



**City of Kingston
Report to Council
Report Number 19-246**

To:	Mayor & Council
From:	Lanie Hurdle, Interim Chief Administrative Officer
Resource Staff:	Not applicable
Date of Meeting:	September 17, 2019
Subject:	Strategic Plan Mid-Year Update

Executive Summary:

The purpose of this report is to update Council on the progress of the work outlined in the 2019-2022 Council approved Strategic and Implementation Plans approved in May 2019.

Facilitated strategic planning sessions were held with City Council, in Committee of the Whole, the last week of March 2019, to work through Council's strategic priorities for 2019-2022. At the end of the sessions, Council, in Committee of the Whole, approved the following five priorities:

1. Increase housing affordability
2. Improve walkability, roads and transportation
3. Demonstrate leadership on climate action
4. Strengthen economic development opportunities
5. Foster healthy citizens and vibrant spaces

Staff then reported back to Council, in Committee of the Whole, on May 7, 2019 with [Report Number 19-133](#) including an implementation plan to achieve Council's strategic priorities, including measurables and taxation targets. At the May 21 City Council Meeting, Council received Report Number 19-133 from Committee of the Whole, and approved the following:

1. Council Strategic Priorities 2019 – 2022

That the tax rate increases of 2.5% in 2020, 2.4% in 2021, 2.4% in 2022 and 2.3% in 2023 be approved with the assumption that provincial changes will not be significant, that growth will be as projected (\$2M) and that service levels generally remain stable; and

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That the proposed Council strategic priorities implementation plan and measurables attached to Report Number 19-133, as Exhibit A, as [amended](#)

That Council continue to support asset management principles and strategies including the incremental investment of 1% annually for capital infrastructure; and

That Council approve the recommended closures and reductions of previously approved capital projects and the deferral or elimination of capital projects listed in Exhibit B to Report Number 19-133 and direct staff to update the 15-year capital expenditure and financial plans to align with Council priorities, while managing long term debt levels within self-imposed debt limits; and

That staff be directed to report back with changes to the Council priorities implementation plan should Council choose to introduce new priorities or add substantial initiatives during the course of the next 4 years; and

That external agencies and boards be requested to incorporate Council's priorities and tax rate targets into their strategic planning and budgeting processes; and

That Council members, as appointees to agency boards, use their agency oversight responsibilities to champion Council priorities and related fiscal constraints within agency operations.

This report provides Council with an update on the progress of the strategic initiatives so far in 2019. Regular progress updates will be provided to align with the strategic plan and as Council receives these updates, the community will also be informed through the City's Strategic Plan website.

This report also provides an update on the Council motions that have been debated and passed since January 2019. City staff are concerned with its ability to implement the initiatives of the strategic plan should the number of initiatives continue to increase through various motions of Council.

This report also provides a recommendation for funding to support the Climate Change Management Strategy initiative that was included in the implementation plan. The strategy will update and combine the corporate climate action plan and the community climate action plan through extensive public and stakeholder engagement and will be based on a framework of principles and practices for a sustainable community.

Recommendation:

That Council approve up to \$250,000 to be funded from the Environmental Reserve Fund to complete a Climate Change Management Strategy, including climate adaptation and mitigation planning.

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Authorizing Signatures:

ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER

**Lanie Hurdle, Interim Chief
Administrative Officer**

Consultation with the following Members of the Corporate Management Team:

Peter Huigenbos, Acting Commissioner, Community Services

Jim Keech, President & CEO, Utilities Kingston

Desirée Kennedy, Chief Financial Officer & City Treasurer

Sheila Kidd, Commissioner, Transportation & Public Works

Deanne Roberge, Acting Commissioner, Corporate Services

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Options/Discussion:

Staff has committed to providing Council with regular progress updates on the [2019-2022 Strategic Plan](#) to ensure accountability and commitment to the initiatives, timelines and measurables attached to each goal. The value of the progress update is twofold:

1. to provide Council with an overarching accountability framework for the work assigned to staff throughout their term, and
2. to assist leadership in assessing financial and human resource capacity issues, and reporting back to Council when changes are required.

This report is provided as a summary of progress on strategic initiatives so far in 2019, and is organized by strategic priority and the specific initiative and action related to the priority.

Demonstrate leadership on climate action**1. Reduce greenhouse gas emissions by 15% across the City's operations by 2022.**

- A) Staff will update and combine the corporate climate action plan and the community climate action plan into a Climate Change Management Strategy, including the addition of climate adaptation planning. The new management plan will be based on a framework of principles and practices for a sustainable community (the Natural Step strategy, Partners in Climate Protection, or similar).**

In July 2019, staff issued a request for information for a Climate Change Management Strategy for the purposes of gathering information about the marketplace in order to assist in the development of a request for proposal. The Climate Change Management Strategy will serve as a modern roadmap for local action toward climate mitigation and adaptation during the 2020 to 2040 period. This work, started in 2019, will include significant public and stakeholder engagement and be presented to Council for final approval in 2021, as per the approved Implementation Plan.

Based on the information received through the RFI, it is anticipated that the associated cost to complete the Climate Change Management Strategy is estimated at \$250,000. Staff at the Federation of Canadian Municipalities has confirmed that at this time grant funding is not available for climate change strategies. Staff also reviewed other potential sources and have determined that no grant funding options are currently available. As a result of this, staff recommend that the Climate Change Management Strategy be funded through the Environmental Reserve Fund.

The Climate Change Management Strategy undertaken by the City of Kingston would be managed by Real Estate & Environmental Services in partnership with the approved consultant. It is anticipated that the request for proposal will be issued in fall 2019 and the work will begin no later than early 2020. The Strategy will require approximately 18 months to complete and would involve the following major stages:

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- Current context
- Technical approach
- Community and stakeholder engagement
- Reporting

The Climate Change Management Strategy will also include a climate adaptation plan. This plan is required as part of Council's commitment to comply with the Global Covenant of Mayors for Climate & Energy and will serve to assess climate change vulnerabilities to critical infrastructure and reduce risk through identification of mitigation strategies.

Continue to report on estimated annual GHG emissions from municipal operations and community-wide for 2018.

The Corporate (municipal operations) GHG Emissions Inventory will soon be completed for the 2018 reporting year and reported to Council. The initial reporting, conducted by a third party firm with expertise in carbon accounting, shows that in 2018 municipal operations including Utilities Kingston emitted approximately 22,000 tonnes of eCO₂ – which is equivalent to an approximate 10% reduction in GHG emissions between 2011 and 2018. Kingston's municipal operations have seen a consistent decrease in GHG emission from all sectors between 2011 and 2018 except for the municipal fleet where the aggressive expansion of Kingston Transit Services has resulted in an increase in diesel fuel use and associated emissions. Emissions from Kingston Transit's expansion have been mitigated somewhat through use of up to 20% biodiesel and will be mitigated further through the electrification of transit vehicles.

Community GHG emissions for 2018 will be completed and reported to Council within the next few months as part of the Community Climate Action Strategy update.

B) Develop a plan to target corporate building and fleet emissions to reduce GHG emissions.

The Facilities Management and Construction Services (FMCS) department has created a 7-year Energy and Asset Management Plan (EAMP) in order to strategically target facility related GHG emissions and reduce energy consumption. This plan began with a holistic view of the top 21 emitting facilities and targets the highest GHG emitting retrofits through boiler replacements, ventilation control, building automation system upgrades and heat recovery. In 2019/2020 the focus will be on energy studies such as energy models, Building Condition Assessments and Retro-Commissioning. These studies will further identify the most cost effective solutions and allow FMCS to implement the energy retrofits in order of greatest GHG reductions per dollar spent.

By beginning with these priorities, the aim is to reduce the Facility related GHG emissions by 2-3% of the corporate emission baseline by the end of this Council's term. The implementation of the Building Automation System upgrades has commenced along with drafting the necessary documents to procure the appropriate expertise for the studies phase of this plan. Next steps will be to begin the deeper energy studies with the INVISTA Center, Rideaucrest Home, 1211

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John Counter Blvd and the Transit garages due to their high energy consumption and alignment with current asset replacement plans.

C) Purchase verified “gold standard” carbon offsets to achieve the GHG reduction target by 2022.

The Gold Standard is widely considered to be the highest standard in the world for carbon offsets. It ensures that key environmental criteria have been met by offset projects that carry its label. Significantly, only offsets from energy efficiency and renewable-energy projects qualify for the Gold Standard, as these projects encourage a shift away from fossil-fuel use and carry inherently low environmental risks. Gold Standard offsets are presently valued at between CAD \$20 and \$34 per tonne. A 15% reduction in GHG emissions by 2022 represents a reduction of approximately 3,300 tonnes of eCO₂. If the City made no progress on GHG reduction then the annual cost to purchase required offsets would be between \$66,000 and \$112,000.

Consistent with the approach to offsetting recommended by Gold Standard and other climate NGOs, the City has undertaken and will continue to undertake numerous actions to reduce its carbon footprint. Carbon offset purchases will be made annually to close the gap to achieve GHG reduction milestones each year to reach Council’s 15% reduction target by 2022. The purchase of offsets will be funded through reducing the current level of annual expenditure on biodiesel purchased for the transit fleet.

