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Message from the Mayor
Bryan Paterson

This year’s annual report not only highlights achievements from the last year, but is also an opportunity to reflect on what we’ve accomplished during the last council term. I believe we have a lot to be proud of. We’ve made incredible strides in our efforts to establish Kingston as a smart, livable, 21st century city. We’re harnessing the incredible assets we have as a community and working diligently to build a culture of innovation to make Kingston a leader among cities. I’m thankful to council and staff for their work over the last four years and I look forward to building on the momentum of these accomplishments with our new council!

Message from the CAO
Gerard Hunt

The accomplishments of the past four years demonstrate the commitment of council and City staff to the vision of Kingston becoming a smart and livable 21st century city within the framework of sustainability. This 2018 annual report covers many of the accomplishments over council’s term and especially highlights those of 2018.

I am proud of the progress that we have made, and I look forward to the opportunities and challenges ahead as, together with the community, we continue to enhance quality-of-life in Kingston.
KINGSTON AT A GLANCE

KINGSTON TRANSIT
2018 FCM INSPIRATION AWARD
FOR ORIENTATION PROJECT
WITH LIMESTONE DISTRICT
SCHOOL BOARD

Achieved landfill waste diversion target
49 M lbs
of household waste
3 years early in 2015

Festivals & Events Ontario
TOP 100 SHEEP DOG TRIALS FESTIVAL

CITY FOR DIRECT INVESTMENT STRATEGY BY
FINANCIAL TIMES UK

2016 Municipality of the Year Award
Festivals & Events Ontario

9th best place to retire in Canada
2017 MoneySense

Kingston Pen Tours
67,500 VISITORS
$5.6 MILLION Economic Impact

5th best city for investing in a home
2018 MoneySense

RANKED #1 City for Amazon Canada’s
Cities that Love to Read

Millennial Hot Spot
Point2Home Canadian Real Estate Market News

2015 FCM Sustainable Communities Award
Brownfield Award for Groundwater Remediation Project in Emma Martin Park

2018
CREATIVE CITIES AWARD OF EXCELLENCE
Engage for Change: YGR Reconciliation Journey

LUMINA BOREALIS
28,500 VISITORS
$2.4 M Economic Impact

10th BEST CITY FOR SPORTS
GSI Canada Index
2018 Annual Report
Progress on priorities

This report looks at the City’s progress on priorities in the final year of the 2014-2018 Kingston Strategic Plan – developed by city council with the aim of making Kingston a smart, livable, 21st century city.

Over this term of council, the six strategic priority areas helped guide the City’s efforts to improve the overall quality-of-life of those who live, work, play and invest in Kingston. Forty initiatives are tied to these priority areas and their success has been measured against priority objectives.

The 2018 Annual Report offers an updated snapshot of the performance trends for the 40 initiatives and key stories of progress along with infographic highlights. The trend indicators speak to whether the initiative is moving forward as intended. As you will see, the innovative 2014-2018 Kingston Strategic Plan has helped advance the city in the direction set by council.

See final 2014-2018 updates at: CityofKingston.ca/apps/CouncilPriorities

Council strategic priorities

Create a smart economy

Kingston is an exciting place to do business and is committed to greater economic resiliency. Building on our motto of “where history and innovation thrive,” Kingston is positioned to encourage entrepreneurship and innovation.

Green the city

The protection and preservation of the environment is our collective responsibility.

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.

Invest in infrastructure

A strong and robust infrastructure ensures a high quality-of-life for Kingstonians. It also provides the foundation needed to support a sustainable community.

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.

Foster open government

Kingston is committed to being transparent and accountable, empowering 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.
### Trending on strategic initiatives

