



**City of Kingston
Report to Council
Report Number 18-006**

To:	Mayor & Members of Council
From:	Gerard Hunt, Chief Administrative Officer
Resource Staff:	Same
Date of Meeting:	December 19, 2017
Subject:	Strategic Priorities Update

Executive Summary:

This year end report provides a summary of work completed on Council's priorities to the end of 2017, three years after the election of Council (2015-2018) for the City of Kingston.

In March and April 2015, Council met as Committee of the Whole to conduct strategic planning sessions. The following recommendations were approved by Council on May 5, 2015:

That the Chief Administrative Officer be directed to report back to Council with options/strategies which would result in a 2.5% tax rate increase for 2016, 2017, 2018 and 2019, and

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

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

At the Council meeting on June 16, 2015, the Chief Administrative Officer presented Report No. 15-245 which addressed Council's recommendations of May 5, 2015. The report was laid out in two parts:

Part A – Council Strategic Priorities – Implementation Plan 2015-2018

Part B – Options and Strategies to achieve a 2.5% tax rate increase for the years 2016 through 2019, as directed by Council.

December 19, 2017

Page 2 of 43

At the Council meeting on December 6, 2016, the Chief Administrative Officer presented Report No. 17-003 which provided a mid-term update on progress on Council's Strategic Priorities.

The interactive online strategic plan document developed by staff and the quarterly Priority Status Matrix continue to be the reference tools for progress on Council's Strategic Priorities Plan. The 2017 Annual Report is under development and staff anticipate having it available by mid-February 2018.

RECOMMENDATION:

That Council receive this report as a status update on priorities at the three-year point of the 2015-2018 term.

December 19, 2017

Page 3 of 43

Authorizing Signatures:

ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER

**Gerard Hunt, Chief Administrative
Officer**

Consultation with the following Members of the Corporate Management Team:

Lanie Hurdle, Commissioner, Community Services & Deputy CAO	√
Jim Keech, President and CEO, Utilities Kingston	√
Desirée Kennedy, Chief Financial Officer & City Treasurer	√
Denis Leger, Commissioner, Corporate & Emergency Services	√

December 19, 2017

Page 4 of 43

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

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

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

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

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

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

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

1. **Create a smart economy:** "Kingston is an exciting place to do business and is committed to greater economic resiliency. Building on Kingston's motto of 'where history and innovation thrive', Kingston is positioned to encourage entrepreneurship and innovation.
 - **Promote Kingston as a leader in innovation and incubation:** *Working with partners, Kingston will develop business opportunities, attract investment and build creative and entrepreneurial hubs*

Lead: Chief Administrative Office

In June 2015, Council approved a five-year pilot project to create a small business accelerator program at the former Portsmouth Town Hall. The site has

December 19, 2017

Page 5 of 43

been transformed into a business accelerator site and on May 2, 2016 business accelerator groups moved into the building.

The pilot program focuses on the acceleration of start-up small businesses in the Internet Communications Technology (ICT) sector. Programming and support to the start-up businesses is provided by a not-for-profit organization (Innovate Kingston) created by local entrepreneurs who are willing to donate their time and money to the venture. This pilot project is a relatively low risk, low investment endeavour, with the potential for long-term social and economic impact to the community. Potential exists to link this opportunity with post-secondary institutions, local high schools, and private sector businesses. Staff and Innovate Kingston continue to share the excitement as the accelerator centre gets off the ground and are seeing partnerships and linkages naturally flow out of the endeavour.

In conjunction with the work being done by Kingston Economic Development Corporation and other partners, investment and entrepreneurship opportunities will be enhanced while liaisons with regional partners including Eastern Ontario Mayors' Caucus, Eastern Ontario Regional Network (EORN), Ontario East, Regional Innovation Centres, CFDCs, Eastern Ontario Leadership Council are built and enhanced. City strategies including the workforce and in-migration strategy and the youth employment strategy will be advanced in alignment with smart city objectives and with support of secondary and post-secondary institutions. Key opportunities include leveraging innovative entrepreneurial talent through connecting and advancing partnerships with post-secondary institutions and other partners. Following best practice will support progressive opportunities for talent retention, investment potential and community and stakeholder relationships. Recommending and advancing strategies to integrate innovation and broaden economic development mandates and plans will enable advancement of the smart city vision and solutions for the 21st century.

In addition, to facilitate the opportunities for partnerships with post-secondary and other partners, strategies are being developed to align ongoing work in research, development, entrepreneurship and workforce support with linkages to the Eastern Ontario region. If ICT sector growth can be realized in Kingston, measurable benefits to the community will include:

- Development and retention of talent
- Creation and retention of new jobs
- Businesses that start stay and grow in Kingston
- Land and building space will be developed with corresponding investment and assessment growth.

December 19, 2017

Page 6 of 43

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

Lead: Corporate Management Team

The City's inventory of business park lands has seen significant interest from a variety of investment. Among others, the Feihe Canada Royal Milk site and a campus for healthcare professionals have both broken ground in 2017 in City business parks. A total of 60 acres was sold in 2017 with another 28 acres in executed offers awaiting site development approvals prior to closing in 2018 and 2019.

Planning of the servicing of additional employment land for business recruitment, investment, retention and expansion will be a priority in 2018 and beyond. The update to the City's Official Plan means that lands that are designated for employment use are positioned well to meet the needs of business growth. The in-progress new city-wide zoning by-law will further enhance employment lands to meet business needs.

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

Lead: Community Services

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

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

The work takes many forms and includes Cultural Enrichment through direct programming as well as Audience Development through the presentation of national and international programming not readily available in Kingston. Cultural Development is also supported through a combination of artist incubation and development opportunities as well as through direct investment

December 19, 2017

Page 7 of 43

via the City of Kingston Arts Fund. Other areas of endeavour include Cultural Capital Planning such as renovation projects like the J.K. Tett Centre to create a “cultural hub” as well as the enhancement of existing facilities like the Pump House Steam Museum that was upgraded in 2017.

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

In future years, it is anticipated the Cultural Services department will direct more resources toward the development of a more focused Creative Industries Strategy. This work is already underway, in part, as a result of direct investment through the City of Kingston Arts Fund and initiatives like the Kick & Push Festival, the Mayor’s Arts Awards, the implementation of the public art program, local music projects and support for the development of a Film Commission in Kingston. Building relationships and partnerships across sectors will be key to this work as will the renewal of the Kingston Culture Plan that is targeted for 2020.

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

Lead: Corporate Management Team and tourism partners

In 2017, Tourism Kingston was established as an independent organization to work closely with Kingston Accommodation Partners (KAP) and the City, among others, in promoting tourism in Kingston. A Board of Directors was appointed in the spring and a new Executive Director hired in the summer of 2017. A formal service level agreement has been signed by the City with Tourism Kingston which sets out the expectations and conditions of the City’s investment in Tourism Kingston as a funding partner. Tourism Kingston, with the support of partners including the City, has worked on the initial steps to develop a Tourism Master Plan. Once completed, this Tourism Master Plan will provide strategic direction to consolidate efforts and investments for the next several years. This foundation will further advance the integrated tourism strategy as the potential of tourism is more fully realized.

December 19, 2017

Page 8 of 43

Tourism Kingston has also established a Film Commission in partnership with the City. Tourism Kingston and the City recognize that the sector has been growing with an increase in film requests from all levels of the industry both locally and nationally, with a particular interest and emphasis on accessing historic locations like the Kingston Penitentiary property. Increased capacity in this area makes it possible not only to respond to requests but to move toward a more active marketing campaign to attract more filming to Kingston.

In the past couple of years, community partner organizations, including KAP, have developed a unified “brand” along with a series of products and services that capitalize on Kingston’s rich history, heritage and culture, appealing to residents and tourists alike with the impact already being felt in terms of steady growth and opportunities. In 2017, KAP was recognized for its work having been presented with two Awards of Excellence for Tourism Marketing Campaign Award Over 50K and for Tourism Digital Marketing at the Ontario Tourism Summit hosted by the Tourism Industry Association of Ontario.

In 2017 and within the context of the Sesquicentennial celebrations, KAP introduced the “I in Kingston” sign outside the Visitor Information Centre. The City and Tourism Kingston were partners to this initiative. Since it first appeared, thousands of photographs of the installation have been taken and many have been tagged using the hashtag #inKingston on Facebook, Twitter and Instagram. With a reach of 377,797 people and more than 414,000 impressions, the opportunity to be the “I in Kingston” has spread widely via social media and the response has been extremely positive. The license for the installation of the sign was recently extended until October 31, 2018 due to its success in 2017.

Work continues with community partners to achieve the tourism-related objectives first identified as part of the Kingston Culture Plan and further developed as part of the Integrated Cultural Heritage and Cultural Tourism Strategy approved by Council in 2014. 2017 was a very strong year for the tourism sector, and included a number of partnerships including the continuation of public tours of the former Kingston Penitentiary which attracted about 105,000 visitors in 2017. Net profits in 2017 are estimated at \$1.6M. Profits are shared between local United Way and destination marketing 50/50. Public tours for Kingston Penitentiary have been secured for 2018 and are expected to attract about 72,000 visitors and generate a net profit of \$1.7M by the end of the season.

Lumina Borealis was held for the first time as a partnership with the City in 2016/2017. Lumina Borealis, a new winter event, took place between December and February attracting 59,700 visitors in its first year of operation. Lumina Borealis is now underway for its second year of operations until February 19, 2018 and is expected to attract about the same number of visitors.

December 19, 2017

Page 9 of 43

Many initiatives and partnerships will continue over the next year. The City and Tourism Kingston will be focusing some of their efforts on promoting market options for smaller cruise ships over the next year and working on feasibility and options to develop a deep water dock in the downtown area for larger cruise ships.

