

### Council Strategic Priorities Implementation Plan

| Priorities                                                                                                    | Initiatives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Measurables                                                                                                                                                                                                                                                                                                                                                                                                                | Financial/Resource Implications                                                                                                                                                                                                                                               |
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| <b>1. Increase housing affordability</b>                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                               |
| <p>1. Pursue development of all types of housing city-wide through intensification and land use policies.</p> | <p>Complete the following studies that will enable more housing development:</p> <ul style="list-style-type: none"> <li>• North Kings Town Secondary Plan (2019)</li> <li>• Central Growth Strategy (2019/2020)</li> <li>• Zoning By-Law Consolidation (2021 - including parking reduction for projects supporting intensification and co-sharing of space)</li> <li>• Nodes &amp; Corridors scoping and terms of reference in (2022), policy project to determine clear locations related to densification along key corridors to start in 2023</li> <li>• Tall Building Policies (2019-2020)</li> <li>• Life Cycle Analysis (2019)</li> <li>• Williamsville Corridor Update (2019/2020)</li> </ul> | <ul style="list-style-type: none"> <li>• A number of studies and by-law changes will provide a zoning framework that will support the development of a minimum of 12,000 residential units within different areas of the City over the next 30 years. Studies will provide a combination of as-of-right zoning and other types of relief, such as parking ratio reduction, in order to support intensification.</li> </ul> | <ul style="list-style-type: none"> <li>• Most studies are already included in the capital works in progress budget. Additional funds will be included in the 15-year capital forecast to ensure that all studies can be completed within the estimated time frame.</li> </ul> |

| Priorities                                                                                   | Initiatives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Measurables                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Financial/Resource Implications                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| <p>2. Build a significant number of new residential units with a range of affordability.</p> | <p>A) Enable the development of affordable housing units (ranging from rent-geared-to-income (RGI) to 80% market rent) on City-owned property at 1316 Princess Street through a potential partnership with Kingston Frontenac Housing Corporation and Kingston Co-Operative Homes.</p> <p>B) Prioritize affordable housing through community benefits.</p> <p>C) Establish an affordable housing target through the 10 year Housing &amp; Homelessness Plan update.</p> <p>D) Development related fee exemptions or reduction for affordable housing units.</p> | <ul style="list-style-type: none"> <li>• Minimum of 90 affordable units ranging from RGI to 80% CMHC market rent within a 160 (approx.) housing unit development at 1316 Princess Street. Land use planning and development approvals and agreement in 2019/2020 and construction in 2020-2022.</li> <li>• Finalize and implement guidelines for Community Benefits in 2020.</li> <li>• Affordable housing target to be established in 2019 as part of the Plan update.</li> <li>• Implement planning fee exemptions for affordable housing in 2020. Consider reduction for development charges for affordable housing in 2019/2020.</li> </ul> | <ul style="list-style-type: none"> <li>• Estimated cost of \$18M to be funded through provincial and federal grants (minimum of \$3.2M). Outstanding amount to be funded from affordable housing funds in the 15-year capital forecast and deferral of capital projects as outlined in Exhibit B of Report 19-133.</li> <li>• No direct City financial implication.</li> <li>• No immediate city financial implication. Update to the plan is currently underway.</li> <li>• Exemptions of planning fees will not have a significant financial impact. Financial implications for DC reduction will be reviewed and reported back.</li> </ul> |

| Priorities                                                                                        | Initiatives                                                                                                                                                                                                                                                                                                                                                                                                                                        | Measurables                                                                                                                                                                                                                                                                                                                                                                    | Financial/Resource Implications                                                                                                                                                                |
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| <p>3. Implement tools and incentives to accelerate construction following planning approvals.</p> | <p>A) Tools</p> <ul style="list-style-type: none"> <li>• Investigate options for planning tools that would impose penalties if projects fail to proceed to construction within a certain time frame following zoning approvals.</li> <li>• Review options to implement a sunset clause for site plan approvals and dormant applications.</li> <li>• Investigate removing reductions for vacant and excess land property tax subclasses.</li> </ul> | <ul style="list-style-type: none"> <li>• Staff to report back to Council with potential options by 2020.</li> <li>• Review site plan agreements and City policies and by-laws and report back with options to include a sunset clause for site plan and dormant applications. Report back by 2020.</li> <li>• Staff to report back to council in 2020 with options.</li> </ul> | <ul style="list-style-type: none"> <li>• No direct City financial implications.</li> <li>• No direct City financial implications.</li> <li>• No direct City financial implications.</li> </ul> |

