RECOMMENDATION TO COUNCIL:
That council confirm the current policy of not providing municipal tax exemption for property used by veterans.

ORIGIN/PURPOSE:
The Amherstview Branch of the Royal Canadian Legion (Legion) wrote to Councillor B. George in March 2004 requesting that he present a motion to have the Legion exempted from paying municipal property taxes. Councillor George recently copied the letter to Denis Leger, Commissioner, and asked that the request be considered.

OPTIONS/DISCUSSION:
The Municipal Act (Section 325) provides municipal councils the authority to exempt property from municipal taxation when the property is used and occupied as a memorial home, clubhouse or athletic grounds by persons who served in the armed forces of His or Her Majesty or an ally of His or her Majesty in any war. The exemption must not exceed 10 years, but may be renewed at any time during the last year of the previous exemption.

On May 30, 2000, Council received staff report C153 which presented facts surrounding the Royal Canadian Legion Branch No. 9's request for an exemption of taxes for the years 1998, 1999 and 2000. In the report, staff detailed the unique circumstances for Council’s consideration of the municipal component of taxes for the branch located on Barrack Street. This report outlined the pre-1997 arrangement between Legion Branch No. 9 and the former City of Kingston whereby, for the years 1994 to 1997 inclusive, the municipal portion of taxes were waived by Council, in exchange for the branch donating an equivalent amount from their Nevada/Lottery/Bingo accounts to assist and satisfy the municipality’s Healthcare 2000 commitment. On the advice of Legal Counsel and upon review with all of the affected parties and
the Alcohol & Gaming Commission of Ontario, it was determined that this practice would not be allowed to continue. I have included a copy of Report C153 as Appendix “B” to this report as it speaks to this matter in more detail.

At the request of Legion Branch No. 9, the matter of municipal tax exemption for the year 1998 to 2000 inclusive was to be brought forth to Council for consideration. As indicated in the report, staff brought this matter to Council due to the unique circumstances but it would normally recommend that no action be taken on this request, largely due to the fact that it would set a precedent and because of the adverse financial impact on the municipality.

Council considered the matter on May 30, 2000 and passed the following motion:

WHEREAS Council recognizes and appreciates the sacrifices made by those who served in the World War; and

WHEREAS Council sees the need for a gathering place for veterans to meet, socialize and reflect on their sense of place in ensuring the freedom and security of our Country; and

WHEREAS Council appreciates and respects the many community volunteer and support services offered to adults and children alike by the Legion for the benefit of and at no financial costs to its citizens;

THEREFORE BE IT RESOLVED that a by-law be presented for three readings (without prejudice) to waive the property taxes for 1998, 1999 and 2000, and to instruct staff to work with the Legion to explore ways, so as to forward revenues from the various gaming accounts towards charitable operations that are in association with the City for the benefit of its ratepayers.

On the basis of this resolution, Council enacted By-law 2000-163 on May 30, 2000, a copy of which is attached and entitled Appendix “C”. It should be noted that Council was quite concerned about granting this tax exemption but did so due to the extenuating circumstances surrounding this matter. Council did recognize that this might have a chain effect in that other such veterans clubs may request the same municipal tax exemption treatment, but it further declared its intent was not to extend this tax treatment to others by including the words “without prejudice” in the resolve clause of the resolution.

In January 2002, the Royal Canadian Horse Artillery (RCHA) requested council consider this exemption. The Committee of the Whole approved a recommendation, in the February 12, 2002 tax policy report CW013, which required staff to bring a report back to council. Following the Committee of the Whole recommendation in 2002, contact was made with the three Legion branches as well as the Army Navy and Air Force Veterans (ANAF), as this potential exemption could extend to them. The ANAF and the Zone Commander, on behalf of the three Legions, wrote and requested that this exemption be provided to their property. However, at their February 19, 2002 meeting council did not approve the recommendation, and accordingly, no exemption has been provided.

The authority to pass this by-law is not a new provision in the Municipal Act, but has been in place prior to 1990.

Anecdotal and news reports have reported that veterans’ associations have fallen on difficult times. Their membership is dwindling due to the age of veterans and new members are not appearing. This in turn
impacts traditional revenue sources as most revenues were derived from well attended social events. Despite this, these associations have continued to provide many programs, for seniors, veterans and youth through their volunteers and lottery fundraising.

A number of municipalities in Eastern Ontario (Cornwall, Elizabethtown-Kitley, Perth, Smiths Falls) have provided this exemption to their Legion properties. It is noted that since this is an exemption, there would not be an additional expenditure added to the budget, instead the decrease would be reflected in the residential assessment and taxes levied.

The following table provides the municipal taxes levied for 2004 and 2003 and illustrates the decreased revenues from taxation that would have been available if council chose to provide the exemption. If council decides to provide this exemption it would apply to 2005 onward.

<table>
<thead>
<tr>
<th>Association</th>
<th>2004 Tax (mun)</th>
<th>2003 Tax (mun)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legion, Branch 009, Railway Street</td>
<td>$2,484</td>
<td>$1,726</td>
</tr>
<tr>
<td>Legion, Branch 560, Montreal Street</td>
<td>$15,881</td>
<td>$18,716</td>
</tr>
<tr>
<td>Legion, Branch 631, 4034 Bath Road</td>
<td>$5,268</td>
<td>$5,873</td>
</tr>
<tr>
<td>RCHA, 193 Ontario Street</td>
<td>$2,116</td>
<td>$2,190</td>
</tr>
<tr>
<td>ANAF, Unit 377, 317 Gore Road</td>
<td>$2,438</td>
<td>$2,476</td>
</tr>
<tr>
<td>Kingston Naval Veterans, 1138 Sydenham Road</td>
<td>$1,534</td>
<td>$1,425</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$29,721</strong></td>
<td><strong>$32,406</strong></td>
</tr>
</tbody>
</table>

EXISTING POLICY/BY-LAW:
Municipal Act, 2001

LINK TO STRATEGIC PLAN:
This has no link to the Strategic Plan.