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

Lead: Community Services and United Way of KFL&A in partnership with community organizations

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

Over the past twelve months, the City and the United Way KFL&A brought these partners back together to play a leadership role in implementing a number of actions as described in the Youth Employment Strategy. The final Strategy contained a number of actions to be implemented in partnership by various organizations/businesses within the community. The actions listed in the Strategy were tailored to youth preparing to be workplace ready and/or youth that are prepared and ready with education and skills typical of post-secondary students and graduates.

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

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

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

December 19, 2017

Page 10 of 43

- KEYS hosted the Kingston Job Fair in March 2017, which resulted in 1500 attendees connecting with more than 50 employers/exhibitors
- A forum for educators from the Limestone District School Board and Algonquin Lakeshore Catholic District School Board was held in April 2017, providing updated information about resources available to youth at-risk; based on their suggestions, the United Way has since developed a resource that provides information for these programs in a centralized online space
- Employment and Career Services at St. Lawrence College has invested in a new Business Development Advisor position to collaborate with employers in helping to uncover hidden job markets for youth, coordinate job fairs, and educate employers on the programs and services available to help them to hire and train youth
- KEYS InSight Youth Mentoring Partnership provided mentors to support participants between 16 and 24 years of age in career decisions
- ACFOMI Youth Job Connection provided one-on-one tailored guidance for more than 50 youth
- Resolve Credit & Financial Counselling Services provided the “Smart Start” Youth Financial Literacy Program to youth in a number of locations including the Boys and Girls Club and Frontenac Secondary School; TD Financial Group volunteers delivered Financial Literacy workshops to youth transitioning from homelessness to help them develop budgets and financial management skills
- Other organizations including Limestone District School Board and Algonquin Lakeshore Catholic District School Board, Cycle Kingston, Innovate Kingston, Queen’s University, Kingston Economic Development Corporation, Big Brothers Big Sisters, and United Way have had significant involvement in implementation of the strategy as described in the full report to Council on the City website:
https://www.cityofkingston.ca/documents/10180/20996512/COU_A2017-17246.pdf/36470e38-9054-49f4-9b77-131cee917546:

Over the next year, the City and United Way will review the possibility to connect this initiative with the broader Workforce/In-Migration Strategy.

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

Lead: Corporate Management Team, Community Services and Utilities Kingston

December 19, 2017

Page 11 of 43

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

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

As per the table below, at the end of November 2017 building construction values have increased significantly to nearly \$377M as compared to just over \$205M measured at the same time last year. Single family dwelling permits are reported at 213; an increase over the 2016 permits at 170. There is also an increase in semi-detached dwelling permits with 16 permits in 2017 compared to 3 permits in 2016. Row houses have increased from 61 units to 79 units.

**Building Permit Report
November 2017
(with previous y-t-d- totals)**

	November 2016			2016 YTD ¹			November 2017			2017 YTD		
	Units	SQM	Value	Units	SQM	Value	Units	SQM	Value	Units	SQM	Value
Single Family Dwellings	16	4,689	\$ 3,469,000	170	31,630	\$ 32,363,000	23	4,319	\$ 4,284,000	213	40,999	\$ 42,937,000
Semi-Detached Dwellings	0	0	\$ 0	3	467	\$ 520,000	2	230	\$ 510,000	16	1,767	\$ 2,155,000
Row House Dwellings	6	1,019	\$ 988,000	61	8,873	\$ 8,573,000	7	1,040	\$ 1,009,000	79	10,901	\$ 11,906,000
Multiple Dwellings	0	0	\$ 0	179	16,508	\$ 33,025,000	0	0	\$ 0	244	25,613	\$ 25,028,000
TOTAL RESIDENTIAL²	22	5,708	\$ 4,457,000	413	57,478	\$ 74,481,000	32	5,589	\$ 5,803,000	552	79,280	\$ 82,026,000
Commercial ³		0	\$ 0	6,190		\$ 12,560,000	3,318		\$ 6,138,000	14,324		\$ 19,459,000
Industrial ³		6	\$ 440,000	12,484		\$ 23,541,000	1,092		\$ 3,150,000	37,980		\$ 72,532,000
Institutional ³		2,504	\$ 9,707,000	5,892		\$ 16,799,000	0		\$ 10,000	26,148		\$ 108,877,000
ICI Alterations			\$ 4,056,000			\$ 53,874,000			\$ 2,689,000			\$ 65,336,000
Other Permits ³			\$ 2,387,000			\$ 23,678,000			\$ 2,573,000			\$ 28,658,000
TOTAL CONST. VALUE			\$ 21,102,000			\$ 205,010,000			\$ 20,363,000			\$ 376,915,000
TOTAL PERMIT FEES			\$ 260,958			\$ 2,520,964			\$ 257,119			\$ 4,621,736
TOTAL DC FEES			\$ 339,994			\$ 3,590,366			\$ 516,740			\$ 5,687,985
TOTAL IMPOST FEES			\$ 418,866			\$ 3,300,305			\$ 685,254			\$ 7,014,767

NOTES:

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

Multiple residential dwellings have increased significantly from 179 units in 2016 to 244 units in 2017. Construction values and tax assessments would be greater, however a number of intensification projects have been appealed at the Ontario Municipal Board (OMB). At the time of writing this report, there are 1,181 multi residential units under appeal at the OMB. This not only delays revenues related to development charges and impost that are critical to finance development of new infrastructure but is also key in building a greater tax

December 19, 2017

Page 12 of 43

assessment base. Furthermore, the delay in the construction of those multi residential units has resulted in pressures in the rental market reducing the vacancy rate in Kingston from 2.6% in October 2016 to 0.7% in October 2017. A healthy vacancy rate is considered to be around 3%. This low vacancy rate has an impact on availability of affordable housing as the market is considered to be a “landlord” market.

There has been a significant increase in the 2017 year to date construction values in the commercial, industrial (employment) and institutional categories. 2017 has seen an increase in the amount of industrial space (in square metres) constructed; from 12,484 square metres in 2016 to 37,980 square metres in 2017, with more than half of the total construction occurring on business park lots sold by the City. The Canada Royal Milk (a division of Feihe International Inc.) company development of 25,300 square metres is included in this increase in 2017.

Investor interest in the business park lands has been significant. Although a number of land deals have closed or are nearing closure, it takes several months before a building permit application is received. Occupancy of many of these opportunities will not be realized until 2018 and 2019. The area that has experienced the most growth in 2017 has been the institutional sector with an increase of 22,760 square metres. This increase is primarily due to growth at Queen’s University and St Lawrence College as well as the new Limestone District School Board secondary school on Kirkpatrick Street.

At the end of November 2017 over \$4.6M in building permit fees have been collected. This is almost double the amount of permit fees collected at the end of October 2016, which was approximately \$2.5M. Contrary to previous years, total revenues from building permit fees are projected to be over budget by year end. Monthly building permit reports are available on the City website at this link: <https://www.cityofkingston.ca/business/building-permits>.

The streamlining of the development application review process was made more transparent through the launch of DASH (development and services hub). It is anticipated that in 2018 the building permit process will be added to DASH.

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

Lead: Chief Administrative Office

In 2017, the City signed strategic partnership agreements with both Queen’s University and St. Lawrence College in order to advance priorities for each organization and to increase collaboration and communication through greater strategic alignment. Discussions continue with local post-secondary institutions regarding creation of a post-secondary downtown campus. It is expected that discussions will be advanced in 2018/2019.

December 19, 2017

Page 13 of 43

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

Lead: Utilities Kingston in partnership with the City of Kingston

The agenda for the December 19, 2017 Council meeting includes a Smart City/Intelligent Community update report (18-012). The report highlights the achievements in 2017 to advance Kingston in becoming a smart and livable 21st century city. The report also sets out a strategy for advancing Smart Kingston and highlights some of the activities planned for 2018. Council is directed to that report for details on the successes and opportunities to date.

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

Lead: Utilities Kingston in partnership with community organizations

Utilities Kingston continues to work with the community to understand and find uses for the services provided by the networking business. In 2017 this was realized through continued work with companies in Kingston who resell Utilities Kingston services to reach more businesses in Kingston. Local technology companies (Internet Service Providers (ISP)) use the infrastructure services provided by Utilities Kingston to provide services which are dependent on a reliable broadband network connection. Utilities Kingston provides a neutral connection which allows local companies to deliver services and compete with national companies many times their size. ISPs are important as they help reach more of the Kingston business community, as well as being community businesses themselves. Utilities Kingston has been able to provide highly available and scalable network connections to support existing and new businesses to the Kingston area through 2017.

A major deliverable resulting from strategic planning work undertaken by Utilities Kingston is a market demand study, expected to be delivered in early 2018. The market demand study will be a foundation for UK to update its business plan for the coming years. The market demand study, along with an updated product catalogue of networking services that UK can provide, will provide the necessary support to further grow the business in 2018 and beyond.

December 19, 2017

Page 14 of 43

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

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

In 2017, Council endorsed the Workforce/In-Migration Strategy as a community partner and allocated \$200,000 seed funding to establish the Strategy Implementation Office to lead the implementation of the Workforce and In-Migration Strategy.

The Workforce Development & In-migration Strategy takes a holistic approach to attracting, developing and retaining the skills required to address the anticipated needs of the labour market to enable a productive and resilient community. The aim is to develop a thriving workforce ecosystem of jobs, opportunities, workplaces and community supports such that Kingston is the place where people choose to work and live.

In order to develop a strategy that could reflect community needs, consultation sessions were held with employers, educators, businesses, agencies, workers and students, representing all sectors, from the arts and healthcare to the trades and technology. Local needs, aspirations and ideas for creating a productive workforce in the Kingston community were considered. The 2017 year wrapped up a 15-month effort by community partners and more than 150 participants to design a workforce development strategy for Kingston and the project has now moved into its implementation phase. This community-based strategy will require long term efforts from numerous community partners who have also endorsed and indicated commitment to its implementation. The City has been facilitating the process of bringing members of the community together to identify challenges and opportunities and to serve as the lead for specific focused projects to move strategy into action. Under the direction of a community-based steering team and driven by a Strategy Implementation Office, several working groups are focused on specific initiatives that:

- nurture future-ready workplaces and strategic human resource approaches
- advance inclusive practices, diversity, talent development and learning
- develop a data analytics framework for managing the work economy
- develop an integrated workforce navigation hub
- actively promote what it means to work and live in Kingston, and
- tap into potential streams of future talent, find employment for spouses, and open up pathways for launching/advancing careers

December 19, 2017

Page 15 of 43

This strategy will change the community's culture around workforce development and support the future needs of a smart, innovative city. Specific outcomes will materialize in 2018.