| Priorities | Initiatives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Measurables                                                                                                                                                                                                                                                                                                                                                                                           | Financial/Resource Implications                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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|            | <p>B) Incentives</p> <ul style="list-style-type: none"> <li>• Payment of development charges over the construction period and prior to occupancy, instead of full payment required at time of building permit issuance.</li> <br/> <li>• City land acquisition and inventory program for residential development.</li> <br/> <li>• Review the need for planning related studies and peer reviews that are required at the time of applications.</li> <br/> <li>• Work with Brent Toderian to promote Kingston as a place to grow and build to attract external market.</li> </ul> | <ul style="list-style-type: none"> <li>• Staff to report back to Council with proposed program for approval.</li> <br/> <li>• Staff to report back with a proposed policy by the end of 2019.</li> <br/> <li>• Review to take place in 2019/2020 and staff to report back to Council.</li> <br/> <li>• Staff to outline potential initiatives in 2019/2020 and implement starting in 2020.</li> </ul> | <ul style="list-style-type: none"> <li>• This will not have an overall financial impact to the City as all required funds will be collected, however cash flow implications will need to be considered as payments will be received over a longer period of time.</li> <br/> <li>• This program would have a break even model and details of the financial structure will be included in the staff report.</li> <br/> <li>• No direct City financial implications.</li> <br/> <li>• This initiative would have minimal impacts on operational budget.</li> </ul> |

| Priorities                                                | Initiatives                                                                                                                                                                          | Measurables                                                                                                                                                                                                                                                                                                            | Financial/Resource Implications                                                                                                                           |
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| <p>4. Promote secondary suites and tiny homes.</p>        | <p>A) Implementation of zoning framework to facilitate the development of second suites as of right in 2019.</p> <p>B) Develop a tiny home pilot project with City as a partner.</p> | <ul style="list-style-type: none"> <li>• Target the development of a minimum of 120 secondary units over the next 4 years to be tracked through building permits.</li> <li>• City staff will report back to Council in 2020 with a proposed tiny homes pilot project which could include land contribution.</li> </ul> | <ul style="list-style-type: none"> <li>• No direct City financial implications.</li> <li>• Financial implications will be reported to Council.</li> </ul> |
| <p>5. Advocate for funding and increased investments.</p> | <p>Provide information and prepare grant applications for provincial and federal grant programs.</p>                                                                                 | <ul style="list-style-type: none"> <li>• Target about \$9M total in upper level of government funding to be applied to 1316 Princess Street.</li> </ul>                                                                                                                                                                | <ul style="list-style-type: none"> <li>• \$3.2M from the provincial program Ontario Priorities Housing Initiative has been confirmed.</li> </ul>          |

| Priorities                                                                                                                                                                          | Initiatives                                                                                                                                                                                                                                                                                                                                       | Measurables                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Financial/Resource Implications                                                                                                                                                                                                                                                                                                                                                                                                        |
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| <b>2. Improve walkability, roads and transportation</b>                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p>1. Repair roads and enhance the usability of sidewalks, walkways and paths to increase connections across the city through supporting our active transportation master plan.</p> | <p>A) Rehabilitation of Local Roads in both urban and rural areas.</p> <p>B) Low Volume Roads (LVR) to maximize distance rehabilitated and to complement AT and Transit priorities in neighbourhoods.</p> <p>C) Pothole Maintenance program. Includes roadway and on-road cycling lanes.</p> <p>D) Rehabilitation of Arterial and Collectors.</p> | <ul style="list-style-type: none"> <li>• List of planned 2019 works for Roads, Sidewalks and Active Transportation identified in Exhibit C of Report 19-133. Details of planned road work for 2020-2022 presented to council as part of 2020 budget process.</li> <li>• Details of planned AT work included in AT Implementation Plan to be presented to Council Q3 2019.</li> <li>• Reduce potholes by increasing reconstruction and resurfacing roads.</li> <li>• Track pothole repair requests submitted through “contact us” and related maintenance activity. Report to Council annually.</li> <li>• Continue existing road repair program for Arterial and Collectors to manage</li> </ul> | <ul style="list-style-type: none"> <li>• Existing funds are included in the 15-year capital forecast.</li> <li>• Additional funds from the deferral of capital projects and additional Federal gas tax as outlined in Exhibit B of Report 19-133.</li> <li>• 2019 capital budget contains \$500k for LVR program.</li> <li>• Included in operating budget.</li> <li>• Funding allocated within the 15-year capital forecast</li> </ul> |