<table>
<thead>
<tr>
<th><strong>Smart economy key initiative trends</strong></th>
<th><strong>Infrastructure key initiative trends</strong></th>
<th><strong>Vibrant waterfront key initiative trends</strong></th>
<th><strong>Livable city key initiative trends</strong></th>
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<tr>
<td>10 of 11 strategic initiatives are trending in the desired direction</td>
<td>8 of 8 strategic initiatives are trending in the desired direction</td>
<td>4 of 4 strategic initiatives are trending in the desired direction</td>
<td>9 of 9 strategic initiatives are trending in the desired direction</td>
</tr>
<tr>
<td><strong>Open government key initiative trends</strong></td>
<td><strong>Third Crossing: shovel ready</strong></td>
<td><strong>Facilitate Kingston Penitentiary redevelopment</strong></td>
<td><strong>Revitalize brownfield properties</strong></td>
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<tr>
<td>2 of 2 strategic initiatives are trending in the desired direction</td>
<td><strong>Housing: create affordable, sustainable and mixed housing</strong></td>
<td><strong>Explore waterfront tourism opportunities</strong></td>
<td><strong>Expand and improve public transit</strong></td>
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<tr>
<td>Foster culture of customer service excellence</td>
<td><strong>Expand the airport</strong></td>
<td><strong>Develop Waterfront Master Plan</strong></td>
<td><strong>Inform community planning through citizen engagement</strong></td>
</tr>
<tr>
<td>Enhance transparency and encourage citizen engagement</td>
<td><strong>Complete John Counter Boulevard</strong></td>
<td><strong>Support Inner Harbour redevelopment</strong></td>
<td><strong>Protect heritage</strong></td>
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<tr>
<td><strong>Green the city key initiative trends</strong></td>
<td><strong>Maintain and improve roadways and sidewalks</strong></td>
<td><strong>Revitalize north end</strong></td>
<td><strong>Revitalize north end</strong></td>
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<tr>
<td>6 of 6 strategic initiatives are trending in the desired direction</td>
<td><strong>Wellington Street extension alternatives</strong></td>
<td><strong>Intensify key areas of the city (downtown and other)</strong></td>
<td><strong>Intensify key areas of the city (downtown and other)</strong></td>
</tr>
<tr>
<td>Connect spaces</td>
<td><strong>Continue to support current Infrastructure Plan</strong></td>
<td><strong>Pursue implementation of the Sustainable Kingston Plan</strong></td>
<td><strong>Pursue implementation of the Sustainable Kingston Plan</strong></td>
</tr>
<tr>
<td>Beautifying neighbourhoods</td>
<td><strong>Advance an integrated multi-modal and active transportation system</strong></td>
<td><strong>Continue to implement the Kingston Culture Plan</strong></td>
<td><strong>Continue to implement the Kingston Culture Plan</strong></td>
</tr>
<tr>
<td>Protect agricultural lands</td>
<td><strong>Increase fibre access</strong></td>
<td><strong>Respond proactively to homelessness &amp; food security needs in Kingston</strong></td>
<td><strong>Respond proactively to homelessness &amp; food security needs in Kingston</strong></td>
</tr>
<tr>
<td>Complete the K&amp;P Trail</td>
<td><strong>Workforce and In-migration Strategy</strong></td>
<td><strong>Revitalizes north end</strong></td>
<td><strong>Revitalizes north end</strong></td>
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<tr>
<td>Enhance waste management</td>
<td><strong>High speed rail</strong></td>
<td><strong>Intensify key areas of the city (downtown and other)</strong></td>
<td><strong>Intensify key areas of the city (downtown and other)</strong></td>
</tr>
<tr>
<td>Enhance the tree canopy</td>
<td></td>
<td><strong>High speed rail</strong></td>
<td><strong>High speed rail</strong></td>
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98% of key strategic initiatives are trending in the desired direction.
Empowering young innovators

Mayor’s Innovation Challenge

Offered in partnership with Queen’s University, St. Lawrence College, and the Royal Military College, the inaugural Mayor’s Innovation Challenge called on student innovators to submit solutions to address challenges faced by the City of Kingston. The creators of the top submissions were invited to present their proposals at the Mayor’s Innovation Challenge pitch competition.

The winning team of the Queen’s Innovation Centre Summer Initiative (QICSI) prize, made up of students from St. Lawrence College and Queen’s University, received a four-month internship with the Dunin-Deshpande Queen’s Innovation Centre. These students developed a learning tool aimed at bridging the gap between elementary and advanced levels of educational coding software. Through their experience at QICSI, the team members were granted $4,000 in seed capital and provided integrated support throughout the development of their idea. A team of Queen’s University students won the City prize for their proposal to promote active transportation. Joining the City through paid internships over the summer of 2018, the students introduced two new initiatives during Cycle Week. They also offered information and collected input on the City’s Active Transportation Master Plan. This initiative would not have been possible without the partnership and support of Queen’s University, St. Lawrence College, the Royal Military College, Bell and the Dunin-Deshpande Queen’s Innovation Centre.

2014-18 accomplishments

- Developed and began implementation of Smart Kingston Strategy
- Increased city-wide broadband and WiFi
- Developed and began implementing Workforce and In-migration Strategy
- Partnered in development of City-wide Tourism Strategy
- Created DASH – Development and Services Hub – for submitting and tracking all planning and heritage applications
- Moved forward with Kingston Culture Plan
- Partnered with Kingston Penitentiary Tours
- Introduced Mayor’s Arts Awards to celebrate contributions to the arts
- Won bid to host the 2020 Tim Hortons Brier Canadian Men’s Curling Championship
- Partnered in development of Youth Employment Strategy
- Led innovation with efforts like the Bell Canada-Kingston public-private partnership to install a new platform running connected Internet of Things applications and Innovate Kingston’s Small Business Accelerator program for the Information Communications Technology sector

Gary Semplonius, Bell Canada senior vice-president of sales and Bryan Paterson, Mayor

“Participating in the Mayor’s Challenge helped me find the confidence to pursue a new discipline in my profession. Winning the contest gave me a platform to be successful on that journey.”

