



**CITY OF KINGSTON**  
**REPORT TO COUNCIL**

<b>Report No.: 08-020</b>
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**TO:** Mayor & Council

**FROM:** Cynthia Beach, Commissioner, Sustainability & Growth Group

**RESOURCE STAFF:** David Mignault, Research & Grants Coordinator  
Speros Kanellos, Director, Growth & Initiatives

**DATE OF MEETING:** 2008-01-08

**SUBJECT:** **NORTH BLOCK REDEVELOPMENT RFP AWARD**

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**EXECUTIVE SUMMARY:**

Staff developed and issued a Request for Proposal on August 23, 2007 with a closing date of September 26, 2007. Three proposals were received which included professional groups led by AuthentiCity, IBI Group and The Planning Partnership. Proposals were evaluated by staff and were scored based on the following criteria:

1. Pricing and related costs
2. Proposal Submission
3. Interview
4. Experience
5. Ontarians with Disabilities Act
6. Familiarity with the North Block and Related City of Kingston Issues

This report is being provided to Council as the recommended award is not the lowest bid received. All three proponents met the requirements for pricing as well as the work plan requirements to complete Phase 1. At the conclusion of phase 1 of the work, Council will be presented with recommendations for the redevelopment of the city-owned property which will encourage the type of development reviewed with members of the public as well as adjacent land owners. The IBI Group proposal was the highest ranked proposal when combining all proposals.

The proposals were evaluated by a multi-discipline team from City of Kingston staff and KEDCO with expertise in many areas including planning, culture and heritage, transportation, economic development and brownfield redevelopment. Proponent services will be required for the City to develop a comprehensive best and highest use for properties owned in the area which will be complementary to the existing cultural and heritage landscape and assets. Undertaking this work will assist the City of Kingston to promote the redevelopment of its own properties which will be sympathetic and synergistic with other privately owned properties in the area.

It is hoped that the timing for the award of this work will position the City to be able to decide on the next steps in the redevelopment of the police building at 11 Queen Street in addition to meeting a number of other objectives related to the sustainable redevelopment of properties in the area.

The schedule for implementation will see recommendations back to Council on the highest and best use of the properties in about four months from the award of the work to the consultants.

AuthentiCity decided based on timing that they were going to withdraw their proposal.

January 8, 2008

- Page 2 -

**RECOMMENDATION:**

That the proposal for services related to the Consultancy on North Block District Community and Business Enhancement Opportunities (RFP-SG-OC-01-2007) be awarded to IBI Group to develop recommendations for the development of City of Kingston property in the North Block area, and

That the Mayor and Clerk be authorized to enter into a contract with IBI Group, subject to the satisfaction of the City's Legal Services Division, for performance of this work.

**AUTHORIZING SIGNATURES:****ORIGINAL SIGNED BY COMMISSIONER**

Cynthia Beach, Commissioner, Sustainability &amp; Growth Group

**ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER**

Glen Laubenstein, Chief Administrative Officer

**CONSULTATION WITH THE FOLLOWING COMMISSIONERS:**

Commissioner Beach, <i>Sustainability &amp; Growth</i>	✓
Commissioner Hunt, <i>Finance &amp; Corporate Performance</i>	✓
Commissioner Thurston, <i>Community Development Services</i>	✓
Commissioner Leger, <i>Corporate Services</i>	✓
Jim Keech, President, <i>Utilities Kingston</i>	✓

**(N/R indicates consultation not required)**

**OPTIONS/DISCUSSION:**

On July 10, 2007 at its regular meeting, City Council approved the following motion regarding a redevelopment plan for the North Block area:

*THAT the Request for Proposal for a redevelopment plan for the North Block be undertaken to specifically identify a process for the redevelopment of City-owned properties and consider innovative environmental strategies as well as potential municipal and public uses on properties not now owned by the City of Kingston;*

*- and further -*

*THAT the redevelopment process include consultation with property owners in the North Block area as well as with the general public prior to bringing back recommendations on the uses of the City of Kingston owned properties to Council.*

A further recommendation was received from the Kingston Municipal Heritage Committee on August 13, 2007 which reads as follows:

*That the City of Kingston staff responsible for the creation of the Request for Proposal for North Block Redevelopment ensure that cultural heritage considerations, including but not limited to built heritage, cultural landscapes, and archaeology, be included and clearly articulated in any document produced.*

Council established a total project budget for this project of \$250,000. The total project budget is to accommodate the work done as part of the preparation of phase 1 and phase 2 of the project in addition to other costs which will include project support costs, appraisals, cost estimates for the demolition of 11 Queen Street and any other work that may be separate from the proposal.

