of programs. The community centre is also designated as a secondary City of Kingston customer service location offering a variety of corporate services such as bus passes, garbage bag tags and recycling bins. The Centre has been designed to become a designated reception centre in case of an emergency that requires resident evacuation.

- **Facilitate implementation of the cultural plan through artist engagement:** *Arts, heritage and culture are key to a vibrant community and are economic drivers for the local economy. Kingston's history presents opportunities for residents, business and tourism.*

Lead: Community Services

By the end of 2018, more than 80% of the recommendations identified as part of the Kingston Culture Plan (KCP) are complete. Enthusiastic support from Council as well as the community at large has meant the City of Kingston and its many stakeholders have been able to build on the strong tradition of cultural activity that exists in Kingston and expand it in new ways through a combination of direct and indirect investment targeted at expanding opportunities for participation, removing barriers and fostering both professional and sector development related to the arts and heritage.

The Grand Theatre continues to operate as an important community cultural resource with increased use year after year. The re-branded Grand OnStage program has also grown and set a new record in 2018 having attracted the highest number of subscribers ever. Sales of single tickets also continue to grow along with participation in the educational programming offered.

The newly expanded PumpHouse has also proved popular and has helped to position the City of Kingston as a major contributor involved in helping to raise the profile of local museums.

In addition, direct investment in the heritage sector has supported the continuing professionalization of the Kingston Association of Museums, Art Galleries and Historic Sites (KAM) as a regional network that is also responsible for administering the City of Kingston Heritage Fund that is projected to grow to close to \$400,000 by 2020 with Council's approval.

Continued artist engagement, along with professional development opportunities, continues to contribute to the successful implementation of the KCP. Artists and arts organizations are front-and-centre as part of the Tett Centre for Creativity and Learning that has been recognized nationally as an innovative model of municipal/cultural collaboration. In 2017, the implementation of the Public Art

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Master Plan began, with the releases of RFIs and RFPs for two permanent art projects at Lake Ontario Park and Victoria Park. Both projects are expected to be completed in 2019. Numerous temporary art projects offer opportunities for local and emerging artists to participate in this program that is now also emerging as a key component of larger discussions related to place making and city building taking place within the city of Kingston.

- **Pursue the implementation of the Sustainable Kingston plan and introduce sustainability practices in the delivery of services**

Lead: Corporate Management Team and community

Specific to the environmental pillar, over 30% of Kingston's greenhouse gas (GHG) emissions are due to the use of gasoline and diesel powered vehicles. In 2018, the City implemented its electric vehicle (EV) strategy which includes the installation of Level 1, Level 2 and Level 3 EV charging stations available for public use. Level 1 and Level 2 EV charging stations are available at no cost for public use during the first two (2) years of operations in order to build awareness and increase usage. Fees will apply to Level 3 EV charging stations once they are installed. Forty (40) Level 2 stations have been installed so far in 2018. At the beginning of 2018, there were limited charging options in Kingston for members of the public wishing to own an electric vehicle. This is a barrier to the introduction of more electric vehicles within the community. Only some of the limited number of EV charging stations installed by private businesses in Kingston have full public access without limited hours of operation. The installation of Level 3 fast charging stations will continue but has been delayed as staff pursue grant funding opportunities.

The EV strategy also includes the introduction of fully electric vehicles into the City's light-duty corporate fleet. The introduction of fully electric vehicles started in 2017 and continued into 2018, complementing existing hybrid vehicles. Each EV that replaces a corporate internal combustion engine vehicle has the potential to reduce GHG emissions up to 90%. EVs require less regular maintenance costs such as oil and filter changes, and depending on the annual kilometers driven, EVs can save thousands of dollars in fuel costs.

The EV strategy also includes the continued assessment of opportunities to convert heavy duty fleet vehicles to electric drive. The conversion to electric vehicles for transit remains a capital intensive proposition and attempts to secure sufficient grant funds for a limited purchase of electric units were made without success in 2017 and 2018. Staff continue to monitor the technology and cost of electric units for the heavy duty municipal fleet.

In early 2019, staff will present a report on municipal and community GHG reduction targets and what was achieved in 2016 and 2017. The City and the

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community are on track to meet their municipal and community GHG reduction targets of 8% and 15%, respectively, by 2020.

Additional work relating to the other three pillars (economic, social and cultural) are described throughout this report. A sustainable community requires advancement on all pillars concurrently.

- **Inform future community planning, initiatives and services by considering cultural, social and neighbourhood demographics:** *Engaging citizens in the development or redevelopment of neighbourhoods will ensure that consideration is given to people, places and services.*

Lead: Corporate Management Team

Some residential areas of Central Kingston have experienced a significant amount of pressure for infill development over the years that has resulted in the construction of additions and the demolition of existing buildings for the construction of larger scale residential rebuilds and intensification through the conversion of a single-unit dwelling into a dwelling having two or more units. Such developments have raised public concern regarding their impact on the built form and character of the affected neighbourhoods.

In response, the City considered implementing an Interim Control By-Law in early 2017 aimed at limiting new development or alterations to existing development in the Portsmouth, Williamsville and Sydenham electoral districts, being the areas where growth pressures appear to be the greatest. The growth pressures have often been associated with the increasing student population at the two post-secondary institutions (Queen's University and St. Lawrence College) located within this area. In 2017, Council approved a Central Kingston Growth and Infill Strategy which will be completed in 2019. A report on rental licensing was presented to Council in 2018.

