

**2011**  
City of Kingston  
**ANNUAL REPORT**



*where history and innovation thrive*

[www.CityofKingston.ca](http://www.CityofKingston.ca)





# Welcome to Kingston

Kingston is one of the oldest cities in Ontario, founded in 1673 by the French explorer Louis de Buade de Frontenac. He established a trading post with the Iroquois at Cataraqui, near where the K-Rock Centre stands today.

Kingston's rich and colourful history – it served as Canada's first capital from 1841 to 1844 – is reflected in the many beautiful old buildings that have been carefully preserved in and around the downtown core, earning the city the nickname "the Limestone City."

Canada's first prime minister, Sir John A. Macdonald, is buried in Kingston's historic Cataraqui Cemetery.

Modern-day Kingston is conveniently located midway between Toronto and Montreal, two hours from the nation's capital and a short drive from the U.S. border.

The city anchors one end of the 202-kilometre Rideau Canal connecting Kingston and Ottawa. The canal, Fort Henry and the Kingston fortifications were designated UNESCO World Heritage Sites in 2007.

**Population in 2011:** 123,363

**Population in 2006:** 117,207

**2006 to 2011  
population change (%):** 5.3

**Land area:** 451.17 square kilometres

**Population density  
per square kilometre:** 273.4

**Total private dwellings:** 57,623

**Private dwellings occupied  
by usual residents:** 52,413

**Average assessment:** \$242,136

**Hospitals:** Kingston General Hospital, Hotel Dieu Hospital, Providence Care (St. Mary's of the Lake, Mental Health Services)

**Credit rating:** AA- with a positive outlook

**2011 Municipal Operating Budget:** \$289M

**2011 Municipal Capital Budget:** \$49M

2011 Annual Report for the City of Kingston.  
For the fiscal period ending December 31, 2011.  
Produced by the Communications Division  
of the Corporate Affairs Department in cooperation  
with all City groups.

For information on programs and services, or to obtain a copy  
of this document, go to [www.CityofKingston.ca/AnnualReport](http://www.CityofKingston.ca/AnnualReport).





# Kingston's Strategic Plan

Achieve our vision to become Canada's Most Sustainable City

Every day the City of Kingston provides **quality of life** services for all those who work, live, visit or play in this vibrant city. Important services range from clean drinking water, to opportunities for youth and older adults, to energy efficient upgrades in civic facilities, to recreational programs where children can learn new skills and have fun, to building gathering places for the community.

2

We are guided in our work by the Strategic Plan, which outlines the emerging priorities and key strategies we will pursue to help achieve our community's vision of becoming **Canada's Most Sustainable City**.

Kingston's Strategic Plan provides a corporate focus using the four pillars of sustainability and promotes Council's priorities. It is a tool to guide departmental plans, service delivery models and budgets.

Together with our partners, agencies and boards, we will continue to provide key and **quality services** to the community based on legislative requirements and service level standards using a philosophy of **continuous improvement**.

This Annual Report provides an overview of the major achievements and significant projects completed during the past year, as measured against the targets set out in our Strategic Plan.

There is a lot going on in Kingston. Take some time to review this summary of activities of the past year and learn more about what the City has accomplished.



## TABLE OF CONTENTS

WELCOME TO KINGSTON	1
ACHIEVE OUR VISION	2
CITY SERVICES	4-5
KEY PARTNERSHIPS	6-7
CITY COUNCIL	8
MESSAGE FROM THE MAYOR	9
CORPORATE ORGANIZATION	10
MESSAGE FROM THE CAO	11
BUILDING A SUSTAINABLE CITY	12-13
<b>2011 ACCOMPLISHMENTS</b>	
MAINTAINING AND ENHANCING INFRASTRUCTURE	14-15
ENABLING ECONOMIC DEVELOPMENT	16-17
REJUVENATING BROWNFIELDS	18-19
FACILITATING AFFORDABLE HOUSING	20-21
CREATING AND PROTECTING GREENSPACES	22-23
DEVELOPING PROACTIVE COMMUNITY PLANS	24-25
MESSAGE FROM THE CITY TREASURER	27
FINANCIAL STATEMENT HIGHLIGHTS	28-31
WHAT DO WE OWN?	32

3



The service groups led by the Corporate Management Team continue to have a distinct, but inter-connected purpose. With a philosophy of continuous improvement, together with Utilities Kingston and our community partners, the following departments provide service that reflects our corporate values of teamwork, respect, integrity and pride.

## Building & Licensing

Building and Licensing administers and enforces a number of services and regulations outlined in the City's by-laws. This includes enforcement by-laws like parking, property standards, contractor licensing, on-street leases, fence viewing, livestock kills, idling, noise, illegal dumping, streets, lawn watering, tree cutting, garbage, yards, signs, graffiti, pool fence, civic address, and animal control. The department administers building permits and conducts building inspections to enforce the Ontario Building Code. Administration of pet tags, business, vendor and gaming licensing are also included in the mandate, along with school zone crossing guards.

## Community and Family Services

Community Services oversees social programs in Kingston, including child care services, and the administration of Ontario Works Program.

## Housing

Housing is the service manager of the social housing portfolio devolved to the municipality from federal and provincial providers through the Social Housing Reform Act of 2000. The department has also implemented a number of local programs such as affordable home ownership and rent supplement to provide more housing options to residents. The department manages local capital investment programs in affordable housing and supports homeless shelters in the city.

## Cultural Services

Cultural Services oversees the development of cultural policy, the management of the Kingston Culture Plan and the operations of the Grand Theatre, MacLachlan Woodworking Museum and Pump House Steam Museum. The department is also responsible for the preservation and interpretation of the civic collection, including Kingston City Hall, a National Historic site.

## Engineering

Engineering works with our subsidiary corporation, Utilities Kingston, to manage the City's road and underground infrastructure. This work involves both the construction of new and rehabilitation of existing infrastructure. In addition, the department is involved in traffic management, storm water management, new park construction, and the technical review of all new land developments. The department works closely with Planning, Transportation Services, and Public Works to promote sustainable forms of transportation including the construction and maintenance of new cycling facilities, sidewalks and pathways within the City.

## Environment & Sustainable Initiatives

Environment and Sustainable Initiatives oversees all policy and service decisions related to the environment, including an energy retrofit program and Brownfields. The department leads the City in developing a sustainability policy and participating as a community partner in the Sustainable Kingston Plan.

## Fire & Rescue

Kingston Fire & Rescue has a number of responsibilities including fire prevention and education, code enforcement and emergency response. The department is responsible for handling many different types of emergencies, including fire suppression, medical calls where firefighters support or are first responders, trench and high angle rescue, environmental emergencies and hazardous material spills, to name a few. The department is also responsible for corporate emergency planning and management.

## Long-Term Care

Rideaucrest Home is a municipally owned, 170-bed long-term care facility located at 175 Rideau St. Rideaucrest Home is committed to enriching the lives of people who require the support of a safe and caring community in which everyone is valued and respected.