D) The City will facilitate partnerships to reach equal reduction targets in the Kingston community.

Council approved the Working Group on Climate Action in June 2019. With this appointment members of the Industrial, Commercial and Institutional sector have been meeting on a regular basis to identify immediate and inexpensive GHG emission reduction strategies in the community. The committee presented at the August meeting of Kingston's Environmental Advisory Forum (KEAF). Outreach to the public was also conducted throughout the month of August 2019. Recommendations on a list of actions for potential implementation by community partners/businesses and the corporation to reduce GHG emissions in an immediate and inexpensive manner will be presented to Council on October 15, 2019.

In August 2019, staff in collaboration with Sustainable Kingston launched an awareness campaign called “Change for Climate”. Change for Climate is an opportunity to build awareness and engage residents in tackling the City’s declared climate emergency.

Through Change for Climate, staff are exploring the steps the City is taking to meet the GHG emission goals throughout all City Departments. The campaign, which began to roll-out on the City’s social media channels in early August is also a call to action to all Kingstonians to take a deep look at their home, work and recreational practices and make their own plans to make real and sustainable changes. The Change for Climate campaign will run from mid August 2019 to late November 2019.

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2. Enhance and expand green spaces, protect wetlands, and increase the tree canopy through greening initiatives.

A) Increase the tree canopy including a program for adding trees to private property.

Between 2016 and 2019, 37,391 trees have been planted, which includes 1,000 trees that are planned for the fall of 2019. An additional 3,250 trees are scheduled to be planted between 2020 and 2022. A new tree planting program will commence in 2020 to encourage tree planting on private property, with up to 3,600 new trees between 2020 and 2022.

B) Develop a plan for wetlands. – No status update at this time.

3. Incrementally electrify the City's fleet of vehicles including public transit.

A) Purchase two electric buses and charging equipment as per Report Number 19-140.

In May 2019, Council approved the purchase of two 40-foot long range battery electric buses and required charging equipment and services as outlined in Council Report Number [19-140](#). Each bus is expected to travel approximately 75,000 kilometres and operate 4,000 hours annually. The introduction of each electric bus is expected to reduce emissions by approximately 130 tonnes of CO₂e annually. Over the expected 12-year useful life of the each electric transit bus, GHG emissions are expected to be reduced by approximately 1,560 tonnes of eCO₂. The use of diesel fuel by Kingston Transit's buses represents over 30% of the municipality's annual carbon footprint. The transition to electric buses has the potential to significantly reduce the City's GHG emissions.

The RFP for the electric buses was issued on September 3, 2019.

B) Conduct electric capacity feasibility study to support additional electric bus purchases.

C) If feasible, order an additional ten electric transit buses by 2022.

A detailed electrical capacity study will be undertaken in 2020 to identify the electrical infrastructure and costs necessary to charge additional electric buses in support of Council's priority to incrementally electrify the transit fleet.

The funding required to undertake the electrical capacity study will be recommended in the 2020 capital budget.

D) Replace up to 8 light duty vehicles and if feasible, 3 ice resurfacers to electric versions.

To facilitate the conversion of light duty vehicles from gasoline to electric, electric vehicle (EV) charging infrastructure for fleet vehicles has been, or is scheduled to be installed at the following locations:

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- Frontenac Parking Lot (1 L2 charger installed)
- British Whig Building Parking Lot (2 L2 chargers scheduled in 2019)
- Kingston Transit Administration Building (6 L2 chargers installed)
- Rodden Park Administration Building (1 L2 charger installed)
- 500 O'Connor Drive (2 L2 chargers scheduled in 2019)
- John Counter Boulevard (2 L2 chargers installed)
- 85 Lappan's Lane – UK (1 L2 charger installed)
- 362 Montreal Street (2 L2 chargers installed)

In many installations, additional conduit, etc. has been provided to allow for expansion as additional EV conversions are made.

In June 2019, Staff issued a request for proposals for leased vehicles for the engineering and public works departments. Respondents were asked to provide gas, hybrid, plug-in hybrid, and electric vehicle options if possible in their submissions, as outlined in Council Report Number [19-191](#). Small hybrid SUV options were selected due to their significantly reduced CO2 emissions. The proponent was unable to source fully electric vehicles, therefore the hybrid option was the best choice for reduced emissions.

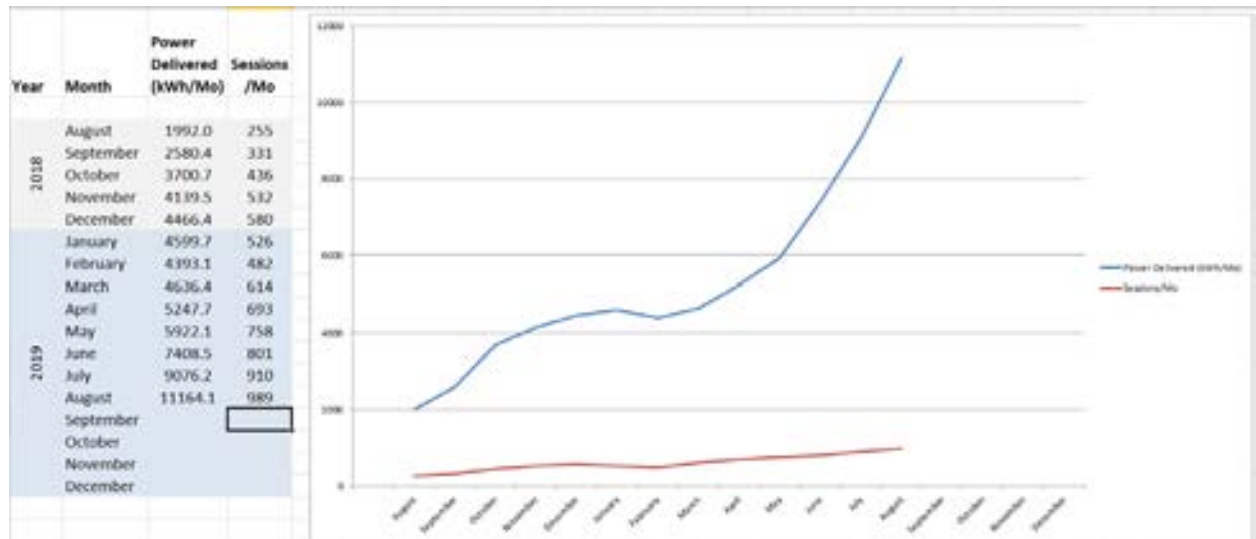
Of the current light duty fleet operated by the City and Utilities Kingston, 14 are electric vehicles that are either battery electric or plug-in hybrids. Another 6 electric light duty vehicles and 2 ice resurfacers will be recommended to replace gas vehicles in the 2020 capital budget. Additional vehicles are identified in 2021 and 2022 to achieve Council's target of replacing 8 light duty vehicles and 3 ice resurfacers.

Since 2018 staff have completed the installation of 46 Level 2 charging stations and two Level 3 fast chargers at various municipal locations across the City; making Kingston one of the largest per capita service providers of public EV charging in Canada. Kingston's public EV charging network has seen steady growth in both numbers of charging sessions and total clean power delivered (see figure below). The over 67,000 kWhrs of electricity delivered by the system since August of 2018 is equivalent to a GHG reduction due to gasoline avoidance of approximately 106 tonnes.

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Figure 1: Public EV Charging System Use Aug, 2018 – Aug, 2019



E) Continue to monitor market availability of heavy duty fleet and equipment options on a case by case basis.

Staff continue to monitor the availability of battery electric and plug-in hybrid technology for municipal fleet application. Staff have reached out to companies such as Lion Electric and Mack to determine whether feasible opportunities for heavy duty vehicles (i.e. waste collection or winter control vehicles) may be coming.

4. Target recycling and waste reduction strategies for businesses, intuitions and multi-residential buildings.

A) Support attraction of Renewable Energy from Waste investment with municipal study of local and regional organics production within IC&I Sector.

On track with the municipal study and a report will be presented in Q1 of 2020.

B) Explore opportunity to implement dual stream recycling to increase tonnes of recyclables collected.

Proposals for weekly dual stream recycling collection to start July 1, 2021 have been received and are under evaluation. Further, RFPs to retrofit the City’s Material Recovery Facility (MRF) to enable dual stream recycling closed on August 28, 2019. Staff will be reviewing the costs associated with implementing dual stream and expect to bring recommendations to Council in Q4 2019.

It should be noted that with the recent announcement from the Province that the Producers will be financially and operationally responsible for the Blue Box Program starting January 1, 2023,

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with full implementation by December 31, 2025, careful consideration will be given to the risks of proceeding with contracts or the retrofit to best align with impending changes.

C) Expand recyclable and green bin collection at multi-residential properties.

This initiative is on-going and staff have started to work on a data update to report back. In Q3 2019, 134 new multi-residential units were provided with Green Bin service. A process to confirm recycling service at buildings is currently underway.