FINANCIAL CONSIDERATIONS:
The financial considerations for council exempting the municipal portion of taxes for 2005 would be approximately be $30,000 per year and if the exemption was granted for the 10 year period the estimated value would be approximately $300,000.

CONTACTS:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Phone 1</th>
<th>Phone 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pat Carrol</td>
<td>Manager of Taxation &amp; Revenue</td>
<td>546-4291</td>
<td>2468</td>
</tr>
<tr>
<td>Gerard Hunt</td>
<td>Manager of Finance</td>
<td>546-4291</td>
<td>2205</td>
</tr>
</tbody>
</table>
DEPARTMENTS/OTHERS CONSULTED AND AFFECTED:
N/A

NOTICE PROVISIONS:
N/A

APPENDICES:
Appendix A – Royal Canadian Legion letter to Councillor B. George, dated March 22, 2004
Appendix C – By-law 2000-163

Désis Léger
Commissioner of Corporate Services

Bertrand Meunier
Chief Administrative Officer
March 22, 2004

Councilor Bittu George
City of Kingston
216 Ontario Street
Kingston, Ontario

RE: TAX EXEMPTION – ROYAL CANADIAN LEGION AMHERSTVIEW BRANCH 631

Dear Mayor Rosen & Councilors:

The Royal Canadian Legion Amherstview Branch 631 is requesting your assistance in lobbying the City of Kingston Council to provide Municipal Tax Exemptions to our Branch by By-Law for a ten year period as provided in legislation.

We are enclosing a list of the charitable donations and approximate value of volunteer hours calculated at $12.00 per hour.

It should be noted that other Legions in our Zone have received an exemption.

Should you require any additional information, please do not hesitate to contact the undersigned.

Yours in Comradeship

[Signature]
Patricia Clark
President
R.C.L. Amherstview Branch 631

"They served till death! Why not we?"
CONTRIBUTIONS AND SUPPORT
ROYAL CANADIAN LEGION AMHERSTVIEW BRANCH 631

Approximate Charitable Donations made with the last year $15,000.00
Approximate value of volunteer hours calculated @12 per hr $30,000.00

Some of the Community Recipients of the services provided by our Branch

**Veterans Programs**

Our Veteran Services Officer ensures that all Veterans receive the care and pensions they are entitled to.

**Seniors Programs**

Transportation, Christmas Dinners, Euchre & other card programs

**Youth-School Programs**

Legion School Remembrance Day Poster & Literacy Contests, Public Speaking Programs, Books on Canadian War History, High School commencements & Bursaries, speaking at schools about Remembrance Day.

**General Community Programs**

Special Olympics, Snow Suit Fund, Scous, Youth darts, Tops, Hawian Dancers, Santa Clause parades, Xmas dinner each year for residents (example Extendicare, Trillium Ridge and other resident homes in area).

**Sports Within the Community**

Minor Hockey, Soccer, Swimming, Track & Field, Football etc.
MUNICIPAL ACT S.O. 2001 c25, Section 325 –

Provides Council with the Authority to pass a by-law exempting any real property actually used and occupied as a memorial home, clubhouse or athletic grounds by persons who served in the armed forces from municipal taxes.

325(1) Property used by veterans – tax exemption – by-law –

A municipality may by by-law exempt from taxation for its purposes any real property actually used and occupied as a memorial home, clubhouse or athletic grounds by persons who served in the armed forces of His or Her Majesty or allies of His or Her Majesty in any war.
Charities

Ontario charitable Foundation, Cancer Society, Muscular Dystrophy, Easter Seals, CNIB, Alzheimers, Colitis, Salvation army, etc.

Free Hall Usage

Our Branch donates our halls for various groups such as Senior Groups, Guides/Brownies/Scouts, various organizations for fundraisers etc.

Ladies Auxiliary

Our Ladies Auxiliary work to better the lives of Veteran’s, Youth, Seniors and the community as a whole. Monies are donated to various charities, Clothes for Kids, etc.
TO: Bert Meunier, Chief Administrative Officer
FROM: Denis Leger, Commissioner of Finance
PREPARED BY: Same as above
DATE PREPARED: 2000-05-25
DATE OF MEETING: 2000-05-30
SUBJECT: Royal Canadian Legion Branch No. 9
Consideration for Exemption of Taxes

ORIGIN/PURPOSE:
The purpose of this report is to ask for Council’s consideration to exempt Royal Canadian Legion Branch No. 9 from municipal taxation for the calendar years 1998, 1999 and 2000. If approved by Council, the exemption of the municipal portion of realty taxes for the years 1998 and 1999 would result in a refund of taxes, whereas the exemption for the year 2000 would result in a cancellation of taxes.