2018 saw many opportunities for community consultation and citizen engagement in planning for City services. These included:

- Parks development
- Pathway development
- Playground equipment preferences
- North King's Town Visioning (details elsewhere in this report)
- Central Kingston Growth and Infill Strategy
- Planning for the Kingston East Community Centre
- Kingston Third Crossing of the Cataraqui River
- Active Transportation Master Plan
- Various land use planning policy works.

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4. Green the city: *The protection and preservation of the environment is our collective responsibility.*

- **Expand the trail system**

- a) **Complete the K&P trail by Canada's 150th anniversary (2017):** *Plans have been initiated to complete the K&P Trail by Canada's 150th anniversary in 2017.*

Lead: Community Services

The K&P trail connection to the downtown officially opened on June 10, 2017

Work included clearing and grubbing of vegetation, the removal of garbage and debris, slope stabilization, native tree and shrub planting as well as the construction of the trail itself. In order to provide construction access and to ensure a safe public space, the width of the tree clearing extended beyond the footprint of the trail.

The asphalt trail is three (3) metres wide and way finding signage has been installed at key points along the trail.

- b) **Improve, create and connect trails, pathways and green spaces:** *Active places and spaces create vibrant communities. Connecting trails, pathways and green spaces is a priority. The Waterfront Master Plan will be completed in 2015 as part of this work.*

Lead: Community Services and Transportation & Infrastructure Services - Operations

The Waterfront Master Plan, approved by Council in March 2016, is a guiding document that organizes and prioritizes a plan for the renewal of public waterfront spaces as well as the improvement of access and the creation of a fully connected public waterfront. Implementation of the plan is expected to take 30 years. Strategic properties as identified will be acquired over time. City staff will continue to work with this strategy over the coming years. The 15 year capital plans include numerous projects identified in the master plan within the financial capacity available.

Trails and pathway connections are contemplated as part of the Active Transportation Master Plan and will be integrated with financial plans as financial capacity becomes available.

- **Intensify urban forest:** *Doubling the city's tree canopy over 10 years will assist with climate change and beautification objectives.*

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Lead: Transportation & Infrastructure Services - Operations

a) Double the tree canopy by 2025

In 2015, Council directed staff to intensify the urban forest by doubling the tree canopy by 2025. At that time there were approximately 30,000 trees on public property in the urban area of the city. Doubling the tree canopy by 2025 established a goal of planting an additional 30,000 trees within the city's municipal boundary, with a concerted focus on the urban municipal area.

Preserving the health of the existing urban forest and increasing the number of trees has been the focus to date. The Urban Forest Management Plan (approved by Council in 2011) provides a guide for urban forest management, recognizing the challenges of effectively managing an urban forest in a complex and growing community.

The Emerald Ash Borer (EAB) infestation has resulted in the loss of many ash trees on City property. Since 2012, Public Works has focused on addressing the impact of the EAB through treatment of approximately 600 trees and removal of the remainder (approximately 3,000). Replacement of these trees continues to take place through the planting of diverse species. It is anticipated that a number in excess of the number of removed trees will be planted.

Between 2016 and 2018, staff planted, facilitated the planting of and/or supported the planting of more than 32,000 trees, of which almost 9,000 were within the urban area. Annual planting includes:

- spring and fall, large caliper, individual plantings;
- large scale seedling plantings in conjunction with Cataraqui Region Conservation Authority (CRCA);
- facilitation of a Community Benefit Fund planting;
- road and street reconstruction projects;
- parks reconstruction and development projects; and
- Vimy Oaks plantings

Partnerships and community involvement will continue to be essential in achieving this priority.

Working with the CRCA under the Forests Ontario Program, more than 23,000 seedlings were planted in the 2016, 2017 and 2018 seasons. The long term survival rate is estimated at sixty plus percent for these trees. The City and the CRCA will continue to work cooperatively to find suitable locations for future year plantings.

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The current seedling planting programs are a low cost investment that by being planted now, and combined with the higher cost, larger caliper plantings, will help ensure achievement of the 30,000 tree goal by 2025.

- **Strengthen property standards and parking enforcement methods to beautify neighbourhoods:** *Addressing issues relating to property standards and parking-enforcement methods will help to beautify neighbourhoods.*

Lead: Community Services and Transportation & Infrastructure Services - Operations

The City's ongoing partnership and support from Downtown Kingston BIA has continued to provide a focus with the necessary resources to support the downtown area and efforts to keep it clean. This effort continues to be successful in enhancing and beautifying the city core.

In 2017, a partnership with the AMS was established which trains students and employs them to provide education on property standards issues and complaints in the University District. The City also assigned a dedicated resource to the Williamsville/Sydenham area starting in 2017 which continued in 2018. The overall more proactive approach to both property standards and by-law enforcement has resulted in significant changes in the number of yards orders, garbage and property standards orders as per the table below.

Summary - Cases by Year

Electoral District	2016	2017	2018
Collins-Bayridge	134	271	232
Countryside	101	108	85
King's Town	924	1521	1225
Kingscourt-Rideau	501	495	560
Lakeside	158	198	232
Loyalist-Cataraqui	290	330	306
Meadowbrook-Strathcona	235	216	211
Pittsburgh	96	274	216
Portsmouth	386	433	484
Sydenham	1171	1632	1646
Trillium	174	239	284
Williamsville	934	1423	1242
Total	5104	7140	6723

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At student move-out and move-in, clear instructions are provided through the City website and on social media regarding garbage and property standards rules and fines in an effort to keep Kingston streets clean and safe. Enforcement staff conduct blitzes during move-in and move-out to issue warnings and, if necessary, lay charges.