## Planning & Development

Planning & Development oversees all land-use issues in Kingston. This includes developing and implementing land-use policies and development regulations such as the City's Official Plan and Zoning By-laws. Planning staff review all development applications to ensure Kingston grows in a sustainable manner. The department is also responsible for the heritage and urban design functions in the City.

## Public Works

Public Works is responsible for maintaining the city's roads, streets, sidewalks and walkways, parks, beaches, sport fields, and gateways. The department maintains the municipal greenhouse, where many of the flower bed plantings are started. The department includes Forestry, which is responsible for maintaining our urban and suburban street and park trees. It is also responsible for Driver Training needs for various municipal departments.

## Recreation & Leisure Services

Recreation and Leisure Services oversees and develops facilities (arenas, marinas, pools and community centres), programs (events, camps, fitness centres, public market and rural affairs) and parks (design, development of existing and new parks).

## Corporate Support

The preceding City services are provided to the public with foundational support by Corporate Support departments. Corporate Support is composed of the following departments: Financial Services, Human Resources & Organization Development, Information Systems & Technology, Legal Services, Corporate Affairs, and the City Clerk's Department which provides Council support.

**For more information about City Services, call 546-0000 or go to [www.CityofKingston.ca](http://www.CityofKingston.ca)**

## Real Estate and Construction Services

Real Estate and Construction Services (RCS) is responsible for the development and management of the City's realty assets. The Department provides realty asset management services by planning for and managing the majority of the Corporation's buildings over their life cycle. The services offered include: Real Estate & Leasing administration, Facilities Management, Project/Construction Management and Employment Lands Development. RCS's clients include the various City departments through which services and programs are provided to citizens and visitors.

## Solid Waste

Solid Waste Division oversees all garbage and recycling in Kingston. It manages the Kingston Area Recycling Centre and the co-ordination of the City's Green Bin program.

## Transportation Services

Transportation Services oversees and manages Kingston Transit, Parking Services, Kingston Airport and Fleet Services which maintains the fleet assets of the City and Utilities Kingston. The department strives to deliver services in a manner that meets customer needs. It supports an integrated approach to transportation and works closely with the Engineering and Planning Departments to develop and manage a sustainable transportation system for the city.



# KEY PARTNERSHIPS

The following organizations partner with the City to provide a variety of municipal services. They are not part of the corporate structure and are governed separately but have critical links to the City and its operations in providing services.

## Cataraqui Region Conservation Authority

**Authority** delivers a wide range of services, activities and facilities including watershed strategies and management, mapping and development of natural resources, agriculture and rural landowner assistance, environmental education, land acquisition, outdoor recreation, environmental land use planning, habitat protection, reforestation, flooding and erosion protection, sensitive wetlands, flood plains and valley land protection and water quality and quantity monitoring.

**County of Frontenac** actively participates in the Local Service Realignment (LSR) Agreement between the County of Frontenac and the City of Kingston to ensure access to social housing, child care, Ontario Works, Provincial Offences Court, Land Ambulance Services and the operation of Fairmount Home for the Aged. The Rural/Urban Liaison Advisory Committee (RULAC), comprised of elected representatives from Frontenac County Council and Kingston City Council, meets to discuss issues relating to LSR services.

## Downtown Business Improvement Association

**Association** (an association of 750 businesses located in the core commercial area of the City) promotes Downtown Kingston! as the vibrant and healthy commercial, retail, residential, and entertainment centre for our region and works to strengthen the mix of goods and services offered downtown.

**Kingston Access Services** oversees the operations of Kingston Access Bus, the Kingston Area Patient Shuttle and the Dial-A-Bus (rural areas) for Kingston Transit.

## Kingston Economic Development Corporation (KEDCO)

**Corporation (KEDCO)** develops and promotes economic opportunities to sustain and grow Kingston's economy and is committed to its long-term economic sustainability. KEDCO is a key participant in the City's employment land development program in support of jobs and economic growth, and is the lead agency in tourism promotion.

**KFL&A Public Health** promotes and protects the health of the more than 180,000 residents of Kingston and Frontenac, and Lennox & Addington Counties. KFL&A Public Health delivers mandatory health programs and services set by the province in areas such as nutrition and food safety, raising healthy babies and children, sexual health, smoking cessation and many others.

**Kingston Frontenac Public Library** through its 15 branches, offers access to knowledge and community learning resources such as book loans, Books by Mail, free internet access, genealogical research tools, public meeting space, public art displays and programs and events. The library operates in Kingston and in several communities in Frontenac County.

## Kingston Police Force

The Kingston Police endeavour to enhance safety and to protect the quality of life of everyone in the city of Kingston. The Police Services Board provides civilian governance for Kingston Police.

**Utilities Kingston** is a City-owned corporation that provides utility asset management services including utility asset management, engineering and operations to the City of Kingston for the City's water, waste water, natural gas utilities and appliance rental business. Utilities Kingston provides similar services to Kingston Hydro in the management of its electric infrastructure. The City of Kingston is the sole shareholder of both Kingston Hydro and Utilities Kingston. The City owns the water and wastewater infrastructure throughout Kingston's urban area south of Highway 401 and owns the natural gas and electrical infrastructure in Kingston's city central area bordered by Little Cataraqui Creek to the west, Lake Ontario to the south, the Inner Harbour to the east and Highway 401 to the north. Utilities Kingston owns and manages a fibre optics business. The City of Kingston, through Kingston City Council, approves rates, capital and operating budgets and policies for the municipal utilities, while Utilities Kingston is responsible for the day-to-day operation, management and long-term planning.

6

7







## MESSAGE FROM THE MAYOR

On behalf of Kingston City Council, I am proud to share with you our 2011 Annual Report. Throughout the pages we've outlined our strategic direction and charted our progress and achievements over the past year.

The theme of this year's report is 'delivering on our strategic plan.' Every day residents rely on a wide range of programs and services the City of Kingston provides. From recycling and waste management to social housing and economic development, we are committed to ensuring those programs and services are delivered in a cost-effective, responsible and accessible way.

As a Council, we have come a long way since being elected in October 2010. We have worked together to set out an ambitious agenda; to define our vision and priorities for our great city over the next four years. And for the first time we have created a mechanism through this Annual Report to keep you informed about how we're doing in the process.

Looking back, we have made great strides on many of the things we set out to do in our 2011-2014 Strategic Plan. We have broken ground and begun construction on the John COUNTER Boulevard expansion. We have developed a five year municipal affordable housing strategy and a rent supplement, home ownership and housing capital program, and we continue to actively work with the Kingston Economic Development Corporation on a number of local business projects, just to name a few.

Despite some of our accomplishments, the global recession changed the fiscal landscape for many countries, provinces and municipalities around the world. Governments are placing greater emphasis on fiscal restraint, so it is now more important than ever that we direct our resources to the most appropriate places. As a Council we will continue to work together with our federal and provincial partners to advance the City of Kingston's priorities.

We know we still have work to do if we want Kingston to truly be Canada's most sustainable city. We have to be leaders in every sense of the word. A lofty goal, but something each councillor's passion and dedication brings us closer to.