OPTIONS/DISCUSSION:
At the regular meeting of Council held on April 18, 2000, Council dealt with its previous commitment to the Healthcare 2000 campaign. In the previously issued report, some background was provided as to the Municipality’s previous arrangements with Royal Canadian Legion Branch No. 9, whereby the municipal portion of taxes would be waived by Council, in exchange for the Branch donating an equivalent amount from their Nevada/lottery/bingo accounts, to assist and satisfy the Municipality’s Healthcare 2000 commitment. As indicated in this report, this had been approved by resolution by previous Councils of the former City of Kingston, for the years 1994 to 1997 inclusive. Although Legion No. 9 representatives had met with staff and wished to have this agreement perpetuated, we had meanwhile, been advised by Healthcare 2000 representatives that they would no longer accept the donation by the Legion from gaming proceeds, to satisfy in whole, or in part, the City’s commitment to the Healthcare 2000 campaign.

In both 1995 and 1996, the Royal Canadian Legion Branch No. 9 had municipal taxes in the amount of $32,767.13 and $31,275.38 waived by Council in exchange for $90,000 ($45,000 for 1995 and $45,000 for 1996) being received and forwarded to the Healthcare 2000 campaign. This was in recognition of the City’s annual pledge of $45,000 per year for 20 years commencing January 1, 1995. In 1997, Legion Branch No. 9 decided to make a payment of $31,275, which was equivalent to the amount of 1997 municipal property taxes billed to the Legion at 64 Barrack Street.

I have been formally approached by the executive of the Royal Canadian Legion Branch No. 9 to have Council consider the renewal of the previous arrangements, for the years 1998 to 2000 inclusive. Although the property has recently been sold, Legion No. 9 has executed a commercial lease, which allows it to operate at the said premises for a period of one year, January 17, 2000 to January 16, 2001.
The Branch is looking for a new home, and has indicated that it would like to perpetuate the municipal tax arrangements for the years 1998 - 2000 inclusive and that the amount of taxes waived and/or refunded would assist in their building fund. They are seeking Council's consideration of the waiving and refunding of the following taxes for 1998 and 1999, and the waiving of anticipated municipal taxes for the year 2000:

<table>
<thead>
<tr>
<th>Taxation Year</th>
<th>Total Taxes</th>
<th>Municipal Portion of Taxes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1998</td>
<td>$42,629.58</td>
<td>$30,674.18</td>
</tr>
<tr>
<td>1999</td>
<td>$41,982.95</td>
<td>$31,223.09</td>
</tr>
</tbody>
</table>

The previous report to Council indicated that the proposal would be that, upon receiving $61,897.27 from the gaming revenue accounts of the Branch No. 9, the Municipality would refund an equivalent amount, representing the combined 1998/1999 municipal portion of realty taxes. Staff was to explore allowable municipal uses of such funds with provincial officials, and was to report on this matter at a future meeting. Specifically, staff were to inquire as to whether or not monies from the Royal Canadian Legion No. 9 Nevada/bingo/lottery funds could be utilized to finance a portion, or all, of any year 2000 identified capital projects. If possible, this would have no year 2000 budgetary impact, as the expenditure of taxes being written off would be matched by financing provided for capital projects, which would otherwise have come from the municipal tax base.

This matter was brought to the attention of Mr. Joe Davis, Manager of Licensing and Permits, who contacted officials of the Alcohol and Gaming Commission of Ontario. Mr. Davis inquired whether consideration would be given to the Royal Canadian Legion Branch No. 9, to finance municipal capital projects from the proceeds of any of these accounts. I have attached a copy of Mr. Davis' findings as evidenced in the memorandum dated April 28, 2000. I have reviewed the listing of 2000 capital expenditures, which would otherwise be funded by the municipal tax base, and further advise that none of the assets listed are items built or purchased by the City, to be operated by an outside party. Therefore, they are not eligible to be financed from the Legion's Nevada/bingo/lottery accounts.

Nevertheless, Council does have the authority to pass a by-law under Section 207(62) of the Municipal Act R.S.O. 1990, which allows Council to "exempt from taxation, except for local improvement and school purposes, for a period not exceeding ten years, any premises actually used and occupied as a ... club house ... by persons who served in the Armed Forces of Her Majesty or Her Majesty's allies in any war."

In essence, former Councils have for a period of four years (1994-1997 inclusive) exempted Royal Canadian Legion Branch No. 9 from the municipal portion of taxes, albeit for monetary consideration, from their gaming proceed accounts. I have obtained advice from our legal counsel, which indicates that there does not appear to be any provisions, which place any limits on, when the time period for exemption from municipal taxation begins or ends. Therefore, it would appear that the by-law could designate past years as the years to which the exemption shall apply. In other words, Council may pass a by-law which would exempt the Royal Canadian Legion Branch No. 9 from the municipal portion of taxes for the years 1998 to 2000 inclusive.
EXISTING POLICY/BY-LAW:
The Municipality does not have an existing policy in this regard as the authority for the waiving of municipal taxes for the Legion No. 9 for 1994 to 1997 inclusive was done by resolution.

FINANCIAL CONSIDERATIONS:
The waiver of $61,897.27 (combined 1998 and 1999 municipal taxes) and the approximate $31,500 for the year 2000, could be accommodated in the year 2000 operating budget, as a tax write-off, had the City obtained provincial authorization to allow the approximate $93,500 of gaming revenues to be applied for the purchase of a capital asset, identified in the 2000 capital budget. It was staff’s previous position that in the event we were unable to obtain authorization, that the recommendation would be for Council to take no action on the request.

Section 207(62) of the Municipal Act R.S.O. 1990 limits the exempting of municipal taxes where premises are actually used and occupied by persons who served in the Armed Forces of Her Majesty or Her Majesty’s allies in any war. If Council were to consider Legion No. 9’s request, it may also be approached by other Legion branches, or any other club which would be eligible under this section of the Municipal Act. Council of the Municipality is not obliged to pass a by-law to exempt the Legion from municipal taxation, but does have the ability to do so.

