Message from the Mayor  
Bryan Paterson  
I’m very pleased to present this year’s annual report. City staff have been hard at work laying the foundation for the strategic priorities City Council put forward in the spring. We have a lot to be proud of already. This report builds on the momentum of the priorities and projects that have been underway while also pushing forward a new set of priorities in our effort to make Kingston a smart, livable and leading city. I’m incredibly proud of the things we’ve accomplished by building collaborative partnerships, leveraging our existing assets, and encouraging innovation in every City department and sphere of our community. I’m thankful to Council who forged a comprehensive vision designed to serve and benefit everyone in our community and to staff who were quick to start working on our new strategic priorities!

This has been a keystone year for Council and City staff with the launch of the 2019-2022 City of Kingston Strategic Plan. This annual report highlights achievements and projects that are underway as we work toward ambitious goals in climate action, housing supply, active transportation, economic development, healthy citizens and vibrant spaces.

I am proud of the progress that we have made so far, and I look forward to the challenges ahead as we continue to work together to grow our community.

Kingston City Council (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
<table>
<thead>
<tr>
<th>Category</th>
<th>Year</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>9th Best Community to Retire in Canada</td>
<td>2019</td>
<td>Kingston at a Glance</td>
</tr>
<tr>
<td>Elementary School Programming</td>
<td>2019</td>
<td>Silver Promotion &amp; Education Award</td>
</tr>
<tr>
<td>Breakwater Park</td>
<td>2019</td>
<td>National Award for Excellence</td>
</tr>
<tr>
<td>Kingston Airport Expansion completed</td>
<td>2019</td>
<td>5.9% Passengers</td>
</tr>
<tr>
<td>14th out of Top 25 Best Communities in Canada</td>
<td>2019</td>
<td>Canadian Society of Landscape Architects</td>
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<tr>
<td>3rd Best City for Sports in Ontario</td>
<td>2019</td>
<td>Canadian Sport Tourism Alliance</td>
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KINGSTON AT A GLANCE

KINGSTON FRONTENAC PUBLIC LIBRARY RENOVATION

2019 George Muirhead Heritage Award

TOP 20 Canada’s Best Places to Invest Site Selection Magazine

START-UP ECOSYSTEM STRENGTH

Best place to be a woman in Canada
Canadian Centre for Policy Alternatives

150 out of 1000

12th Best City for Sports in Canada
Canadian Sport Tourism Alliance

2019 National Commuter ChallengeWinner

19,211 kg of GHG
Demonstrate leadership on climate action

The City will lead by example with measurable, effective emission reductions, building retrofits and other energy efficiencies, to become carbon neutral as soon as possible and no later than 2040. This will result in a 15 per cent reduction in greenhouse gas emissions across the City’s operations by 2022.

Council committed to a suite of actions to support its Climate Leadership strategic priority including implementing deep energy retrofits of municipal facilities.

New Community Centre to be near “Net-Zero”

Ground was broken on the new Kingston East Community Centre. The facility will achieve a near Net-Zero carbon footprint by featuring geothermal heating and cooling, enhanced insulation, solar photovoltaic technology, and no natural gas connection. This will result in a reduction of CO₂ emissions from 73 tonnes to 10 tonnes per year.

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

1,250 new trees planted in 2019

City-owned electric vehicle charging stations

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

48 City-owned electric vehicle charging stations

The City purchased two 40-foot long-range battery electric buses. The electric buses are planned to be on the road by 2021.

36 light-duty hybrid and electric vehicles in City and Utilities Kingston fleet

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

City Council approved for the purpose of public consultation new waste management policy and program options to reach the target of diverting 65 per cent of household waste from landfill by 2025.

Council removed fees and charges to provide Green Bin services to elementary and secondary schools.

40,200 tonnes of organic waste collected (9,250 tonnes of CO₂ avoided) – April 2009-March 2019

Reduce greenhouse gas (GHG) emissions from 2018 levels by 15 per cent across the City’s operations by 2022.