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

Lead: Mayor & Council

In October of 2016 VIA Rail announced plans for infrastructure improvements to the Kingston Station. These included repairs to the station's roof, parking and roadways, as well as upgrades to the pedestrian tunnel and station kiosks. They also include improvements to transportation aids at the station including the north escalator and Garaventa lifts. Repairs are continuing and should be largely complete in early 2018.

The City continues to stay connected with VIA Rail staff on progress and developments to their high speed rail proposal. VIA is currently waiting for a decision from the federal government on approval.

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

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

Lead: Transportation & Infrastructure Services

An initial action plan was provided to Council in September 2015, describing a four phase plan to bring the Third Crossing project to a shovel-ready state. Phase 1 is complete and included an update to the Kingston Transportation Master Plan and the Development Charges Bylaw. Phases 2 and 3, which included the preliminary design and business plan, were completed and approved by Council in June 2017. Council recently received a report providing an update to the Third Crossing action plan with direction to staff to proceed with preparatory work to advance the procurement of services required for Phase 4 work activities, which include the preparation of final design work and construction of the Third Crossing. Land acquisitions necessary for the bridge will also be a staff priority in 2018.

Public and stakeholder engagement continues to be an important component to the Phase 4 work plan. A high-level strategic communications plan will be

December 19, 2017

Page 16 of 43

developed to support work activities associated with the final design through to the construction and final completion of the bridge project.

In June 2017, the Province of Ontario announced an investment of \$60M, a one-third contribution toward the construction of the Third Crossing. Staff continue to work alongside the province to secure the remaining one-third or \$60M contribution from the federal government before construction can start.

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

Lead: Corporate & Emergency Services

The design-build contract for the airport expansion project was awarded in the summer of 2017. The design elements are a work in progress. It is anticipated that construction will begin in early 2018 subsequent to the receipt of a Transport Canada approved Plan of Construction Operations. Construction completion is anticipated for late 2018.

An air services development strategy is underway. This would entail origin-destination data collection, identification and survey of existing and target markets, development of presentation material to market the airport to carriers. The airport expansion and the concurrent air services development work will enable the City to be better positioned to deliver the air services that are needed to help make the city and region more globally-accessible and to become even more of an economic catalyst.

The Airport's Land Use Study will be presented to Council in early 2018. The report will identify proposed conceptual aviation and non-aviation related land uses for the various parcels of land at the airport as well as a proposed timeline for the phasing in of development. A balance of uses on the Airport lands is key to supporting future economic development for Kingston and the region.

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

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

The Rideau Heights Regeneration Plan in part focuses on replacement of some of the social housing assets owned by the City. The Regeneration Plan is on schedule in accordance with the [Rideau Heights Regeneration Strategy](#) approved by Council in November 2015. The guiding principles and objectives of the strategy include:

December 19, 2017

Page 17 of 43

- Improving housing, public spaces, and community amenities
- Addressing asset renewal through innovative funding streams
- Introducing a greater demographic mix
- Improving the overall neighbourhood layout to enhance safety
- Better aligning the neighbourhood unit mix with the Centralized Wait List demographics and demand
- Developing a feasible business and phasing master plan
- Ensuring an inclusive and comprehensive consultation process

In 2016, the City supported a number of affordable housing projects that helped with the relocation of Rent-Geared-To-Income units from Rideau Heights to other areas of the city. In 2017, Council endorsed phase 2 of the Rideau Heights Regeneration Neighbourhood Plan. This included the award of a contract to initiate a secondary plan for the phase 2 of the Plan which will include a review of servicing, traffic, parking, noise and open space for future implementation. The intent is to reduce the percentage of affordable units, allow appropriate infill development, improve access and security as well as create improved public spaces in that area of the neighbourhood. It is anticipated that this work will be completed in 2019.

The City has also been actively working in partnership with various agencies to increase the number of affordable housing unit projects within the community. In 2017, the City provided support and approvals for the following projects:

- 935 Milford Drive with nine (9) affordable units with a minimum affordability period of twenty (20) years to support vulnerable women transitioning from precarious housing to stable housing situations;
 - 28 Cliff Crescent with eight (8) affordable units with a minimum affordability period of thirty (30) years;
 - 35 Lyons Street with nine (9) affordable units with a minimum affordability period of twenty (20) years;
 - 46 Cowdy Street with six (6) affordable homeownership semi-detached units through Habitat for Humanity;
 - 297 Gore Road with four (4) affordable home ownership townhouse units through a partnership with Habitat for Humanity. This partnership included disposal of City lands for \$1.00 (with conditions) and enabled the approval and development of the first affordable housing units in Kingston East.
- **Advance an integrated multi-modal and active transportation system:**
Integrated multi-modal and active transportation solutions will continue to shift how we move around the city. Investments in transit, cycling and pathway infrastructure will continue to be a priority.

Lead: Transportation & Infrastructure Services

Work is well underway with the preparation of a new Active Transportation Master Plan for the City of Kingston being led by the consulting team of WSP-MMM. It is anticipated that the plan entitled "Walk 'n' Roll Kingston" will be

December 19, 2017

Page 18 of 43

completed and presented to committee and Council in the spring of 2018. The Master Plan will continue to advance the City's objective of encouraging more active transportation.

Work has also been initiated on the City's new strategic road safety program being led by the consulting team of CIMA+. This plan entitled "Vision Zero" will continue through the course of 2018 and involve public engagement and input and collaboration with multiple community partners and other stakeholders.

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

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

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

Lead: Transportation & Infrastructure Services

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

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

December 19, 2017

Page 19 of 43

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

Lead: Transportation & Infrastructure Services

Phase 5 is the last phase of the John Counter Blvd project. This final phase of construction will include the construction of the new bridge crossing over the CN Rail mainline, realignment of Portsmouth Avenue, and completion of road widening to Princess Street. Construction work will commence in 2018 with a 24 month completion timeline.

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

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

Lead: Corporate Management Team and Utilities Kingston

A key policy strategy for the City has been Council's endorsement of the 1% annual dedicated tax increase for capital purposes. This policy has enabled Kingston to address infrastructure deficits, introduce sound capital asset management plans and provide for new infrastructure in support of a changing community that requires investment in infrastructure to attract growth. Current long-range financial plans incorporate this policy for the next 7 years, after which it is expected that financial capacity will be at a sustainable level to support long-term asset management planning, based on the existing capital asset portfolio. The City's high credit ratings reflect the value of this policy. In October 2017, a Standard & Poor's Rating Agency Research Update confirmed that the City of Kingston continues to maintain an 'AA' credit rating with a stable outlook.

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

Lead: Community Services and Transportation & Infrastructure Services

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

December 19, 2017

Page 20 of 43

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

The second phase of the project will involve a number of technical studies, including land use, transportation, servicing, and cultural heritage. Part of the process will include exploring transportation options and alternatives to the proposed Wellington Street Extension.

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

In November 2017, Council approved the award of contract to DIALOG to complete Phase 2 of the project which includes the execution of a detailed secondary plan. The secondary plan acts as a second layer to the City's Official Plan. The secondary plan is designed to support and promote a sustainable, vibrant and livable community for a significant portion of Kingston's urban core.

Consultation on this secondary planning exercise will take place throughout the exercise to enable land use decisions to be made as to the best and highest use for this area. It is anticipated that Phase 2 of this initiative will be completed by the end of 2018.

3. Plan a livable city: *Quality of life and the positive characteristics of a city make it livable. The concept of livability embraces balancing the four pillars of sustainability and promoting community engagement and pride.*

- **Sustainable Kingston and Community Partnerships:** *The Sustainable Kingston Plan sets out a vision to become Canada's most sustainable city. Sustainable initiatives will continue to be encouraged and fostered by all sectors of the community.*

Lead: Community Services

Community Services has been working closely with Sustainable Kingston to develop a couple of key initiatives; community indicators to be completed in 2018 and a climate change symposium to take place in 2018. It will be critical for Sustainable Kingston to develop an action based plan for future years and play a leadership role in the community implementation and education of innovative solutions to climate change challenges.

December 19, 2017

Page 21 of 43

The City has entered into additional partnerships that will improve livability. In early 2017, the City entered into a partnership with Boys & Girls Club providing additional funding in exchange for increased access to the pool in order to offer additional community aquatic programs. This partnership has also enabled the Kingston Community Health Centres and Maple Family Health Team to deliver programs including exercises for chronic pain, foot care nurse training courses and living well programs, bone health workshops, best weight programs and healthy eating for kids; making the West End Hub more comprehensive in its service delivery.

Furthermore, the City has strengthened its partnership with the Seniors Association by forgiving the current loan on the Seniors Centre facility located at 56 Francis Street and enabling the Seniors Association to reinvest savings into additional programming for seniors. The City has also established formal partnerships with Loving Spoonful, Boys & Girls Club and the Seniors Association to deliver programs and services at no cost or low cost at the Rideau Heights Community Centre starting in early 2018. The partnerships are based on the City providing free access to community centre space in exchange for not-for-profit organizations providing services to the local community.