RECOMMENDATION:
This matter has been brought forth at the request of the Royal Canadian Legion Branch No. 9, as a policy consideration for Council. Typically, staff would recommend that no action be taken on the request, but we do recognize that there are extenuating circumstances (i.e. the Healthcare 2000 issue and former arrangements of previous Councils) which could cause Council to further consider this matter.

CONTACTS:
Joe Davis, Manager of Licensing & Permits

BUSINESS UNITS CONSULTED AND AFFECTED:
Finance Services Group
Community Development Services Group/Licensing & Permits
APPENDICES:
Appendix ‘A’ - Memorandum of April 28, 2000 from Joe Davis, Manager, Licensing & Permits

Denis Leger
Commissioner of Finance

Bert Meunier
Chief Administrative Officer
DATE: April 28, 2000
TO: Denis Leger, Commissioner, Finance
FROM: Joseph E. Davis, Manager, Licensing & Permits
RE: Royal Canadian Legion Branch #9/Donations towards Capital Projects

Further to our conversation, I have contacted Mr. Frank Cuda of the Alcohol and Gaming Commission of Ontario and asked whether consideration could be given for the Royal Canadian Legion Branch #9 to fund a portion or all of the capital project from the proceeds of their Nevada ticket sales. Mr. Cuda indicated that if the asset were municipally owned and operated, the funding criteria of the province would not allow for the Royal Canadian Legion to make any contributions towards such a capital asset. There is some possibility for the Legion and the City to enter into an undertaking, if the asset were built by the City but operated by an outside party. He was very sketchy on this kind of detail indicating that such a proposal would have to be presented to the Alcohol and Gaming Commission for their review and they would then consider the application on its own merit.

As you are aware from the terms and conditions of the Alcohol and Gaming Commission relative to the distribution of such funds, the municipality is not eligible to raise any of these funds for themselves or to participate in the use of any of these funds with the exception of the various specific issues as described above.

We should meet with the representatives from the legion and share this information with them. Trusting this is satisfactory, I remain

Yours truly,

Joseph E. Davis
JED/abb
K:/2000/admin/accounting/royalcdnleg
BY-LAW NO. 2000-163


PASSED May 30, 2000

WHEREAS pursuant to Part XVII – Powers to Pass By-Laws of the Municipal Act, R.S.O. 1990, Chapter M.45, Section 207 (62) which provides "For exempting from taxation, except for local improvement and school purposes, for a period not exceeding ten years, any premises actually used and occupied as a memorial home, clubhouse or athletic grounds by persons who served in the armed forces of Her Majesty or Her Majesty's allies in any war";

AND WHEREAS the Royal Canadian Legion No. 9 has paid municipal taxes for the years 1998 and 1999;

NOW THEREFORE be it resolved that the Council of the Corporation of the City of Kingston enacts as follows:

1. That the municipal portion of taxes for the taxation years 1998 and 1999 are hereby refunded, and the municipal portion of taxes which were and are to be paid by the Royal Canadian Legion Branch No. 9 for the 2000 taxation year are hereby waived on the following property:

   Lots 1 to 5, Part Lot 6, Plan A6, RP 13R-5963 Part 1, at 64 Barrack Street

2. This By-Law shall come into force and take effect on the date of its passing.

GIVEN ALL THREE READINGS AND PASSED May 30, 2000

[Signature]
ACTING CITY CLERK

[Signature]
MAYOR
TO: Mayor Rosen and Members of Council

FROM: Bert Meunier, CAO

PREPARED BY: Sheila Hickey, Director Strategic Initiatives & Communications

DATE OF MEETING: 2004-10-26

SUBJECT: Council’s Strategic Priorities

RECOMMENDATION TO COUNCIL:

As a result of the Prioritization Workshops, Council confirms and approves:

That a strategic agenda is necessary to provide much needed guidance and direction for the City’s management team to enable them to establish their priorities and allocate scarce resources to major initiatives that will make a significant difference to the life of our city; and further,

That for the period 2005 through 2007, Council wants to see significant progress in the areas of Infrastructure and Recreation and Culture first, followed by tangible progress in the areas of Economic Prosperity, Environment and Affordable Housing; and further,

That the top three large initiatives for this Council, as defined in Chart #5 of this report are:

- The Ravensview Upgrade;
- The Large Venue Entertainment Centre (LVEC), and
- The Arena and Community Centre Upgrades; and further;

That in addition to the top three large initiatives, Council approves the following initiatives as priorities, as defined in Chart #5 of this report:

- The Widening of Counter Street;
- The Refurbishment of the Grand Theatre,
- The Revitalization of Market Square; and
- The Acquisition and Opening of the K&P Trail; and further

That Council instructs staff to develop action plans for the approved priorities and establish a monitoring process to ensure progress is happening; and

That Council directs staff to develop and conduct a second session, no later than the end of February 2005, to determine which initiatives will be considered as Priority 2 and which initiatives will be deferred.
ORIGIN/PURPOSE:

The purpose of this report is to officially confirm the strategic priorities that were established by Council at the Prioritization Workshops on September 30th and October 7th, 2004.