*MoneySense Magazine* recently ranked Kingston third in their 'Best Places to Live in Canada' study and the number one place to retire. This ranking speaks directly to the work you do each and every day in our community.

As Mayor, I am truly honoured to represent this dynamic thriving community. Kingston continues to be a chosen destination for tourists, families, young professionals and businesses alike.

As we work through our Strategic Plan your questions and comments are a vital part of us achieving our goals. If you have any questions about our Council priorities or our 2011 Annual Report, please contact my office at 613-546-4291, ext. 1400 or by email to [mgerretsen@cityofkingston.ca](mailto:mgerretsen@cityofkingston.ca).

Sincerely,

Mark Gerretsen



From left, Council members are: (front row) Liz Schell, Jeff Scott, Rick Downes, Mayor Mark Gerretsen, Rob Hutchison, Brian Reitzel, Lisa Osanic; (back row) Jim Neill, Dorothy Hector, Bill Glover, Kevin George, Sandy Berg, Bryan Paterson.

The City of Kingston is governed by an elected Council of 13 members: The Mayor and 12 councillors who serve for a four-year term. The current Kingston City Council was elected on October 25, 2010.

### **Pittsburgh District**

Brian Reitzel

### **Lakeside District**

Dorothy Hector

### **Cataraqui District**

Rick Downes

### **Kingscourt-Strathcona District**

Sandy Berg

### **King's Town District**

Rob Hutchison

### **Collins-Bayridge District**

Lisa Osanic

### **Portsmouth District**

Liz Schell

### **Countryside District**

Jeff Scott

### **Trillium District**

Bryan Paterson

### **Sydenham District**

Bill Glover

### **Loyalist-Cataraqui District**

Kevin George

### **Williamsville District**

Jim Neill





## MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER

On behalf of all the employees of the City of Kingston, I am pleased to present the City of Kingston's 2011 Annual Report to citizens. While a significant amount of work was undertaken in 2011, this Annual Report provides only the highlights. More detailed information is available on the City website.

As we look back on 2011, we can see the significant results of the many initiatives that the City has undertaken as we work together with City Council, administration, staff, our affiliated Boards and Agencies, community partners and volunteers to achieve the community vision of becoming Canada's Most Sustainable City. We are united in our efforts to create a city with enhanced quality of life. To that end, in 2011 we finalized the Kingston Strategic Plan 2011-2014 which outlines the priorities and strategies we will pursue to help achieve our community's vision. It provides a corporate focus using the four pillars of sustainability and supports Council's priorities. It is a tool to guide departmental plans, service delivery models and budgets.

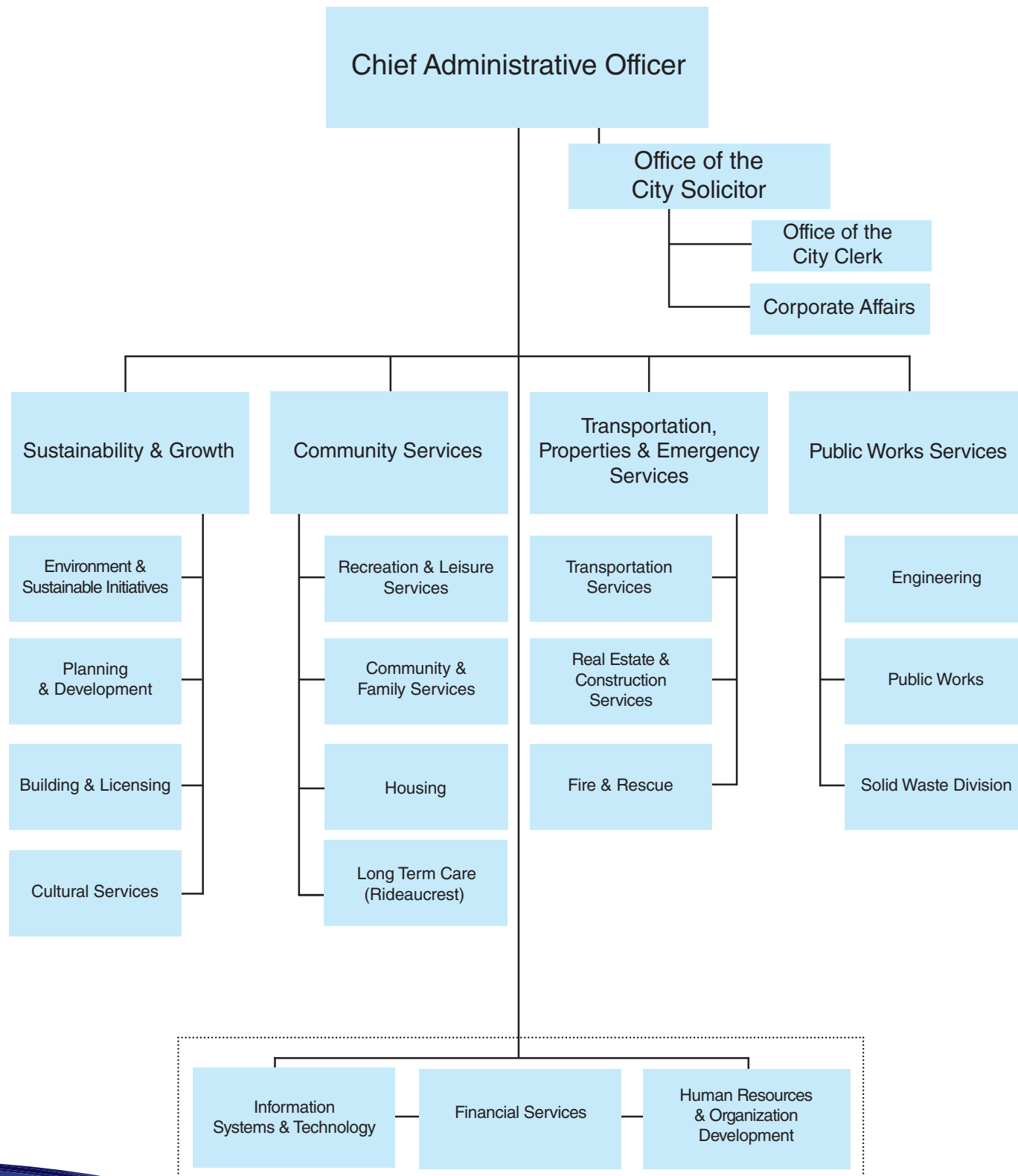
The Annual Report provides an overview of the major achievements and significant projects of 2011 as measured against the objectives set out in Kingston's Strategic Plan. Much work was completed and is underway, including introducing new customer service standards to encourage development, finalizing the land acquisition for the first phases of the widening of John Counter Boulevard (from two lanes to four), completing the Municipal Housing Strategy and redeveloping brownfields.

In 2012 we will continue to focus on providing quality services while reinvesting in infrastructure. Our commitment remains to deliver and manage services responsibly, with minimal tax increases, recognizing inflation and capital reinvestment requirements.