| Priorities                                                                                               | Initiatives                                                                                                                                                                                                                                                                                                         | Measurables                                                                                                                                                                                                                                                                                                                                 | Financial/Resource Implications                                                                                                                                                                                                                                                                                                                                                                                                      |
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|                                                                                                          |                                                                                                                                                                                                                                                                                                                     | risk level. <ul style="list-style-type: none"> <li>• Coordinate road rehabilitation with AT and Transit strategy related to Transit Priority Corridors (transit-ways) and Intersections for Transit and AT Priority.</li> </ul>                                                                                                             | however this needs to be reviewed as part of the AM plan. <ul style="list-style-type: none"> <li>• By coordinating with AT and Transit, rehabilitation costs may qualify for ICIP funding.</li> </ul>                                                                                                                                                                                                                                |
| 2. Enhance public safety through active transportation and a focus on pedestrian access and enforcement. | A) Consider incorporating recommendations from Kingston's road safety plan and other measures such as automated enforcement measures as necessary.<br><br>B) Upgrade traffic signal system to allow for centralized, connected system that allows for transportation systems management (TSM) and transit priority. | <ul style="list-style-type: none"> <li>• Red-light cameras approval would be required in Q4 2019 with implementation in 2022.</li> <li>• Automated speed enforcement implementation to be determined pending Provincial timelines.</li> <li>• Centralized signal system feasibility, design and decision beginning in 2020/2021.</li> </ul> | <ul style="list-style-type: none"> <li>• Financial implications for red light cameras will be incorporated in a Q4 2019 report from Transportation Services.</li> <li>• Project is dependent on funding through ICIP and related municipal portion will require deferral of projects as identified in Exhibit B of Report 19-133.</li> <li>• Requires additional Transportation Project resource (1 FTE) for feasibility.</li> </ul> |

| Priorities                                                                                                                                                                                                           | Initiatives                                                                                                              | Measurables                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Financial/Resource Implications                                                                                                                                                                                                                                                                                                                      |
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|                                                                                                                                                                                                                      | <p>C) Reconstruct existing intersections to support AT, transit, and enhance overall road safety.</p>                    | <ul style="list-style-type: none"> <li>• Design and reconstruct the King and Portsmouth intersection as part of Front Road in-boulevard trail (2020).</li> <li>• Additional candidate intersections for 2021-2022 to be identified as part of the AT Implementation Plan.</li> </ul>                                                                                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>• Funding contained within 2019 and 2020 capital budgets for King and Portsmouth.</li> <li>• Additional intersections dependent on ICIP funding and the deferral of capital projects as identified in Exhibit B of Report 19-133.</li> </ul>                                                                  |
| <p>3. 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.</p> | <p>A) Design and implement Transit Priority Corridors (transit-ways) along existing Kingston Transit express routes.</p> | <ul style="list-style-type: none"> <li>• Examine feasibility of transit and AT corridors including the following candidates (2020):</li> <li>• Queen Street and Ontario Street corridor improvements</li> <li>• Bayridge Drive from Princess Street to Taylor-Kidd Boulevard</li> <li>• If feasible then design of transit and AT corridors:               <ul style="list-style-type: none"> <li>○ Initiate EA for Bayridge Drive corridor work (2021-2022)</li> <li>○ Queen/Ontario Streets transit priority study completed and initiate design and stormwater review (2022).</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Full scope of projects identified are dependent on ICIP funding.</li> <li>• Bayridge project rescoped to include resurfacing in 2019.</li> <li>• Reallocation of Bayridge Drive reconstruction and Municipal Capital Fund through deferral of projects identified in Exhibit B of Report 19-133.</li> </ul> |