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

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

Lead: Community Services

Implementation of the City's brownfields tax incentive program continues in an effort to revitalize contaminated properties, return them to productive use, and stimulate in-fill style redevelopment. The City's investments in tax rebates for brownfield properties is now seeing dividends as early projects, like the residential buildings on Block D, have completed their rebate periods and are now providing the City with full recovery of increased property tax revenues. Since 2015, 14 brownfield properties have benefitted from the program and development of several of these properties is underway. The Community Improvement Plan (CIP) brownfields funding is an important tool to guide development in areas where Council wishes to encourage investment. In 2017, the City reviewed and amended the Brownfields CIP. Updates included changes to the boundary for eligible properties with the addition of some downtown properties. The amendments also included a freeze on brownfield funding in the Williamsville area and minor changes to the funding structure to ensure that the program can continue to be financially viable in the long term.

December 19, 2017

Page 22 of 43

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

Lead: Transportation & Infrastructure Services

The 2017-2021 Kingston Transit Business Plan was developed to support Council's "aspirational" goal set in 2015 of achieving 15% of trips by public transit during the weekday afternoon peak period by 2034 and guide Kingston Transit's service development over the 5 year period from 2017 through to 2021. It is expected that Kingston's ridership will top 6.2 million rides in 2017. Recently Kingston was recognized in 2016 Census data as the top municipality in Canada for transit ridership growth of 33% between 2011 and 2016.

Fare changes were implemented in January 2017 on a three-year pilot basis. Transit is now free for all riders under the age of 18 and riders between the ages of 19 and 25 qualify for a youth rate, making transit more affordable for this age group. This age reclassification has resulted in ridership increases in the youth fare category. Transit has continued to grow participation in the Employer Pass Program. Overall system ridership is up 16% for Q3 2017 as compared to Q3 2016. The ridership increases are a direct result of the fare strategy and the investments made in the system. The downtown transfer point for Kingston Transit received EA approval in 2016. The EA recommendations are being implemented in phases with the initial phase being completed in 2017. This included sidewalk upgrades to increase accessibility and new shelters and benches to increase passenger comfort. Timing for the next phase will be considered as part of Engineering's capital plan for 2019-2021.

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

Lead: Community Services

The protection of heritage in all its forms—natural, tangible and intangible—benefits residents because it fosters pride, promotes tourism and attracts investment by defining a strong sense of place unique to Kingston. The preservation of built heritage within the city remains a priority but the City of Kingston is also increasingly championing the importance of cultural heritage more broadly through the expanded mandate of Heritage Kingston and through initiatives like the Heritage Resource Centre (HRC) located in City Hall that is open and accessible to residents and visitors alike. Preservation is important but so too is education and awareness about history and heritage, past, present and future.

December 19, 2017

Page 23 of 43

Efforts continued in 2017 to expand services at the Heritage Resource Centre on City Hall’s first floor which showcases Kingston’s natural, tangible and intangible heritage for the public through a combination of built heritage exhibits, stories, displays, workshops and public talks of which six were offered attracting 400 participants. In 2017, staff tracked a total of 3,900 engagements within the HRC that demonstrate the level of interest in this resource that exists and has the potential to grow.

Protecting heritage also involves the proactive designation of heritage properties. In 2017, the City designated a total of twenty-nine (29) properties, including some key properties such as KCVI secondary school and a large number of prominent Kingston area churches, George Newlands House, the Bermingham-Harty House and Carter’s Grocery to name a few. The number of designations in 2017 (29) was much higher than previous years, as demonstrated in the table below:

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

Property designations will continue to be an area of focus in 2018. The City will engage Portsmouth District residents in 2018 to discuss and review the possibility of moving forward with a Heritage Conservation District Designation. Together, history and heritage are fundamental to what makes Kingston unique. They provide a strong foundation upon which to build, bringing life to the City’s motto “where history and innovation thrive”.

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

Lead: Community Services

In 2015, the City implemented its 10 year Homelessness Plan which focuses on using a Housing First model and creating a coordinated homeless system. Since the implementation, staff have been working with shelter providers to collect data on shelter usage. The focus and efforts on housing individuals first have had positive outcomes as even with a reduction in shelter beds capacity from 86 to 71 in 2017, there has been a continuous reduction in usage of shelters.

December 19, 2017

Page 24 of 43

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

As of November 2017, there had been a total of 220 clients successfully housed. Of these 220 cases, 178 were unique clients since some of the most hard-to-serve clients will go in and out of housing multiple times until being stably housed long-term.

A total of \$112,689 in Homelessness Prevention Funds (HPF) were disbursed in 2017 to assist 45 housed individuals/couples, 60 housed families, 10 homeless individuals/couples and 6 homeless families in maintaining their housing. Similarly, a total of \$364,797 in Discretionary Residency Benefit (DRB) funds were disbursed in 2017 to eligible recipients of Ontario Works (OW) and Ontario Disability Support Plan (ODSP) to assist a total of 569 clients and their families in maintaining their housing. Similar numbers of clients have been served in 2015 and 2016 where tracking of individuals at risk of homelessness who have received funding has indicated that over 80% have maintained their housing for over a six month period.

The Street Outreach program facilitated by the City in 2016 continued as a permanent program in 2017. This program is provided through a partnership between Home Base Housing and Addictions and Mental Health services, focusing on downtown and settlement areas. During the first six months of the program 546 client interactions were documented by the Street Outreach team involving 73 unique individuals. Many clients identified require multiple visits and interactions before agreeing to be connected to services.

In 2017, the City approved a Rural Homeless Service System Strategy which involved an analysis of Homeless Individuals and Families Information System (HIFIS) data and consultation with the primary service provider and partner agencies. OrgCode Consulting Inc., retained by the City, developed a strategy document which provides six strategic opportunities with specific recommendations. Each strategy is designed to improve future activities and service provision for homelessness prevention and re-housing services in the County and rural area of Kingston.

December 19, 2017

Page 25 of 43

In 2017, the City established a partnership with United Way to bring together a number of community agencies and partners to develop a food access plan. Work on this plan has been progressing and will be completed in 2018 with a report to Council.

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

Lead: Community Services and Utilities Kingston

In 2017, the City endorsed its Official Plan (OP) five (5) year update. This update included a community engagement process that took place over a period of two (2) years. The OP was approved by the Ministry of Municipal Affairs and Housing. A number of policies in the updated Official Plan focus on intensification in the core of the city. These policies and this type of development are critical to ensuring that the city can accommodate its future growth within the existing urban boundary and be able to maintain this boundary over the next five (5) years. Specific Official Plan policies support higher densities within nodes and along major corridors within the city. Some of these policies are currently under appeal at the Ontario Municipal Board (OMB).

Development applications for building at higher densities in the downtown and Princess Street corridor continue to be received as the 2017 vacancy rate has dropped to 0.7%, the lowest in Ontario and Kingston's lowest vacancy rate since 1989.

Downtown and the Princess Street corridor are identified as areas appropriate for higher densities. Some of the development proposals, but not all, are driven by the need to accommodate a growing student population at post-secondary institutions, and to bring new student living experiences in response to market demand. As this intensification occurs, it is expected that housing pressures in the neighbourhoods around post-secondary institutions will be diverted and those neighbourhoods will be allowed to return to primarily single family homes. The reconstruction of Princess Street and separation of the sanitary and storm sewer systems will support higher densities and infill projects, all of which will help to prevent urban sprawl. Greater intensification in the downtown core further supports the strength and sustainability of the downtown. Applications in the core are also in progress.

Following the completion of the Williamsville Main Street Study, this stretch of Princess Street has experienced significant interest in opportunities for private development and re-development. There are multiple unit residential buildings in the process of technical review by City staff and one project that has been built and occupied.

December 19, 2017

Page 26 of 43

At the time of writing this report, a significant number (1,181 units) of the higher density developments are currently under appeal at the Ontario Municipal Board and these developments have been delayed by one to two years.

The City's Brownfield Community Improvement Plan is a tool that has assisted the intensification of the city core.

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

Lead: Community Services and community partners

In late 2015, Council endorsed the Rideau Heights Regeneration Strategy which also included the demolition of 80 Daly Street and the relocation of 30 rent-geared-to-income (RGI) units to other areas of the city. With the recent approval of 645 Brock Street and the funding of new units at 28 Cliff Crescent, all RGI units will have been relocated to other areas of the city. The intent of the Regeneration Strategy is to decrease the number of social housing units in the Rideau Heights neighbourhood and increase the number of private market units to achieve a more balanced unit mix.

In 2016, Council approved the zoning and Official Plan amendments to enable the development of future private market housing along Shannon Park. These amendments will allow for low to medium density development most likely in the form of townhouses which will be located next to the new Rideau Heights Community Centre. In 2017, Council endorsed the secondary plan for Phase 2 of the Rideau Heights Regeneration Strategy. The consulting team has begun work on what is expected to be an 18 month secondary planning exercise.

In 2015, Council also approved the addition of a library branch to the new Rideau Heights Community Centre. Construction of this facility is underway and is expected to be completed in early 2018 with a public opening at that time. The community centre and the library will offer a variety of programs and services to the community in partnership with multiple community agencies and organizations which will lead the delivery of programs. The community centre will also be designated as a secondary City of Kingston customer service location offering a variety of corporate services such as bus passes, garbage bag tags and recycling bins. The Centre has been designed to become a designated reception centre in case of an emergency that required resident evacuation.

Staff anticipate that the entire Rideau Heights Regeneration Strategy will take 20-30 years to complete. See also section 2 "Invest in Infrastructure".

December 19, 2017

Page 27 of 43

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

Lead: Community Services

By the end of 2017, over 78% of the recommendations identified as part of the Kingston Culture Plan (KCP) were complete. Enthusiastic support from Council and the community at large has meant the City of Kingston and its many stakeholders have been able to build on the strong tradition of cultural activity that existed and to expand it in new ways through a combination of direct and indirect investment targeted at expanding opportunities for participation, removing barriers and fostering both professional and sector development related to the arts and heritage.

The Grand Theatre continues to operate as an important community cultural resource with increased use year after year. The newly re-branded Grand OnStage program has also grown and set a new record in 2017 having attracted the highest number of subscribers ever. Sales of single tickets also continue to grow along with participation in the educational programming offered.