The on-street residential parking permit program has been successful in managing spillover parking in neighbourhoods located in or around high demand areas. The program adds time of day parking restrictions to deter all day parkers. By controlling and dispersing commuter parking on residential streets, spaces are available for residents and their visitors. The program provides residents the option of acquiring a permit that exempts them from the parking restrictions.

Processes are now in place to enhance maintenance and cleanliness of City parks. Working in partnership with the CRCA and Utilities Kingston, Public Works is regularly scheduling grass, park and pathway maintenance in a coordinated manner. In addition, improvements in approach and timeliness have been introduced.

- **Enhance waste management and recycling opportunities to promote a litter-free city:** *Diverting waste is a significant objective of Council and the community. Opportunities to strengthen programs will be assessed.*

Lead: Transportation & Infrastructure Services - Operations

In both 2015 and 2016 the Solid Waste Services department achieved Council's goal of diverting 60% of waste from landfill by 2018. Sixty percent of waste diverted is equivalent to 49 million pounds of waste diverted! The Resource Productivity and Recovery Authority data showed that Kingston's waste diversion rate was 60.9% (2015) and 60.1% (2016), the highest rate in our municipal grouping, and third highest, for both years in all of Ontario. At the time of preparing this report, the 2017 waste diversion rate was not available.

This rate is due to:

- high participation in the diversion programs and dedication from our community users;
- operation of a partial user pay system for garbage; one untagged bag per week with other bags requiring a bag tag;
- targeted promotion and education campaigns;
- participation at community events to provide education and receptacles to divert waste from landfill; and

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- the continued success of offering non-traditional waste diversion programs like recycling depots at transit stops and parks, a scrap metal bin at KARC and offering the one week only curbside battery collection.

The department will continue to strive to meet the longer range goal of 65% waste diversion.

Diverting more waste from landfill continues to be a priority. To assist, the Solid Waste department completed a review and update of the Waste Reduction and Diversion Strategy to set goals, objectives and initiatives to increase diversion in 2018. As part of that strategy, the Solid Waste department increased the quantity of recycling depots at parks and transit stops, organized giveaway days, reduced the price of composters to \$20 in May, attended over 15 community events to promote the City's waste diversion programs, completed recycling cart audits at over 100 apartment buildings along with replacing or adding carts and upgrading signage at the buildings, continued to promote videos on how to use waste and diversion programs, conducted a curbside household waste audit to measure capture rates, and continued to offer a fall curbside battery recycling program and customer satisfaction survey.

The department has been proactive in promoting the solid waste videos, advertising on social media and through the Waste App. The Waste App provides subscribers with their waste collection calendar and text message waste day reminders; the app now has over 30,000 users. In addition, collectively, the five solid waste videos launched throughout 2016-2017 have over 41,000 views.

The department purchased a mobile waste diversion unit that is capable of capturing both recyclables and organics. In August 2017, members of the public named the unit OSKAR--Off Site Kingston Area Recycler. OSKAR was utilized at over twenty events throughout the 2018 spring/summer season and diverted 490 kilograms (1,080lbs) of waste that otherwise would have been disposed of at a landfill.

The department along with Transit and Fleet Services installed recycling depots at 11 bus shelters which have been well utilized by riders and pedestrians, and has reduced litter at these locations.

- **Develop policies to prevent urban sprawl and protect agricultural lands:**
The updated Official Plan will provide context for policies on intensification and protection of agricultural lands.

Lead: Community Services

The Official Plan (OP) update was endorsed in 2017. The updated OP maintains the existing urban boundary and therefore focuses future growth within that

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boundary, controlling urban sprawl. The OP provides enhanced policies on intensification and protection of agricultural lands. Opportunities for public consultation have included an interactive blog by the Director of Planning, Building & Licensing and open houses. Enhanced public engagement opportunities have been a part of the OP's development and essential to the community input element.

Through the One Window Review of the five-year OP Update, OMAFRA requested that nine locations on the edges of rural residential clusters and settlement areas be included in the Prime Agricultural Area designation. Through OPA 50, these locations were added to the Prime Agricultural Area designation. Amendments were also made to the Official Plan policies providing greater support for agricultural uses and recognizing the Prime Agricultural Area as a critical component of the economic base of the City, while also modifying policy language to create additional opportunities for rural economic development.

- 5. Advance a vibrant waterfront:** *Kingston's waterfront is a prominent feature and asset to the community. A vibrant waterfront requires balanced and respectful development that improves public access.*
- **Revitalize the inner harbour and rejuvenate waterfront brownfields:** *A vision and redevelopment plan for the Inner harbour and old industrial area will be completed.*

Lead: Community Services

As noted above under the Plan a Livable City priority, the North King's Town secondary plan will result in a vision and redevelopment plan for the Inner Harbour and old industrial area. The vision was endorsed by Council in 2017 and the team of consultants (DIALOG) was retained to complete the secondary plan process. It is anticipated that the secondary plan will be completed in 2019.

In 2018, Council endorsed a master plan process for the future use of Belle Park. The master plan will take into consideration a number of community uses and activities and is anticipated to be completed in 2019.