| Priorities                                                                                 | Initiatives                                                                                                                                         | Measurables                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Financial/Resource Implications                                                                                                                                             |
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|                                                                                            | <p>B) Design and construct AT routes that provide east-west and north-south connections based on ATMP recommendations.</p>                          | <ul style="list-style-type: none"> <li>• Planned segments, as outlined in the ATMP implementation plan.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>• Capital funds to construct the AT facilities along these segments are currently identified in 15-year capital forecast.</li> </ul> |
| <p>4. Install crosswalks around schools, sidewalks and heavy pedestrian traffic areas.</p> | <p>A) Develop active route to school program for City neighbourhoods that integrates transportation, parking, design, and enforcement programs.</p> | <ul style="list-style-type: none"> <li>• Adopt AT implementation plan with details of Active Route to School program (2019).</li> <li>• Review all existing school crossing guard locations for pedestrian crossing upgrades (2019-2020).</li> <li>• Upgrade 4 pedestrian school crossing locations with recommended infrastructure (2020-2022).</li> <li>• Consultation with neighbourhood stakeholders and schools to develop a preferred route to school for 3 schools starting in 2020.</li> <li>• Develop plan to maintain the preferred routes along pathways, sidewalks, and roadway sections.</li> </ul> | <ul style="list-style-type: none"> <li>• Requires deferral of capital projects as identified in Exhibit B of Report 19-133.</li> </ul>                                      |

| Priorities                                                                          | Initiatives                                                                                                                             | Measurables                                                                                                                                              | Financial/Resource Implications                                                                                                             |
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|                                                                                     |                                                                                                                                         | <ul style="list-style-type: none"> <li>Report back to Council on Active Route to School implementation in 2021 and annually thereafter.</li> </ul>       |                                                                                                                                             |
| 5. Explore a pilot model for providing transportation connections in rural Kingston | A) Complete a needs assessment of the rural area, including public engagement, to identify most appropriate transportation connections. | <ul style="list-style-type: none"> <li>Assessment will be undertaken prior to 2021 and reported back to Council with recommendations in 2021.</li> </ul> | <ul style="list-style-type: none"> <li>Costs related to the needs assessment will be covered in the existing operational budget.</li> </ul> |

| Priorities                                                                      | Initiatives                                                                                                                                                                                                                                                                                                             | Measurables                                                                                                                                                                                                                                                                                                                                              | Financial/Resource Implications                                                                                                                                                                                                                                                 |
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| <b>3. Demonstrate leadership on climate action</b>                              |                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                 |
| 1. Reduce greenhouse gas emissions by 15% across the City's operations by 2022. | A) Staff will update and combine the corporate climate action plan and the community climate action plan into a Climate Change Management Strategy, including the addition of climate adaptation planning. The new management plan will be based on a framework of principles and practices for a sustainable community | <ul style="list-style-type: none"> <li>Significant public and stakeholder engagement will be undertaken prior to 2021 and an updated Climate Change Management Strategy (corporate and community) will be presented to Council in 2021.</li> <li>Staff will report annually to Council to track the progress of the 15% GHG reduction target.</li> </ul> | <ul style="list-style-type: none"> <li>The associated cost to complete the plan updates and a management plan is estimated at \$200,000 and will be incorporated into future capital budgets. Up to 50% grant funding opportunities are possible from FCM or others.</li> </ul> |

| Priorities | Initiatives                                                                                                                                                                                                                                                                                | Measurables                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Financial/Resource Implications                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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|            | <p>(the Natural Step strategy, Partners in Climate Protection, or similar).</p> <p>B) Develop a plan to target corporate building and fleet emissions to reduce GHG emissions.</p> <p>C) Purchase verified “gold standard” carbon offsets to achieve the GHG reduction target by 2022.</p> | <ul style="list-style-type: none"> <li>• Complete energy retrofit of City buildings (includes retro-commissioning, building automation system enhancements, energy models, and building condition assessments) that will achieve an estimated 2-3%* corporate GHG reduction by 2022. Purchase electric transit and light duty fleet vehicles to achieve approximately 7%* corporate GHG reduction by 2022. *based on estimated 2018 baseline levels to be calculated in 2019.</li> <li>• Purchase verified “gold standard” carbon offsets annually to close the gap in reductions to achieve the full 15% GHG reduction</li> </ul> | <ul style="list-style-type: none"> <li>• The cost of building retrofits is estimated at up to \$8M. The replacement of buses and vehicles and charging infrastructure will be \$8M in incremental costs. This initiative will require the deferral of a number of projects included in Exhibit B of Report 19-133 in order to create financial and human resource capacity to implement.</li> <li>• The cost of purchasing verified carbon offsets will be funded through reducing the current level of annual expenditure on Biodiesel for the transit fleet.</li> </ul> |