Investment in the two City-owned museums—the MacLachlan Woodworking Museum and the Pump House Steam Museum—has also resulted in increased interest and attendance and it is anticipated that the newly expanded footprint for the “Pump House” in 2017 will foster more interest in the coming years. Investment in the heritage sector overall has also led to the incorporation and professionalization of the Kingston Association of Museums, Art Galleries and Historic Sites (KAM) that is now responsible for administering the City of Kingston Heritage Fund that, in turn, provides direct investment in the community based on a funding envelope that is projected to grow to close to \$400,000 by 2020 with Council's approval.

Artist engagement continues to contribute to the success of the KCP. Artists and arts organizations are front-and-centre as part of the Tett Centre for Creativity and Learning that is recognized as an innovative model of municipal/cultural collaboration. The implementation of the public art program also got underway in 2017 with the presentation of shorter-term temporary projects designed to both engage and pay artists and significant work was also done toward issuing a series of RFIs, RFPs and Calls for Submission in 2018 that will result in the realization of the first large-scale public art projects to be completed in Kingston since the 1970s.

The City of Kingston has also worked to strengthen relations with the First Peoples community through a range of efforts that have included events, programs, proclamations, traditional ceremonies and, most significantly, by supporting the community to develop a recognition statement that was approved

December 19, 2017

Page 28 of 43

and adopted by Council in June 2015. This work also continues to be pursued within the context of the 'Kingston First Peoples: Purposeful Dialogues' developed by staff in 2015 that recommended the implementation of inclusive policies, protocols and programs that advocate for the promotion of First Peoples historic information and cultural knowledge sharing, as well as the creation of platforms for wider visibility and a voice in community spaces.

In 2017, in the context of marking Canada's Sesquicentennial, the City began the implementation of a 21 month project titled 'Engage for Change: #YGK Reconciliation Journey' in an effort to build upon the findings of the Purposeful Dialogues report and to ensure First Peoples are recognized as a vital part of the Kingston community. This project seeks to re-frame the relationship between Indigenous and non-Indigenous people in Kingston with the goal of developing a protocol that integrates First Peoples' identities, voice, language and culture and positions the city's contemporary community story within an inclusive historical context.

As part of this work, the City of Kingston hosted ten talking circles that involved 300 people, engaged another 1,200 people in related programming and launched an Engage for Change website. Though not specifically identified as part of the Kingston Culture Plan, this work is significant as a response to the needs expressed by the community as well as the findings articulated by the Truth and Reconciliation Commission and helps position Kingston as a community willing to expand the definitions of art, culture and heritage in an effort to be inclusive of all its residents.

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

Lead: Community Services

While the City operations more and more reflect the elements of sustainability, a couple of initiatives are identified in this section to demonstrate some futuristic thinking and planning.

In 2017, the City of Kingston entered into a licensing agreement with a community bike share company called DropBike to run a pilot bike share program that ran from July 1st to November 30th. The DropBike system pilot program in Kingston consisted of 191 bikes and 18 havens; 15 of the havens were located on public and university property and 3 on private properties. The data provided by DropBike to the City demonstrated a positive uptake of the system during the pilot program period indicating bike sharing as being desirable to visitors and residents. The performance of the DropBike system during the approximately 20 week program was recorded as follows:

- Total number of rides (free and bought): 6,043

December 19, 2017

Page 29 of 43

- Unique users in Kingston: 1,851
- Total number of app downloads: 16,262 (these downloads are inclusive of systems operating in Toronto and Montreal as well)

City staff recommended that a permanent community bike share program be established in 2018.

In 2017, the City approved an electric vehicle (EV) strategy which includes the installation of Level 1, Level 2 and Level 3 EV charging stations available for public use. Level 1 and Level 2 EV charging stations will be available at no cost for public use during the first two (2) years of operations in order to build awareness and increase usage. Fees will apply to Level 3 EV charging stations in 2018. There are currently limited charging options in Kingston for members of the public wishing to own an electric vehicle. This is a barrier to the introduction of more electric vehicles within the community. The existing EV charging stations in Kingston tend to have limited public access or limited hours of operation.

The EV strategy also includes the introduction of electric vehicles in the City's corporate fleet. The introduction of an electric fleet started in 2017 and will continue into 2018 and beyond. Each EV that replaces a corporate internal combustion engine vehicle has the potential to reduce GHG emissions up to 90% and save thousands of dollars in fuel costs.

In early 2018, staff will present a report on the City's initiatives related to the Community Climate Action Plan. The City and the community are on track to meet their GHG reduction targets of 8% and 15%, respectively, by 2020.

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

Lead: Corporate Management Team

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

In response, the City considered implementing an Interim Control By-Law in early 2017 aimed at limiting new development or alterations to existing development in the Portsmouth, Williamsville and Sydenham electoral districts, being the areas

December 19, 2017

Page 30 of 43

where growth pressures appear to be the greatest. The growth pressures have often been associated with the increasing student population at the two post-secondary institutions (Queen's University and St. Lawrence College) located within this area. In 2017, Council approved a number of initiatives to try to address this community challenge: removal of conversion provisions as-of-right, introduction of amenity area landscaped open space provisions, rental licensing and the Central and Infill Growth Strategy. An updated report on rental licensing will be before Council on December 19, 2017. In the same year, the conversion provisions were removed, the amenity area landscaped open space provisions were introduced and a consultant was contracted to initiate the work on the Central and Infill Growth Strategy. It is anticipated that this Strategy will be completed in late 2018.

2017 saw many opportunities for community consultation and citizen engagement in planning for City services. To name a few, these included:

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

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

- **Expand the trail system**

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

Lead: Community Services

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

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

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

December 19, 2017

Page 31 of 43

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

Lead: Community Services and Transportation & Infrastructure Services

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

It is anticipated that most of the trails and pathways connections will be highlighted in the Active Transportation Master Plan which will be completed in 2018.

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

Lead: Transportation & Infrastructure Services

- a) **Double the tree canopy by 2025**

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

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

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

December 19, 2017

Page 32 of 43

Through 2016 and 2017, staff planted, facilitated and/or supported the planting of nearly 18,000 trees as follows:

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

Report EITP-18-001 to the EITP committee dated December 12, 2017 provides more detail on the double the tree canopy goal of Council. Partnership and community involvement will continue to be essential in achieving this priority.

Working with the CRCA under the Forests Ontario Program, 13,600 seedlings were planted over the 2016 and 2017 seasons. There is an estimated expectation of a sixty plus percent long term survival rate for these trees. While we have confirmed further seedling plantings for 2018, suitable locations have not yet been identified for 2019 or future years. The City and the CRCA are working cooperatively to find suitable locations for these plantings. Also under discussion with the CRCA are potential enhancements to seedling planting programs, to increase both numbers planted and survival rates.

These current seedling planting programs are a low cost investment that by being planted now, and combined with the higher cost larger caliper plantings, will help ensure achievement of the 30,000 tree goal by 2025. Expanding current larger caliper planting programs and pursuing other planting options annually through the 2025 will ensure that the City reaches the 30,000 tree goal.

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

Lead: Community Services and Transportation & Infrastructure Services

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

In 2017, a partnership with the AMS was established which trains students and employs them to provide education on property standards issues and complaints in the University District. The City has also assigned a dedicated resource to the Williamsville/Sydenham area starting in 2017. The overall more proactive approach to both property standards and by-law enforcement has resulted in

December 19, 2017

Page 33 of 43

significant changes in the number of yards orders, garbage and property standards orders as per the table below.

Electoral District	2016	2017
Cataraqui	445	518
Collins-Bayridge	131	206
Countryside	153	163
King's Town	999	1595
Kingscourt Strathcona	271	236
Lakeside	162	213
Loyalist-Cataraqui	278	391
Pittsburgh	111	309
Portsmouth	397	463
Sydenham	1045	1408
Trillium	269	270
Williamsville	1022	1563
Total	5283	7334

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

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

December 19, 2017

Page 34 of 43

Implementation of the program in the institutional area has created parking congestion on streets that previously did not experience high volume. Expanding the program to other residential areas is planned for 2018.

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

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

Lead: Transportation & Infrastructure Services

The Solid Waste division has achieved Council's goal of diverting 60% of waste from landfill by 2018. Sixty percent of waste diverted is equivalent to 49 million pounds of waste diverted! In 2017 the Resource Productivity and Recovery Authority data showed that Kingston's 2015 waste diversion rate was 60.9%, the highest rate in our municipal grouping, and third highest in all of Ontario. This rate is due to:

- high participation in the diversion programs and dedication from our community users;
- reduction in the amount of garbage sent to landfill; and
- the continued success of offering non-traditional waste diversion programs like the introduction of a scrap metal bin at KARC and offering the one week only curbside battery collection.

Solid Waste staff recommend that the City's waste diversion goal remain at 60% for 2016-2018 to ensure that we stabilize a waste diversion rate of 60%. The longer range goal beyond 2018 will remain at 65%.

Diverting more waste from landfill continues to be a priority. To assist, the Solid Waste division completed a review and update of the Waste Recycling Strategy to set goals, objectives and initiatives to increase diversion in 2017. As part of that strategy, the Solid Waste division organized giveaway days, reduced the price of composters to \$20 in May, delivered almost 1,000 green bins in June, continued to promote videos on how to use waste and diversion programs, conducted a curbside household waste audit to measure capture rates, developed a curbside battery recycling program and launched a customer satisfaction survey.

December 19, 2017

Page 35 of 43

The division has been proactive in advertising on social media and through the Waste App. The Waste App provides subscribers with their waste collection calendar and text message reminders; the app now has close to 25,000 users.

The division purchased a mobile waste diversion unit that is capable of capturing both recyclables and organics. In August, members of the public named the unit OSKAR--Off Site Kingston Area Recycler. OSKAR will enable the City to provide additional waste diversion services at events hosted by both the City and other event organizers.

The division along with Transportation Services installed recycling depots at three bus shelters which have been well utilized by riders and pedestrians, and has reduced litter at these locations. Eleven more depots have been purchased for installation throughout the remainder of 2017 and 2018.