BACKGROUND:

Increasingly, successful organizations, even governments, are recognizing two important realities. First, those which attempt at one time to be ‘all things to all people’ invariably fail to satisfy anyone. Secondly, and possibly more important is that in addition to running the day-to-day ‘business’ and associated activities, any organization, no matter how big and well resourced, can only do a few major initiatives well at one time. Those which attempt to implement many major initiatives at once do them poorly – large projects come in late, over-budget and often fail to meet expectations. In fact, in these organizations, a huge amount of resources are simply tied up in producing studies – most of which are never implemented. However, those organizations that make choices about major priorities and focus on a few big ones at any one time are much more successful – their initiatives usually take place rapidly, are on or under budget, and meet or exceed expectations. These organizations ‘get things done’.

The purpose of the workshop was to allow members of Council to discuss and identify their major priorities over the next 3 years. These priorities flow from and directly influence the Focus Kingston Community Strategic Plan. The intent was to determine a shared ‘strategic agenda’ for all members of Council and the management of the City.

This strategic agenda will provide much needed guidance and direction for the City’s management team and enable them to establish their priorities and allocate scarce resources to major initiatives that will make a significant difference to the life of our city.

In these sessions, Council was asked to discuss and attempt to prioritize for the next 3 years those big initiatives that will make a difference to the citizens of our City in the longer-term. The management of the city can then set their priorities accordingly to deliver the outcomes desired by Council. These items include major renewal projects, new facilities and infrastructure, and significant new service initiatives. The session was facilitated by Dr. Peter Richardson from Queen’s University School of Business.

The workshop was developed based on Dr. Richardson’s extensive experience in helping organizations develop and implement strategy and was built upon the following key principles:

- Most of an organization’s human capital, time and energy is absorbed in running and improving day-to-day operations
- Very little time is left over for “strategy”
- Organizations – even very big ones- can only handle 3-4 big initiatives at any one time successfully – but these are the ones that make a big difference
- Organizations that fail to make the tough choices attempt to do too much at once and fail. Initiatives come in over budget, very late and often are completely unsuccessful.
OPTIONS/DISCUSSION:

The outcomes of the workshops are being presented in terms of the exercise and the results. Conclusions have been added by the Strategic Initiatives Office. These conclusions form the basis for the recommendations in this report.

Council Exercise 1 (September 30th)

Identify the 2 or 3 “strategic themes” that Council wants to achieve within the next 3 years, within the context of the City’s Community and Corporate Strategic Plan.

Results

Chart #1 - Summary of Top Strategic Themes as Identified by Groups and Individual Councillors

<table>
<thead>
<tr>
<th>Theme</th>
<th>Group Rating (3)</th>
<th>Individual Rating (12)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure</td>
<td>3/3</td>
<td>11/12</td>
</tr>
<tr>
<td>Recreation &amp; Culture</td>
<td>2/3</td>
<td>10/12</td>
</tr>
<tr>
<td>Economic Prosperity</td>
<td>2/3</td>
<td>5/12</td>
</tr>
<tr>
<td>Environment</td>
<td>1/3</td>
<td>4/12</td>
</tr>
<tr>
<td>Affordable Housing</td>
<td>1/3</td>
<td>4/12</td>
</tr>
</tbody>
</table>

Conclusions

A strong majority identified Infrastructure and Recreation and Culture as the top two theme areas. In terms of establishing a strategic agenda for this Council, we can conclude that Council wants to see significant progress in the areas of Infrastructure and Recreation and Culture first, followed by tangible progress in the areas of Economic Prosperity, Environment and Affordable Housing.

Council Exercise 2 (September 30th)

Identify the top three “initiatives” within the theme areas which, if we do nothing else, we will accomplish these because they will make a major difference for the community.
Results

Chart #2 - Summary of Top Initiatives as Identified by Individual Councillors

<table>
<thead>
<tr>
<th>Top 3 Initiatives – Individual Councillor Views</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ravensview Up-grade</td>
<td>8</td>
</tr>
<tr>
<td>Large Venue Entertainment Centre (LVEC)</td>
<td>7</td>
</tr>
<tr>
<td>Arena/Community Centre Up-Grades</td>
<td>6</td>
</tr>
<tr>
<td>Organics Collection</td>
<td>4</td>
</tr>
<tr>
<td>Affordable Housing</td>
<td>3</td>
</tr>
<tr>
<td>Market Square</td>
<td>3</td>
</tr>
<tr>
<td>Counter Street</td>
<td>3</td>
</tr>
<tr>
<td>Cycling Paths and Trails</td>
<td>2</td>
</tr>
<tr>
<td>Roads Deficit</td>
<td>2</td>
</tr>
<tr>
<td>Grand Theatre</td>
<td>2</td>
</tr>
<tr>
<td>Partners in Climate Protection</td>
<td>1</td>
</tr>
<tr>
<td>Industrial Development</td>
<td></td>
</tr>
</tbody>
</table>

Conclusions

The majority of Councillors identified that the top three initiatives for this Council are LVEC, Ravensview and Arena and Community Centre Upgrades. These are the ones that, if we do nothing else, we need to accomplish because they will have the most positive outcome for the community.

Council Exercise 3 (September 30th)

Identify what these accomplishments would achieve for the City? How will the City be a better place?

Results

- Infrastructure upgrades demonstrate environmental responsibility. The completion of Ravensview allows for continued development and will benefit the whole community as it will improve the quality of the discharge that is released into the water system.
- We will have a cleaner environment with less waste. The City will look a lot better.
- Renewal of recreational complexes through to LVEC – ‘a beacon’ – will make this City something more – an entertainment destination – contribute to economic prosperity.
- We will be more compassionate – by addressing housing and social needs and putting key recreational and cultural initiatives in place.
- A safer, cleaner city – more healthy economically.
- Public arenas focused on youth, improved Grand Theatre to promote cultural excellence, refurbished Market Square for civic pride, improved sports fields for youth, young people focused on healthy and active things to do.
Major enhancement in services provided to citizens – particularly arenas where we have a reputation as having the worst in the province; trails systems; more affordable housing stock; organics collection.