D) Eliminate fees for elementary schools to participate in green bin program at school.

In August 2019, Council approved an amendment to By-law Number 2005-10, "A By-law to Establish Fees and Charges to be Collected by the Corporation of the City of Kingston, As Amended", to remove the fees and charges to provide source separated organic services (Green Bin) to elementary and secondary schools in Kingston, to increase participation at schools. As outlined in Council Report Number [19-217](#), the proposed change is in alignment with Council's strategic priority to demonstrate leadership on climate action, and to enroll at least 20 schools into the Green Bin program by 2022.

Meetings with school boards are currently underway to discuss the implementation schedules.

E) Update Integrated Waste Management Plan (EITP 19-003) to develop and implement new strategies to reduce waste to landfill and GHG emissions from waste.

A public engagement and consultation plan for waste strategies has been initiated. In June 2019 focus groups were held and open houses are scheduled for September and October. Details on the work can be found on the [project page](#) or via the Get Involved platform which is accessible from the project page. Details on the progress of this work will be provided in a Council report in December 2019 or January 2020.

5. Develop and promote incentives for residents to reduce their energy use and become part of city-wide solutions to meet Kingston's carbon neutral target.

A) Develop an energy retrofit program that targets specific appliances with high capital cost and high carbon reduction impact (e.g. geothermal systems, solar hot water, etc.) for property owners.

The City continues to research progress with similar programs in other jurisdictions, opportunities for program funding, and specific carbon reducing candidate technologies as we work towards providing a recommended program to City Council in 2020 as per the implementation plan. Aspects of potential program financing and granting are being developed with a focus on candidate technologies that reduce petroleum fuel use through supplemental grid supplied electricity, renewable energies, and conservation.

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B) Develop new build net-zero policy and incentive program through a CIP model.

The City of Kingston has collaborated with Kitchener, Waterloo and London on a preliminary study by S2E Inc. on opportunities for municipal policy support for net zero construction using a community improvement plan (CIP) model. Work in 2019 and 2020 will focus on providing Council with a recommended program for incenting new net zero construction in 2020. The CIP model is currently in use to incent brownfield remediation by allowing approved developers to recover environmental remediation costs through the partial rebate of future property taxes. The Ontario Planning Act allows municipalities to utilize CIPs to incent progress on brownfield redevelopment and energy reduction.

C) Review development policy to identify barriers to, and opportunities for, energy and carbon reduction.

The City uses numerous policies and guidelines to guide the location and style of development that takes place within our urban and rural areas. In 2020 staff will examine key policies to identify where changes might be recommended in order to remove barriers to lower carbon development and add requirements that support increased energy efficiencies and carbon reduction technologies. Potential policies and guidelines include Subdivision Design Guidelines, Site Plan Control Guidelines and Zoning Bylaws.

Increase housing affordability**1. Pursue development of all types of housing city-wide through intensification and land use policies.****A) Complete the following studies that will enable more housing development:**

- **North Kings Town Secondary Plan (2020)** – Work is currently underway and it is anticipated that the technical studies will be completed by Q4 2020 followed by the overall secondary plan.
- **Central Kingston Growth Strategy (2019/2020)** – Work is currently underway and it is anticipated that the project will be completed in the winter of 2020.
- **Zoning By-Law Consolidation (2021 - including parking reduction for projects supporting intensification and co-sharing of space)** – No update at this time.
- **Nodes & Corridors scoping and terms of reference in (2022), policy project to determine clear locations related to densification along key corridors to start in 2023** – No update at this time.
- **Density by Design – Mid-Rise and Tall Building Policies (2019-2020)** – This work also includes the Williamsville Main Street Corridor Update, and is on track to finish in the spring of 2020.

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- **Life Cycle Analysis (2019)** – Work currently underway and is on track to finish by end of 2019.

2. Build a significant number of new residential units with a range of affordability.

A) Enable the development of affordable housing units (ranging from rent-geared-to-income (RGI) to 80% market rent) on City-owned property at 1316 Princess Street through a potential partnership with Kingston Frontenac Housing Corporation and Kingston Co-Operative Homes.

Council Report Number [19-211](#) provided an update on progress towards meeting Council's housing affordability priority and the creation of 90 affordable housing units over four years. As directed by Council, the City is to provide up to \$18M to support the development of these 90 units.

Staff determined that the best option to deliver on this priority is through a revised development plan on the City owned property located at 1316-1318 Princess Street as well as partnering with not for profit housing providers that own other feasible sites.

Council endorsed the development of 1316-1318 Princess Street with the following key principles:

1. Staff develop partnerships with Kingston Frontenac Housing Corporation, Home Base Housing and Kingston Co-Operative Homes to develop the site in phases;
2. Approximately 164 housing units are to be constructed with a mix of unit types to be reviewed and approved through a separate land use application and process;
3. Affordable housing unit rents will range from Rent Geared to Income to 80% of Canada Mortgage and Housing Corporation market rent with the site also to contain a significant number of market units; and
4. Rent Geared to Income units are to be relocated from existing units in Rideau Heights in order to achieve the goals of the Rideau Heights Regeneration Strategy; and

Staff will report back with an implementation plan with the proposed partnerships.

Although not part of the affordable housing development, it is critical to highlight that there have been 887 residential building permits issued until the end of August 2019. This is a substantial increase over last year's building permits and the City's last 10 year average of 590 residential building permits. These building permits will translate into available stock over the next couple of years and should help to increase the vacancy rate.

B) Prioritize affordable housing through community benefits.

Staff prepared a set of draft community benefit guidelines in 2018. However, Bill 108 recently passed by the Province will have significant impacts on how future community benefits are

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structured. The regulations related to Bill 108 have not yet been finalized and approved and therefore staff are not advancing work on this initiative until regulations are in place.

C) Establish an affordable housing target through the 10 year Housing & Homelessness Plan update.

A review of the 10-Year Housing and Homelessness Plan is currently underway. It is anticipated that the proposed updated 10-Year Plan actions will be presented to the Housing and Homelessness Advisory Committee this fall, following consultation with key stakeholders that have participated in the process to-date. Following the consultation processes, refinements will be incorporated ahead of submission to the Ministry of Municipal Affairs and Housing which has established a submission deadline of December 31, 2019. Comments received from the Ministry in the New Year will be considered and incorporated, as appropriate, before the final recommended updated 10-Year Plan is presented to the City and County Councils for adoption.

D) Development related fee exemptions or reduction for affordable housing units.

3. Implement tools and incentives to accelerate construction following planning approvals.

A) Tools

- **Investigate options for planning tools that would impose penalties if projects fail to proceed to construction within a certain time frame following zoning approvals.**

Staff have investigated options for planning tools however, there are no timing restrictions that can be placed on construction after zoning approvals are in place.

- **Review options to implement a sunset clause for site plan approvals and dormant applications.**

Staff are continuing to work with applicants to complete site plan files in a timely manner. Staff will be working on a process to follow up with applicants on dormant files and implementing sunset clauses in 2020.

- **Investigate removing reductions for vacant and excess land property tax subclasses.**

No update at this time.

B) Incentives

- **Payment of development charges over the construction period and prior to occupancy, instead of full payment required at time of building permit issuance.**

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Staff are continuing to monitor Bill 108 (More Homes, More Choice Act, 2019) and will implement changes as required. The City did reduce the cost of development charges for all housing types as of September 29, 2019. This an effort to help support an increase in housing development and construction. Staff are also continuing to monitor the proposed regulations for the Community Benefits Charges formula as part of Bill 108.

- **City land acquisition and inventory program for residential development.**

Staff are working on a draft policy to bring to Council by the end of 2019.

- **Review the need for planning related studies and peer reviews that are required at the time of applications.**

Staff are working on a new policy for obtaining peer reviews, which may include a 'roster based' approach that has been championed by other municipalities.

- **Work with Brent Toderian to promote Kingston as a place to grow and build to attract external market.**

Staff are continuing to work with Mr. Toderian and look at other opportunities to promote Kingston. Staff will be making a presentation regarding Kingston and growth at the Ontario Professional Planners Institute (OPPI) Conference in October 2019.

4. Promote secondary suites and tiny homes.

A) Implementation of zoning framework to facilitate the development of second suites as of right in 2019.

Official Plan and Zoning By-Law Amendments were approved by Council on June 18, 2019 and are in effect. At the time of writing this report, 21 Building Permit applications had been received for second units as compared to 18 Building Permits in 2018. Staff will continue with ongoing education efforts to ensure the community is aware of opportunities with respect to second units.

B) Develop a tiny home pilot project with City as a partner.

Staff will report back to Council in 2020 with a proposed tiny homes pilot project which could include land contribution.

5. Advocate for funding and increased investments.

A) Provide information and prepare grant applications for provincial and federal grant programs. – No update at this time.