| Priorities                                                                                                       | Initiatives                                                                                                                                                                                                                                                                                                                                                                  | Measurables                                                                                                                                                                                                        | Financial/Resource Implications                                                                                                                                                                                                                                             |
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|                                                                                                                  | D) The City will facilitate partnerships to reach equal reduction targets in the Kingston community                                                                                                                                                                                                                                                                          | target by 2022.<br>• To be confirmed                                                                                                                                                                               | • To be confirmed                                                                                                                                                                                                                                                           |
| 2. Enhance and expand green spaces, protect wetlands, and increase the tree canopy through greening initiatives. | A) Increase the tree canopy including a program for adding trees to private property.<br><br>B) Develop a plan for wetlands.                                                                                                                                                                                                                                                 | • 4,250 plantings for existing EAB and Double the Tree Canopy program + 3,600 additional plantings for a total of 7,850 plantings between 2019-2022.<br><br>• Staff will report back with a proposed plan by 2022. | • This initiative will require deferral of other capital projects as per Exhibit B of Report 19-133.<br><br>• Funds for this plan will be included in the capital budget.                                                                                                   |
| 3. Incrementally electrify the City's fleet of vehicles including public transit.                                | A) Purchase two electric buses and charging equipment as per Report 19-140.<br>B) Conduct electric capacity feasibility study to support additional electric bus purchases.<br>C) If feasible, order an additional ten electric transit buses by 2022.<br>D) Replace up to 8 light duty vehicles and if feasible, 3 zambonis to electric versions.<br>E) Continue to monitor | • Acquire 12 electric buses and replace up to 11 light duty vehicles and arena equipment to EV by 2022.                                                                                                            | • Incremental capital cost for the replacement of buses to electric and charging infrastructure is about \$8M and other fleet conversions will require \$100,000 which will require the deferral of a number of capital projects as outlined in Exhibit B of Report 19-133. |

| Priorities                                                                                                              | Initiatives                                                                                                                                                                                                                                                                                                                                                       | Measurables                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Financial/Resource Implications                                                                                                                                                                                                                                            |
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|                                                                                                                         | <p>market availability of heavy duty fleet and equipment options on a case by case basis.</p>                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                            |
| <p>4. Target recycling and waste reduction strategies for businesses, institutions and multi-residential buildings.</p> | <p>A) Support attraction of Renewable Energy from Waste investment with municipal study of local and regional organics production within IC&amp;I Sector.</p> <p>B) Explore opportunity to implement dual stream recycling to increase tonnes of recyclables collected.</p> <p>C) Expand recyclable and green bin collection at multi-residential properties.</p> | <ul style="list-style-type: none"> <li>• Report estimating available quantities of organic waste available locally and regionally from IC&amp;I sector.</li> <li>• Recommendation to Council Q4 2019 for implementation in July 2021.</li> <li>• If implemented, capture additional 500 tonnes of recyclables per year; post-implementation.</li> <li>• 600 additional units from the multi-res sector added to the City’s recycling cart program by 2022.</li> <li>• 200 additional units from the multi-res sector added to the City’s green bin program by 2022.</li> </ul> | <ul style="list-style-type: none"> <li>• Any financial implications will be reported back to Council.</li> <li>• Funds for retrofit approved in 2018 budget.</li> <li>• Requires additional staff resource to promote program and operating funds to implement.</li> </ul> |

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|                                                                                                                                                                    | <p>D) Eliminate fees for elementary schools to participate in green bin program at school.</p> <p>E) Update Integrated Waste Management Plan (Report EITP 19-003) to develop and implement new strategies to reduce waste to landfill and GHG emissions from waste.</p> | <ul style="list-style-type: none"> <li>• Recommend report to EITP in 2019. Implement 20 schools by 2022.</li> <li>• Divert 65% of waste from landfill by 2025. Policy and program recommendations to Council in 2020.</li> </ul> | <ul style="list-style-type: none"> <li>• Can be absorbed in the existing budget.</li> <li>• Financial implications will be outlined in the staff report.</li> </ul>                                                                                             |
| <p>5. 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.</p> | <p>A) Develop an energy retrofit program that targets specific appliances with high capital cost and high carbon reduction impact (e.g. geothermal systems, solar hot water, etc.) for property owners.</p>                                                             | <ul style="list-style-type: none"> <li>• Report to Council in 2020 with recommendations for implementation of a retrofit program.</li> </ul>                                                                                     | <ul style="list-style-type: none"> <li>• Staff will seek grant funding and consider alternative financing options like on-bill financing, local improvement charge (LIC), and financial incentives through a Community Improvement Plan (CIP) model.</li> </ul> |