Mac Fitzgerald, 2018 Mayor’s Innovation Challenge winner

2020 BRIER

INNOVATE KINGSTON

187 registered members, hosted 65 tech-related events

MAYOR’S INNOVATION CHALLENGE

5 summer jobs created

Expected economic impact

$11-15M (130,000 visitors)
This new iconic 1.2 km bridge will connect Kingston over the Cataraqui River. The Third Crossing will improve access to emergency services, increase active transportation, create greater business connectivity and enhance the quality-of-life for residents and visitors. In February 2018, the federal government announced its $60M contribution to the project. With equal funding commitments from all three levels of government, the City put out a Request for Proposals and, in August, announced Kiewit, Hatch and SYSTRA as the successful bridge-building team. Early work and additional environmental studies were well underway by October. The team has continued to meet with residents and stakeholders on both shores to provide information and answer questions. In 2019, the project team will be out in the community engaging the public on environmental work for Parks Canada, the detailed design of the bridge and determining a new name for this signature structure.

2018 MILESTONES

February
Federal government committed $60M and a Request For Proposals was issued for bridge’s design/build team.

August
Kiewit, Hatch and SYSTRA selected as design/build team.

October
Early work underway.

Making the Bridge a reality

Expanding Kingston Airport

Work to extend Kingston Airport’s north-south runway from 4,929 to 6,000 feet was completed in 2018. The extension allows the airport to accommodate a new generation of slightly larger aircraft, pushes planes higher over residential areas and means that inclement weather is less likely to impact flights. As part of this project, new energy-efficient LED edge lights were installed and an instrument landing system was commissioned by NAV Canada. The $16.1M project to make Kingston Airport a more attractive and competitive option for travellers also includes the expansion of the passenger terminal now underway.

2014-18 infrastructure accomplishments

- Continued work to widen John Counter Boulevard and completed the construction of the bridge embankment over the CN tracks
- Completed the reconstruction of downtown Princess Street as identified in the Downtown Action Plan
- Developed and began implementing the Low Volume Roads Plan to remediate roads, many in rural areas, which may not be captured in larger reconstruction programs
- Built multi-modal pathway along 1.7 km stretch of Bath Road from Collins Bay to Coverdale
- Piloted bike-share program
- Initiated Portable Housing Benefits to allow those at the top of the wait list for Rent-Geared-to-Income housing to find their own accommodation to be subsidized
- Continued to implement the 10-Year Housing and Homelessness Plan
- Partnered to increase the number of affordable housing units (99 of them in 2018)
- Developed Walk’n’Roll, the Active Transportation Master Plan
- Initiated work on Vision Zero, a framework for future road-safety initiatives
- Identified preliminary alternatives to the Wellington Street Extension as part of the work to develop the North King’s Town Secondary Plan
- Continued work on the Fire Training Centre, due to be completed in 2020

“Could be a great place..."
In 2018, the Rideau Heights Community Centre & Library opened to provide a variety of free or low-cost recreational, cooking and other community programs to residents through partnerships with the Seniors Association, Loving Spoonful, Boys & Girls Club, Kingston Frontenac Public Library and the Limestone District School Board. Approximately 1,200 people have participated in these programs.

The community centre is also designated as a City of Kingston customer service location offering services such as bus passes, garbage bag tags and pet licences, as well as housing and social services drop-in information services. The Centre is designed to be a designated reception and evacuation centre in case of an emergency.

In 2018, Kingston Transit’s expansion efforts helped achieve almost 7M passenger trips – far surpassing the 2015 goal of achieving 6.05M annual trips by 2021. This is the fifth consecutive year of double-digit growth and represents a 10.6 per cent ridership increase over 2017. Kingston was recognized in the 2016 Census data as having the largest growth in commuters using public transit between 2011 and 2016.

With the support of Heritage Kingston, the City processed more than 140 heritage permits in 2018 - one of the highest annual number of permits issued on record. In 2018, the City also awarded Heritage Property Grants of $5,000 each to 10 recipients at an October ceremony to celebrate their efforts to maintain the historic character of Kingston.