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Improve walkability, roads and transportation**1. Repair roads and enhance the usability of sidewalks, walkways and paths to increase connections across the city through supporting our active transportation master plan.****A) Rehabilitation of Local Roads in both urban and rural areas.****B) Rehabilitation of Arterial and Collectors.****C) Low Volume Roads (LVR) to maximize distance rehabilitated and to complement AT and Transit priorities in neighbourhoods.**

Council passed a motion on February 19, 2019 that the 2019 Capital Budget be amended so that the Public Works Services – Low Volume Roads capital budget line be \$500,000 (double the budgeted \$250,000) with the additional \$250,000 to be funded from the Municipal Capital Reserve Fund.

In response to Council's direction to improving road conditions, active transportation and overall transportation network improvements to increase safety for pedestrians, short term work was focused on improving local and low volume roads and sidewalk repairs. In July 2019, staff tendered three capital projects for the rehabilitation of a variety of local roads throughout the city.

The first capital rehabilitation project tendered in 2019 (ENG-2019-04) focused on the rehabilitation of various local roads and is the subject of Council Report Number [19-196](#).

The second capital rehabilitation project (ENG-2019-07) was specifically tendered for road repair and crack sealing in various locations and is the subject of Council Report Number [19-206](#).

The third capital rehabilitation project (ENG-2019-08) specifically focused on the rehabilitation of multiple road sections and is the subject of Council Report Number [19-205](#).

The work included in these tenders was identified in Council Report Number [19-133](#), Council Strategic Priorities, Exhibit C which included a list of roads, sidewalks and active transportation projects that will be completed in 2019. As previously committed, staff will present road projects for 2020-2022 for Council consideration during the 2020 budget process.

A pavement evaluation survey is currently underway which assesses the condition of all asphalt roads in the City. Surface treated roads and sidewalks are evaluated annually as part of staff's routine work. Results from these evaluations will inform future work. Sidewalk and pathway rehabilitation work is determined annually and future projects for active transportation are detailed in the Active Transportation Implementation Plan that is the subject of September 17, 2019 Report Number 19-218.

An Asset Management Plan for roads, bridges and storm water systems will be developed by mid-2021. This plan will identify the average age, condition and replacement costs of the core infrastructure and will help prioritize road rehabilitation work and inform future funding needs.

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A number of active transportation and transit related initiatives will be implemented over the next few years. These improvements will also contribute to pedestrian safety and reduction of greenhouse gas (GHG) emissions by encouraging more residents to use Kingston transit and active transportation measures. Exhibit A includes more details of these proposed improvements and their financial and human resources implications.

D) Pothole Maintenance program. Includes roadway and on-road cycling lanes.

The 2019 road reconstruction and resurfacing projects are well underway, with many already completed. The pothole patching program is under review with a focus on requests through Contactus and the results of road patrol activities.

2. Enhance public safety through active transportation and a focus on pedestrian access and enforcement.

A) Consider incorporating recommendations from the road safety plan and other measures such as automated enforcement measures as necessary.

The Road Safety Plan was endorsed by Council on September 3, 2019 ([EITP-Report 19-008](#)) with direction to staff to incorporate the City-led countermeasures into the Active Transportation Implementation Plan (Council Report Number 19-218) and the annual work plans of the Transportation & Public Works Group.

B) Upgrade traffic signal system to allow for centralized, connected system that allows for transportation systems management (TSM) and transit priority.

Staff has submitted an application for funding to the Investing in Canada Infrastructure Plan (ICIP) that includes funding for a Centralized Traffic Control System. The application also requests funding to upgrade two intersections (King St. W and Portsmouth Ave. and Montreal St. and John Counter Blvd.) to provide transit priority measures. Approval is pending and a decision is expected by the end of 2019.

C) Reconstruct existing intersections to support AT, transit, and enhance overall road safety.

Committed and candidate intersections identified for active transportation and road safety upgrades are identified in the Active Transportation Implementation Plan that is the subject of Council Report Number 19-218.

3. Create network connections and north/south and east/west corridors by maximizing existing infrastructure and explore creating a transit way for both transit and active modes of transportation, together.

A) Design and implement Transit Priority Corridors (transit-ways) along existing Kingston Transit express routes.

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As indicated above in item 2B, the ICIP funding application also includes a request for funding to support active transportation and transit priority enhancements to support a transit west/east corridor.

B) Design and construct AT routes that provide east-west and north-south connections based on ATMP recommendations.

A 1.8km segment of multi-use and off-road trail is presently under construction from Third Avenue to John Counter Boulevard along Leroy Grant Drive. This segment will provide important connections between the buffered cycling lanes on John Counter Boulevard, Kingscourt neighbourhood, Kingston High School and residential communities to the south along Macdonnell Street.

Multi-use pathways along King Street from Trail Head Place to Portsmouth Avenue and from Queen Mary Road to Princess Street has been included in the scope of a Utilities Kingston projects that will commence in 2020.

Additional segments of four City-wide AT routes are planned for 2020 to 2023 based on the Active Transportation Implementation Plan that is the subject of Council Report Number 19-218.

4. Install crosswalks around schools, sidewalks and heavy pedestrian traffic areas.

A) Develop active route to school program for City neighbourhoods that integrates transportation, parking, design, and enforcement programs.

Installation of pedestrian signals were completed at Sir John. A Macdonald at Norman Rogers Drive, Front Road at Lakeview Avenue, and Johnson Street at Macdonnell Street in fall 2019 to provide safer crossings for all pedestrians.

Assessment of all existing school crossings was completed in 2019 to inform future infrastructure upgrades that will be contemplated as part of the Active Transportation Implementation Plan (Council Report Number 19-218).

As part of the City's Road Safety Plan the City has committed to a comprehensive review and evaluation of the City's Pedestrian Crossing Guidelines, with a focus on developing an implementation approach for the Type D Pedestrian Crossover (identified with crosswalk markings and signage only) that can be installed in a more expeditious and cost-efficient manner to address pedestrian safety at a neighbourhood level.

5. Explore a pilot model for providing transportation connections in rural Kingston.

A) Complete a needs assessment of the rural area, including public engagement, to identify most appropriate transportation connections.

The rural needs assessment will be initiated in 2021.

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Strengthen economic development opportunities**1. Support new and existing businesses****A) Redefine roles and responsibilities between the City and KEDCO for aftercare and existing business support**

Staff intend to recommend a new Service Level Agreement between KEDCO and the City for implementation in 2020.

2. Foster Innovative arts, culture and social enterprises**A) Staff will inventory the existing creative industries in Kingston and how they can be better supported and expanded to develop the sector and enhance economic development opportunities.**

This work will commence in 2020 and is anticipated to include contracting a consultant to support the development of a multi-year strategy that includes research and analysis related to the presence, needs and opportunities associated with the creative industries in Kingston.

B) Staff will review the availability of City space and how to address existing roadblocks in order to better foster social enterprises.

Staff will report back in 2020 with options to address these issues.

3. Create and Facilitate Innovation Hubs**A) Clean (Green) Technology, Bio Technology Sector Innovation**

City staff is leading a collaboration of public and private organizations in the establishment of a unique cluster of interconnected businesses, services, and infrastructure (Hub) in the cleantech sector that capitalize on the community's existing strength and assets. It is envisioned that the innovation hub will:

- Provide critical development and scale-up services to innovative start-ups and Small and Medium-sized Enterprises
- Attract and anchor companies to the Kingston community by accelerating their clean technologies within a shared facility where they can efficiently access infrastructure and talent
- Help companies pilot their processes so that they can achieve commercial success faster and more cost effectively
- Assist companies in the attraction of investment capital
- Create new regional-based companies and high-quality jobs; strengthen our local innovation capacity; and grow the economy.

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A grant application has been submitted with a number of partners including GreenCentre Canada, Kingston Process Metallurgy, Queen's University, St. Lawrence College and Launch Lab among others. The application is under review by the Federal Government at this time.

B) Healthcare Innovation Hub in partnership with Queen's University.

In partnership with Queen's, staff are currently on track to submit planning applications for Innovation Park in late 2019/early 2020. A grant application has been submitted with a number of partners including Queen's University. The application is under review by the Federal Government at this time.

4. Enable the establishment of a St. Lawrence College downtown campus.

A) Build a model focused on hospitality, culinary, tourism programming with SLC in collaboration with Tourism Kingston, KAP and other stakeholders.

The previous Kingston strategic plan (2015-2018) included a priority for the development of a post-secondary downtown campus in partnership with St. Lawrence College (SLC), with the focus being tourism, hospitality and the culinary arts. Through its strategic planning process in February 2019, Council reaffirmed its commitment to its partnership with SLC to enable the development of a downtown campus. In July 2019, Council authorized City staff to initiate discussions and negotiations with SLC on the potential establishment of the downtown campus through the redevelopment of Block 4, North Block District as outlined in Council Report Number [19-204](#).

City staff are currently initiating a property appraisal on the North Block.

City staff will provide Council with an update in October on the process and discussions with SLC.

5. Facilitate a deep water dock for cruise ships.

A) Work in partnership with private property owner and Tourism Kingston to develop an operational and marketing plan for a deep water dock for cruise ships.

In August 2019, Council Report Number [19-220](#) outlined the options that staff have been working on to date to establish a deep water dock and support growth in the tourism industry.