I would like to express my thanks and appreciation to Council, staff and volunteers of the City of Kingston for their work and for making our achievements possible.

Sincerely,

Gerard Hunt



# OUR VISION ... TO BE CANADA'S MOST

# SUSTAINABLE CITY

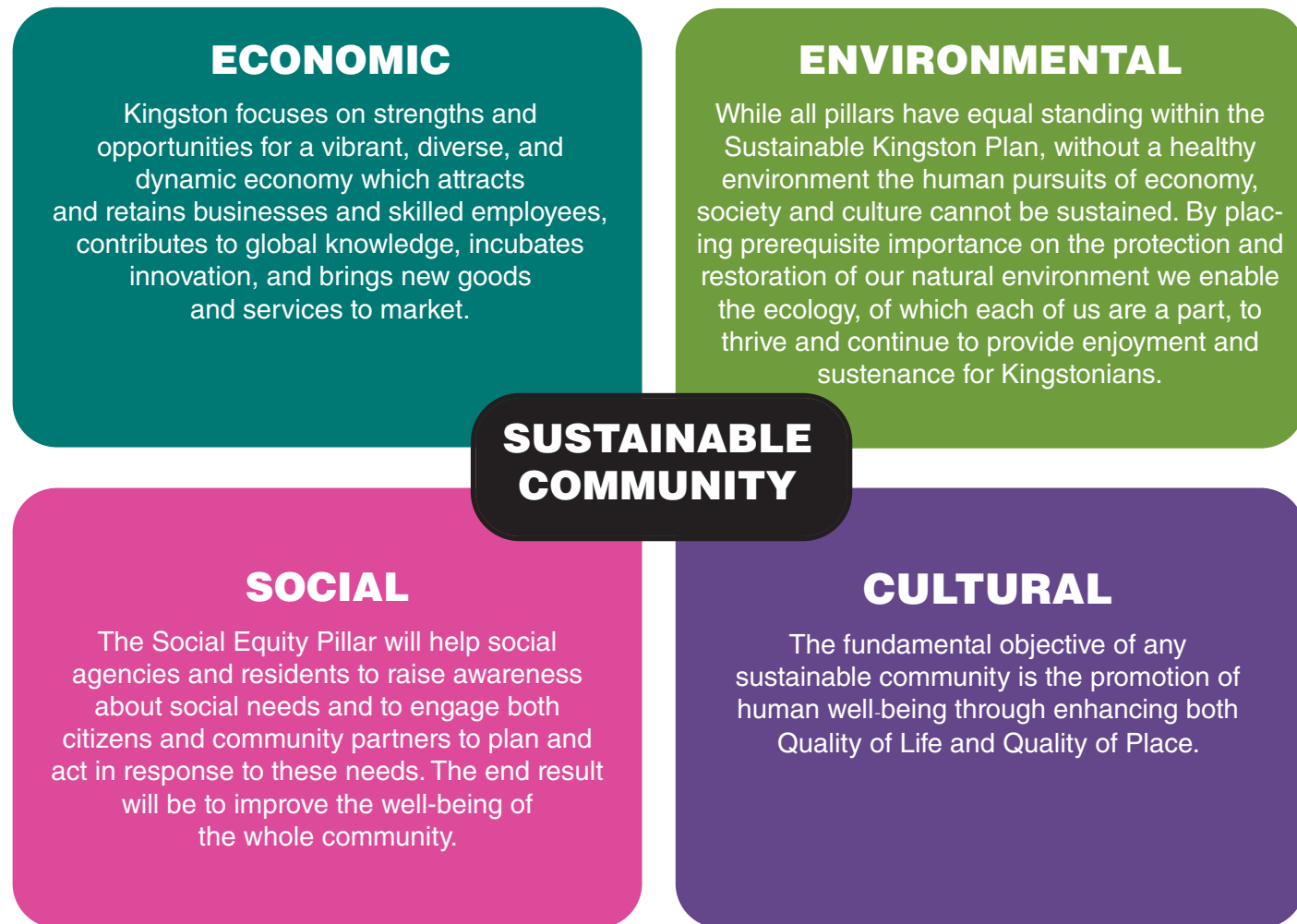
## Committed to Kingston's Strategic Plan

Kingston's Strategic Plan, the development of which was one of the milestones of 2011, serves as an important tool for setting priorities, making decisions, and managing operations for years to come as Kingston pursues its vision of becoming Canada's Most Sustainable City. It is meant to inform residents and to provide a road map for our employees as we work to make a difference in our neighbourhoods and in the world.

Kingston's Strategic Plan reinforces our commitment to sustainability and clearly identifies enhancing Quality of Life for all those in our community as a key focus as we undertake our work. Quality of Life is the degree to which people have a sense of well being in the space in which they live, work or play.

On the following pages you can read about the year's accomplishments and learn how the City of Kingston made a difference in 2011.