Community recognized nationally as progressive and forward looking, not just minimal levels of service – but doing more for its citizens, 4 or 5 pad complex completed – LVEC under construction – citizens looking forward to its opening.

Mindset – attitude of community – what we are capable of doing – currently a pessimistic view of what we can achieve – try to change that – happier, more pride, move on to bigger and better things.

Conclusions

Initiatives are not mutually exclusive. Although Council has identified Infrastructure and Recreation and Culture as their primary themes, it is obvious that by accomplishing initiatives that support these themes we can positively impact many other areas within the Community strategic plan. For example, infrastructure upgrades positively impact the environment and economic prosperity. Recreational initiatives help support a healthy, active community for all citizens. It is also obvious that this Council desires to create a culture of achievement. This reinforces the objectives of the workshops. By creating a shared strategic agenda for the next 2-3 years, we can quickly accomplish a few significant initiatives that will move this City forward.

EMT Exercise (following September 30th session)

The Executive Management Team (EMT) was assigned the responsibility to review the results of the first workshop and provide Council with some preliminary feedback regarding the organization’s capacity to achieve the initiatives identified as priorities. The intent of this feedback was to determine what could be accomplished within the next 2-3 years and to specifically define the priorities to ensure there is a common understanding of the strategic agenda.
## Results

**Chart #3 - EMT Feedback on Councillor Identified Initiatives**

<table>
<thead>
<tr>
<th>Top Initiatives</th>
<th>Description, Timelines, Cost</th>
<th>EMT Feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Individual Councillor Views</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Ravensview Upgrade</strong></td>
<td>Mandatory secondary treatment facility, construction to begin by end of 2006, construction complete by end of 2008, estimated cost $100 million</td>
<td>Large</td>
</tr>
<tr>
<td><strong>LVEC</strong></td>
<td>6500 seat large venue entertainment centre that will be available for large events 1/3 of the time and community events 2/3 of the time, under construction by end of 2006, completed by end of 2007, estimated cost $28 to $40 million</td>
<td>Large</td>
</tr>
<tr>
<td><strong>Arena/Community Centre Up-Grades</strong></td>
<td>New multi-recreational 4 pad complex to replace 3 existing ice arenas and plan to repurpose replaced centres, under construction by end of 2006, open for use by 2nd quarter of 2008, plan for redeveloping replaced ice rinks by end of 2007, estimated cost $20 million—have $4 million in arena reserve fund</td>
<td>Large</td>
</tr>
<tr>
<td><strong>Organics Collection</strong></td>
<td>A program to collect and process household organics also referred to as a green bin program, could be operational by spring 2006, estimated cost $2 million</td>
<td>Med</td>
</tr>
<tr>
<td><strong>Affordable Housing</strong></td>
<td>To support the development of affordable housing in the range of 300 to 400 units inclusive 105 Community Rental Housing units by the end of 2007 in order to attain healthy vacancy rates and reduce waiting lists for affordable housing, cost unknown*</td>
<td>Large</td>
</tr>
<tr>
<td><strong>Market Square</strong></td>
<td>Revitalization of historic market square including an artificial outdoor ice rink, construction complete November 2006, estimated cost $5 million</td>
<td>Med</td>
</tr>
<tr>
<td><strong>Counter Street</strong></td>
<td>Acquire the land to enable the widening of John Counter Blvd. from Princess St. to Montreal St. including the CN overpass, land to be acquired by end of 2006, estimated completion of broader project is summer 2009, $2 million to acquire land, $25 million to complete project</td>
<td>Small</td>
</tr>
<tr>
<td><strong>Cycling Paths and Trails</strong></td>
<td>Acquisition and opening of K&amp;P Trail, open for use by end of 2006, estimated costs $600,000</td>
<td>Small</td>
</tr>
<tr>
<td><strong>Roads Deficit</strong></td>
<td>Close the gap between the current level of funding and the life cycle requirement, moving from $5 million to $25 million/year</td>
<td>Large</td>
</tr>
<tr>
<td><strong>Grand Theatre</strong></td>
<td>Refurbishment of the Grand Theatre, complete by end of 2006, estimated at $6.5 million</td>
<td>Med</td>
</tr>
</tbody>
</table>
## Partners in Climate Protection

| To reduce emissions of greenhouse gases by 10% (City corporation) and 4% (community) below the year 2000 baseline, cost unknown* |

## Industrial Development

| Grow industrial tax base to ease pressure on residential property taxes, cost unknown* |

* More information was required to assess

### Rationale:

Defining priorities requires Council and the EMT to make some tough decisions. However, often the hardest part of being strategic is to determine what will not get done in the short term. To ensure a common understanding, the EMT defined levels as follows:

### Priority 1

If we do nothing else, we will do our priority 1 initiatives fast and well. We will assign our resources (both financial and human) to these initiatives first.

### Priority 2

Priority 2 initiatives will only be worked on if resources are available that are not consumed in fulfilling our day-to-day work requirements or to achieve the Priority 1 initiatives.

To add clarity to this point, the EMT identified examples of initiatives that they considered to be either priority 2 or initiatives that will not likely get worked on at all over the next 2 to 3 years.