- **Facilitate the redevelopment of the Kingston Penitentiary property:** *We will work with the federal government to facilitate a redevelopment plan to promote tourism, public access to the waterfront and renewal of the harbour area.*

Lead: Community Services

In 2015, a partnership was established with Correctional Services Canada, Fisheries and Oceans Canada (DFO) and Canada Lands to complete a joint visioning exercise for the Kingston Penitentiary and Portsmouth Olympic Harbour properties.

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In July 2017, Council endorsed a vision for the Kingston Penitentiary and Portsmouth Olympic Harbour. A community working group was established for the visioning exercise at both the Kingston Penitentiary property and the City's Portsmouth Olympic Harbour property and the marina property, owned by Fisheries and Oceans Canada. Many public engagement activities took place during the visioning process including public workshops, one-on-one interviews and a roving information station.

The endorsed vision includes proposed heritage/tourism elements, commercial and residential developments while conserving major heritage assets of the property. The vision also included the relocation of the Coast Guard Search and Rescue Station just outside of the Kingston Penitentiary walls. Plans for the new building were presented in 2018 and construction is planned to be completed in the spring of 2019. The City will start the community engagement process for the rejuvenation of Portsmouth Olympic Harbour property in 2019.

- **Develop a visionary waterfront master plan:** *The Waterfront Master Plan will be complete at the end of 2015 and will be implemented over a 15 to 20 year period.*

Lead: Community Services

The City's Waterfront Master Plan was completed and approved by Council in March 2016 to guide the renewal of public waterfront spaces. The Waterfront Master Plan identifies a number of properties where the City is to seek out rights for public access or that will need to be acquired. While the parcels of land for acquisition have been identified, only about 50% can be funded in the City's 15 year financial plans. It is likely that acquisition of some property will not occur within the 15 year planning horizon and future financial plans beyond 2031 will include those acquisitions.

In 2018, the City completed the rejuvenation of Breakwater Park which is a major waterfront project in the Waterfront Master Plan. Breakwater Park has attracted thousands of people since its opening in the summer of 2018.

- **Explore the potential for waterfront tourism opportunities including the feasibility of creating a dock for cruise ships:** *Creating deep-water docking facilities for larger cruise-type ships will be explored as opportunities unfold at key waterfront sites.*

In 2018, City staff completed a technical assessment and explored a potential partnership with the property owner of 1 Queen Street. Technical studies have been completed to assess the dredging requirements. The City was also part of a cruise ship industry study completed in 2018. The study recognized that Kingston is in need of a berth that can accommodate the cruise vessels that could take advantage of its geographic positioning, marquee value, and upland

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offerings. The study recommended that the City of Kingston minimize its infrastructure costs and focus on the small to mid-size cruise ship industry.

6. Foster open government: *Kingston is committed to creating a transparent and accountable city that empowers the community to participate in meaningful and innovative solutions. Citizen engagement in the democratic process is central to this work. As such, citizens have the right to access documents and proceedings to allow for effective public involvement in and oversight of civic affairs.*

- **Enhance transparency and encourage citizen engagement:** *Community participation is critical to finding meaningful and innovative solutions. Engagement and communication are keys to success.*

Lead: Corporate Management Team

a) Committing to processes that enable open government

On April 4, 2017, [Report No. 17-064](#) (Open Government Kingston Work Plan) provided a comprehensive update to Council on the open government initiative and committed to a longer term vision for open government as an overarching philosophy and a practice that will be embedded in the culture and actions of the organization.

In recognizing open government as an essential requirement of a smart and livable City that promotes participation, innovation, transparency and accountability, four primary themes were identified as a way of categorizing and measuring desired outcomes; Open Engagement, Open Governance, Open Programs and Services and Open Data.

Open Engagement - enhancing the manner in which the City engages and consults with residents, businesses and stakeholder groups through meaningful, productive and open dialog;

Open Governance - providing information, education, transparency, and improvements in community outreach to make City Council activity and decision making more accessible and inclusive to all;

Open Programs and Services - simplifying the manner in which City programs and services are accessed by residents and businesses, and collecting data that can be used by Departments to drive better decision making and efficiencies in the delivery of City programs and services; and

Open Data - making more information about city programs and services available and usable by businesses and the general public while respecting security, privacy and accessibility concerns.

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Over the past year, these themes have been embedded in the priorities and work plans of a number of departments. Tangible progress has been made in all areas, with highlights including:

- Establishment of processes to identify and assess the suitability of City datasets for publishing and expanded availability of open data inventory.
- Approval by the Corporate Management Team of an Information Management Policy, consistent with the Information Management strategy, to guide the day to day management of the various sources of digital and print information.
- Development of a comprehensive Information Management work plan to implement recommendations of the Information Management Strategy and to ensure business information is effectively managed throughout its lifecycle.
- Ongoing use of technology support to enhance the functionality, openness, accountability, and transparency of the governance process.
- Continued community outreach and education on civic issues focused on schools and youth and alternative access to Council and Committee meetings including Committee meetings in the community.
- Enhanced public input and feedback in support of the Council approved Public Engagement Framework and the “GetinvolvedKingston.com” engagement tool.
- Community outreach for the 2018 Municipal Election to maximize public awareness of the municipal election by ensuring electors were informed about: how to participate, ways to vote, how to get to voting places, accessibility accommodations, District locations and dates of polls for in person and Internet voting.
- Public engagement strategy with respect to the Ranked Ballot referendum question to ensure electors were informed about the ranked ballot voting referendum question, how a ranked ballot election works, how much it will cost and where to access information about ranked ballot elections.
- Development of a Customer Experience Strategy which describes the future vision for service delivery and identifies a series of strategies to improve the customer service experience through multiple channels across all departments. Supporting technology tools, built around a modern Client (Citizen) Relationship Management (CRM) solution will enable this strategy.