2014-18 accomplishments

- Developed plans for Kingston East Community Centre
- Initiated Phase 1 of Engage for Change: YGK Reconciliation Journey Project
- Continued to implement Housing First model for combating homelessness
- Created Street Outreach program
- Initiated Central Kingston Growth & Infill Strategy (Portsmouth, Sydenham, Williamsville and Reddendale)
- Renovated and rededicated the J.K. Tett Centre in 2015 as a new arts hub operated as the Tett Centre for Creativity and Learning
- Initiated implementation of Public Art Master Plan
- Introduced Electric Vehicle Strategy and installed 42 EV charging stations – one of the largest municipal public EV charging networks in Canada
- Approved Official Plan amendments to enable development of future private market housing along Shannon Park
- Implemented the Incident Management System to strengthen emergency response planning in the community

Maintaining
heritage properties

With the support of Heritage Kingston, the City processed more than 140 heritage permits in 2018 - one of the highest annual number of permits issued on record. In 2018, the City also awarded Heritage Property Grants of $5,000 each to 10 recipients at an October ceremony to celebrate their efforts to maintain the historic character of Kingston.

148,000
Museum and City Hall Visitors 2014-2018

300
participated in
ENGAGE FOR CHANGE TALKING CIRCLES

347
HOMELESS PEOPLE
HOUSED THROUGH HOUSING FIRST PROGRAM

17 % DECLINE in emergency shelter bed usage since 2015

Peter Kingston, board president, Boys & Girls Club of Kingston & Area

"The Boys and Girls Club has experienced the largest growth of membership in over 20 years, and attributes this to the partnership with the City of Kingston and the new Rideau Heights Community Centre and Library."

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"The Boys and Girls Club has experienced the largest growth of membership in over 20 years, and attributes this to the partnership with the City of Kingston and the new Rideau Heights Community Centre and Library."
Improving Shannon’s Corners Park sustainable parking solution

One of the 2018 upgrades to Shannon’s Corners Park is a permeable reinforced parking surface to accommodate occasional overflow parking. The area makes use of a recycled plastic grid and a grassy/turf surface over a granular base to allow for water to be slowly absorbed and reduce storm water run-off. The grid helps distribute the weight of vehicles and prevents ruts while the grass reduces erosion and dust.

2014-18 accomplishments

- Completed the K&P Urban Trail
- Completed the Waterfront Master Plan, which outlines the next 30 years of waterfront projects
- Planted, or supported planting, more than 32,000 trees since 2016
- Implemented a proactive approach to enforcing property standards in Williamsville and Sydenham districts
- Implemented on-street residential parking permit program to manage parking in high-demand areas
- Updated the Official Plan in 2017, focusing growth within Kingston’s existing urban boundary

Achieving waste diversion goals

In 2015, 2016 and 2017, the City achieved its goal of diverting 60 per cent of waste from landfill by 2018 – that’s the equivalent of 49M lbs of waste diverted, the highest diversion rate in our municipal grouping, and third highest in Ontario. Supporting Kingston’s high rate of waste diversion are:

- Waste and diversion videos which have been viewed more than 41,000 times
- Community education events – including, in 2018, visits to the University District by solid waste and bylaw enforcement staff
- OSKAR, the off-site Kingston area recycler, used at more than 20 events in 2018 to divert 1,080 lbs of waste
- Recycling depots at 19 City parks and transit locations

Expanding the trail system

Completed in 2017, the popular 7 km urban section of the K&P Trail begins in Confederation Park and runs on and off-road through Kingston’s old industrial area to Binnington Court. That’s where the rural K&P Trail begins and heads northwest to Orser Road. Trails and pathway connections are being considered as part of the Active Transportation Master Plan.

30,000+ waste collection app users

“Having a resource like OSKAR available to Skeleton Park Arts Festival has been invaluable to us in our efforts to become a zero waste festival.”

Neil Bettney – Skeleton Park Arts Festival, waste diversion coordinator
“Since the opening of the Gord Edgar Downie Pier last summer, the popularity of the park has underscored the power Lake Ontario still holds over our communities and beauty it can still inspire.”

Mark Mattson, president, Swim Drink Fish

Advance a vibrant waterfront

Making Breakwater Park a recreation destination

In 2018, the City completed the rejuvenation of Breakwater Park – a major waterfront project in the Waterfront Master Plan. Upgrades to Breakwater Park, including the addition of an upland beach, shade structure, accessible beach, pedestrian bridge and improvements to the newly named Gord Edgar Downie Pier, attracted thousands of people to swim and enjoy the waterfront.