Staff developed and issued a Request for Proposals on August 23, 2007 with a closing date of September 26, 2007. The three firms submitting proposals were: AuthentiCity (proposal withdrawn), IBI Group and The Planning Partnership. Proposals were scored based on the following criteria:

- |    |  |           |
|----|--|-----------|
| 1. | Pricing and related costs  | 20%       |
| 2. | Proposal Submission  | 10%       |
| 3. | Interview  | 20%       |
| 4. | Experience   | 40%       |
| 5. | Ontarians with Disabilities Act                                      | 3%        |
| 6. | Familiarity with the North Block and Related City of Kingston Issues | <u>7%</u> |
|    |  | 100%      |

IBI Group	Planning Partnership
78%	71%

January 8, 2008

- Page 4 -

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Scope of Work for Project:

Three committees were consulted regarding the scope of work to be included in the redevelopment plan for the North Block area (Planning Committee, Environment, Infrastructure & Transportation Policies Committee and Kingston Municipal Heritage Committee). Proponents were asked for an approach that promotes sustainable development in the downtown, with the expectation that a sustainable downtown will establish a "smart-growth" approach on a city-wide basis. As part of the scope of this assignment, the City will want to ensure that development is encouraged that:

- Minimizes impact on the natural environment and global climate change.
- Minimizes burden on existing water, sewer, stormwater, electrical and natural gas infrastructure.
- Maximizes the potential for non-automotive transportation.
- Maintains and enhances cultural and heritage attributes of the City.
- Maintains and enhances economic prosperity of the City and that is financially sustainable.
- Maintains and enhances accessibility of the study areas to as broad a range of the community as possible.
- Demonstrates Kingston's desire to be Canada's most sustainable city.

At the end of the first phase of the project, the following outcomes will be achieved:

1. Council will be provided with a set of Objectives and Guiding Principles for the redevelopment of the area that will facilitate the next steps in determining the reuse or redevelopment of city properties and buildings in the area.
2. A recommendation will be made on 'highest and best use' for sustainable development potential for the North Block area. Existing municipal policies and studies will be used to determine any gaps that would prevent the optimal built form development. A set of potential development scenarios will be developed to be reviewed in public and with interested adjacent property owners. The intention of this is not to duplicate any studies already done in the area. Proponents have been provided with all background studies and this work will not duplicate policy already developed for the area. Architectural guidelines have been prepared for the downtown including this area and the work plan will not duplicate any of the work already completed.
3. To create options for the best and highest use, an analysis of existing businesses will be done to determine the best opportunities for the expansion and growth of existing businesses and industries in the downtown area with the objectives of growing the economic potential in the North Block area and linking the downtown to the inner harbour area. Adjacent property owners will also be consulted regarding their future plans to ensure that the City of Kingston property only complements that potential development in those areas. Assistance will be provided by KEDCO.
4. A financial analysis will include local development economics including building costs for the desired built form (residential, commercial, public or institutional uses) compared to the revenue generation potential for the properties. This financial analysis is part of the work necessary to review the City's current Brownfield Community Improvement Plan for this area. The financial analysis will also assist the City to target particular developments for 11 Queen Street.
5. All of the proposed approaches include the engagement of community and business stakeholder groups to advise on both the process and the outcome. As part of the engagement, potential public uses within the

January 8, 2008

- Page 5 -

redevelopment such as a transit terminal, parking structures, walkways and open space and cultural assets will be evaluated.

6. As a main deliverable, the proponent will prepare a strategy for the redevelopment of City-owned properties in the North Block including development of a mechanism to involve private sector developers in these potential scenarios.
7. As part of the strategy, the proponent will provide high level guidance concerning the potential siting of an off-street downtown transit terminal or other transit strategy which integrates with the development strategy and encourage greater use of public transit.
8. High level guidance will also be analyzed for potential physical locations of additional parking which integrate with the development strategy.