Examples of 2nd priority initiatives include:

- Other components of the Downtown Action Plan aside from Market Square
- Brownfield’s Strategy
- 105 rental units for Affordable Housing
- Source Separated Organics
- Division Street complex, with the exception of the Police buildings

Examples of initiatives that the EMT considered to be beyond our capacity at this time and/or not critical to achieve the outcomes for 2007:

- Partners in Climate Protection
- Roads Deficit
- Industrial Land (over the current level)
- Electronic Service Delivery
- Complaint Management
- 2-1-1
- 60,000 square foot office accommodation
- Pesticides
- Wind Turbine at Lake Ontario Park
Conclusions

Keeping in line with the workshop objectives to identify 2 or 3 large projects that must be accomplished if we do nothing else, the EMT determined that Ravensview, LVEC and the Arena/Community Centre Upgrades could be accomplished.

In addition to the top 3 major priorities, the EMT recommended that the organization could also deliver on 2 medium initiatives being Market Square and the Grand Theatre and 2 smaller initiatives, being Counter Street and the K&P Trail. This package of initiatives, as defined, was presented as being realistic and achievable if they were accepted as priorities by Council.

Council Exercise 1A (October 7th)

Review the EMT feedback and recommendations for the 7 proposed initiatives and indicate if you agree with the EMT assessment, deliverables and time-lines.

Results

Chart #4 - Summary of Councillor Feedback and Ratings of EMT Recommendations

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Group Review (3)</th>
<th>Individua l Review (11)</th>
<th>Individual Councillor Comments</th>
</tr>
</thead>
</table>
| Ravensview Up-grade Mandatory secondary treatment facility, construction to begin by end of 2006, construction complete by end of 2008 | 3/3 | 11/11 | - Consensus to select as one of top priorities  
- Providing we continue to whittle away at the roads deficit |
| LVEC 6500 seat large venue entertainment centre that will be available for large events 1/3 of the time and community events 2/3 of the time, under construction by end of 2006, completed by end of 2007 | 3/3 | 9/11 | - Majority in agreement but some individual concerns with LVEC such as resource requirements, location  
- would like to see organics and affordable housing replace either LVEC or new Arena--too much emphasis on arena issues at the expense of other things  
- change definition to reflect 1/3 of the time for spectator events (OHL & shows) and 2/3 for community use-non spectator  
- Support providing we continue to whittle away at the roads deficit |
### Arena/Community Centre Up-Ggrades

**New multi-recreational 4 pad complex to replace 3 existing ice arenas and plan to repurpose replaced centres, under construction by end of 2006, open for use by 2nd quarter of 2008, plan for redeveloping replaced ice rinks by end of 2007**

<table>
<thead>
<tr>
<th>Consensus</th>
<th>3/3</th>
<th>11/11</th>
</tr>
</thead>
</table>
| - consensus to select initiative as one of the top priorities  
- would like to change deliverable - should start construction by end of 2005 and have repurposing plan earlier  
- agreed to multi-pad  
- would like to see organics and affordable housing replace either LVEC or Arena--too much emphasis on arena issues at the expense of other things  
- Providing we continue to whittle away at the roads deficit |

### Market Square

**Revitalization of historic market square including an artificial outdoor ice rink**

<table>
<thead>
<tr>
<th>Consensus</th>
<th>1/3</th>
<th>6/11</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Revisit some aspects--support for operational component, not necessarily ice rink</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Counter Street

**Acquire the land to enable the widening of John Counter Blvd. from Princess St. to Montreal St. including the CN overpass, land to be acquired by end of 2006, estimated completion of broader project is summer 2009**

<table>
<thead>
<tr>
<th>Consensus</th>
<th>2/3</th>
<th>11/11</th>
</tr>
</thead>
</table>
| - Consensus from individuals  
- One group did not report on this initiative |

### Cycling Paths and Trails

**Acquisition and opening of K&P Trail, open for use by end of 2006**

<table>
<thead>
<tr>
<th>Consensus</th>
<th>1/3</th>
<th>7/11</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Unsure of cost, does it include fencing requirements?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Grand Theatre

**Refurbishment of the Grand Theatre, complete by end of 2006**

<table>
<thead>
<tr>
<th>Consensus</th>
<th>2/3</th>
<th>10/11</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Well underway so it’s going ahead - not necessary to vote on this initiative</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Conclusions

Ravensview, LVEC and Arena/Community Centre Up-grades are supported by the majority as the top priorities. In addition to the large initiatives, Counter Street and the Grand Theatre are supported by the majority. Support for Market Square, as currently defined, is tenuous however support could grow if this initiative were redefined. The K&P Trail is also tenuous. Unfortunately, there we no comments documented that indicate why.
Council Exercise 1B (October 7th)

Review and comment on the EMT recommendation regarding those initiatives that would be categorized as priority 2 and those that should be deferred.

Results

- Feel Organics and Affordable Housing should be on the Priority 1 list, maybe these 2 could replace one large project
- Division Street campus should continue, we are too far into it to back away
- The new 60,000 square foot administration building should be deferred permanently
- Do not want to lose momentum on Organics and Partners in Climate Protection
- Would feel more comfortable if Affordable Housing were one of the priorities – feel strongly that the community wants it to be a priority
- Feel we have to look at opportunities – e.g. wind turbine – great stimulus to the economy
- Hope Affordable Housing will get more attention and maybe it will if we organize correctly around the big projects
- We should have another exercise to deal with the medium and small projects to determine what will not get done

Conclusions

There was some hesitation to the recommendation from the EMT with regard to which initiatives should be classed as priority 2 and which should be deferred.