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

Lead: Community Services

The Official Plan (OP) update was endorsed in 2017. The updated OP maintains the existing urban boundary and therefore focuses future growth within that boundary, controlling urban sprawl. The OP provides enhanced policies on intensification and protection of agricultural lands. Opportunities for public consultation have included an interactive blog by the Director of Planning, Building & Licensing and open houses. Enhanced public engagement opportunities have been a part of the OP's development and essential to the community input element.

5. Advance a vibrant waterfront: *Kingston's waterfront is a prominent feature and asset to the community. A vibrant waterfront requires balanced and respectful development that improves public access.*

- **Revitalize the inner harbour and rejuvenate waterfront brownfields:** *A vision and redevelopment plan for the Inner harbour and old industrial area will be completed.*

Lead: Community Services

As noted above under the Plan a Livable City priority, the North King's Town secondary plan will result in a vision and redevelopment plan for the Inner Harbour and old industrial area. The vision was endorsed by Council in 2017 and the team of consultants (DIALOG) was retained to complete the secondary plan process. It is anticipated that the secondary plan will be completed in late 2018/early 2019.

December 19, 2017

Page 36 of 43

Staff continues to work with owners of waterfront brownfield property to assist in identifying opportunities for redevelopment and rejuvenation.

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

Lead: Community Services

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

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

The endorsed vision includes proposed heritage/tourism elements, commercial and residential developments while conserving major heritage assets of the property. City staff is working with Canada Lands to work through the potential implementation of the endorsed vision. The first steps in the implementation include the construction of the Search and Rescue Station that is planned for the spring of 2018, and the disposition and operation of the Heritage and Tourism area of the property.

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

Lead: Community Services

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

December 19, 2017

Page 37 of 43

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

In 2017, the City reviewed options for a potential deep water dock and identified the wharf located at 1 Queen Street as a preferred location. The City will complete technical assessment and explore potential partnership with the property owner in 2018.

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

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

Lead: Corporate Management Team

a) Committing to processes that enable open government

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

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

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

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

Open Programs and Services - simplifying the manner in which City programs and services are accessed by residents and businesses, and

December 19, 2017

Page 38 of 43

collecting data that can be used by Departments to drive better decision making and efficiencies in the delivery of City programs and services; and

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

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

- Establishment of processes to identify and assess the suitability of City datasets for publishing and expanded availability of open data inventory.
- Development of a comprehensive Information Management Strategy which defines a corporate framework for information management to guide processes and technology required to ensure business information is effectively managed throughout its lifecycle. Staff are in the midst of developing a new Information Management Policy that is consistent with that strategy and which will guide the management of the various sources of digital and print information.
- Continued community outreach and education on civic issues focused on schools and youth and alternative access to Council and Committee meetings including Council meetings in the community.
- Council approval of the Public Education Framework, training on the IAP2 communications strategy and launch of “GetinvolvedKingston.com” engagement tool
- Development of a Customer Experience Strategy which describes the future vision for service delivery and identifies a series of strategies to improve the customer service experience through multiple channels across all departments. Supporting technology tools, built around a modern Client (Citizen) Relationship Management (CRM) solution will enable this strategy.

b) Developing systems to support open data

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

December 19, 2017

Page 39 of 43

A new Open Data Policy was approved by Council in January 2017. The policy, along with the previously released open data license provides a framework for the use of the City's open data.

The City's first Open Data Catalogue/Portal was published in 2016 on the City's website as a self-service pilot using GIS data sets. In 2017 the City published five additional open data sets including live transit location data and cycling facilities. The total number of open data sets available for download is 23. The various open data sets are downloaded on average 800 times a month and have been used by the development community to create many value added applications including "SC Transit"

Work was completed in 2017 to source an Open Data Portal which will be deployed in 2018. The open data portal will provide more flexible access to the City's open data sets and open a two-way dialog with the open data community on what data is made available and how it is used.

The 2017 Public Sector Digest (PSD) survey of open data programs ranked Kingston 36th from a total of 61 Cities from nine provinces. PSD scoring indicates that the Kingston Open Data Program is well positioned to show significant impacts as the new Open Data Portal is launched and additional data sets are released.

Solid information management practices are a prerequisite for an effective and robust open data program. In 2017 the Corporate Management Team endorsed a comprehensive Information Management Strategy which defines a corporate framework for information management and provides a roadmap for future initiatives that will ensure the City's information, both printed and digital, is effectively managed through its lifecycle (create, use, retain, archive, destroy).

Quality, reliability and integrity of information are critical to good decision-making in the provision of municipal government services. More effective management of information will help to transform the delivery of program and service outcomes in an efficient and effective manner, while at the same time respecting information security and privacy risks. Phase 1 of the Customer/Citizen Relationship Management system is currently being implemented and consideration of a future Enterprise Content Management system will support the corporate information management strategy.

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

Lead: Corporate & Emergency Services

The City promotes the various existing inputs that members of the community can access, and creates new ways to foster open and inclusive dialogue. In

December 19, 2017

Page 40 of 43

the interest of engaging citizens and promoting Council and Committees in the community, the City will continue to hold certain Council and Committee meetings in locations other than City Hall. On August 2nd, the Heritage Kingston meeting was held in Goodes Hall at Queen's University; on October 17th, the Council meeting was held in Currie Hall at the Royal Military College; and on November 2nd, the Planning Committee meeting was held at Portsmouth Olympic Harbour.

d) Enhancing technology supports for committee meetings

Lead: Corporate & Emergency Services

The City of Kingston invested heavily into upgrading the Council Chamber with new technology which enhances the functionality, openness, accountability, and transparency of the decision-making process by elected officials, and improves the ability for Councillors, residents and staff to participate in Council and Committee meetings. The online streaming of City Council meetings allows viewers to follow Council decisions online in real time. In addition, highlights of Council meetings are tweeted during meetings.

Closed captioning is completed on recordings of City Council meetings, and these accessible recordings are then uploaded to the City's YouTube channel. Standing Committee meetings and Heritage Kingston meetings are also currently recorded, closed captioned and uploaded to the City's YouTube channel. This allows these meetings to be accessed by members of the public and allows them to skip to various points in the meetings.

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

Lead: Corporate & Emergency Services

The City's Public Engagement Framework was approved by Council on October 3, 2017 and the City's online public engagement platform, GetInvolvedKingston.ca was launched on October 4, 2017 to ensure public feedback is received. Through the end of November, there were more than 2,000 registered participants.

Council and senior staff were provided with a high-level training session on the International Association of Public Participation (IAP2) principles, strategy and approach to public engagement which are the basis for the City's adopted public engagement framework. A more comprehensive and extensive training plan has been developed and undertaken for senior staff, managers and others that are more directly involved in public engagement for new initiatives, programs and projects. Nearly half of affected staff have been trained in the planning, assessment of level of public involvement and techniques with the other half scheduled to take the training in early

December 19, 2017

Page 41 of 43

2018. This training is key to enhancing the City's opportunities for public engagement and communication to the public in a more consistent manner. Public workshops, surveys and social media tools including Facebook and Twitter continue to provide opportunities for resident interaction on a variety of topics. In 2017, public engagement opportunities have included the Third Crossing, Official Plan Update, Sign By-law, Airport land use, North King's Town Secondary Plan, Kingston Penitentiary and Portsmouth Olympic Harbour visioning, development of the public engagement framework, etc.

The public engagement framework provides the city with an opportunity to inform, educate and engage in a way that enables citizens and others to provide meaningful and thoughtful input. The loudest voice is not always the only voice, and public participation requires framing in a respectful and purposeful way.

Open houses, blogs, surveys, comment pages, social media forums and webinars have all been used for planning, recreation, culture, road projects among others. Staff members have been cognizant of this priority and have worked proactively to improve the effort.

In 2017, Council also approved amendments to the planning applications process which included an additional opportunity for the public to provide input on applications at the time of a comprehensive report being presented at the Planning Committee. Council also approved the establishment of a Planning Advisory Working Group to facilitate greater collaboration and exchange of ideas between Council and the public. This will be achieved through the provision of advice to the Planning Committee with respect to major City-led land use planning projects, City-initiated amendments to the Official Plan and the zoning by-law(s) which have a broad application, land use policy changes or legislation introduced by the Province, and other similar broad land use planning matters affecting the City.

f) Introducing participatory opportunities in civic affairs

Lead: Corporate & Emergency Services

Increasing opportunities for participation in civic affairs enhances the City's effectiveness and improves the quality of the decisions of City Council and staff. Youth engagement is one of the targeted initiatives that aids in creating greater awareness and understanding of City services, the roles of various City departments and of Council priorities. In 2017, the City was involved in various youth engagement initiatives such as: Beyond the Classroom events, National Youth Week, Local Government Week, the Kingston Youth Forum, and Escape from City Hall. As well, in 2017, several presentations and events were organized by City staff at local elementary schools to engage and educate the city's youth on municipal government, services and the Council

December 19, 2017

Page 42 of 43

priorities. The City has developed a youth engagement outreach strategy/work plan, which will be used as a guide to deliver content directed towards youth aged 10-24. This will assist the strengthening of partnerships and the collaboration with external stakeholders (such as the Ministry of Education, local school boards and the Y2K Youth Collective). The City will continue to reach out to school officials and teachers to determine how the City can effectively support student learning.

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

Lead: Corporate Management Team

As part of the philosophy of continuous improvement, customer service is a key focus in all service areas.

A consistent, responsive, and citizen-centric approach to managing the customer experience and interactions with the City is key to achieving high levels of customer satisfaction. Improving the customer experience increases confidence in the City as an institution. A Customer Experience Strategy was developed in 2017 which describes the future vision for service delivery at the City and identifies a series of strategies to improve the customer service experience across all departments. This strategy supports the delivery of services through multiple channels and service standards to track service performance. Supporting technology tools, built around a modern Client (Citizen) Relationship Management (CRM) solution will enable this strategy.