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|            | <p>B) Develop new build net-zero policy and incentive program through a CIP model.</p> <p>C) Review development policy to identify barriers to, and opportunities for, energy and carbon reduction.</p> | <ul style="list-style-type: none"> <li>Report to Council in 2020 with recommendations for a net-zero new build policy and incentive program.</li> <li>Review site plan control and subdivision and design guidelines and report back with options to remove barriers and embed opportunities in 2021.</li> </ul> | <ul style="list-style-type: none"> <li>Grant funding may be possible through the Low Carbon Economy Fund and FCM.</li> <li>Financial implications would be identified in the staff report.</li> </ul> |

| Priorities                                              | Initiatives                                                                                                 | Measurables                                                                                                                                                                                                                                                                                                                                           | Financial/Resource Implications                                                                                                                                                                                                                                                        |
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| <b>4. Strengthen economic development opportunities</b> |                                                                                                             |                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                        |
| 1. Support new and existing businesses                  | Redefine roles and responsibilities between the City and KEDCO for aftercare and existing business support. | <ul style="list-style-type: none"> <li>Execute a new Service Level Agreement with KEDCO by 2020 with clear roles and responsibilities which will include a dedicated city staff resource to support the implementation of the City's role, including support of existing businesses, site selection, aftercare, and workforce development.</li> </ul> | <ul style="list-style-type: none"> <li>Report to Council will recommend a reallocation of existing economic development funds to ensure both organizations have resources to support this priority as the City is currently not structured to deliver this service in full.</li> </ul> |

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| <p>2. Foster Innovative arts, culture and social enterprises</p> | <p>A) Staff will inventory the existing creative industries in Kingston and how they can be better supported and expanded to develop the sector and enhance economic development opportunities.</p> <p>B) Staff will review the availability of City space and how to address existing roadblocks in order to better foster social enterprises.</p> | <ul style="list-style-type: none"> <li>• This work will be reported to Council and will look to identify the most strategic use of the art gallery space on the north block property or City Hall on an interim basis to support emerging artists and the creative industry.</li> <li>• Staff will report back in 2020 with options to address these issues.</li> </ul> | <ul style="list-style-type: none"> <li>• This work can be funded through existing operating budgets as well as capital budgets related to the implementation of the Kingston Culture Plan.</li> <li>• Staff will review options to make available underutilized City space. This initiative would likely have minimal impacts on operational budget.</li> </ul> |
| <p>3. Create and Facilitate Innovation Hubs</p>                  | <p>A) Clean (Green) Technology, Bio Technology Sector Innovation</p> <p>B) Healthcare Innovation Hub in partnership with Queen’s University.</p>                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>• Present a business plan that facilitates an innovation hub with private and public partnership by 2020.</li> <li>• Facilitate bringing together public and private sector healthcare enterprises to invest in Kingston. In partnership with Queen’s,</li> </ul>                                                                | <ul style="list-style-type: none"> <li>• Seek funding from senior levels of government and private sector investment. City financial implications will be included in the staff report.</li> <li>• City’s contribution to this project has been included in the 15-year capital forecast. Seek senior levels of</li> </ul>                                      |