An implementation framework will be completed by the spring of 2008 that will provide high level guidance on the sequencing of individual components of the strategy. City-owned properties, particularly the former police building at 11 Queen Street, will be targeted for a reuse or redevelopment strategy to reduce costs associated with temporary use. It is recommended that the reuse/redevelopment analysis start as soon as possible to minimize ongoing costs to maintain the building.

#### Summary of Proposals:

The following summary is not intended to be comprehensive as proposals from proponents included submissions which were thirty pages with supporting attachments. The proposals were also evaluated based on an interview process where proponents were asked to relate their specific experience to the proposal for the City of Kingston.

Proponent	Proposal Pricing
IBI Group	Phase 1: \$141,485 plus GST Phase 2 (Implementation): \$100,000
The Planning Partnership	Phase 1: \$141,471 plus GST Phase 2 (Implementation): undetermined

#### IBI GROUP:

The proposed study team is composed of a team of planners, transportation consultants, technicians and designers. Projects completed include both private sector and public sector clients. Real estate development and planning services are augmented by Arcturus Realty Corporation which has experience in urban mixed use, retail/entertainment properties and sustainable development projects. The proposed budget for the first phase of the project is \$141,485 plus GST.

IBI Group has an architect and heritage planner on staff with a wide variety of experience (and will engage others, as required) to ensure that the heritage aspects of the North Block are preserved and enhanced through this process. Building inventory and heritage constraints will be addressed through this process. IBI Group's proposal includes adaptive reuse for heritage buildings to showcase the history of the City.

Cultural aspects will be reviewed in the context of the entire downtown area and a situational analysis will be completed to assess cultural needs in relation to development potential in the North Block district.

**Strengths of the Proposal:**

- Experience with transportation planning and a significant allocation of resources to transit and parking
- Experience includes a wide range of brownfield development projects across Canada
- Demonstrates an excellent understanding of the specific circumstances in the City of Kingston
- Land development strategies and economic development strategies include a wide range of public sector and private sector developments
- Redevelopment experience includes a variety of adaptive reuses of heritage

**References related to other redevelopment projects (not all studies are listed):**

- City of Brockville Brownfields Community Improvement Plan (CIP)/Revised Downtown CIP
- Heart of the City Community Improvement Plan: City of Cornwall
- City of Sault Ste. Marie Downtown Improvement and Economic Feasibility Study
- City of Belleville Brownfields Program Strategy and Community Improvement Plan (CIP)
- Traffic Study: Wolfe Island Ferry Service

**THE PLANNING PARTNERSHIP:**

The Planning Partnership is a firm which provides services in land use planning, urban design, public consultation and sustainability. The Proposal Team includes staff from other firms including: Millier Dickinson Blais, ERA Architects, URS Canada Inc., Cushman and Wakefield Lepage. Stakeholder charettes will be used to review development concepts with local businesses, agencies and stakeholder groups.

**Strengths of the proposal include:**

- Experience and time is allocated from senior staff in Planning Partnership with the bulk of work being prepared by the senior partners in the firm
- Clients include private sector and municipal clients
- Proposal includes the augmentation of expertise in heritage planning, transportation planning, economic development and market studies

**References related to other redevelopment projects (not all studies are listed):**

- Memorial Centre Park Master Plan, City of Kingston
- Queen Street Segment Study, Development Interests
- Downtown Guelph Investment Strategies
- Downtown Belleville Master Plan
- Regional Center Urban Design Strategy, Halifax Regional Municipality, Nova Scotia
- Evergreen Brickworks, Toronto, Ontario

**Evaluation Summary:**

All of the submissions were within the price requirements. The evaluation of all proposals was extremely close with a less than 10% spread in the points assigned from the evaluation committee.

January 8, 2008

- Page 7 -

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**EXISTING POLICY/BY LAW:**

There is no existing policy/by law.

**NOTICE PROVISIONS:**

There are no notice provisions required with this report.

**ACCESSIBILITY CONSIDERATIONS:**

Although not specifically addressed in any of the proposals, the redevelopment strategies will have to include an analysis of the accessibility requirements in the area.

**FINANCIAL CONSIDERATIONS:**

As part of 2007 budget deliberations, \$250,000 was allocated to developing the North Block Redevelopment Strategy. The first stage of this work will take approximately \$150,000 to complete the urban design elements. A portion of the budget will also be used to undertake specific tasks not included in the work of the consultants which may include: development of a risk plan for any aspects of the redevelopment in which the City of Kingston may partner, assessment related to inventories and cost estimates for specific works related to the redevelopment.