1250 new trees planted

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Demonstrate leadership on climate action

Working Group on Climate Action identifies quick wins in ICI sector

“What low-cost and immediate strategies would you implement to reduce greenhouse gas (GHG) emissions in the industrial, commercial and institutional sector (ICI)?”

This was the question the Working Group on Climate Action was formed to tackle.

The group was led by co-chairs Councillor Bridget Doherty and Dan Hendry, St. Lawrence College’s Manager of Community-Based Learning and Innovation. It was informed by in-person and online public and stakeholder consultations – including a meeting with the Kingston Environmental Advisory Forum. Together, the working group identified 11 immediate and low-cost actions the ICI sector could take under these theme areas: Buildings, Food and Agriculture, Green Space, Transportation, Waste, Water and other. The City, Utilities Kingston, Sustainable Kingston, KFL&A Public Health, St. Lawrence College and the Kingston Construction Association have each taken on responsibilities to help ensure these actions are supported and advanced, and the City itself has committed to implementing the actions in its corporate operations.

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

• Developing a community retrofit financial assistance program.
• Creating a community incentive program to support Net-Zero new builds.
• Creating a community climate benefit fund to allow people to direct charitable donations toward climate action projects.
• Started in 2019, the land use policy study “Density by Design” connects land use decisions to reducing GHG emissions in our community.

Nearly 4,000 trips were made using the community bike-sharing program in 2019

Developing a strategy to address Kingston’s climate emergency

On March 5, the City of Kingston became the first Ontario municipality to declare a climate emergency. The Council motion stated that this bold step was taken “for the purposes of naming, framing and deepening our commitment to protecting our economy, our ecosystems and our community from climate change.” This move helps support the Council priority to demonstrate leadership on climate action and adds urgency to the City’s and community’s efforts to cut carbon emissions.
Increase housing affordability

Pursue development of all types of housing city-wide through intensification and land-use policies.

Planning to pursue intensification

The City continued its work on the plans and strategies below, aimed at encouraging the development of all types of housing city-wide through intensification:

- Life Cycle Analysis – 2020
- North King’s Town Secondary Plan – 2020
- Central Kingston Growth Strategy – 2020
- Density by Design – Mid-Rise and Tall Building Policies – 2020
- Zoning Bylaw Consolidation – 2021

City and KFHC open new affordable housing at 645 Brock St.

On May 29, the City and the Kingston & Frontenac Housing Corporation officially opened a new 29-unit apartment building at 645 Brock St.

The building includes:

- 10 rent-gear to income units;
- 10 affordable housing units where tenants pay 80 per cent of the local average market rent; and
- nine market rental units.

The project was supported by $2.5 million in municipal, provincial and federal affordable housing capital funding assistance and features accessible units, ground-floor and rooftop common amenity areas, indoor bicycle parking and shared laundry facilities. The building is close to transit, public amenities and employment areas.

Vacancy rate increases

Kingston’s vacancy rate more than tripled in 2019 to 1.9 per cent from a record low in 2018 of 0.6 per cent. Based on an estimated growth, a total of 3,045 residential units are needed by 2022 to get the City closer to a healthy 3 per cent vacancy rate - that’s an average of 605 residential units each year.

On average 590 residential units have been built each year for the last 10 years.

Action the City is taking on housing affordability

The City implemented exemptions for planning fees for not-for-profit organizations that are building affordable housing units.

The City also implemented reductions for planning fees for private sector developers who are building affordable housing units.

The City reduced the development charges for all residential developments.

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In February 2019, Council moved to create the Mayor’s Task Force on Housing to develop a coordinated and practical set of recommendations to guide Council as it makes decisions to address Kingston’s housing supply. The task force was comprised of 12 individuals representing a variety of different sectors and viewpoints. The group was tasked with seeking input from a cross section of the community ahead of presenting its final report to Council.

In September, Council endorsed a plan for the City to partner with housing providers and contribute $18 million to develop a minimum of 90 affordable housing units within the next three years. Possible development locations include the City-owned site at 1316-1318 Princess St. as well as other sites being considered by the non-profit housing sector.