City staff were recently approached by a new private owner of 55 Ontario Street and 5 Lower Union Street, and Council has directed staff to advance discussions with the property owner of 55 Ontario and 5 Lower Union Street for the purpose of a potential partnership that could include public access to the waterfront, a deep water dock and programs with the Marine Museum of the Great Lakes; and to report back when more information is available on potential partnerships for both options at 1 Queen Street as well as 55 Ontario and 5 Lower Union Street for the potential development of a deep water dock and public waterfront project.

6. Explore the feasibility of establishing rural business parks and associated services

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A) Rural economic development program will be integrated into the City's overall economic strategy, including a feasibility assessment of rural business parks.

No status update at this time. Staff to report back to Council by 2021.

7. Invest in innovative workforce development and in-migration strategies.

A) Implementing the current Workforce Development and In-Migration Strategy throughout this term of Council.

The Workforce Development & In-migration Strategy implementation continues to see significant progress with the overarching goals of attracting, developing and retaining a productive workforce.

The City has facilitated the process of bringing community partners (private, public and not-for-profit) together to translate strategy into action. Under the direction of a community-based steering team and driven by the Office of Strategy, Innovation & Partnership, 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.

In 2019, the following initiatives have been launched:

- The Professional Internship for Newcomers (PIN) program that has seen 12 new residents to Kingston hired. Funding applications have been submitted to scale this project.
- The [Possible Made Here](#) talent attraction website to support job seekers, workers, and employers through the use of artificial intelligence and data analytics to increase in-migration to Kingston. This website can also be used by residents of Kingston.
- The Kingston Connects application - a community-wide nomination program for emerging mid-level talent.
- The Dual Career concierge support service geared to the spouses/partners of new hires being recruited to and arriving in Kingston.
- The Community Secondment Program aimed at allowing employees to diversify their experience and facilitate their continued professional growth through cross organization secondments in 8 Kingston employers.
- The Workplace Inclusion Charter to support employers in assessing their organization, provide resources to advance diversity & inclusion in the workplace and recognize achievement.

B) Review options to attract physicians.

Preliminary discussions have taken place with Kingston physicians to identify the best way to gather information on the family physicians needs in Kingston. The impending changes to the current health system and the establishment of Ontario Health Teams that is underway will have

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an impact. More data is expected to come from the Ministry of Health to support these system changes and this will be important in providing a foundation for any primary care planning activity moving forward.

Foster healthy citizens and vibrant spaces

1. Beautify the Waterfront

A) Continue the implementation of the waterfront master plan and implement a number of waterfront park rejuvenation projects.

The following waterfront projects have been approved in the current capital budget:

- Richardson Bathhouse Building
- Grass Creek Park building

The following waterfront projects have been included in the capital budget for consideration 2020-2022:

- Richardson Beach
- Waterfront pathway from Portsmouth Olympic Harbour to Lake Ontario Park
- Belle Park, Phase 1
- Confederation Basin Breakwater
- MacLean Trails Park
- Village Drive pathway

Richardson Beach and the waterfront pathway from Portsmouth Olympic Harbour to Lake Ontario Park were identified as high risk shoreline protection projects in the Disaster Mitigation and Adaption funding in which the City was recently successful in receiving federal funding.

2. Developing an Arts Walk

A) The City can leverage existing public art installations along Kingston's waterfront as anchors to create an arts walk from Douglas Fluhrer Park to Lake Ontario Park.

In 2020, four new permanent public art projects will be completed that include the Alderville First Nation Commemoration Project in Lake Ontario Park along with a new installation in Victoria Park; the completion of the first phase of The Hub Project at the intersection of Princess and Division Streets and the addition of permanent work to the newly renovated Kingston Airport. The expansion of the Public Art Program in the coming year will provide an opportunity to develop an Arts Walk that leverages new and existing public art installations across the city and especially along the waterfront from Douglas Fluhrer Park to Lake Ontario Park. It is anticipated the development of an Arts Walk will make strategic use of technology and engage artists in a variety of different ways and staff will report back in 2020 with a proposal for Council's consideration.

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3. Promote the redevelopment of Brownfields properties on the Montreal Street Corridor.**A) Continue the City's remediation and redevelopment commitment at 1100 Montreal Street.**

The environmental remediation of 1100 Montreal Street is underway and should be completed in 2021. Staff expect to recommend to Council the sale and redevelopment of the property in accordance with the Rideau Heights Regeneration Strategy in 2021 or 2022.

B) Support adaptive reuse of private properties in corridor, particularly near Montreal and Rideau Streets.

This work remains ongoing.

4. Support the potential for Indigenous cultural space.

The local Indigenous community in Kingston has already identified a desire to develop an Indigenous cultural space as a priority within the context of the Engage for Change: YGK Reconciliation Project. Staff hosted facilitated conversations with the community specific to this topic in July and August 2019 and the feedback that was gathered will be incorporated as a set of recommendations as part of a Council Report to be submitted in Q1 2020 related to the completion of the current phase of work on Engage for Change that is anticipated to lead to a third and final phase of work on this project in 2020 and 2021.

5. Examine the feasibility of fluoridating the drinking water**A) Utilities Kingston will complete a feasibility study.**

A report including implications of fluoride in drinking water will be brought to Council in early 2020. This information will be followed by a public engagement process and a final consideration report to Council around mid 2020.

6. Leverage and promote food security solutions in partnership with others.**A) Provide better support to community led initiatives that support local food production. Support and expand on farm to table programs. Some of these initiatives can be connected to social enterprises as well.**

No status update at this time.

Measuring Strategic Work

Under the leadership of the Strategy, Innovation and Partnerships Office, a new software program is being implemented to track all strategic work. The Cascade software platform allows for real-time planning, management and tracking of strategic work. A key benefit is the ability to generate a status report for Council on the progress of strategic work. Full implementation is

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expected by 2020 and future progress reports to Council will be generated from the Cascade software to be included as supporting exhibits to these information reports.

Strategic Plan & Council Motions

Since the development and endorsement of the strategic plan, staff have been working on implementing the 105 initiatives approved within the strategic plan. The implementation of the strategic plan has become more and more challenging as staff's time has been reallocated to a number of Council motions approved since January 2019. There have been 24 motions considered by Council since January. There were 20 motions endorsed the remainder were either withdrawn or defeated. Staff are concerned with the amount of work that is required to implement motions already endorsed and how this will divert resources from the implementation of the strategic plan. It is important to note that a review of deliverables included within the strategic plan will be required should the pace of Council motions remain consistent.

The following endorsed motions are broken down by topics as presented by Council with some information on staff support and any known financial implications.

1. Site plan bump up – 1 motion. This will require a staff report to the Planning Committee.
2. Affordable Housing – 2 motions including the creation of the Mayor's Task Force on Housing and the dedicated up to \$18M for new affordable housing units as part of the strategic plan. The Task Force has a management staff assigned for support and had a budget of up to \$90,000 from the Working Fund Reserve. A report from the Task Force will be presented to Council by the end of 2019.
3. Heritage Designation – 1 motion. This motion required additional review by staff and the Heritage Working Group.
4. Climate Change – 4 motions including the declaration of climate emergency, the creation of a climate change working group, the creation of a climate change fund and a by-law to prohibit open doors and windows when air conditioning is operating.

The climate change working group has the support of a management staff and will require a report back to Council this fall. The recommendations within the report will also require support for ongoing implementation.

The creation of a climate change fund is being reviewed by staff and will require a report back to council with some recommendations. This process may include some public engagement.

The by-law to prohibit doors and windows when air conditioning is operating will require significant public engagement and a report back to council by the end of Q2, 2020.

5. Strategic Plan Process – 1 motion. This was to change the date of Council meeting.

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6. Living Wage Policy – 1 motion. This motion requires research, engagement and a report back to council. This report is scheduled for Q4, 2019.
7. Funding for Hospice Kingston – 1 motion. This motion required a report back to Council (19-135) and a contribution of \$500,000 from the Working Fund Reserve.
8. Public Health Funding and Proposed Provincial Realignment – 1 motion. This motion includes monitoring of provincial changes and updating Council as required.
9. Radiocommunication Facilities – 1 motion. This motion included some engagement with impacted parties and a report back to Council (19-232).
10. Environmental Assessment for the Davis Tannery – 1 motion. This motion will be incorporated in the planning review process.
11. Planting Pilot Project – 1 motion. This motion will require research and a report back to Council in Q2 of 2020 with financial contribution of up to \$20,000 from the Working Fund Reserve.
12. National Wall of Remembrance Project – 1 motion. This motion will require a staff report with an implementation plan and budgetary implications.
13. Debt Management Plan – 1 motion. This motion requires a report to Council in time for the 2020 budgetary planning process.
14. Temporary By-Law Exemption for Driveways – 1 motion. This motion will require monitoring and reporting back to Council after one year of exemption.
15. Neighbor Notification By-Law For Property Maintenance – 1 motion. This will require research, public engagement and a report to Council in Q4, 2019.
16. Turtle Crossing – 1 motion. This motion will require the establishment of signage by staff.