**CONTACTS:****Evaluation Committee:**

Cynthia Beach, Commissioner, Sustainability & Growth Group (613-546-4291, ext. 1150)

Robin Etherington, Manager, Culture & Heritage (613-546-4291, ext. 1255)

Speros Kanellos, Director, Growth & Initiatives (613-546-4291, ext. 3133)

George Wallace, Director, Planning & Development (613-546-4291, ext. 3252)

Jim Keech, President & CEO, Utilities Kingston (613-546-4291, ext. 2217)

Jim Miller, Manager, Utilities Technical Services (613-546-4291, ext. 2475)

Malcolm Morris, Director, Transportation (613-546-4291, ext. 2260)

Jeff Garrah, Chief Executive Officer, KEDCO (613-544-2725, ext. 230)

**OTHER CITY OF KINGSTON STAFF CONSULTED:**

Gerard Hunt, Commissioner, Finance & Corporate Performance

Lance Thurston, Commissioner, Community Development Services

Denis Leger, Commissioner, Corporate Services

Legal Services

**EXHIBITS ATTACHED:**

Not applicable



**CITY OF KINGSTON**  
**REPORT TO COUNCIL**

Report No.: 08-040
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**TO:** Mayor and Council

**FROM:** Cynthia Beach, Commissioner, Sustainability & Growth Group

**RESOURCE STAFF:** Cynthia Beach, Commissioner, Sustainability & Growth Group

**DATE OF MEETING:** 2008-01-08

**SUBJECT:** Declare Surplus Lands Adjacent to 1045 John Counter Boulevard For John Counter Boulevard Widening Land Acquisition

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**EXECUTIVE SUMMARY:**

Under By-Law No. 2006-8 dated December 13, 2005, City Council approved \$8,360,627 in the 2006 capital budget to advance the reconstruction and land acquisition for the John Counter Blvd widening project. This report seeks Council's authority to exchange parcels of land without the need for any financial compensation.

Land acquisition negotiations with the Charles A. Smith Estate (1045 John Counter) and Kingston Feed and Farm (1033 John Counter) proceeded simultaneously.

Staff has negotiated an agreement with the Charles A Smith Estate to purchase property for the widening. The land acquisition puts the new road allowance limit approximately 5.5 meters from the building face. This acquisition results in loss of parking and parking area in front of the building; loss of the east entrance; loss of additional parking and parking area along the east side of the building; and reduced vehicular access/egress and on-site mobility. The City acquired Parts 1 and 2 as shown on Exhibits A and B from Kingston Feed and Farm at 1033 John Counter to replace the loss of parking area.

The Charles A. Smith Estate has agreed to accept Parts 1 and 2 of Plan 13R-18948 as shown on Exhibits A and B, as replacement for the property purchased for the road widening.

Parts 1 and 2 are encumbered with municipal and Hydro One easements which will remain. There is no need for the City to maintain ownership of these lands to protect the easements. Use as a parking lot is consistent with the easements.

This report seeks Council's approval to declare Parts 1 and 2 of Plan 13R-18948 as land surplus to municipal needs. All Agreements and Declarations shall be to the satisfaction of the Director of Legal Services and in accordance with City of Kingston By-Laws.

**RECOMMENDATION:**

THAT Council give two readings to the by-law attached as Exhibit C to declare Parts 1 and 2 of Plan 13R-18948 as shown in Exhibit A as surplus to municipal needs, and

THAT Council authorize and direct the City Clerk, in accordance with the City of Kingston By-Law 2003-015, to give notice of Council's intention to declare surplus Parts 1 and 2 of Plan 13R-18948 as identified in Exhibit A and B, and

THAT Council give third reading and approve the by-law as Exhibit C to declare surplus to municipal need Parts 1 and 2 of Plan 13R-18948 as identified in Exhibit A upon providing the prescribed public notice of Council's intent.