The 90 units will consist of a range of affordability levels and will incorporate mixed-income developments consisting of rent-gearied-to-income, below-market and market rental units.

The Mayor’s Task Force on Housing starts its work

Implement tools and incentives to accelerate construction following planning approvals.

Promote secondary suites and tiny homes.

The City has a target to develop 120 secondary suites by 2022.

Advocate for funding and increased investments.

City to provide up to $18 million for 90 affordable units

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The Home Ownership Program and the Kingston-Frontenac Renovates Program provide low-to-moderate income households financial support to achieve safe, stable and appropriate housing.

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56 Secondary suite permits issued

Advocate for funding and increased investments.

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of road improvements were completed in 2019

Walkability, roads and transportation

Repair roads and enhance the usability of sidewalks, walkways and paths to increase connections across the city through supporting our Active Transportation Master Plan.

This map shows road improvement projects completed in 2019. See a closer view of 2019 active transportation projects on page 16.

35.8 lane kms

2019 Road Improvement Projects

Legend

Road Rehabilitation
Implementing the **Active Transportation Master Plan**

The five-year Active Transportation Implementation Plan was approved. The plan prioritizes improvements to create an integrated city-wide active transportation network, identifies opportunities to develop neighbourhood-level connections and outlines plans for programming and policy initiatives.

Planning and design have begun for three additional multi-use paths which complete connections to existing nearby cycling facilities:

- Rideau Trail joining Queen Mary and Parkway (Cycling Route 8)
- Along King Street from Trailhead to Portsmouth (Cycling Route 6)
- Along Henderson Boulevard from Bayridge to Days (Cycling Route 6)

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

**Safe Routes to School**

Safe Routes to School is a community-level program designed to make it safer and more enjoyable for students to get to and from school using active modes of transportation. Its goal is to get more students using travel modes that are active, safe and sustainable.

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

**Future initiative - 2021.**

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

**Legend**

- Bike Lane
- Bike Box
- Sidewalk Construction
- Sidewalk Rehabilitation
- Intersection Improvements
- Multi-use Pathway
- Pedestrian Crossover

**Kingston's first Bike Boxes installed on Princess Street at Division**

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

**Launched the Safe Routes to School Program**
Strengthen economic development opportunities

Support new and existing businesses.

City established a new partnership with Kingston Economic Development to enhance the support for new and existing businesses.

Foster innovative arts, culture and social enterprises.

Create innovation hubs that build on our local strengths in partnership with others.

Hosted by the City and St. Lawrence College, October’s Smart Kingston Symposium brought together 140 community members from a diverse range of backgrounds to brainstorm innovative ideas for solutions that leverage technology to improve our community. They put their heads together to develop made-in-Kingston innovative ideas that are people-focused, secure, green and culture-enriching. This event was a great opportunity for Kingstonians to meet each other and explore solutions to improve the lives of residents.

$587,000 provided to arts organizations and collectives through the City of Kingston Arts Fund

140 participants in the Smart Kingston Symposium

Enable the establishment of a St. Lawrence College downtown centre of excellence.

In early 2019, the City began discussions with St. Lawrence College on the potential for a downtown centre of excellence. The centre would focus on hospitality, culinary arts and tourism programming in collaboration with Tourism Kingston, Kingston Accommodation Partners and other stakeholders. It may also incorporate residential units, a hotel and conference centre, commercial space and parking, in accordance with previous directions from Council for the redevelopment of Block 4 on the North Block.

Facilitate a deep water dock for cruise ships.

The City is looking into two locations for a deep water dock to support tourism growth. The two options being considered are 55 Ontario/5 Lower Union streets as well as 1 Queen St.

Invest in innovative workforce development and in-migration strategies.

Promoting inclusion and diversity in the workplace

In October, the City and KEYS Job Centre launched the Workplace Inclusion Charter. The program is a product of Kingston’s Workforce Development and In-migration Strategy and promotes equity, diversity and inclusion in Kingston workplaces. The Charter includes the unique Intercultural Intelligence Toolkit, which was developed based on best practices and local research, as well as opportunities for customized workshops and one-on-one coaching to support employers in implementing inclusive policies and practices. The Charter goal is to assist with local workforce needs and demonstrate Kingston’s leadership in creating prosperous, vibrant, diverse and inclusive communities.