A key component of the Customer Experience Strategy is Customer Relationship Management (CRM) software that will enable staff to track citizen inquiries and provide additional self-serve options. The system will enable citizens and visitors to obtain service knowledge or submit a service request on a 24/7 basis. The first phase of the project involves replacing an out-of-date work order application for the service areas currently represented by the contact centre. A new CRM system has been purchased and staff is working with the vendor in the first phase of implementation for the current services to migrate to the new application; this is currently underway with a scheduled completion date of mid-summer 2018. These services are primarily within the Transportation group, taxation and Utilities Kingston managed services. Future phases will expand the use of the system to other service areas such as Recreation and Leisure, Cashiering and the Clerk's office.

Conclusion:

The foregoing provides a status update of the many strategic priorities being advanced. In addition, numerous other initiatives form the basis of corporate work. Exhibit A attached is the final status report for 2017 of the Priority Status Matrix. This matrix is

December 19, 2017

Page 43 of 43

provided to Council on a quarterly basis to reflect progress on specific directions and objectives for the year. Staff are pleased to indicate a 98% completion rate on 2017 initiatives.

EXISTING POLICY/BY LAW:

Kingston Strategic Plan 2015-2018
Priority Status Matrix

NOTICE PROVISIONS:

There are no notice provisions required with this report.

ACCESSIBILITY CONSIDERATIONS:

There are no accessibility considerations with this report.

FINANCIAL CONSIDERATIONS:

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

CONTACTS:

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OTHER CITY OF KINGSTON STAFF CONSULTED:

Members of the Corporate Management Team

EXHIBITS ATTACHED:

Exhibit A – Council Priority Status Matrix updated to December 5, 2017

2017 Priority Status Matrix - sorted by prime priority
[updated to include Council meeting December 5, 2017]

Report Number 18-006
Exhibit A

No.	Description of Initiative	Group/ Dept Lead	Prime Council Priority	2017 Q1	2017 Q2	2017 Q3	2017 Q4	2018 (Identify quarter: Q1/Q2/Q3/Q4)	2019 (Identify quarter: Q1/Q2/Q3/Q4)	Date direction rec'd from Council (m/d/y) (links included where available)	Report (if required) will be provided to:	Comments
CREATE A SMART ECONOMY												
1	Report: Y2K Kingston Youth Strategy and Community Action Plan; staff to report back to Council on Community Action Plan, including financial implications	CS	Create a smart economy		X					9/10/2013	Council	COMPLETE Report 17-109 June 20, 2017
2	Report: Recommendations on establishing a policy to play only local musicians on call waiting and public municipal properties' background music	CS	Create a smart economy					Q1		1/6/2015	ARCP	Deferred to Q1 2018 due to cancellation of Dec 13/17 ARCP meeting
3	Prepare a plan for the next phases of development for the Kingston Fire & Rescue training centre site (prepare a development plan for future phases of learning centre)	C&ES (KFR)	Create a smart economy					Q4				Development plan to be incorporated in 2019 budget's updated 15 year forecast.
4	Enhance City Hall National Historic Site and provide venues to showcase artworks, artifacts and stories Phase 3 - 2016: Develop temporary exhibition using new exhibit showcases	CS (CS)	Create a smart economy		X							COMPLETE New niche showcases were installed throughout City Hall in Q3 2016 and were fully programmed by Q2 2017 highlighting selected works from the civic collection through multiple exhibitions related to Kingston's past and present. A complete re-hang of the portrait collection was also completed in Q2 2017.
5	Development of a Workforce and in-migration strategy	CS	Create a smart economy	X						9/15/2015	Council	COMPLETE Special Council meeting April 25, 2017 Implementation Plan is being developed
6	High speed rail: establish political connections to support a Kingston stop for high speed rail	Mayor	Create a smart economy				X			8/8/2017		VIA Rail introducing changes for departure and destination hub in Kingston Council's support and requests provided to Provincial and Federal Ministers of Transportation
7	Annual Report: Smart City/Intelligent Community Progress	UK/CAO	Create a smart economy				X			12/6/2016	Council	COMPLETE Report 18-012 December 19, 2017
8	Report: Options to establish a partnership with the Boys and Girls Club to provide financial support in exchange for community services in order to minimize the impact of paying taxes at the commercial tax rate	CS	Create a smart economy	X						12/20/2016	Council	COMPLETE Report 17-045
9	Report: options for eliminating age-based discounted fees and implementing income-based discounts for municipal programs and services	CS	Create a smart economy					Q1		4/25/2017	ARCP	Public consultation underway; online survey closes on December 15, 2017

2017 Priority Status Matrix - sorted by prime priority
[updated to include Council meeting December 5, 2017]

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10	Implementation of Workforce & In-Migration Strategy approved by Council on April 25, 2017	CAO	Create a smart economy							4/25/2017	Council	COMPLETE Strategy Implementation Office established out of the CAO's office. Implementation will be ongoing. Periodic reporting to Council will be provided.
INVEST IN INFRASTRUCTURE												
1	Third Crossing: Action plan report following completion of preliminary design and financial plan	T&IS (Eng)	Invest in infrastructure		X					9/15/2015	Council	COMPLETE Approved by Council on June 13; dependent on federal funding
2	Airport: complete rehabilitation and expansion of airport facility and runway	C&ES	Invest in infrastructure					Q4				See Report 17-003 for project details
3	Wellington Street extension alternatives: North King's Town secondary plan	CS/T&IS	Invest in infrastructure					Q2				RFP for Phase 2 of North King's Town secondary plan study approved by Council July 11, 2017 (see Report 17-185).
4	John Counter Blvd: Expansion to four lanes, completion	T&IS	Invest in infrastructure						Q4			Target bridge construction to commence in 2018 with 2-year construction duration. Phase 3 road construction underway.
5	Report: Terms of Reference, anticipated cost and schedule for the development of a strategic road safety program for the Kingston	T&IS (Eng)	Invest in infrastructure	X						4/19/2016	EITP	COMPLETE March 21, 2017
6	Report: 671 Brock Street: negotiations and public consultation	CS (H&SS)	Invest in infrastructure				X			9/6/2016	Council	COMPLETE Final report 18-013 December 5th
7	Construction: Cataraqui Bay Wastewater Treatment Plant	UK	Invest in infrastructure						X			
8	Construction: Point Pleasant Water Treatment Plant - commissioning	UK	Invest in infrastructure				X					COMPLETE Official Opening on November 10, 2017

2017 Priority Status Matrix - sorted by prime priority
[updated to include Council meeting December 5, 2017]

Report Number 18-006
Exhibit A

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9	Construction: parking supply and facility downtown	T&I	Invest in infrastructure						2019/2020			under review
10	Construction: Big Dig IV	T&IS	Invest in infrastructure					X				
PLAN A LIVABLE CITY												
1	By-law or Amendment to set the standard for the visual appearance of construction hoarding, including the geographical area where it will be in effect	CS (P,B&L)	Plan a livable city				X			5/20/2014	AP	This will be addressed as part of property standards enhancements.
2	Annual Review: Facility Accessibility Design Standards (FADS)	CS (Comm's Office)	Plan a livable city		X					1/6/2015		COMPLETE MAAC-17-002 Mar 2/2017
3	Consideration of the history of the Memorial Centre for evaluation in the City's Cultural Heritage Strategy and Commemoration Strategy	CS (CS)	Plan a livable city						Q1	5/5/2015		The history of the Memorial Centre will be developed and acknowledged as a component of the larger re-development plan for the site.
4	Terms of Reference for Request for Proposal (RFP) for the next update to the Kingston Transportation Master Plan	T&IS (Eng)	Plan a livable city							12/1/2015	EITP	KTMP update will not proceed until completion of the North King's Town Secondary Plan.
5	Public transit: Completion of downtown transfer point	T&IS (TS)	Plan a livable city					X			Council	EA complete; interim improvements complete; final improvements in 2021/2022
6	Intensification: Official Plan update	CS (P, B&L)	Plan a livable city	X							Council	COMPLETE Report to Planning Committee February 16, 2017
7	Intensification: Zoning by-law consolidation	CS (P, B&L)	Plan a livable city					Q2			Council	
8	Food security action plan - in partnership with United Way	CS	Plan a livable city					Q2			Council	

**2017 Priority Status Matrix - sorted by prime priority
[updated to include Council meeting December 5, 2017]**

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9	Annual Report: Heritage Kingston	CS	Plan a livable city		X					3/1/2016	Council	COMPLETE Heritage Kingston Report Card dated June 7, 2017 presented to Council on June 20, 2017
10	Review of patio by-laws and policies	T&IS (Eng)	Plan a livable city		X					10/4/2016	AP	COMPLETE AP-17-013 March 9, 2017
11	On-Street Accessible Parking Program - report on the three year pilot program's utilization, operation, and any related issues	T&IS/CS	Plan a livable city						Q3 2019	11/1/2016	EITP	Pilot program in place as per EITP-16-019. Report pilot results Q3 2019.
12	Land use options regarding residential intensification within the areas generally identified as Portsmouth, Sydenham and Williamsville Districts that includes a public meeting beginning with a comprehensive briefing followed by a report to Council with a summary of the input gathered at the meeting and other means.	CS (P,B&L)	Plan a livable city		X					1/24/2017	Council	COMPLETE Public meeting was held March 1 and the Council report was presented on May 2 (Interim Control By-law report)
13	City-Central Growth and Infill Strategy (formerly Near Campus Neighbourhood Study)	CS (P,B &L)	Plan a livable city					X		1/24/2017	Council	As part of the interim control by-law, the scope of the study was changed from near campus to city-central
14	Report to Council seeking approval for the allocation of CHPI funding from January 1, 2018 to March 31, 2020, after operational reviews are conducted at each of the Community Homelessness Prevention Initiative funded agencies in 2017	CS (H&SS)	Plan a livable city				X			2/21/2017	Council	COMPLETE
15	Suggested updates to the Flag Display and Flying Policy that would allow for the flying of flags at City Hall for retirement ceremonies of Canadian Armed Forces, as requested in February 2017	C&ES (FMCS/Clerk's)	Plan a livable city				X			2/21/2017	AP	COMPLETE Report to Admin Policies (AP-17-026) Sept, 2017
16	Terms of Reference: City-Central Growth and Infill Strategy	CS (P,B&L)	Plan a livable city			X				5/2/2017	Council	COMPLETE Report 17-215
17	Report: Amendment of Zoning By-law 8499 to remove conversion provisions and amend Amenity Area and Landscaped Open Space Provision	CS (P,B&L)	Plan a livable city			X				5/2/2017	Council	Removal of Conversion COMPLETE; see reports PC-17-064 & PC-17-065