**Exhibit A to Report 19-133**

| <b>Priorities</b>                                                                       | <b>Initiatives</b>                                                                                                                                           | <b>Measurables</b>                                                                                                                                                                                                                     | <b>Financial/Resource Implications</b>                                                                                                                                                                        |
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|                                                                                         |                                                                                                                                                              | submit a plan of subdivision application for Innovation Park in 2019.                                                                                                                                                                  | government funding to support this project.                                                                                                                                                                   |
| 4. Enable the establishment of a St. Lawrence College downtown campus                   | Build a model focused on hospitality, culinary, tourism programming with SLC in collaboration with Tourism Kingston, KAP and other stakeholders.             | <ul style="list-style-type: none"> <li>• Staff will report back with a proposed model and partnership contribution in 2019/2020.</li> </ul>                                                                                            | <ul style="list-style-type: none"> <li>• Staff will review options that could include utilizing a city owned property to facility this initiative in order to minimize any financial implications.</li> </ul> |
| 5. Facilitate a deep water dock for cruise ships                                        | Work in partnership with private property owner and Tourism Kingston to develop an operational and marketing plan for a deep water dock for cruise ships.    | <ul style="list-style-type: none"> <li>• Target the opening of a deep water dock for the 2022 cruise ship season. This will depend on availability of the property and funding. Staff will report back with a plan by 2020.</li> </ul> | <ul style="list-style-type: none"> <li>• Council approved \$500K in 2018 to support investigation and dredging work. Additional funds required are not yet known.</li> </ul>                                  |
| 6. Explore the feasibility of establishing rural business parks and associated services | Rural economic development program will be integrated into the City's overall economic strategy, including a feasibility assessment of rural business parks. | <ul style="list-style-type: none"> <li>• City staff will report back to Council by 2021.</li> </ul>                                                                                                                                    | <ul style="list-style-type: none"> <li>• The funds for this plan are included in the 2019 capital budget.</li> </ul>                                                                                          |
| 7. Invest in innovative workforce development and in-migration strategies.              | A) Implementing the current Workforce Development and In-Migration Strategy throughout this term of                                                          | <ul style="list-style-type: none"> <li>• Key outcome: attract necessary skilled workforce.</li> <li>• Workforce retention key</li> </ul>                                                                                               | <ul style="list-style-type: none"> <li>• Applications submitted for program grants of \$2M. Existing budget for current</li> </ul>                                                                            |

**Exhibit A to Report 19-133**

| <b>Priorities</b> | <b>Initiatives</b>                                       | <b>Measurables</b>                                                                                      | <b>Financial/Resource Implications</b>                                                   |
|-------------------|----------------------------------------------------------|---------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
|                   | Council.<br><br>B) Review options to attract physicians. | outcome: retaining students and mid-career talent in Kingston.<br><br>• Report back to Council by 2020. | administrative needs.<br><br>• Financial implications would be reported back to Council. |

| Priorities                                           | Initiatives                                                                                                                                                           | Measurables                                                                                                                                                                                                                                                                                                                                              | Financial/Resource Implications                                                                                                                                                                                                                                                                        |
|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>5. Foster healthy citizens and vibrant spaces</b> |                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                        |
| 1. Beautify the Waterfront                           | Continue the implementation of the waterfront master plan and implement a number of waterfront park rejuvenation projects.                                            | 2019 - 2022 <ul style="list-style-type: none"> <li>• Richardson Beach &amp; Bathhouse Building</li> <li>• Grass Creek Park building</li> <li>• Providence Care Pathway</li> <li>• Belle Park, Phase I*</li> <li>• Arthur Lower Park</li> <li>• Confederation Basin Breakwater</li> <li>• MacLean Trails Park</li> <li>• Village Drive pathway</li> </ul> | <ul style="list-style-type: none"> <li>• Funds are included in the 15-year capital forecast.</li> <li>*some funds are included in the 15-year capital budget for Belle Park, but this initiative could require additional funds which will be identified in a report to Council in Q4 2019.</li> </ul> |
| 2. Developing an Arts Walk                           | The City can leverage existing public art installations along Kingston's waterfront as anchors to create an arts walk from Douglas Fluhrer Park to Lake Ontario Park. | <ul style="list-style-type: none"> <li>• Staff will report back with a proposed initiative in 2020.</li> </ul>                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>• Some funds are included in the 15-year capital budget but this initiative could require additional funds which will be identified in the Council report.</li> </ul>                                                                                           |

| Priorities                                                                                    | Initiatives                                                                                                                                                                                                        | Measurables                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Financial/Resource Implications                                                                                           |
|-----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| <p>3. Promote the redevelopment of Brownfields properties on the Montreal Street Corridor</p> | <p>A) Continue the City’s remediation and redevelopment commitment at 1100 Montreal Street.</p> <p>B) Support adaptive reuse of private properties in corridor, particularly near Montreal and Rideau Streets.</p> | <ul style="list-style-type: none"> <li>• Complete the remediation of city-owned site 1100 Montreal Street and issue an RFP for redevelopment by end of 2020 in alignment with the Rideau Heights Neighbourhood Regeneration Strategy.</li> <li>• The City has remediation and redevelopment agreements in place with two privately-owned properties on Montreal Street (the former Cohen property and the former Burton Sanitation property). Staff will continue to work with the property owners to see these properties redeveloped from 2019-2022.</li> </ul> | <ul style="list-style-type: none"> <li>• Funds for the remediation of 1100 are included in the capital budget.</li> </ul> |