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Foster healthy citizens and vibrant spaces

Increase access to and continue to beautify the waterfront.

Beautifying Kingston’s waterfronts – and shoring them up

Richardson Beach and the waterfront pathway from Portsmouth Olympic Harbour to Lake Ontario Park were two of 18 locations identified as high risk shoreline protection projects to benefit from the Federal Government’s Disaster Mitigation and Adaptation funding. In October, the City learned it will receive the federal funding – a total of $9.8 million – to protect Kingston shorelines against erosion. The City has also budgeted to undertake improvements to the Richardson Bathhouse in Macdonald Memorial Park, the washroom and change room building in Grass Creek Park and build a Breakwall promenade at Confederation Basin.

Examine the feasibility of developing an arts walk.


Promote the redevelopment of brownfield properties on the Montreal Street Corridor.

The environmental remediation of 1100 Montreal St., a brownfield in Kingston’s north end, is now underway and should be completed in 2021. It is expected that Council will consider the sale and redevelopment of the property in accordance with the Rideau Heights Regeneration Strategy in 2021 or 2022.

Support the potential for Indigenous cultural space.

Working toward reconciliation in Kingston

The Engage for Change project seeks to re-frame the relationship between Indigenous/First Peoples and non-Indigenous people in Kingston. The City carried out the second phase of this project in 2019, supporting 25 community events and engagement initiatives to help focus attention on Indigenous history, knowledge and culture locally. These events and engagements also provided the opportunity to gather input related to creating an Indigenous cultural centre in Kingston. A third phase of Engage for Change will launch in 2020 that continues this work related to reconciliation and will identify both short and long-term options to implement an Indigenous cultural centre.

Examine the feasibility of fluoridating drinking water.


Leverage and promote food security solutions in partnership with others.

As Kingston continues to look at food security, there are different fresh food stand options provided in the community.

Loving Spoonful delivered a total of 87,136 lbs of free food to 17 fresh food market stands and 33 social service agencies, meal programs, shelters and drop in centres.

Increase access to and continue to beautify the waterfront.

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5,300kg of affordable, fresh, healthy food sold at Good Food Stands – Aug. 2018 - June 2019
Chief Financial Officer and City Treasurer
Desiree Kennedy

Funding a vision

How do we fund the ambitious strategic priorities set by Council, provide our residents with excellent and reliable service, and still spend within our means?

The City of Kingston is fortunate to have exceptional staff who, as experts in their areas, seek cost-effective, efficient and sustainable fiscal solutions – including funding solutions – every day. A philosophy of continuous improvement that considers the way services are delivered, that explores alternative revenue sources and that uses technology to support process efficiency is fundamental in addressing the financial resources required to support Council’s strategic priorities. The aggressive pursuit of grant funding in 2019, and the resulting support from other levels of government, has also provided financial resources to enhance capital investments in a number of priority areas.

Through the Investing in Canada Infrastructure Program, the City has been allocated $43M in federal funding and $35M in provincial funding to invest in the replacement and expansion of public transit and associated active transportation infrastructure.

The Federation of Canadian Municipalities granted the City $556,875 to introduce the first electric bus to our transit fleet.

Funding from the Disaster Mitigation and Adaptation Fund resulted in the City receiving up to $20.2M in grant funding ($9.8M for shoreline protection and $10.4M for combined sewer separation and storm water management infrastructure).

Fiscally responsible

Our City’s operations, capital investments and strategic initiatives are guided by prudent financial management policies. Council’s guiding principles include a commitment to fiscal responsibility and the need to allocate resources to strategic priorities in a manner that manages tax increases, reserve fund balances and a self-imposed debt limit.

In 2019, the City’s fiscal policies were validated as part of Standard & Poor’s credit rating review, which reconfirmed the City’s AA credit rating.