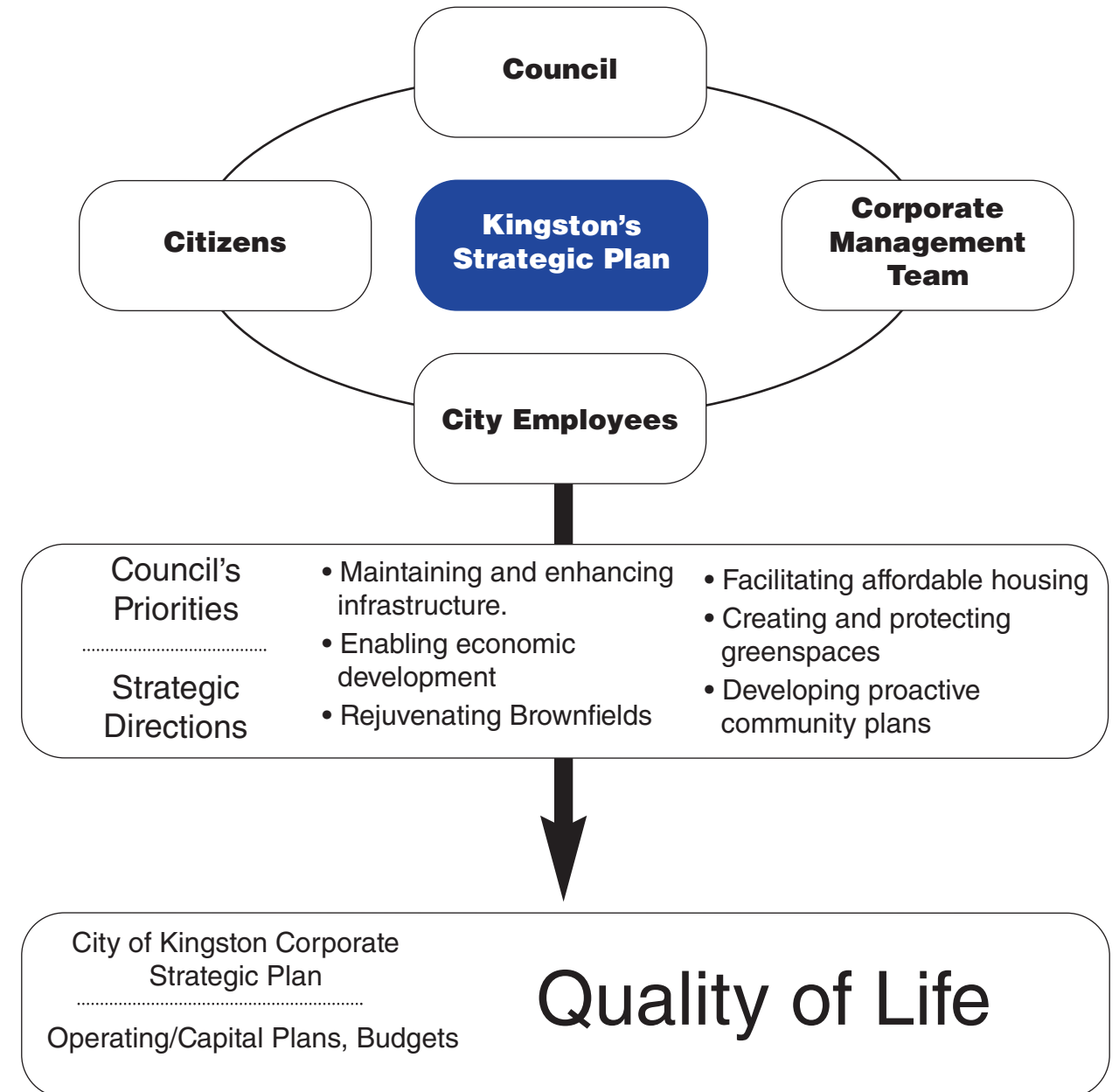
12



## Sustainability statement

*The Corporation will provide goods, services and infrastructure in a manner that values, protects, and enhances the quality of life and place for our citizens while ensuring that we do not impede the ability of future generations, locally and globally, to prosper economically, environmentally, socially and culturally.*

13







# Maintaining and Enhancing Infrastructure

## Key Accomplishments

14

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

**The City has committed to** operating, maintaining and upgrading its infrastructure and other assets in an affordable, reliable, environmentally sustainable and integrated way. Solid asset management plans and financial planning are keys to sustaining and managing our assets over their lifecycle.

### What we said we would do:

- Complete capital infrastructure work in progress
- Complete the four-year road, water, wastewater capital program approved by Council in 2011
- Complete the development of asset management plans for all major physical asset categories
- Invest in new infrastructure to support service requirements in a fiscally responsible manner
- Redevelop the transit system within the established financial parameters
- Optimize use of municipal assets

### What we did in 2011:

- Four-year infrastructure renewal plan and budgets for road and utility assets were approved in the amount of approximately \$235M. This multi-year capital plan for Kingston's major public construction projects allows the City and Utilities Kingston to manage their resources in the most efficient and effective way possible. The focus on the plan is linear asset networks: sewer, water, electrical, gas lines and roads.
- Finalized the land acquisition for the first phases of the widening of John Counter Boulevard. This multi-million dollar project will double the width of the roadway from two lanes to four. John Counter Boulevard is the major east-west arterial route that passes across the top of Kingston from the Cataraqui River to Princess Street. Construction will begin in 2012.
- Completed construction of eight blocks of Division Street (Phase 1) – from Fraser Street to Quebec Street. The reconstruction included rebuilding roads, curbs, and sidewalks; creating a new 930m sanitary sewer system and watermain; replacing 490m of a gas main; the addition of cycling lanes. This completes the longer-term plan to renew this vital Kingston thoroughfare, one of the main entries to the city. This project also included the rebuilding of Guy Street from Division to Carleton Street.
- Purchased 23 acres of land to establish a state-of-the-art training facility for Kingston Fire and Rescue. Located off of Terry Fox Drive, immediately north of the Ontario Ministry of Transportation property on John Counter Boulevard, the training facility will develop in phases over several years. Phase 1 (2011-2012) included site servicing and the assembling of the six-storey training tower.
- A number of properties at the JCB municipal campus (1211 and 1181 John Counter Boulevard and 85 Lappan's Lane) – home to the City's Building, Planning, and Engineering Departments, Kingston Transit, Utilities Kingston and Kingston Hydro – are being renovated to enhance customer service and increase energy efficiency. Included in the renovations are the addition of solar panels, expansion of the storm water pond, building of a new transit vehicle storage facility and additional wash bays and relocation of parking areas and facility entrances.
- Engaged LPS Aviation of Ottawa to help guide the City in deciding what facility improvements would best serve the community's interests in providing good, reliable air access to and from Kingston. LPS Aviation provided a market analysis and a business case that will help Council make informed decisions on possible enhancements at the airport.
- Rehabilitated the Bruce, Chown and Hanson parking garages.
- Purchased the British Whig Building, a historic downtown landmark, being used as a permanent municipal administration centre in the City's downtown core.

15





# Enabling Economic Development

# Key Accomplishments

Kingston is **open for business** and is committed to expanding the tax base through intensification for greater economic resiliency.

16

**The City has committed to** setting conditions for growth in residential, commercial and industrial development. Working with the Kingston Economic Development Corporation (KEDCO) and others to promote and attract business investment and opportunities for job growth, innovation, research and tourism. With an open for business philosophy, we will respect legislative requirements, bylaws and standards. We will create flexibility in our practices, where possible, to optimize service to the customer to expand our tax base and achieve economic results.

## What we said we would do:

- Update growth rates, population and other forecasts to assist with strategic decisions
- Streamline the development review process to improve flow of information and customer service and turnaround time
- Increase the supply of employment land for sale by the municipality
- Initiate research and acquire expertise to bring forward immigration strategies
- Collaborate with KEDCO to develop an integrated tourism strategy
- Develop an integrated events management policy to enhance the tourism experience
- Work with governments, institutions, businesses and others to secure investment opportunities

## What we did in 2011:

- Finalized Kingston's Strategic Plan 2011-2014 which outlines the priorities and strategies we will pursue to help achieve our community's vision of becoming Canada's Most Sustainable City. It provides a corporate focus using the four pillars of sustainability, promotes Council's priorities and is a tool to guide departmental plans, service delivery models and budgets.
- Integrated tourism strategy underway, including a cultural tourism focus. Currently, the City of Kingston and Tourism Kingston are working together to develop an integrated cultural heritage and cultural tourism strategy, both to capitalize on the City's strengths in these areas and to address potential gaps and/or weaknesses in its cultural heritage and cultural tourism offerings. These strategies were recommended in the Kingston Culture Plan and are meant to guide the work of the City, as well as stakeholders within the broader community.