**AUTHORIZING SIGNATURES:**

<b>ORIGINAL SIGNED BY COMMISSIONER</b> Cynthia Beach, Commissioner, Sustainability & Growth Group
<b>ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER</b> Glen Laubenstein, Chief Administrative Officer

**CONSULTATION WITH THE FOLLOWING COMMISSIONERS:**

Commissioner Beach, <i>Sustainability &amp; Growth</i>	✓
Commissioner Hunt, <i>Finance &amp; Corporate Performance</i>	✓
Commissioner Thurston, <i>Community Development Services</i>	N/R
Commissioner Leger, <i>Corporate Services</i>	✓
Jim Keech, President, <i>Utilities Kingston</i>	✓

*(N/R indicates consultation not required)*

January 8, 2008

- Page 3 -

**OPTIONS/DISCUSSION:**

Staff has negotiated a land acquisition agreement with the executor of Charles A. Smith Estate at 1045 John Counter Boulevard. This acquisition places the road allowance limit causes a loss of parking area in front of the building; loss of the east entrance; loss of parking along the east side of the building; and reduced vehicular access/egress and on-site mobility.

Kingston Feed and Farm has agreed to convey Parts 1 and 2 to the City. The City has agreed to convey Parts 1 and 2 to Smith Estate to replace loss of parking area. Smith Estate has agreed to accept Parts 1 and 2 of 13R-18948 as replacement for loss of parking area.

Kingston Feed and Farm transferred Parts 1 and 2 of Plan 13R-18948 to the City. To close the Agreement with the Charles A. Smith Estate, the City must declare Parts 1 and 2 of Plan 13R-18948 as surplus land.

Parts 1 and 2 on Plan 13R-18948 are encumbered with municipal and Hydro One easements which will remain. There is no need for the City to maintain ownership of these lands to protect the easements. Use as a parking lot is consistent with the easements.

Before land transfers can occur, City Council must declare Parts 1 and 2 as shown in Exhibit A and B as surplus lands.

**EXISTING POLICY/BY LAW:**

By-law #2006-8; Capital Budget 2006

**NOTICE PROVISIONS:**

There are no notice provisions with this report.

**ACCESSIBILITY CONSIDERATIONS:**

There are no accessibility considerations with this report.

**FINANCIAL CONSIDERATIONS:**

Property exchange only.

**CONTACTS:**

Tony Fleming, Senior Legal Counsel, Legal Services, (613) 546-4291, Ext. 1293

**OTHER CITY OF KINGSTON STAFF CONSULTED:**

Speros Kanellos, Director, Growth & Initiatives Department, (613) 546-4291, Ext. 3133

John Sawarna, Project Engineer, Growth and Initiatives Department, (613) 546-4291, Ext. 3169