Existing Policy/By-Law:

Kingston Strategic Plan 2019-2022

Notice Provisions:

There are no notice provisions with respect to this report.

Accessibility Considerations:

This report is AODA compliant and may be available in alternate formats upon request.

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Financial Considerations:

Staff continue to identify a number of current and proposed strategies to assist in addressing operational budget gaps and organizational capacity to achieve the proposed taxation target of 2.3% by 2023 while successfully implementing the strategic plan.

Council Report Number [19-189](#) – Capital Project Status Report recommended a number of budget amendments required to advance Council's priorities in the current year. As part of the 2020 budget process, staff will update the 4-year operating and 15-year capital plans to reflect additional funding considerations in support of Council's priorities. This report recommends the use of the City's environmental reserve fund to undertake the Climate Change Management Strategy (\$250,000) identified in the Council Strategic Priorities Implementation Plan.

Contacts:

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Other City of Kingston Staff Consulted:

Directors across various departments.

Exhibits Attached:

Exhibit A – Exhibit A to Report 19-133 as amended

Council Strategic Priorities Implementation Plan

Priorities	Initiatives	Measurables	Financial/Resource Implications
1. Increase housing affordability			
1. Pursue development of all types of housing city-wide through intensification and land use policies.	Complete the following studies that will enable more housing development: <ul style="list-style-type: none"> • North Kings Town Secondary Plan (2019) • Central Growth Strategy (2019/2020) • Zoning By-Law Consolidation (2021 - including parking reduction for projects supporting intensification and co-sharing of space) • Nodes & Corridors scoping and terms of reference in (2022), policy project to determine clear locations related to densification along key corridors to start in 2023 • Tall Building Policies (2019-2020) • Life Cycle Analysis (2019) • Williamsville Corridor Update (2019/2020) 	<ul style="list-style-type: none"> • A number of studies and by-law changes will provide a zoning framework that will support the development of a minimum of 12,000 residential units within different areas of the City over the next 30 years. Studies will provide a combination of as-of-right zoning and other types of relief, such as parking ratio reduction, in order to support intensification. 	<ul style="list-style-type: none"> • Most studies are already included in the capital works in progress budget. Additional funds will be included in the 15-year capital forecast to ensure that all studies can be completed within the estimated time frame.

Priorities	Initiatives	Measurables	Financial/Resource Implications
<p>2. Build a significant number of new residential units with a range of affordability.</p>	<p>A) Enable the development of affordable housing units (ranging from rent-geared-to-income (RGI) to 80% market rent) on City-owned property at 1316 Princess Street through a potential partnership with Kingston Frontenac Housing Corporation and Kingston Co-Operative Homes.</p> <p>B) Prioritize affordable housing through community benefits.</p> <p>C) Establish an affordable housing target through the 10 year Housing & Homelessness Plan update.</p> <p>D) Development related fee exemptions or reduction for affordable housing units.</p>	<ul style="list-style-type: none"> • Minimum of 90 affordable units ranging from RGI to 80% CMHC market rent within a 160 (approx.) housing unit development at 1316 Princess Street. Land use planning and development approvals and agreement in 2019/2020 and construction in 2020-2022. • Finalize and implement guidelines for Community Benefits in 2020. • Affordable housing target to be established in 2019 as part of the Plan update. • Implement planning fee exemptions for affordable housing in 2020. Consider reduction for development charges for affordable housing in 2019/2020. 	<ul style="list-style-type: none"> • Estimated cost of \$18M to be funded through provincial and federal grants (minimum of \$3.2M). Outstanding amount to be funded from affordable housing funds in the 15-year capital forecast and deferral of capital projects as outlined in Exhibit B of Report 19-133. • No direct City financial implication. • No immediate city financial implication. Update to the plan is currently underway. • Exemptions of planning fees will not have a significant financial impact. Financial implications for DC reduction will be reviewed and reported back.

Priorities	Initiatives	Measurables	Financial/Resource Implications
<p>3. Implement tools and incentives to accelerate construction following planning approvals.</p>	<p>A) Tools</p> <ul style="list-style-type: none"> • Investigate options for planning tools that would impose penalties if projects fail to proceed to construction within a certain time frame following zoning approvals. • Review options to implement a sunset clause for site plan approvals and dormant applications. • Investigate removing reductions for vacant and excess land property tax subclasses. 	<ul style="list-style-type: none"> • Staff to report back to Council with potential options by 2020. • Review site plan agreements and City policies and by-laws and report back with options to include a sunset clause for site plan and dormant applications. Report back by 2020. • Staff to report back to council in 2020 with options. 	<ul style="list-style-type: none"> • No direct City financial implications. • No direct City financial implications. • No direct City financial implications.

Priorities	Initiatives	Measurables	Financial/Resource Implications
	<p>B) Incentives</p> <ul style="list-style-type: none"> • Payment of development charges over the construction period and prior to occupancy, instead of full payment required at time of building permit issuance. • City land acquisition and inventory program for residential development. • Review the need for planning related studies and peer reviews that are required at the time of applications. • Work with Brent Toderian to promote Kingston as a place to grow and build to attract external market. 	<ul style="list-style-type: none"> • Staff to report back to Council with proposed program for approval. • Staff to report back with a proposed policy by the end of 2019. • Review to take place in 2019/2020 and staff to report back to Council. • Staff to outline potential initiatives in 2019/2020 and implement starting in 2020. 	<ul style="list-style-type: none"> • This will not have an overall financial impact to the City as all required funds will be collected, however cash flow implications will need to be considered as payments will be received over a longer period of time. • This program would have a break even model and details of the financial structure will be included in the staff report. • No direct City financial implications. • This initiative would have minimal impacts on operational budget.

Priorities	Initiatives	Measurables	Financial/Resource Implications
4. Promote secondary suites and tiny homes.	<p>A) Implementation of zoning framework to facilitate the development of second suites as of right in 2019.</p> <p>B) Develop a tiny home pilot project with City as a partner.</p>	<ul style="list-style-type: none"> • Target the development of a minimum of 120 secondary units over the next 4 years to be tracked through building permits. • City staff will report back to Council in 2020 with a proposed tiny homes pilot project which could include land contribution. 	<ul style="list-style-type: none"> • No direct City financial implications. • Financial implications will be reported to Council.
5. Advocate for funding and increased investments.	Provide information and prepare grant applications for provincial and federal grant programs.	<ul style="list-style-type: none"> • Target about \$9M total in upper level of government funding to be applied to 1316 Princess Street. 	<ul style="list-style-type: none"> • \$3.2M from the provincial program Ontario Priorities Housing Initiative has been confirmed.

Priorities	Initiatives	Measurables	Financial/Resource Implications
2. Improve walkability, roads and transportation			
<p>1. Repair roads and enhance the usability of sidewalks, walkways and paths to increase connections across the city through supporting our active transportation master plan.</p>	<p>A) Rehabilitation of Local Roads in both urban and rural areas.</p> <p>B) Low Volume Roads (LVR) to maximize distance rehabilitated and to complement AT and Transit priorities in neighbourhoods.</p> <p>C) Pothole Maintenance program. Includes roadway and on-road cycling lanes.</p> <p>D) Rehabilitation of Arterial and Collectors.</p>	<ul style="list-style-type: none"> • List of planned 2019 works for Roads, Sidewalks and Active Transportation identified in Exhibit C of Report 19-133. Details of planned road work for 2020-2022 presented to council as part of 2020 budget process. • Details of planned AT work included in AT Implementation Plan to be presented to Council Q3 2019. • Reduce potholes by increasing reconstruction and resurfacing roads. • Track pothole repair requests submitted through “contact us” and related maintenance activity. Report to Council annually. • Continue existing road repair program for Arterial and Collectors to manage 	<ul style="list-style-type: none"> • Existing funds are included in the 15-year capital forecast. • Additional funds from the deferral of capital projects and additional Federal gas tax as outlined in Exhibit B of Report 19-133. • 2019 capital budget contains \$500k for LVR program. • Included in operating budget. • Funding allocated within the 15-year capital forecast

Priorities	Initiatives	Measurables	Financial/Resource Implications
		<p>risk level.</p> <ul style="list-style-type: none"> • Coordinate road rehabilitation with AT and Transit strategy related to Transit Priority Corridors (transit-ways) and Intersections for Transit and AT Priority. 	<p>however this needs to be reviewed as part of the AM plan.</p> <ul style="list-style-type: none"> • By coordinating with AT and Transit, rehabilitation costs may qualify for ICIP funding.
<p>2. Enhance public safety through active transportation and a focus on pedestrian access and enforcement.</p>	<p>A) Consider incorporating recommendations from the road safety plan and other measures such as automated enforcement measures as necessary.</p> <p>B) Upgrade traffic signal system to allow for centralized, connected system that allows for transportation systems management (TSM) and transit priority.</p>	<ul style="list-style-type: none"> • Red-light cameras approval would be required in Q4 2019 with implementation in 2022. • Automated speed enforcement implementation to be determined pending Provincial timelines. • Centralized signal system feasibility, design and decision beginning in 2020/2021. 	<ul style="list-style-type: none"> • Financial implications for red light cameras will be incorporated in a Q4 2019 report from Transportation Services. • Project is dependent on funding through ICIP and related municipal portion will require deferral of projects as identified in Exhibit B of Report 19-133. • Requires additional Transportation Project resource (1 FTE) for feasibility.