Continued on next page

## What we did in 2011 (continued):

- Introduced new customer service standards to encourage development. These standards will ensure progressive, innovative and professional services and leadership to show Kingston is open for business. The Mayor formed a task force on development to recommend further improvements and processes to ensure Kingston is a perpetual leader in attracting development.
- Completed a development study of the Williamsville Main Street, the 1.7 km portion of Princess Street between Division Street and the Bath Road/Concession Street intersection. The study examines existing land uses and redevelopment potential in the area, creates a concept plan and urban design guidelines for future development, and provides recommendations regarding transportation, servicing and the cultural heritage in the area. The study was concluded in Q1, 2012.
- Completed the installation of rooftop solar photovoltaic (PV) units on a number of municipally owned buildings, including five fire halls, the Central and Kingscourt branches of the Kingston Frontenac Public Library, Norman Rogers Airport, Community & Family Services Building at 362 Montreal St., Madoma Community Centre, and Artillery Park Aquatic & Fitness Centre.
- Added 50 acres of new land area for employment land development and began negotiations for more than 100 additional acres. The City of Kingston owns a number of industrial properties that serve a variety of markets. These properties are for sale in various business and industrial parks across the municipality.
- Completed land development servicing for 70 acres in the next phase of the Cataraqui Business Park in the west end of Kingston. More than one kilometre of paved roads and services were constructed. The project is supported by Industry Canada's Community Adjustment Fund and the Federal Government has contributed \$2.4 million in funding.
- Initiated discussions on immigration strategy with a view to complementary integration with recently announced federal and provincial programs. The City secured grant funding up to \$19,273 to promote Kingston as a destination for newcomers to Canada. Marketing communication activities will be undertaken in partnership with KEDCO which is the marketing arm for the City of Kingston.
- Construction values remained steady for 2011 and within 1% of the previous year with a total of \$218M, including \$84M in value of 680 residential units in all categories, up 20% from the previous year of \$71M for 550 units. Other significant projects for the year included: 390 King W – Isabel Bader Centre for the Performing Arts; 529 St. Martha St. – Ecole Sir John A. Macdonald Public School; 593 Armstrong Rd. – 110 Unit Apartment Building.
- Processed 105 applications for Heritage Permits under the Ontario Heritage Act and awarded 7 Heritage Property Grants, to assist property owners with their alteration plans. Not only do heritage buildings, landscapes, views and stories create a sense of place and civic identity but they are also a significant tourist draw. The City is committed to conserving its rich and diverse heritage resources. The Heritage Permit and Grant programs helps to ensure that this valuable non-renewable resource will continue to define our sense of place and identity and attract more businesses and commerce to the City.

17





# Rejuvenating Brownfields

## Key Accomplishments

18

Over time, increased Brownfield redevelopment and intensification will result in **land reclamation** and the redevelopment and investment in current wasteland.

**The City has committed to** promoting policies, incentives, solutions and expanding existing programs to reduce the number of contaminated lands (Brownfields). This will rejuvenate abandoned properties, provide opportunities for economic development, expand the tax base and improve the environment. We will investigate and remediate City-owned sites where feasible.

### What we said we would do:

- Implement strategies in the Community Improvement Plan
- Investigate opportunities to rejuvenate failed tax sale properties
- Remediate, where feasible, City-owned Brownfields sites
- Review policies to encourage redevelopment of Brownfields
- Investigate potential funding and other partnership opportunities to encourage the redevelopment of Brownfields
- Pursue funding and partnership opportunities for improvement of the Inner Harbour

### What we did in 2011:

- Continued to make strides to redevelop Brownfields, properties contaminated from former industrial uses that have been left idle for years. Council endorsed environmental investigations at 14 failed tax sale properties, which represent approximately 20 acres of land in the city's urban core. The study involved testing the soil and assessing building conditions of each property to determine the extent of pollution and whether the land could be cleaned up and sold for redevelopment.
- Building & Licensing and Kingston Fire and Rescue issued demolition orders for abandoned properties at 603 Montreal St., 1100 Montreal St., 1121 Montreal St., 594-598 Montreal St., and 600-602 Montreal St. and the sites will soon be improved to enhance our city gateways.
- Received a grant from the Federation of Canadian Municipalities' (FCM) Green Municipal Fund (GMF) for the purpose of conducting a regional soil washing pilot project. Soil washing and soil treatment technologies enable contaminated soils to be cleaned and re-used with only small residual amounts requiring landfilling. The City continues to work with FCM to implement the pilot project.
- City staff participated in a joint effort between municipal, provincial and federal stakeholders to examine the environmental condition of the Inner Harbour, identify risks to human or environmental health and determine the scope of environmental management required to address problems found. The Cataraqui River Stakeholders Group, led by the Environmental Sciences Group of the Royal Military College of Canada, is continuing the examination of the Inner Harbour with the prospect of utilizing the Federal Contaminated Sites Action Plan (FCSAP) to potentially fund sediment clean-up where warranted.
- Administered the City's brownfield program which enables developers to receive funding through tax incremental financing to assist with clean-up of contaminated properties to facilitate redevelopment and renewal. Interest in this program continues to be strong.

19





# Facilitating Affordable Housing

## Key Accomplishments

20

Kingston will be a community of mixed-use, mixed-income neighbourhoods with a goal of increasing the supply of **affordable housing** and increasing housing vacancy rates.

**The City has committed to** encouraging investment in affordable housing, maintaining existing social housing and helping to ensure a sufficient level of housing in relation to community needs. We will work with community partners to provide incentives for the development of affordable housing to increase vacancy rates in Kingston. Grants and brownfields redevelopment are important to support these types of projects. Expanded housing will have a positive impact on social housing waiting lists, student housing and quality of life in neighbourhoods.

### What we said we would do:

- Determine the opportunities for Kingston in the recent federal/provincial housing agreements
- Complete the municipal housing strategy and take action to implement its recommendations
- Prepare an inventory of City-owned land suitable for the development of affordable housing
- Invest in programs and solutions to increase the supply of housing

### What we did in 2011:

- Completed a five-year Municipal Housing Strategy containing projections, policies and programs for affordable housing and unique approaches to creating a diverse housing stock in the City and Frontenac County. This strategy identified 40 recommendations for implementation over the five-year term of the plan. The City also finalized the development of a separate Housing Department in order to provide a more efficient one-stop customer service approach for the creation of affordable housing.
- Implemented the provincially funded Investment in Affordable Housing program, which will see funding and incentives for non-profit housing development, renovation incentives for low income homeowners, and new rent supplement opportunities with private industry.
- Initiated work to amend the City's planning documents to allow for secondary suites in certain areas of the city while putting in place the necessary funding programs and policies in order to begin instituting Housing Capital, Home Ownership, and new Rent Supplement programs in 2012.
- Undertook a review for suitable municipal properties to be used for affordable housing. Planning is underway for the municipally funded affordable housing land bank program to begin in 2012.
- Facilitated the development by Options for Homes to create availability of affordable ownership of condos at the Anna Lane development in the downtown core.
- Committed funds to enable the development of 37 affordable units, including affordable housing for seniors with Kingston Frontenac Housing Corporation.
- Initiated a program over five years to:
  - invest \$5M in property acquisition for use in developing affordable housing;
  - provide capital grants of \$5M for construction of affordable housing.

21





# Creating and Protecting Greenspaces

## Key Accomplishments

22

The City has a goal of creating a **greener city** with protected woodlands and waterfront.