2017 Priority Status Matrix - sorted by prime priority
[updated to include Council meeting December 5, 2017]

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18	In accordance with approval of Design Option #3 of the Cycling Lane and Waterfront Trail Extension on Bath Road , By-law 2010-128 "A By-law to Regulate Parking" to be amended to facilitate parking on the south side of Bath Road 90 metres west of Riley's Garden Centre	T&IS (Eng)	Plan a livable city							5/2/2017	Council	This is a housekeeping item related to the Bath Road Bikeway Project; by-law amendment will be addressed as part of the completion of the Bath Road Bikeway construction project.
19	City staff to look at the implications of establishing the retaining wall in Doug Fluhrer Park as a legal graffiti wall	CS	Plan a livable city						X	6/6/2017		date tbd
20	Report: Dropbike pilot test results and recommendations	CS	Plan a livable city					X		6/20/2017	EITP	COMPLETE EITP-18-002
21	Civic recognition program: research options and report back to Council with recommendations	CS (Cultural Services)	Plan a livable city							8/8/2017	Council	date tbd
22	Active Transportation Master Plan (Walk 'n Roll Kingston Plan) finalized	T&I	Plan a livable city					Q2				Plan to be finalized and presented to EITP before end of Q2 2018.
23	Review: First Capital Place Illumination Policy	CS (Cultural Services)	Plan a livable city					Q4		10/3/2017	Council	AP-17-023 approved by Council 10-03-2017
24	Review: Kingston Commemoration Strategy - to include amendments to clarify the process for requesting additions, alterations and amendments to existing commemorations	CS (Cultural Services)	Plan a livable city					Q1		10/3/2017	Council	Motion of Council on 10-03-2017 requested inclusion of this matter in the regularly scheduled review (Feb 2018)
25	Report: technical information and outcome of discussions regarding the potential development of a deep water dock at 1 Queen Street	CS (Comm's Office)	Plan a livable city							11/7/2017	Council	date tbd
26	Report: Recommendations on a possible "bike boulevard" on one of the green streets noted in the motion dated November 7, 2017.	T&IS/CS (P,B&L)	Plan a livable city					Q2		11/7/2017	EITP	A public meeting will also be held for community input on this matter

2017 Priority Status Matrix - sorted by prime priority
[updated to include Council meeting December 5, 2017]

Report Number 18-006
Exhibit A

No.	Description of Initiative	Group/ Dept Lead	Prime Council Priority	2017 Q1	2017 Q2	2017 Q3	2017 Q4	2018 (Identify quarter: Q1/Q2/Q3/Q4)	2019 (Identify quarter: Q1/Q2/Q3/Q4)	Date direction rec'd from Council (m/d/y) (links included where available)	Report (if required) will be provided to:	Comments
GREEN THE CITY												
1	Municipal Energy Plan (Plan will form part of the Climate Action Plan; see #3 below)	CS (RE&E)	Green the city					Q1		8/12/2014	EITP	Schedule has been extended to allow for incorporation of new Federal and Provincial climate change policies and directions and also to allow for increased participation by SWITCH
2	Complete the K&P trail: Land acquisition and completion of the trail to ensure opening by July 1, 2017	CS (R&L)	Green the city		X							COMPLETE Grand opening was held on June 10, 2017
3	Report: Benefits and methodologies of how the City might create and use a "cost of carbon" process	CS (RE&E)	Green the city					Q1		12/1/2015	EITP	Information will be compiled as part of the Climate Action Report to Council; deferred to Q1 2018. The Municipal Energy Plan (MEP) contains significant detail on this process; the MEP will form part of the Climate Action Plan.
4	Connect spaces: Develop a report that describes an action plan for connecting trails, pathways and green spaces	CS/T&IS	Green the city					Q3				This priority is included under the current active transportation master planning process and will be further defined in operational plans that will be developed to implement the ATMP programs.
5	Protect agricultural lands: Linked to the Official Plan update	CS (P,B&L)	Green the city	X								COMPLETE Report to Planning Committee February 16, 2017
6	Report: Implications to traffic and local residents on closing one block of Napier Street to motor vehicle traffic, with options to increase parkland space and parking space for potential nearby housing	CS	Green the city		X					11/15/2016		COMPLETE Reports to Council 17-044, 17-183 July 11, 2017
7	Comprehensive tree inventory and quality report	T&I (PWS)	Green the city				X					COMPLETE Report to EITP (EITP-18-001) December 12, 2017
ADVANCE A VIBRANT WATERFRONT												
1	Kingston Penitentiary Redevelopment: Work with Government of Canada departments and Canada Lands and include Portsmouth Olympic Harbour - Visioning	CS	Advance a vibrant waterfront		X					3/19/2013	Council	COMPLETE Report 17-206 - recommended vision
2	Waterfront tourism: Report on feasibility of developing deep water docking facilities	CS	Advance a vibrant waterfront				X					COMPLETE Report 17-282

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3	Inner Harbour: Complete a Secondary Plan for the Inner Harbour and Old Industrial Area (King's Town)	CS (P,B&L)/ (Eng/UK)	Advance a vibrant waterfront				X			5/5/2015	Council	This will be addressed as part of the North King's Town Secondary Plan. See Invest in Infrastructure #3.
4	Next steps - Community Visioning Plan - Kingston Penitentiary and Portsmouth Olympic Harbour: development of MOU with Canada Lands, a detailed implementation plan, facilitation and/or advancement of land acquisition/disposal required to implement the recommended vision. Identification and preservation of significant cultural resources for the Portsmouth Olympic Harbour property and the former Kingston Penitentiary property will be included.	CS (Comm's Office)	Advance a vibrant waterfront									Staff will report back to Council as required.
FOSTER OPEN GOVERNMENT												
1	Implement Open Government Kingston Workplan	CFO/C&ES	Foster open government		X					10/20/2015		COMPLETE Report 17-064 April 4, 2017 (status update)
2	Review of community consultation practice associated with development applications including research on municipal best practice	CS (P,B&L)	Foster open government				X			3/1/2016		COMPLETE PC-17-071
3	Final Public Engagement Framework, including: - expectations and guidelines of participation for staff, members of the public and members of Council; and - a formal definition of open government and transparency	CS/C&ES	Foster open government			X				12/6/2016	Council	COMPLETE Final public engagement framework at Administrative Policies committee on September 14, 2017 for approval (to Council on October 3, 2017).
4	Staff report to Council on a public education plan to engage the public on adding a referendum question regarding the use of ranked balloting for future elections to the 2018 municipal election ballot	C&ES (Clerk's)	Foster open government		X					11/15/2016	Council	COMPLETE Report 17-192 June 20, 2017
5	Report outlining the experience of other jurisdictions using ranked balloting for the 2018 municipal election	C&ES (Clerk's)	Foster open government						Q3	11/15/2016	Council	
6	Report on the 2018 Municipal Election Plan including opportunities to provide broader access and participation in the 2018 municipal election, other than ranked balloting	C&ES (Clerk's)	Foster open government					Q1		11/15/2016	Council	Report to Council in Q1 2018.

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7	Review (supported by Janet Leiper and one other expert) of policies and procedures related to conflict of interest and code of conduct for Council with recommendations for changes/actions to be undertaken by Council to avoid conflicts of interest. Report will include recommendations on a transparent method for receiving and addressing complaints related to potential breaches of the code of conduct and conflict of interest act.	C&ES (Legal Services)	Foster open government	X						11/15/2016	Council	COMPLETE March 29, 2017 special meeting of Council
8	Establish process to retain integrity commissioner on an ongoing basis	C&ES (Legal Services)	Foster open government	X						11/15/2016	Council	COMPLETE March 29, 2017 special meeting of Council
9	Review and update of Council Procedural By-law	C&ES (Clerk's)	Foster open government			X				12/6/2016	Council	COMPLETE Report 17-261 Sept 19, 2017
10	Report: public and detailed accounting report of all expenses relating to the Countryside by-election be reported to Council no later than Q3, 2017	C&ES (Clerk's)	Foster open government			X				1/24/2017	Council	COMPLETE Report 17-223 Sept 19, 2017
11	Refocused EDO: service level agreement monitoring and accountability framework/indicators finalized	CAO	Foster open government				X			10/4/2016		COMPLETE
12	Refocused EDO: a performance review to be conducted by a Temporary Working Group comprised of the City Treasurer, a member of the Queen's School of Business faculty, a member of the City's audit firm KPMG, and one member of the public (to be chosen by the Nominations Committee), to review the EDO performance based on the metrics described in Appendix B [of review report], and that this report be presented to Council before budget deliberations for the 2018 year to allow for a full transparent debate on the cost benefits of the EDO before their budget is set for the following year	CAO	Foster open government				X			10/4/2016	Council	COMPLETE Report 17-322 November 28, 2017
13	Refocused Tourism Kingston: service level agreement monitoring and accountability framework/indicators finalized	CS	Foster open government				X			10/4/2016		COMPLETE
14	Report: Review of corporate anti-racism policies, anti-racism training for staff and members of Council	CAO/C&ES (HR, Legal)/CS	Foster open government				X			8/8/2017	Council	COMPLETE Report No. 18-008 December 19, 2017