Priorities	Initiatives	Measurables	Financial/Resource Implications
	C) Reconstruct existing intersections to support AT, transit, and enhance overall road safety.	<ul style="list-style-type: none"> • Design and reconstruct the King and Portsmouth intersection as part of Front Road in-boulevard trail (2020). • Additional candidate intersections for 2021-2022 to be identified as part of the AT Implementation Plan. 	<ul style="list-style-type: none"> • Funding contained within 2019 and 2020 capital budgets for King and Portsmouth. • Additional intersections dependent on ICIP funding and the deferral of capital projects as identified in Exhibit B of Report 19-133.
3. Create network connections and north/south and east/west corridors by maximizing existing infrastructure and explore creating a transit way for both transit and active modes of transportation, together.	A) Design and implement Transit Priority Corridors (transit-ways) along existing Kingston Transit express routes.	<ul style="list-style-type: none"> • Examine feasibility of transit and AT corridors including the following candidates (2020): • Queen Street and Ontario Street corridor improvements • Bayridge Drive from Princess Street to Taylor-Kidd Boulevard • If feasible then design of transit and AT corridors: <ul style="list-style-type: none"> ○ Initiate EA for Bayridge Drive corridor work (2021-2022) ○ Queen/Ontario Streets transit priority study completed and initiate design and stormwater review (2022). 	<ul style="list-style-type: none"> • Full scope of projects identified are dependent on ICIP funding. • Bayridge project rescope to include resurfacing in 2019. • Reallocation of Bayridge Drive reconstruction and Municipal Capital Fund through deferral of projects identified in Exhibit B of Report 19-133.

Priorities	Initiatives	Measurables	Financial/Resource Implications
	<p>B) Design and construct AT routes that provide east-west and north-south connections based on ATMP recommendations.</p>	<ul style="list-style-type: none"> • Planned segments, as outlined in the ATMP implementation plan. 	<ul style="list-style-type: none"> • Capital funds to construct the AT facilities along these segments are currently identified in 15-year capital forecast.
<p>4. Install crosswalks around schools, sidewalks and heavy pedestrian traffic areas.</p>	<p>A) Develop active route to school program for City neighbourhoods that integrates transportation, parking, design, and enforcement programs.</p>	<ul style="list-style-type: none"> • Adopt AT implementation plan with details of Active Route to School program (2019). • Review all existing school crossing guard locations for pedestrian crossing upgrades (2019-2020). • Upgrade 4 pedestrian school crossing locations with recommended infrastructure (2020-2022). • Consultation with neighbourhood stakeholders and schools to develop a preferred route to school for 3 schools starting in 2020. • Develop plan to maintain the preferred routes along pathways, sidewalks, and roadway sections. 	<ul style="list-style-type: none"> • Requires deferral of capital projects as identified in Exhibit B of Report 19-133.

Priorities	Initiatives	Measurables	Financial/Resource Implications
		<ul style="list-style-type: none"> Report back to Council on Active Route to School implementation in 2021 and annually thereafter. 	
5. Explore a pilot model for providing transportation connections in rural Kingston	A) Complete a needs assessment of the rural area, including public engagement, to identify most appropriate transportation connections.	<ul style="list-style-type: none"> Assessment will be undertaken prior to 2021 and reported back to Council with recommendations in 2021. 	<ul style="list-style-type: none"> Costs related to the needs assessment will be covered in the existing operational budget.

Priorities	Initiatives	Measurables	Financial/Resource Implications
3. Demonstrate leadership on climate action			
1. Reduce greenhouse gas emissions by 15% across the City's operations by 2022.	A) Staff will update and combine the corporate climate action plan and the community climate action plan into a Climate Change Management Strategy, including the addition of climate adaptation planning. The new management plan will be based on a framework of principles and practices for a sustainable community	<ul style="list-style-type: none"> Significant public and stakeholder engagement will be undertaken prior to 2021 and an updated Climate Change Management Strategy (corporate and community) will be presented to Council in 2021. Staff will report annually to Council to track the progress of the 15% GHG reduction target. 	<ul style="list-style-type: none"> The associated cost to complete the plan updates and a management plan is estimated at \$200,000 and will be incorporated into future capital budgets. Up to 50% grant funding opportunities are possible from FCM or others.

Priorities	Initiatives	Measurables	Financial/Resource Implications
	<p>(the Natural Step strategy, Partners in Climate Protection, or similar).</p> <p>B) Develop a plan to target corporate building and fleet emissions to reduce GHG emissions.</p> <p>C) Purchase verified “gold standard” carbon offsets to achieve the GHG reduction target by 2022.</p>	<ul style="list-style-type: none"> • Complete energy retrofit of City buildings (includes retro-commissioning, building automation system enhancements, energy models, and building condition assessments) that will achieve an estimated 2-3%* corporate GHG reduction by 2022. Purchase electric transit and light duty fleet vehicles to achieve approximately 7%* corporate GHG reduction by 2022. *based on estimated 2018 baseline levels to be calculated in 2019. • Purchase verified “gold standard” carbon offsets annually to close the gap in reductions to achieve the full 15% GHG reduction target by 2022. 	<ul style="list-style-type: none"> • The cost of building retrofits is estimated at up to \$8M. The replacement of buses and vehicles and charging infrastructure will be \$8M in incremental costs. This initiative will require the deferral of a number of projects included in Exhibit B of Report 19-133 in order to create financial and human resource capacity to implement. • The cost of purchasing verified carbon offsets will be funded through reducing the current level of annual expenditure on Biodiesel for the transit fleet.

Priorities	Initiatives	Measurables	Financial/Resource Implications
	<p>D) The City will facilitate partnerships to reach equal reduction targets in the Kingston community.</p>	<ul style="list-style-type: none"> To be confirmed 	<ul style="list-style-type: none"> To be confirmed
<p>2. Enhance and expand green spaces, protect wetlands, and increase the tree canopy through greening initiatives.</p>	<p>A) Increase the tree canopy including a program for adding trees to private property.</p> <p>B) Develop a plan for wetlands.</p>	<ul style="list-style-type: none"> 4,250 plantings for existing EAB and Double the Tree Canopy program + 3,600 additional plantings for a total of 7,850 plantings between 2019-2022. Staff will report back with a proposed plan by 2022. 	<ul style="list-style-type: none"> This initiative will require deferral of other capital projects as per Exhibit B of Report 19-133. Funds for this plan will be included in the capital budget.
<p>3. Incrementally electrify the City's fleet of vehicles including public transit.</p>	<p>A) Purchase two electric buses and charging equipment as per Report 19-140.</p> <p>B) Conduct electric capacity feasibility study to support additional electric bus purchases.</p> <p>C) If feasible, order an additional ten electric transit buses by 2022.</p> <p>D) Replace up to 8 light duty vehicles and if feasible, 3 zambonis to electric versions.</p>	<ul style="list-style-type: none"> Acquire 12 electric buses and replace up to 11 light duty vehicles and arena equipment to EV by 2022. 	<ul style="list-style-type: none"> Incremental capital cost for the replacement of buses to electric and charging infrastructure is about \$8M and other fleet conversions will require \$100,000 which will require the deferral of a number of capital projects as outlined in Exhibit B of Report 19-133.

Priorities	Initiatives	Measurables	Financial/Resource Implications
	E) Continue to monitor market availability of heavy duty fleet and equipment options on a case by case basis.		
4. Target recycling and waste reduction strategies for businesses, institutions and multi-residential buildings.	<p>A) Support attraction of Renewable Energy from Waste investment with municipal study of local and regional organics production within IC&I Sector.</p> <p>B) Explore opportunity to implement dual stream recycling to increase tonnes of recyclables collected.</p> <p>C) Expand recyclable and green bin collection at multi-residential properties.</p>	<ul style="list-style-type: none"> • Report estimating available quantities of organic waste available locally and regionally from IC&I sector. • Recommendation to Council Q4 2019 for implementation in July 2021. • If implemented, capture additional 500 tonnes of recyclables per year; post-implementation. • 600 additional units from the multi-res sector added to the City’s recycling cart program by 2022. • 200 additional units from the multi-res sector added to the City’s green bin 	<ul style="list-style-type: none"> • Any financial implications will be reported back to Council. • Funds for retrofit approved in 2018 budget. • Requires additional staff resource to promote program and operating funds to implement.