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- Development of a Citizen Identity Management approach to make it easy for citizens to work with and receive services from the City. Today, citizens require several different user accounts and passwords to interact with the City (Collection Calendar, DASH, Parks and Rec. programs, etc.). In 2018 a strategy was developed to create a single user account and identity for citizens who interact with the City of Kingston. This strategy will be implemented starting in 2019 with CRM. Additional services will be added over time.
- Development of an interactive map of Kingston that offers a quick way for residents to locate and view data including the location of parks, schools, libraries and fire stations as well as showing details of permit and development applications on a computer, smartphone or tablet. Users will be able to enter a city address or select a point of interest on the map. This application is expected launch prior to the end of 2018.

b) Developing systems to support open data

As a component of the open government work plan, the focus on open data commits the City to expanding the availability of information about City programs and services for use by business and the general public, while respecting privacy, security and accessibility concerns.

The City's first Open Data Catalogue/Portal was published in 2016 on the City's website as a self-service pilot using GIS data sets. A new Open Data Policy was approved by Council in January 2017. The policy, along with the previously released open data license continues to provide a framework for the use of the City's open data.

In 2017 the City published five additional open data sets including live transit location data and cycling facilities. The total number of open data sets available for download in 2017 was 23.

Work was also completed in 2017 to build an Open Data Portal which was deployed in 2018 (<https://opendatakingston.cityofkingston.ca>). The open data portal provides raw data in a variety of formats, and tools for non-specialists to explore, filter and map information without the need to download.

Since launching the Open Data portal in April 2018, the dataset count has increased by 25% to 29. Several new datasets are in active development including budget data, community demographics, service ticket data and Council voting results. Visitor traffic continues to grow at an average rate of approximately 15-20% per month since May 2018.

Future enhancements to the portal include the development of stories to support the data and opening a two-way dialog with the open data community on what data is made available and how it is used.

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Solid information management practices are a prerequisite for an effective and robust open data program. In 2018 the Corporate Management Team endorsed a comprehensive Information Management Strategy which defines a corporate framework for information management and provides a roadmap for future initiatives that will ensure the City's information, both printed and digital, is effectively managed through its lifecycle (create, use, retain, archive, destroy). This is a multi-year work plan that will ensure a necessary focus on protecting the City's information assets. This work plan currently included efforts to address the effectiveness of email management as well as information retained in corporate shared drives. This work will continue into 2019 as we implement and standardize best practices and procedures.

Quality, reliability and integrity of information are critical to good decision-making in the provision of municipal government services. Technology can support these principles and is an important component of the corporate information management strategy. Phase 1 of the Customer/Citizen Relationship Management system was completed in 2018 to replace the contact centre's current work order system. In 2019, phase 2 will be implemented, expanding self-serve applications. As well, in 2018, a number of pilot projects have been underway to test a selected Enterprise Content Management system.

c) Strengthening the City's presenting, recording and reporting processes at public meetings

Lead: Corporate & Emergency Services

The City promotes the various existing inputs that members of the community can access, and creates new ways to foster open and inclusive dialogue. In the interest of engaging citizens and promoting Council and Committees in the community, the City will continue to hold certain Council and Committee meetings in locations other than City Hall. On November 14th, 2018 the Arts Advisory Committee meeting was held at the Isabel Bader Centre for the Performing Arts; and on November 15th, 2018 the Planning Committee meeting was held at Portsmouth Olympic Harbour. In 2017, meetings were held at Goodes Hall at Queen's University, Currie Hall at Royal Military College and at Portsmouth Olympic Harbour.

d) Enhancing technology supports for committee meetings

Lead: Corporate & Emergency Services

Openness and transparency promotes accountability and allows citizens to stay informed and actively involved with respect to the work the City is undertaking. Enhancing the accessibility of information assists the public in making decisions regarding business, recreational, and tourism

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needs. During City Council meetings, highlights of the meetings are presented on social media and the meetings are streamed online to allow viewers anywhere to follow Council decisions in real time.

Closed captioning is completed on the recordings of the City Council, Standing Committees, and Heritage Kingston meetings, and these accessible recordings are uploaded to the City's YouTube channel, where members of the public can pause, rewind, and skip to various points in the meetings. The City will continue to review enhancements in technology to ensure that the information is available to the public in the most efficient and cost effective manner.

e) Improving public feed-in and feedback systems and processes

Lead: Community Services

The City's Public Engagement Framework was approved by Council on October 3, 2017 and the City's online public engagement platform, GetInvolvedKingston.ca was launched to ensure public feedback is received.

To date, 53 City of Kingston employees have completed the International Association for Public Participation (IAP2) foundations training. Twenty-five additional staff will have completed the training by December 31, 2018. Council and senior leaders have received the International Association for Public Participation (IAP2) Decision Maker training.