**EXHIBITS ATTACHED:**

Exhibit A - Sketch of Surplus Lands

Exhibit B - Aerial Photograph

Exhibit C - Draft By-Law to Declare Surplus

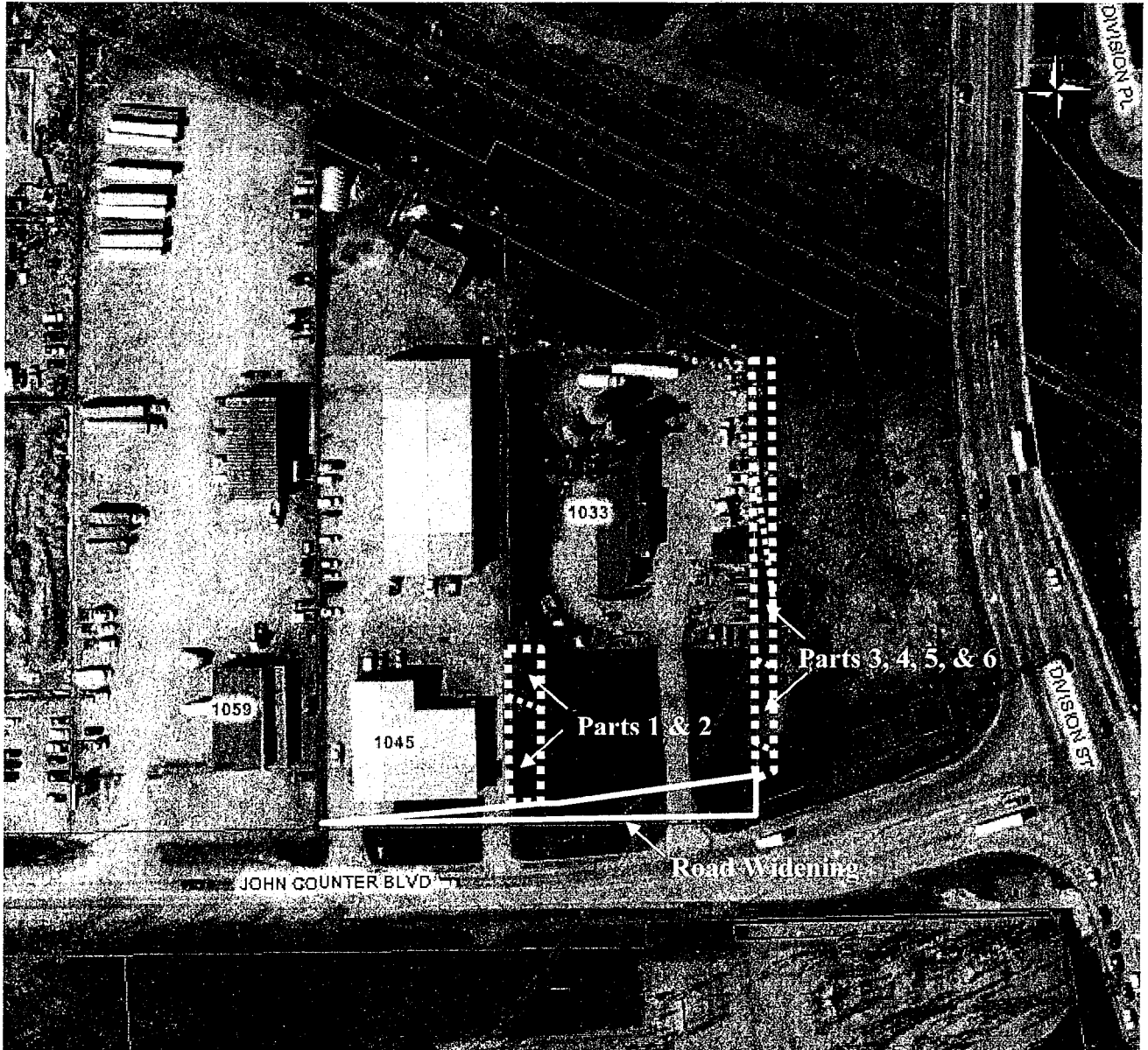
**OTHER CITY OF KINGSTON STAFF CONSULTED:**

Speros Kanellos, Director, Growth & Initiatives Department, (613) 546-4291, Ext. 3133  
John Sawarna, Project Engineer, Growth and Initiatives Department, (613) 546-4291, Ext. 3169

**EXHIBITS ATTACHED:**

Exhibit A - Sketch of Surplus Lands  
Exhibit B - Aerial Photograph  
Exhibit C - Draft By-Law to Declare Surplus





Parts 1 & 2 to be transferred to #1045 John Counter Blvd.

Parts 3, 4, 5 & 6 to be transferred to #1033 John Counter Blvd.

**EXHIBIT C**

**BY-LAW NO. 2008-**

**A BY-LAW TO DECLARE SURPLUS TO MUNICIPAL NEED AND SELL PARTS 1 AND 2 ON PLAN 13R-18948**

**PASSED:**

**WHEREAS** Section 268 of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended, requires Council to establish by-law procedures, including the giving of notice to the public, governing the sale of real property owned by the municipality;

**AND WHEREAS** the Corporation of the City of Kingston has passed By-Law No. 98-1, "Council Procedural By-Law";

**AND WHEREAS** public notice was given in accordance with Section 23.1 of By-Law No. 98-1, "Council Procedural By-Law" by publishing notice of the proposed sale of the property in accordance with Section 268 (3) of the *Municipal Act, 2001*, S.O. 2001, c.25;

**NOW THEREFORE** the Council of the Corporation of the City of Kingston hereby enacts as follows:

1. That Parts 1 and 2 of Plan 13R-18948, as shown on the sketch in Exhibit A and B, are deemed to be surplus to the needs of the Municipality in accordance with the conditions of By-Law No. 98-1, "Council Procedural By-Law".
2. This By-Law shall come into force and take effect on the date of its passing.