| Priorities                                                                        | Initiatives                                                                                                                                                                                                            | Measurables                                                                                                                                                                                                                                                                                                          | Financial/Resource Implications                                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>4. Support the potential for Indigenous cultural space</p>                     | <p>The local Indigenous community in Kingston has already identified a desire to develop an Indigenous cultural space through conversations that have taken place in the context of Engage for Change.</p>             | <ul style="list-style-type: none"> <li>• Staff will report back in 2020 with short and long term options to implement an indigenous cultural space.</li> </ul>                                                                                                                                                       | <ul style="list-style-type: none"> <li>• Staff will review options to make available underutilized recreation properties or other City-owned properties in both the short and long term and identify additional funding that may be required.</li> </ul> |
| <p>5. Examine the feasibility of fluoridating the drinking water</p>              | <p>Utilities Kingston will complete a feasibility study.</p>                                                                                                                                                           | <ul style="list-style-type: none"> <li>• Utilities Kingston will report back in 2020.</li> </ul>                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>• Related costs will be identified in the Utilities Kingston report.</li> </ul>                                                                                                                                   |
| <p>6. Leverage and promote food security solutions in partnership with others</p> | <p>Provide better support to community led initiatives that support local food production. Support and expand on farm to table programs. Some of these initiatives can be connected to social enterprises as well.</p> | <ul style="list-style-type: none"> <li>• Develop guidelines to streamline processes/licenses and infrastructure for farmers markets, community gardens and edible forests in 2021.</li> <li>• Work with Tourism Kingston to help support the farm to table initiatives included in the Culinary Strategy.</li> </ul> | <ul style="list-style-type: none"> <li>• Financial implications are not yet known.</li> </ul>                                                                                                                                                            |

**Exhibit B to Report Number 19-133**

**Deferral/Reduction/Cancellation of Capital Projects**

| Project                                                                   | Status          | Recommended Projects to Defer/Cancel                                                                    | Amount Defer/Reduce/Cancel |
|---------------------------------------------------------------------------|-----------------|---------------------------------------------------------------------------------------------------------|----------------------------|
| Kingston East Library Construction                                        | Included in WIP | Defer past 2022                                                                                         | \$4,035,000                |
| Frontenac County Court House - Fountain                                   | Included in WIP | Defer beyond 2022. Fountain will be dismantled in 2019.                                                 | \$466,000                  |
| Portsmouth Olympic Building                                               | 15-year capital | Defer beyond 2022                                                                                       | \$3,000,000                |
| Rideaucrest washroom upgrades                                             | 15-year capital | Defer \$2M to 2023 and \$800K to 2025                                                                   | \$2,800,000                |
| Frontenac County Court House                                              | 15-year capital | Defer beyond 2022                                                                                       | \$1,475,000                |
| Grand Theatre – Interior improvements                                     | 15-year capital | Defer to 2023                                                                                           | \$250,000                  |
| Cook Brothers maintenance                                                 | 15-year capital | Cancel some work and consider other options for storage                                                 | \$289,000                  |
| Fire headquarters and stations capital                                    | 15-year capital | Reduce budget from \$450,000 to \$250,000                                                               | \$200,000                  |
| Fire – new fire station at Elliot & Division                              | 15-year capital | Defer to be determined                                                                                  | \$6,500,000                |
| Regional Fire Training Centre                                             | 15-year capital | Reduce budget amount from \$7.5M to \$4M to build a maintenance facility only                           | \$3,500,000                |
| Airport – Runway rehabilitation                                           | 15-year capital | Defer work from 2022 to 2023                                                                            | \$2,500,000                |
| Police fleet and IT projects                                              | 15-year capital | Defer a total of \$1M from 2022 to later years                                                          | \$1,000,000                |
| City Hall Market Wing renovations for cultural space                      | 15-year capital | Defer beyond 2022                                                                                       | \$1,600,000                |
| Brock Street Reconstruction (King & Clergy)                               | 15-year capital | Defer to 2023                                                                                           | \$7,040,000                |
| Byron Parking Lot                                                         | 15-year capital | Defer beyond 2022. Staff will review options for parking downtown. Funded from the Parking Fund Reserve | \$22,500,000               |
| <b>Total funding capacity by cancelling or deferring capital projects</b> |                 |                                                                                                         | <b>\$57,155,000</b>        |