Get Involved Kingston, an 18-month pilot project for an online engagement platform (Engagement HQ through the company 'Bang the Table'), was implemented on October 4, 2017. Since that time,

- Forty-two external projects have utilized Get Involved Kingston for online input.
- Four internal projects have been added to Get Involved Kingston.
- To date, there are 3,827 residents registered to provide input on Get Involved Kingston.

In 2018, the City implemented changes to the planning applications process which included an additional opportunity for the public to provide input on applications at the time of a comprehensive report being presented at the Planning Committee. The City also approved the establishment of a Planning Advisory Working Group to facilitate greater collaboration and exchange of ideas between Council and the public.

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f) Introducing participatory opportunities in civic affairs

Lead: Corporate & Emergency Services

Increasing opportunities for participation in civic affairs enhances the City's effectiveness and improves the quality of the decisions of City Council and staff. Youth engagement is one of the targeted initiatives that aids in creating greater awareness and understanding of City services, the roles of various City departments and of Council priorities. In 2018, the City was involved in various youth engagement initiatives including Beyond the Classroom events and Local Government Week. As well, in 2018, several presentations and events were organized by City staff at local elementary schools to engage and educate the city's youth on municipal government, services and Council's priorities. By the end of 2018, the City will have completed over 50 presentations to grade 5 students, reaching approximately 1,250 students. The City has developed a youth engagement outreach strategy/work plan, which will continue to assist in strengthening partnerships and collaboration with external stakeholders (such as the Ministry of Education, local school boards and the Y2K Youth Collective). In December 2018, City staff will be speaking to a 4th year Elections, Parties and Public Opinion class at Royal Military College about organizing a municipal election (from voter registration to online voting etc.) and answer questions from the students. The City will continue to reach out to school officials and teachers to determine how the City can effectively support student learning.

- **Build on a culture of excellence in customer service:** *A continued focus by the City on customer service excellence will be an organizational priority.*

Lead: Corporate Management Team

As part of the philosophy of continuous improvement, customer service is a key focus in all service areas. A consistent, responsive, and citizen-centric approach to managing the customer experience and interactions with the City is key to achieving high levels of customer satisfaction. Improving the customer experience increases confidence in the City as an institution. A Customer Experience Strategy is expected to be presented to Council in 2019.

A key component of the Customer Experience Strategy is Customer Relationship Management (CRM) software that enables staff to track inquiries, create service requests and provide additional self-serve options. The first phase implemented in June 2018 replaced the City's out-of-date work order system. In coming years, self-serve applications will be available for some service areas to allow residents and customers the ability to obtain information and submit service requests on a 24/7 basis. Services include Utilities Kingston and City services including Engineering, Forestry, Parking,

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Property Taxes, Public Works, Reception, Roads & Sidewalks, Solid Waste, Kingston Transit, Service Desk and Transportation.

Conclusion:

The foregoing provides a status update of the many strategic priorities being advanced throughout the 2014-2018 term of Council, and particularly focus on 2018 results. In addition, numerous other initiatives form the basis of corporate work. Exhibit A attached is the final status report for 2018 of the Priority Status Matrix. This matrix is provided to Council on a quarterly basis to reflect progress on specific directions and objectives for the year.

EXISTING POLICY/BY LAW:

Kingston Strategic Plan 2015-2018
Priority Status Matrix

NOTICE PROVISIONS:

There are no notice provisions required with this report.

ACCESSIBILITY CONSIDERATIONS:

There are no accessibility considerations with this report.

FINANCIAL CONSIDERATIONS:

The progress on the priorities described in this report has been made within the parameters set by Council of 2.5 per cent tax rate increase, including an estimate of 1.5 per cent for inflation and 1 per cent for incremental capital investment.

In 2018, the City Grant Development Strategy was established, focusing on three distinct pillars: Proactive Identification, Strategic Alignment, and Effective Pursuit. This past year, the CAO's office introduced dedicated resources to continuously survey the grant landscape and identify pertinent, external grant opportunities that are strategically aligned with initiatives that are already built into the City's strategic priorities and departmental work plans. Over the past eight months, grants have been pursued for a host of projects, including: the creation of a fully accessible Kingston East Community Centre, shoreline enhancements outlined in the Waterfront Master Plan, and the execution of the combined-sewer separation program. The Partnership & Grant Development function has been charged with the task of developing a formal grant process for the City of Kingston – this pipeline is designed to empower employees across the corporation and provide the expertise and support to produce compelling and competitive grant applications. Through building organizational capacity to pursue grants, the City aims to increase non-tax base generated revenue and drive cost savings.

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OTHER CITY OF KINGSTON STAFF CONSULTED:

Members of the Corporate Management Team

EXHIBITS ATTACHED:

Exhibit A – Council Priority Status Matrix updated to November 20, 2018

**2018 Priority Status Matrix - sorted by prime priority
[updated to include Council meeting November 20, 2018]**

No.	Description of Initiative	Group/ Dept Lead	2018 Q1	2018 Q2	2018 Q3	2018 Q4	2019 (identify quarter: Q1/Q2/Q3/Q4)	2020 (identify quarter: Q1/Q2/Q3/Q4)	Date direction rec'd from Council (m/d/y) (links included where available)	Report (if required) will be provided to:	Comments
CREATE A SMART ECONOMY											
1	Report: Recommendations on establishing a policy to play only local musicians on call waiting and public municipal properties' background music	CS			X				1/6/2015	ARCP	COMPLETE (see ARCP-18-004 dated July 4, 2018) Pilot will be launched in late 2018; further reporting in 12 months from launch.
2	High speed rail: establish political connections to support a Kingston stop for high speed rail	Mayor							8/8/2017		COMPLETE VIA has presented a plan to include Kingston as a destination and departure location with changes occurring as early as 2020
3	Report: options for eliminating age-based discounted fees and implementing income-based discounts for municipal programs and services	CS					Deferred to Q2		2/20/2018	ARCP	Report AP-18-004 approved and presented to Council on February 20, 2018. DEFERRED by Council to Q2 2019 - see further direction from Council dated 02-20-18
4	Report: Smart City Strategy and Progress Update Report	CAO				X			12/19/2017		COMPLETE Mid-year update report to Council June 26, 2018 (18-162) Second report due in November 2018
5	Progress update report: Pilot Smart City Proof of concept Agreement	CAO					X		2/6/2017		See Report to Council 18-053 Feb 6/18; progress on this initiative is deferred at the request of Bell Canada due to staffing issues
6	Municipal (Kingston) Accommodation Tax: stakeholder consultation and develop implementation plan	CS (Comm's Office)		X					3/6/2018	Council	See Report 18-081 March 6, 2018; tripartite agreement was executed on July 24, 2018. COMPLETE See Report 18-175 June 12, 2018
7	Report: Future recommendations regarding the Pilot Project to Promote Local Music and Musicians	CS (CS)					Q4		7/4/2018	ARCP	See Report ARCP-18-004 for details
INVEST IN INFRASTRUCTURE											
1	Airport: complete rehabilitation and expansion of airport facility and runway	CAO (SIP)					X				See Report 17-003 for project details; completion of runway in 2018 and terminal building expected in Q1 2019
2	Wellington Street extension alternatives: North King's Town secondary plan	CS (P,B&L)/T&IS (Operations)					X				Study findings expected in Q4 2018; further review required

**2018 Priority Status Matrix - sorted by prime priority
[updated to include Council meeting November 20, 2018]**

No.	Description of Initiative	Group/ Dept Lead	2018 Q1	2018 Q2	2018 Q3	2018 Q4	2019 (identify quarter: Q1/Q2/Q3/Q4)	2020 (identify quarter: Q1/Q2/Q3/Q4)	Date direction rec'd from Council (m/d/y) (links included where available)	Report (if required) will be provided to:	Comments
3	John Counter Blvd: Expansion to four lanes, completion	T&IS (Eng & MPO)						2022			Phase 4a - Portsmouth Realignment to be completed in Q4 2018. Phase 4B - Bridge construction to commence in early 2019 with 3 year construction duration
4	Construction: Cataraqi Bay Wastewater Treatment Plant	UK						Q4			Project underway
5	Construction: parking supply and facility downtown	T&IS (Operations)									Initial design in 2019; construction 2020/2021
6	Construction: Big Dig IV (Princess Street: Bagot to Division)	T&IS (Eng & MPO)					Q2				Princess Street open by July 1, 2018. Project will continue to 2019.
7	Report to EITP: Current status of stormwater management program	T&IS (Eng & MPO)		X					3/20/2018	EITP	COMPLETE Report EITP-18-004
8	Redevelopment of 7 Wright Crescent: amended proposal following negotiation with CJM Property Management Ltd. for Council's review	CS (P,B&L)					Q1		7/10/2018		Report to Council due in January 2019
PLAN A LIVABLE CITY											
1	Consideration of the history of the Memorial Centre for evaluation in the City's Cultural Heritage Strategy and Commemoration Strategy	CS (CS)					Q2		5/5/2015		The history of the Memorial Centre will be developed and acknowledged as a component of the larger re-development plan for the site.
2	Terms of Reference for Request for Proposal (RFP) for the next update to the Kingston Transportation Master Plan	T&IS (Operations)							12/1/2015	EITP	KTMP update will not proceed until completion of the North King's Town Secondary Plan.
3	Public transit: Completion of downtown transfer point	T&IS (Operations)								Council	EA complete; interim improvements complete; final improvements in 2021/2022

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4	Intensification: Zoning by-law consolidation	CS (P, B&L)								Council	ON HOLD pending completion of the City Central Growth and Infill Strategy (see #7 below)
5	Food security action plan - in partnership with United Way	CS		X					2/20/2017	Council	COMPLETE See Council Report 18-073 dated February 20, 2018 "Food Access in KFL&A - Mobile Markets Pilot Project"
6	On-Street Accessible Parking Program - report on the three year pilot program's utilization, operation, and any related issues	T&IS (Operations)/CS					Q3		11/1/2016	EITP	Pilot program in place as per EITP-16-019. Report pilot results Q3 2019.
7	City-Central Growth and Infill Strategy (formerly Near Campus Neighbourhood Study)	CS (P,B &L)					X		1/24/2017	Council	As part of the interim control by-law, the scope of the study was changed from near campus to city-central; completion deferred to 2019
8	City staff to look at the implications of establishing the retaining wall in Doug Fluhrer Park as a legal graffiti wall	CS							6/6/2017		Timing to be determined based on staff capacity
9	Civic recognition program: research options and report back to Council with recommendations	CS (Cultural Services)							8/8/2017	Council	date tbd
10	Active Transportation Master Plan (Walk 'n Roll Kingston Plan) finalized	T&IS (Operations)		X						EITP	COMPLETE Active Transportation Master Plan being presented to EITP at a special meeting on June 11, 2018/Endorsed in principle at Council on June 26, 2018
11	Report: Review of First Capital Place Illumination Policy	CS (Cultural Services)				X			10/3/2017	Council	
12	Review: Kingston Commemoration Strategy - to include amendments to clarify the process for requesting additions, alterations and amendments to existing commemorations	CS (Cultural Services)			X				10/3/2017	Council	COMPLETE ARCP-18-005 To Council November 6, 2018