Priorities	Initiatives	Measurables	Financial/Resource Implications
	<p>D) Eliminate fees for elementary schools to participate in green bin program at school.</p> <p>E) Update Integrated Waste Management Plan (Report EITP 19-003) to develop and implement new strategies to reduce waste to landfill and GHG emissions from waste.</p>	<p>program by 2022.</p> <ul style="list-style-type: none"> • Recommend report to EITP in 2019. Implement 20 schools by 2022. • Divert 65% of waste from landfill by 2025. Policy and program recommendations to Council in 2020. 	<ul style="list-style-type: none"> • Can be absorbed in the existing budget. • Financial implications will be outlined in the staff report.
<p>5. Develop and promote incentives for residents to reduce their energy use and become part of city-wide solutions to meet Kingston's carbon neutral target.</p>	<p>A) Develop an energy retrofit program that targets specific appliances with high capital cost and high carbon reduction impact (e.g. geothermal systems, solar hot water, etc.) for property owners.</p>	<ul style="list-style-type: none"> • Report to Council in 2020 with recommendations for implementation of a retrofit program. 	<ul style="list-style-type: none"> • Staff will seek grant funding and consider alternative financing options like on-bill financing, local improvement charge (LIC), and financial incentives through a Community Improvement Plan (CIP) model.

Priorities	Initiatives	Measurables	Financial/Resource Implications
	<p>B) Develop new build net-zero policy and incentive program through a CIP model.</p> <p>C) Review development policy to identify barriers to, and opportunities for, energy and carbon reduction.</p>	<ul style="list-style-type: none"> Report to Council in 2020 with recommendations for a net-zero new build policy and incentive program. Review site plan control and subdivision and design guidelines and report back with options to remove barriers and embed opportunities in 2021. 	<ul style="list-style-type: none"> Grant funding may be possible through the Low Carbon Economy Fund and FCM. Financial implications would be identified in the staff report.

Priorities	Initiatives	Measurables	Financial/Resource Implications
4. Strengthen economic development opportunities			
1. Support new and existing businesses	Redefine roles and responsibilities between the City and KEDCO for aftercare and existing business support.	<ul style="list-style-type: none"> Execute a new Service Level Agreement with KEDCO by 2020 with clear roles and responsibilities which will include a dedicated city staff resource to support the implementation of the City's role, including support of existing businesses, site selection, aftercare, and workforce development. 	<ul style="list-style-type: none"> Report to Council will recommend a reallocation of existing economic development funds to ensure both organizations have resources to support this priority as the City is currently not structured to deliver this service in full.

Priorities	Initiatives	Measurables	Financial/Resource Implications
2. Foster Innovative arts, culture and social enterprises	<p>A) Staff will inventory the existing creative industries in Kingston and how they can be better supported and expanded to develop the sector and enhance economic development opportunities.</p> <p>B) Staff will review the availability of City space and how to address existing roadblocks in order to better foster social enterprises.</p>	<ul style="list-style-type: none"> • This work will be reported to Council and will look to identify the most strategic use of the art gallery space on the north block property or City Hall on an interim basis to support emerging artists and the creative industry. • Staff will report back in 2020 with options to address these issues. 	<ul style="list-style-type: none"> • This work can be funded through existing operating budgets as well as capital budgets related to the implementation of the Kingston Culture Plan. • Staff will review options to make available underutilized City space. This initiative would likely have minimal impacts on operational budget.
3. Create and Facilitate Innovation Hubs	<p>A) Clean (Green) Technology, Bio Technology Sector Innovation</p> <p>B) Healthcare Innovation Hub in partnership with Queen's University.</p>	<ul style="list-style-type: none"> • Present a business plan that facilitates an innovation hub with private and public partnership by 2020. • Facilitate bringing together public and private sector healthcare enterprises to invest in Kingston. In 	<ul style="list-style-type: none"> • Seek funding from senior levels of government and private sector investment. City financial implications will be included in the staff report. • City's contribution to this project has been included in the 15-year capital forecast. Seek

Priorities	Initiatives	Measurables	Financial/Resource Implications
		partnership with Queen's, submit a plan of subdivision application for Innovation Park in 2019.	senior levels of government funding to support this project.
4. Enable the establishment of a St. Lawrence College downtown campus	Build a model focused on hospitality, culinary, tourism programming with SLC in collaboration with Tourism Kingston, KAP and other stakeholders.	<ul style="list-style-type: none"> Staff will report back with a proposed model and partnership contribution in 2019/2020. 	<ul style="list-style-type: none"> Staff will review options that could include utilizing a city owned property to facility this initiative in order to minimize any financial implications.
5. Facilitate a deep water dock for cruise ships	Work in partnership with private property owner and Tourism Kingston to develop an operational and marketing plan for a deep water dock for cruise ships.	<ul style="list-style-type: none"> Target the opening of a deep water dock for the 2022 cruise ship season. This will depend on availability of the property and funding. Staff will report back with a plan by 2020. 	<ul style="list-style-type: none"> Council approved \$500K in 2018 to support investigation and dredging work. Additional funds required are not yet known.
6. Explore the feasibility of establishing rural business parks and associated services	Rural economic development program will be integrated into the City's overall economic strategy, including a feasibility assessment of rural business parks.	<ul style="list-style-type: none"> City staff will report back to Council by 2021. 	<ul style="list-style-type: none"> The funds for this plan are included in the 2019 capital budget.
7. Invest in innovative workforce development and in-migration	A) Implementing the current Workforce Development and In-Migration Strategy	<ul style="list-style-type: none"> Key outcome: attract necessary skilled workforce. 	<ul style="list-style-type: none"> Applications submitted for program grants of \$2M. Existing budget

Priorities	Initiatives	Measurables	Financial/Resource Implications
strategies.	<p>throughout this term of Council.</p> <p>B) Review options to attract physicians.</p>	<ul style="list-style-type: none"> • Workforce retention key outcome: retaining students and mid-career talent in Kingston. • Report back to Council by 2020. 	<p>for current administrative needs.</p> <ul style="list-style-type: none"> • Financial implications would be reported back to Council.

Priorities	Initiatives	Measurables	Financial/Resource Implications
5. Foster healthy citizens and vibrant spaces			
1. Beautify the Waterfront	Continue the implementation of the waterfront master plan and implement a number of waterfront park rejuvenation projects.	2019 - 2022 <ul style="list-style-type: none"> • Richardson Beach & Bathhouse Building • Grass Creek Park building • Providence Care Pathway • Belle Park, Phase I* • Arthur Lower Park • Confederation Basin Breakwater • MacLean Trails Park • Village Drive pathway 	<ul style="list-style-type: none"> • Funds are included in the 15-year capital forecast. *some funds are included in the 15-year capital budget for Belle Park, but this initiative could require additional funds which will be identified in a report to Council in Q4 2019.
2. Developing an Arts Walk	The City can leverage existing public art installations along Kingston's waterfront as anchors to create an arts walk from Douglas Fluhrer Park to Lake Ontario Park.	<ul style="list-style-type: none"> • Staff will report back with a proposed initiative in 2020. 	<ul style="list-style-type: none"> • Some funds are included in the 15-year capital budget but this initiative could require additional funds which will be identified in the Council report.

Priorities	Initiatives	Measurables	Financial/Resource Implications
<p>3. Promote the redevelopment of Brownfields properties on the Montreal Street Corridor</p>	<p>A) Continue the City’s remediation and redevelopment commitment at 1100 Montreal Street.</p> <p>B) Support adaptive reuse of private properties in corridor, particularly near Montreal and Rideau Streets.</p>	<ul style="list-style-type: none"> • Complete the remediation of city-owned site 1100 Montreal Street and issue an RFP for redevelopment by end of 2020 in alignment with the Rideau Heights Neighbourhood Regeneration Strategy. • The City has remediation and redevelopment agreements in place with two privately-owned properties on Montreal Street (the former Cohen property and the former Burton Sanitation property). Staff will continue to work with the property owners to see these properties redeveloped from 2019-2022. 	<ul style="list-style-type: none"> • Funds for the remediation of 1100 are included in the capital budget.

Priorities	Initiatives	Measurables	Financial/Resource Implications
4. Support the potential for Indigenous cultural space	The local Indigenous community in Kingston has already identified a desire to develop an Indigenous cultural space through conversations that have taken place in the context of Engage for Change.	<ul style="list-style-type: none"> • Staff will report back in 2020 with short and long term options to implement an indigenous cultural space. 	<ul style="list-style-type: none"> • Staff will review options to make available underutilized recreation properties or other City-owned properties in both the short and long term and identify additional funding that may be required.
5. Examine the feasibility of fluoridating the drinking water	Utilities Kingston will complete a feasibility study.	<ul style="list-style-type: none"> • Utilities Kingston will report back in 2020. 	<ul style="list-style-type: none"> • Related costs will be identified in the Utilities Kingston report.
6. Leverage and promote food security solutions in partnership with others	Provide better support to community led initiatives that support local food production. Support and expand on farm to table programs. Some of these initiatives can be connected to social enterprises as well.	<ul style="list-style-type: none"> • Develop guidelines to streamline processes/licenses and infrastructure for farmers markets, community gardens and edible forests in 2021. • Work with Tourism Kingston to help support the farm to table initiatives included in the Culinary Strategy. 	<ul style="list-style-type: none"> • Financial implications are not yet known.