Council and EMT do not have a list of medium and small projects so it is difficult to determine priorities. It was suggested that another process be used to understand the nature and status of these projects and to determine what may or may not be on the agenda for the next 2-3 years.
**EMT Exercise (following October 7th)**

Review Councillors’ comments and prepare a final recommendation.

**Results**

Chart # 5 - Final EMT recommendations on top priorities

<table>
<thead>
<tr>
<th>Initiative (including description, timelines &amp; costs)</th>
<th>Councillors’ Rating</th>
<th>EMT Comments (changes and/or further clarification following October 7th workshop)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ravensview Up-grade</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mandatory secondary treatment facility, construction to begin by end of 2006, construction complete by end of 2008, estimated cost $100 million</td>
<td>3/3 11/11</td>
<td>● Project predicated on $25 million grant from province or additional rate increases or elimination of area rating</td>
</tr>
<tr>
<td>LVEC</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| 6500 seat large venue entertainment centre that will be available for spectator events (OHL and shows) 1/3 of the time and non-spectator community use 2/3 of the time, under construction by May 2006, completed by August 2007, estimated cost $40 million | 3/3 9/11 | ● Changed wording regarding usage  
● Moved deliverable dates up from end of year to May 06 and August 07  
● Eliminated cost range and estimated costs at $40 million  
● Subject to business case and site feasibility |
| Arena/Community Centre Up-Grades                      |                     |                                                                                 |
| New multi-recreational 4-pad complex to replace 3 existing ice arenas and plan to repurpose replaced centres, under construction by end of 2006, open for use by 2nd quarter of 2008, plan for redeveloping replaced ice rinks by end of 2007, estimated cost $20 million | 3/3 11/11 | ● No change to deliverable dates as project is just getting underway  
● Project will require either restructuring of existing recreation capital or some other source of funding  
● Use the $4 million amount budgeted for the Twinning of Centre 70 |
**Market Square**
Revitalization of historic market square including an artificial outdoor ice rink, construction complete November 2006, estimated cost $5 million

<table>
<thead>
<tr>
<th>1/3</th>
<th>6/11</th>
</tr>
</thead>
</table>
- Additional funding of approximately $500,000 may be required in 2006 to supplement current funding envelope
- Utility portion of this project budgeted in Utilities Kingston (water & sewer) and Planning & Development (storm water) submitted in 2005 capital budgets

**Counter Street**
Acquire the land to enable the widening of John Counter Blvd. from Princess St. to Montreal St. including the CN overpass, land to be acquired by end of 2006, estimated completion of broader project is summer 2009, estimated costs $2 million to acquire land, $25 million to complete project

<table>
<thead>
<tr>
<th>2/3</th>
<th>11/11</th>
</tr>
</thead>
</table>
- Funding submitted as part of 2005 capital budget

**Cycling Paths and Trails**
Acquisition and opening of K&P Trail, open for use by end of 2006, estimated cost $600,000

<table>
<thead>
<tr>
<th>1/3</th>
<th>7/11</th>
</tr>
</thead>
</table>
- We have $50,000 from 2004 budget
- Will budget $300,000 in 2005 to cover surveying costs and an additional $250,000 in 2006 to cover fencing costs

**Grand Theatre**
Refurbishment of the Grand Theatre, complete by middle of 2006, estimated cost $6.5 million

<table>
<thead>
<tr>
<th>2/3</th>
<th>10/11</th>
</tr>
</thead>
</table>
- Moved completion date up to mid 2006 from end of 2006
- $3.5 million secured in previous budget(s)
- $3 million to come from fund raising

**Most initiatives will have operating cost implications upon completion.**

**Conclusions**
Chart #5 summarizes the final recommendations of the EMT. The package of initiatives has not changed from what was presented to Council at the second workshop; however some adjustments have been made in response to the feedback from Councillors.

The EMT also acknowledged that although important, it would be premature to ask Council to make decisions at this time regarding which initiatives should be categorized as Priority 2 and which should be deferred. There was agreement that another exercise needs to be conducted no later than the end of February to deal with these issues.
Summary

As a strategic planning exercise, the workshops were successful. These sessions provided Councillors an opportunity to discuss and agree on what is important and what should be done about it. However, strategic thinking and planning is only useful if it leads to action. As Dr. Richardson indicated, “Strategies take on value only as committed people infuse them with energy.”

To ensure successful implementation of the critical few we need to:

- agree that these are the initiatives that, if we do nothing else, we will do these well and fast
- appoint an executive sponsor/full time champion, build organizational understanding and alignment on the critical few
- ensure adequate human, financial and systems resources are allocated – do not skimp
- Establish specific short-term deliverables with specific dates – hold people accountable!
- never assume that progress is happening - monitor progress every 100 days
- Do not tolerate lack of commitment – if you cannot join us ........

Next Steps

Pending final approval of Council, the next step will be to develop action plans which will address the critical success factors identified above and to ensure the appropriate funding is included in the capital budget.

EXISTING POLICY/BY-LAW:

None

LINK TO STRATEGIC PLAN:

The decisions made as a result of this workshop will form the basis of a new three-year implementation plan which will further our ability to achieve the Focus Kingston community vision.

FINANCIAL CONSIDERATIONS:

The capital budget must be aligned to the priorities established by Council. Financial implications will be addressed as part of the 2005 budget process.

CONTACTS:

Sheila Hickey – Director, Strategic Initiatives and Corporate Communications 546-4291 ext. 2221

DEPARTMENTS/OTHERS CONSULTED AND AFFECTED:

Executive Management Team
NOTICE PROVISIONS:

N/A

APPENDICES:

N/A

Bert Meunier
Chief Administrative Officer

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