**The City has committed to** supporting the significant role that open space areas play in responding to the recreational and leisure needs of residents, in sustaining the natural heritage system and contributing to cultural landscapes and to the city's quality of life.

### What we said we would do:

- Protect environmentally sensitive areas
- Increase active transportation opportunities, such as walking and cycling, through urban design
- Develop and implement strategies in the urban forestry management plan
- Connect pathways and trails to waterfront
- Implement natural land and park land acquisition policy

### What we did in 2011:

- Third Crossing: Stage 2 of the Environmental Assessment (EA) neared completion. The EA considers the environmental, social, cultural, economic, heritage, archeological, geo-technical, hydro-technical and traffic implications of building a third crossing over the Cataraqui River which would connect east Kingston with central Kingston.
- The Urban Forest Management Plan was approved by Council in November and implementation is underway. The Urban Forest Management Plan offers guidelines and actions for the City of Kingston to preserve and enhance its urban forest over the next 25 years.
- The Transportation Demand Management Plan was completed, which will guide transportation planning management in the city. It supports more sustainable and active modes of travel, such as walking, transit and cycling, and outlines programs and policies to reduce reliance on the single-occupant vehicle.
- The design team continued the production of the technical drawings and specifications for the revitalization of Lake Ontario Park, as outlined in the Lake Ontario Park Master Plan. The \$5 million project will make the park more of a year-round attraction thanks to the addition of an outdoor skating rink, which will serve as a splash pad in the summer time. Work is expected to take about two years, and has been staged to keep the park open during the revitalization. Other improvements include new pathways, shoreline and beach improvements, and extended fishing platforms.
- The \$4.3 million Energy Retrofit Program and building remediation work progressed with the retrofit of City-owned buildings to reduce energy costs and greenhouse gas emissions. Improvements were made to lighting, heating/ventilation and air-conditioning systems, automated building control systems, insulation and other building-envelope considerations, and domestic water systems. The energy retrofit program is one of the initiatives that will assist the City in reaching its goal to reduce its greenhouse gas emissions by 25 per cent (below year 2000 levels) by 2014.
- Fifteen new recycling depots were installed alongside garbage cans on the streets of downtown Kingston. The depots are marked to receive recyclables including: paper products and plastic bags; plastic bottles and aluminum cans; and glass.

23





# Developing Proactive Community Plans

# Key Accomplishments

24

People-focused services are at the heart of a **vibrant community**. Innovatively identifying community needs and planning to meet them are key to protecting, preserving and enhancing neighbourhoods and hamlets.

**The City has committed to** consider the needs of people at the neighbourhood level when developing intensification strategies, development opportunities, infrastructure capacities, transportation solutions and leisure space, etc. The vibrancy of our neighbourhoods is important to the quality of life in our city. We are committed to engaging our citizens in the development of the neighbourhoods in which they live.

## What we said we would do:

- Improve sustainable practices in service delivery
- Incorporate cultural elements into neighbourhood planning
- Partner with educational institutions to improve the quality of student neighbourhoods
- Integrate transportation initiatives with urban development
- Develop and initiate implementation of a poverty reduction strategy
- Develop an age-friendly services plan

## What we did in 2011

- Opened the Montreal Street Park and Ride, a new 93-spot commuter parking lot at Montreal Street and Highway 401. The creation of the lot, a joint project between the City and the provincial Ministry of Transportation, offers free parking to commuters who can use it as a place to meet to rideshare or switch to the bus for the rest of their journey downtown.
- In February 2011 a Town and Gown Strategic Plan was launched by the City, Queen's and KEDCO and also includes Royal Military College of Canada and St. Lawrence College. Working groups are established for focus areas: quality of life, community planning, student engagement and economic development. Relations with all partners have continued to flourish and contribute to the success of town and gown initiatives and objectives.
- Construction started on the City's premier sports field located directly east of the INVISTA Centre on Fortune Crescent. Built in partnership with the Limestone District School Board and the Algonquin Lakeshore District Catholic School Board, the facility meets International Association of Athletics Federation standards and includes an eight-lane, 400m running track; an artificial turf multi-sport field; amenities to accommodate shot put, long jump, high jump, pole vaulting, football, soccer, rugby and field hockey; sports lights; accessible washrooms; and bleacher seating for 750 spectators.
- A new Outdoor Aquatic Centre at the Memorial Centre opened to great fanfare in June. The facility features an outdoor aquatic centre with four swimming lanes, starting blocks, tot pool, water slide and lazy river, as well as an addition to the arena building to house accessible washrooms, change rooms and meeting space. The revitalized 23-acre Memorial Centre site also has a children's play area adjacent to a new splash pad, a fully accessible linear park around its perimeter, decorative fencing, and an offleash dog park. The project received \$2M in support from the provincial and federal governments. In its first year of operation, the Outdoor Aquatic Centre had almost 32,000 visitors for leisure swims.
- A Seniors Advisory Committee was formed with a mandate to develop an Age-Friendly Plan for the City of Kingston in keeping with the theme and direction of the World Health Organization (WHO). With one of the largest populations of seniors per capita in the country, Kingston's Age-Friendly Plan will address outdoor spaces, transportation, housing, social participation, community support, health service and more.
- The City, along with the United Way and the Community Roundtable on Poverty Reduction developed the Poverty Reduction Strategy. The co-ordinated strategy will focus on improving quality of life while reducing the impacts of poverty on individuals, families and the community as a whole.
- Produced a sustainability video to increase knowledge of the Sustainable Kingston Plan and the efforts being made to become Canada's Most Sustainable City.
- Completed plans to expand the Green Bin program to multi-residential buildings (seven residential units or more) over the next five years. The program was initially offered to townhome properties that are classified as multi-residential properties on a voluntary basis. This comprised 24 properties with a total of 1,154 units.

25





**After starting construction in 2010, the Outdoor Aquatic Centre at the Memorial Centre opened on June 24, 2011. The project received \$2 million in support from the federal and provincial governments. In its first year of operation, the Outdoor Aquatic Centre had almost 32,000 visitors for leisure swims.**



**Engine 1095, known as The Spirit of Sir John A., is now on its new foundation in Confederation Park. Work on the locomotive is being conducted by volunteers, labour unions, associated trades and businesses - all contributing their various areas of expertise to renew this beloved Kingston icon.**



## REPORT FROM THE CITY TREASURER



2011 marks the first full operating year under the direction of the current council. Council's commitment to fiscal responsibility, to promoting sound financial policies and to supporting visionary planning was the foundation for an operating year that achieved a number of milestones.

In 2011, to ensure a well-defined plan for the City's future, Council endorsed a four-year strategic plan to guide the city for the council term. With that direction before them, staff developed and presented to Council multi-year business plans and budgets that defined the tasks required to execute council's strategic direction. The development of multi-year operating budget forecasts in conjunction with 10-year capital plans not only positions the City to achieve incrementally a longer-term vision, but supports a proactive approach in identifying and addressing the financial challenges that lay ahead allowing lead time to identify and implement the creative solutions that will be necessary.