**GIVEN FIRST AND SECOND READINGS**

**GIVEN THIRD READING AND FINALLY PASSED**

**CITY CLERK**

**MAYOR**



**CITY OF KINGSTON  
REPORT TO COUNCIL**

**Report No.: 08-044**

**TO:** Mayor & Council  
**FROM:** Cynthia Beach, Commissioner, Sustainability & Growth  
**RESOURCE STAFF:** Cynthia Beach, Commissioner, Sustainability & Growth  
 Gerard Hunt, Commissioner, Finance & Corporate Performance  
**DATE OF MEETING:** 2008-01-08  
**SUBJECT:** "KINGSTON CITY COUNCIL PRIORITY PLANNING REPORT"

**EXECUTIVE SUMMARY:**

Council held three sessions to prepare the priorities for this current term (2008-2010). The Council priorities have been established to assist in the budget process, to set future direction for City of Kingston staff and will guide the next steps in carrying out strategies during this term of Council.

This report is before Council for formal approval of the final draft of the agreed to priorities for the term of Council. The Priority Setting document attached to this report as Exhibit A includes the projects list requested by Council at its December 18, 2007 meeting.

**RECOMMENDATION:**

THAT Council approve the attached document, "Kingston City Council Priority Planning Report".

**AUTHORIZING SIGNATURES:**

<b>ORIGINAL SIGNED BY COMMISSIONER</b>	
Cynthia Beach, Commissioner, Sustainability & Growth Group	
<b>ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER</b>	
Glen Laubenstein, Chief Administrative Officer	

**CONSULTATION WITH THE FOLLOWING COMMISSIONERS:**

Commissioner Beach, <i>Sustainability &amp; Growth</i>	✓
Commissioner Hunt, <i>Finance &amp; Corporate Performance</i>	✓
Commissioner Thurston, <i>Community Development Services</i>	✓
Commissioner Leger, <i>Corporate Services</i>	✓
Jim Keech, President, <i>Utilities Kingston</i>	✓

January 8, 2008

- Page 2 -

**OPTIONS/DISCUSSION:**

Kingston City Council made a decision to embark on a priority planning process with a specific focus to ensuring that Council could clearly articulate its priorities for the coming budget year. To accomplish this task, Council decided to use a facilitator to guide them through a priority planning process. A resolution was passed at Council and a facilitator, Mr. Jim Docherty, was engaged by staff. Council met as a group on two occasions, June 25, 2007 and July 16, 2007. As a result of these meetings, a consensus began to emerge on what the focus should be for financial decision-making for next year's budget and across the next four years.

Many of the Councillors believe that their focus needed to be on what was referred to as quality of life and environmentally responsible decision-making that was to be done in a context of limited expansion of the budgets and a target of limiting tax increases by the fourth year of their term of office. A number of Councillors wish to see a base set of priorities or principles that would dictate the direction that City staff and would help prepare strategies to be incorporated into future budgets.

On November 22, 2007, we facilitated a final session with Council to discuss and confirm the priorities determined in the two previous sessions, and to develop a document that could be used as a guide to Council's priorities for this term of Council. This document, "Kingston City Council Priority Planning Report", is attached as Exhibit A.

**EXISTING POLICY/BY LAW:**

There is no existing policy/bylaw.

**NOTICE PROVISIONS:**

There are no notice provisions with this report.

**ACCESSIBILITY CONSIDERATIONS:**

There are no accessibility considerations with this report.

**FINANCIAL CONSIDERATIONS:**

The establishment of priorities provides a focus for work plans and budgets of the corporation. The preparation of the 2008 capital and operating budgets is consistent with the priorities and is currently before council for deliberation and approval. Long range budgets will be updated to reflect the priorities of Council and will form an essential part of work planning and service delivery over the term of Council.

**CONTACTS:**

Cynthia Beach, Commissioner, Sustainability and Growth (613-546-4291, ext. 1150)

Gerard Hunt, Commissioner, Finance & Corporate Performance (613-546-4291, ext. 2205)

Carolyn Downs, City Clerk (613-546-4291, ext. 1247)

**OTHER CITY OF KINGSTON STAFF CONSULTED:**

n/a

**EXHIBITS ATTACHED:**

Exhibit A – "Kingston City Council Priority Planning Report" including projects list

# Kingston City Council Priority Planning Report

## Theme Statement

*We are striving to be a progressive and dynamic city. We believe in sustainability - economic, environmental, social and cultural. This means having a social consciousness, while being environmentally friendly and promoting strong neighbourhoods and quality of life enhancing activities.*

This document outlines the principles which Council reached by consensus and outlines the specific projects and initiatives which Council recognizes it has on its plate for the coming three years. The projects and initiatives are not exhaustive but recognize those that are currently before Council and which will need to be addressed by the present Council.