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13	Report: Recommendations on a possible "bike boulevard" on one of the green streets noted in the motion dated November 7, 2017.	T&IS (Operations)/CS (P,B&L)						X	11/7/2017	EITP	Date changed to reflect current status of this initiative: A traffic study for this area is currently underway that will assess existing and projected traffic volumes for the neighbourhood. The traffic study will inform a neighbourhood transportation plan for this area that will consider all modes of transportation. This is aligned with recommendations from the recently approved ATMP and will be considered as part of a neighbourhood transportation plan for this area. Timing for this neighbourhood will be determined in the ATMP implementation plan that will be presented in 2019/2020.
14	Report: City by-law(s) and corresponding policies, if applicable, amendments to ban the intentional or ceremonial release of helium-filled latex and Mylar/foil balloons in the outdoors in the municipality of Kingston.	CS (P,B&L)			X				11/21/2017	AP	COMPLETE Report AP-18-017 September 13, 2018
15	Feasibility report: Reddendale planning framework to address pressures in the Reddendale area. Report will include: findings based on sound planning principles, an estimate of the cost of adding this scope of work to the Comprehensive Zoning By-law Consolidation project, and timeframe including community engagement	CS (P,B&L)	X						11/21/2017	Council	COMPLETE Report 18-041 January 23, 2018
16	Report: Payday loan locations - review of best practices and proposed amendments to the licensing by-law to restrict the number and location of payday loan establishments	CS (P,B&L)			X				4/3/2018	AP	COMPLETE AP-18-021 September 13, 2018
17	Report: Public consultation process to consider a name change of the City-owned portion of Highway 15, as part of design guidelines currently under development	CS (P,B&L)							9/18/2018	Council	Timing to be determined based on staff capacity
18	Report: Proposed policy amendments to Special Events Policy to include reasonable usage limits and a process to equitably distribute approved events among multiple suitable parks	CS (R&L)					Q1		11/6/2018	ARCP	Motion of Council November 6, 2018

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19	Report: Best practice regarding Good Neighbour Guidelines	CS (P,B&L)					Q2		11/6/2018	AP	Motion of Council November 6, 2018
GREEN THE CITY											
1	Municipal Energy Plan	CS (RE&EI)	X						8/12/2014	EITP	COMPLETE Report 18-048 Kingston Climate Action Plan February 6, 2018
2	Report: Benefits and methodologies of how the City might create and use a "cost of carbon" process	CS (RE&EI)	X						12/1/2015	EITP	COMPLETE Information will be compiled as part of the Climate Action Report to Council. The Municipal Energy Plan (MEP) contains significant detail on this process; the MEP will form part of the Climate Action Plan.
3	Connect spaces: Develop a report that describes an action plan for connecting trails, pathways and green spaces	CS/T&IS (Operations)			X						COMPLETE The Active Transportation Plan that was adopted in June 2018 provides the plan for connecting trails, pathways and green spaces. Specific locations will be identified in the 5 year implementation plans, the first of which will be presented to Council in Q1 2019.
4	Parking lot at Ontario & Brock: consider options to improve aesthetic experience of the recently acquired Ontario & Brock lot	CS/T&IS (Operations)			X						COMPLETE
5	Report: Review options for the Phase 2 beautification project of the gateway located at Princess Street and Division Street	CS							4/3/2018		Date tbd
6	Report: Current status of single use plastics and options for local action to reduce litter and waste created by the use and disposal of single use plastics	CS (RE&EI)/T&I (SW)					X		6/26/2018	EITP	Motion of Council June 26, 2018
7	Double the tree canopy	T&I (Operations)						ongoing			Annual reports will be provided through the Council update.

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ADVANCE A VIBRANT WATERFRONT											
1	Next steps - Community Visioning Plan - Kingston Penitentiary and Portsmouth Olympic Harbour: development of MOU with Canada Lands, a detailed implementation plan, facilitation and/or advancement of land acquisition/disposal required to implement the recommended vision. Identification and preservation of significant cultural resources for the Portsmouth Olympic Harbour property and the former Kingston Penitentiary property will be included.	CS (Comm's Office)									Staff will report back to Council as required.
2	Report: technical information and outcome of discussions regarding the potential development of a deep water dock at 1 Queen Street	CS (Comm's Office)							11/7/2017	Council	COMPLETE See Report 18-210 July 10, 2018
3	Report: Negotiate acquisition of waterlot adjacent to 1 Queen St wharf; continue discussions with property owner to explore short term and long term options								7/10/2018		date tbd
FOSTER OPEN GOVERNMENT											
1	Report (post election) outlining the experience of other jurisdictions using ranked balloting for the 2018 municipal election	C&ES (Clerk's)					Q2		11/15/2016	Council	
2	Report on the 2018 Municipal Election Plan including opportunities to provide broader access and participation in the 2018 municipal election, other than ranked balloting	C&ES (Clerk's)	X						11/15/2016	Council	COMPLETE See Report 18-095 March 20, 2018