Waterfront Master Plan 2017

National Award of Excellence from Canadian Society of Landscape Architects

Advancing the vision for North King’s Town

A community vision to guide the growth of North King’s Town was completed in 2017. A number of technical studies, including land-use, transportation, servicing and cultural heritage, are underway and a number of engagement events were held in 2018 to gather public input. It is anticipated this secondary plan for Kingston’s Inner Harbour and Old Industrial areas will be completed in 2019.

Planning the next 30 years of waterfront improvements

The City’s Waterfront Master Plan proposes 138 waterfront improvement projects that will invigorate public space and increase access or connectivity along the waterfront over the next 30 years.

2014-18 accomplishments

- Completed joint visioning exercise for former Kingston Penitentiary and Portsmouth Olympic Harbour with Correctional Services Canada, Canada Lands and Fisheries and Oceans Canada
- Completed design concepts for a renovated Richardson Bathhouse and rejuvenation of Richardson Beach
- Designed Grass Creek Park washrooms and change rooms reusing the post and beam structure that once sheltered the Phoebe steam launch
- Developed waterfront wayfinding signage to direct people along shoreline routes
The City’s Public Engagement Framework and Charter were completed in 2017 – establishing processes and standards for engaging the public with the aim of improving City projects, programs and decisions. Since then:

- City staff, senior leaders and council have received International Association for Public Participation (IAP2) training
- The Get Involved Kingston online engagement platform has hosted 42 external and four internal engagements; 5,975 residents are now registered on the platform
- The City has hosted 85 in-person engagement sessions
- Resident information sessions about the Public Engagement Framework are planned for 2019.

**Open Data Kingston**

making City data free for wide use

The City launched its Open Data Kingston portal – [OpenDataKingston.CityofKingston.ca](http://OpenDataKingston.CityofKingston.ca) – in spring 2018. It offers free City datasets to anyone who may wish to use them (under the terms of use). The growing data catalogue now includes datasets under these headings: governance, urban planning, transportation, the environment, recreation, shelter, education and health. They are provided in multiple formats for the convenience of the programmers and researchers who may wish to use them.

In the summer of 2018, we introduced a new cloud-based platform to replace the City’s out-of-date work order system with the goal of streamlining the customer experience. In the first phase of implementation, staff used the system to create service requests, track progress and document resolutions. Services include engineering, forestry, information systems and technology, Kingston Transit, parking, property taxes, roads and sidewalks, solid waste and transportation.
Robust and innovative policies are the building blocks of the City’s fiscal strategy—and the secret to its success. The City’s fiscal strategy is a multi-faceted plan, which is used to manage municipal finances. Financial policies support this strategy and direct the decisions made with respect to the City’s financial position.

**Financial policies matter.**

The City’s investment policies safeguard financial assets while maximizing investment income and, by having a self-imposed debt limit policy, we ensure proper management of debt levels. These and other financial policies are reviewed independently by Standard and Poor’s, the City’s credit rating agency. These policies are recognized as integral to the healthy financial position reported by the City. The recent review by Standard and Poor’s affirmed the City’s credit rating of AA with a stable outlook.

**The one per cent difference.**

Council’s forward-thinking policy to allocate an incremental one per cent tax investment in infrastructure annually is critical to the delivery of public services, the competitiveness of our economy and the quality-of-life our residents enjoy. In addition to the one per cent incremental capital levy, other capital funding sources make up a comprehensive capital planning model, including user fees as well as development charges to assist with new growth and community expansion and utility rates that provide for the full-cost recovery of utility-related infrastructure. Other capital-related policies support effective capital investment decisions using a risk-based approach to prioritize infrastructure assets that require rehabilitation or replacement.

Chief Financial Officer and City Treasurer
Desiree Kennedy

The City is responsible for the building, operation and maintenance of a variety of capital assets, which are supported in part by municipal property taxes. These assets include facilities, roads and pathways, cycling lanes, sidewalks, traffic signals and other types of infrastructure that support the delivery of municipal services.

Municipal utilities infrastructure is supported by utility rates and managed, operated and maintained by Utilities Kingston.

**Capital Assets**

- 156 City-owned buildings
- 115 bridges and culverts
- 216 parks
- 189 traffic signals and 10,660 streetlights
- 550 km of sidewalks
- 867 km of roads
- 74 buses and 850 transit shelters
- 115 bridges and culverts
Meet your Kingston City Council for 2018-2022

Front row (left to right): Jeff McLaren, Bridget Doherty, Lisa Osanic, Mary Rita Holland, Simon Chapelle, Robert Kiley

Back row (left to right): Rob Hutchison, Ryan Boehme, Wayne Hill, Bryan Paterson (mayor), Peter Stroud, Gary Oosterhof, Jim Neill