## Overall Themes

- Sustainability: Economic, Environment, Social and Cultural factors
- Environmentally Friendly
- Promotion of Neighbourhoods
- Promote Quality of Life Enhancing Activities
- Social Consciousness
- Creating a Progressive and Dynamic City

## Strategic Directions

These are specific areas determined to be high priority considerations for decision making. Financial decision-making for the next budget should reflect both the financial targets set by Council as well as the following strategic directions for Council.

### → Create a Green Community

*Consideration of but not limited to the following:*

- Greenhouse gas reduction
- Environmentally friendly projects and options including incentives for environmental initiatives.
- Environmentally self sustaining city

- Blue Belt Promotion and Enhancement
- Developing an E-garbage strategy
- Green space commitment
- Enhancing public transit (20 minute bus service target)
- Pedestrian and bicycle friendly city
- Traffic management calming strategies as part of an overall plan
- Parking Plan - Incentives for environmentally friendly transportation

### → **Develop the City Wisely**

*Consideration of but not limited to the following:*

- Reducing Urban Sprawl - Find creative ways to have more efficient use of downtown space.
- Focusing on infill development.
- Emphasis on the "Brownfields" initiative
- Limiting encroachment into agricultural lands and recognizing rural needs in urban planning

### → **Build Affordable Housing and Reduce Poverty**

*Consideration of but not limited to the following:*

- Developing programs for affordable housing
- Affordable Housing to include the full range of housing from highly subsidized up to and including slightly below market rents
- Reducing or Eliminating Homelessness
- Enhancing programs aimed at reducing poverty (equality, dignity, opportunity, access to services, free activities)
- Supporting social support structures

### → **Support Heritage, Arts and Culture**

*Consideration of but not limited to the following:*

- Improving heritage record and protecting our heritage.
- Creating Heritage Conservation Districts

## → Enhance Neighbourhoods

*Consideration of but not limited to the following:*

- Neighbourhood development
- Maintenance of neighbourhood infrastructure: pools, parks, benches, and rinks
- Planning for use of neighbourhood arenas
- Creating a city where our children want to stay.

## → Promote Diversity

*Consideration of but not limited to the following:*

- People – Cultural , Social

## → Pursue Economic Strength

*Consideration of but not limited to the following:*

- Supporting diversity in business
- Supporting initiatives that expand the commercial and industrial tax base.
- Expanding the number of jobs in the middle income range.
- Expanding and supporting public-service employment.
- Supporting development that is ecologically sound.

Council recognizes that if there is to be growth in revenues certain strategies are necessary to ensure that those increases do not come out of the property tax sector. There is a recognition that Council needs to explore some sources of potential revenues to offset restricting growth of property tax.

- Pursue a change of culture in how the city carries out its business to achieve greater efficiencies
- Have financial targets to lower tax increases over 4 years.
- Put more pressure on Provincial and Federal governments to renegotiate funding (heads and beds taxes)
- Pursue Regional Partnerships (for industry, for waste treatment, for sports events, for tourism, etc.)

## **Continuing and New Projects and Initiatives**

Council recognizes that there are two types of potential major expenditures facing it in this term of office. These take the form of initiatives which may or may not entail construction or major capital outlay and those that entail expenditure on human resources to achieve their completion. These are separated into two groups entitled "initiatives" and "major projects". When it comes to setting the budgets these projects and initiatives will be measured against the strategic directions listed above.

### **Initiatives *(to be undertaken by Council):***

- Complete the projects already underway
- Change organizational culture to achieve efficiencies desired
- Affordable Housing (could result in new buildings)
- Complete Official Plan
- Plan for Economic Development (Led by KEDCO)
- Parks Master Plan
- Rideaucrest - "staying on track"
- Airport Master Plan

### **Major Projects *(involving building and/or construction):***

- Infrastructure Renewal/Expansion
- Restoration of the Memorial Centre Site
- Lake Ontario Park
- Wellington Street Extension
- Infrastructure renewal/expansion (supportable debt load)
- East west corridor including Third Crossing
- Aquatic Centre with 50m Pool
- Lakefront/Waterfront Plan
- Completion of the Group of Seven
- Develop a Firefighters' Training Centre
- Public Works Facility