In July 2011 Standard & Poor's Rating Services raised the City's financial rating to AA- with a positive outlook, up from the AA-/stable rating received in the prior year. Standard & Poor's described Kingston as having a relatively stable economy with good prospects and healthy liquidity. In its rating statement, they identified prudent financial practices, transparency and fiscal discipline as factors supporting the rating along with management's proven ability to manage costs in an environment of new and enhanced service levels.

In the pages that follow, the 2011 financial highlights provide a brief summary of the city's financial performance in a framework that supports transparency and accountability to the reader. Municipal operations ended the year with a \$3.6M surplus, or 1.2 per cent of total budgeted expenditures. The financial results show that the City strengthened its financial position in 2011, with its total municipal equity position increased by \$47M to \$1,074M, primarily as a result of investments in capital assets of \$28M and increases in reserve and reserve fund balances of \$21M. We continue to invest in capital assets that play an essential role in our ability to provide programs and services and we continue to build capital reserve funds in support of funding capital replacement and renewal investments using a "pay as you go" approach. We remain below debt thresholds and continue to execute strategies that will limit our future reliance on debt.

The City's financial statements are subject to an external audit each year attesting to their accuracy and fair presentation. Upon completion of the external audit, 2011 consolidated financial statements will be presented to Council for their approval. Audited financial statements are available for review in early summer each year and can be found on the City's website at [www.cityofkingston.ca/financials](http://www.cityofkingston.ca/financials).

We look ahead to challenging times. Pressure to keep tax increases at a minimum, increased demand for services and enhanced quality of life, moderate growth projections and a recovering yet still volatile economy, will necessitate sound financial policy and innovative financial planning. And as partners to a community vision of becoming Canada's Most Sustainable City we need to ensure that our financial strategies today will provide future generations with the same quality of life tomorrow.

Sincerely,

Desiree Kennedy



# FINANCIAL STATEMENT HIGHLIGHTS

## 2011 OPERATING RESULTS

The information as presented is compiled from the 2011 unaudited financial statements as prepared by City staff. Upon completion of the external audit by KPMG Chartered Accountants, 2011 audited financial statements will be available on the City's website at [www.CityofKingston.ca/financials](http://www.CityofKingston.ca/financials).

In 2011 the City reported a municipal operating surplus of \$3.6M or 1.2% of total budgeted expenditures. Details of the 2011 operating results are included in the fourth quarter operating budget report to Council which is available for review on the city's website at [www.CityofKingston.ca/May1agenda](http://www.CityofKingston.ca/May1agenda).

As approved by Council, the 2011 operating surplus will be allocated to reserves and reserve funds in accordance with policy and to support longer-term capital funding strategies.

2011 OPERATING REVENUES	(\$ million)	(%)
Property Taxation	189.9	47%
User Charges	122.9	30%
Government Grants	68.6	17%
Investment Income	6.6	2%
Other Revenue	15.7	4%
<b>Total</b>	<b>403.7</b>	<b>100%</b>

2011 OPERATING EXPENSES	(\$ million)	(%)
General Government	28.0	7%
Protection Services	64.1	17%
Transportation Services	52.9	14%
Environmental Services	57.6	15%
Health Services	21.4	6%
Social & Family Services	64.4	17%
Social Housing	24.4	6%
Recreational & Cultural Services	37.9	10%
Planning & Development	5.9	1%
Gas Utility	27.7	7%
<b>Total</b>	<b>384.3</b>	<b>100%</b>

In 2011, the City reported consolidated operating revenues of \$403.7M, representing a 4.3% increase over 2010. Revenues are reported on an accrual basis.

In 2011, the City reported consolidated operating expenditures of \$384.3M, representing a 3.7% increase over 2010. Expenditures are reported on an accrual basis. They include charges for the use of capital assets in operations, including amortization of capital assets and interest on long-term debt.

# FINANCIAL STATEMENT HIGHLIGHTS

## 2011 FINANCIAL POSITION

### FINANCIAL POSITION at Dec. 31, 2011

The City's financial position reports the total value of municipal equity at December 31, 2011, which represents the total resources (both financial and physical) that can be utilized to provide future services.

This information can be used to evaluate the City's ability to finance its activities and to meet its liabilities and commitments.

Total net resources have increased by \$47M over 2010, reflecting an increase in our investment in capital assets and an increase in our reserve and reserve fund balances.

### MUNICIPAL EQUITY at Dec. 31, 2011

A further breakdown of the total municipal equity at December 31, 2011 is important in understanding the City's year-end financial position.

It is important to note that total municipal equity does not necessarily reflect cash funds available for future spending.

	(\$ million)
Cash and Short Term Investments	78.2
Taxes and Other Receivables	36.4
Long Term Investments	148.4
Inventories and Other	19.6
<b>TOTAL ASSETS</b>	<b>282.6</b>
Accounts Payable and Temporary Loans	(89.9)
Long Term Liabilities	(207.8)
Other Liabilities and Obligations	(91.6)
<b>NET ASSETS (DEBT)</b>	<b>(106.7)</b>
Capital Assets (Net Book Value)	1,180.4
<b>MUNICIPAL EQUITY</b>	<b>1,073.7</b>

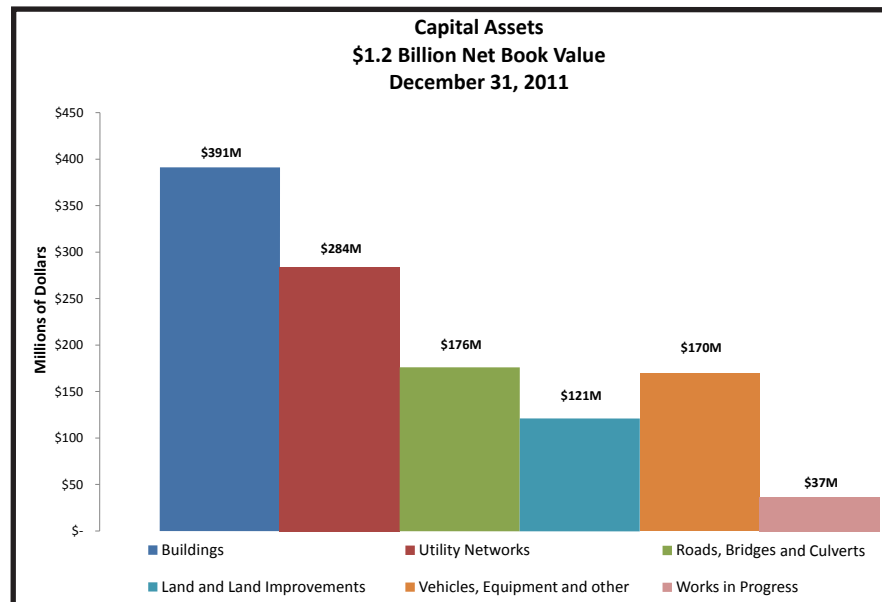
	(\$ million)
Current Fund Surplus:	
Municipal operating surplus	3.6
Consolidated entities surplus	0.7
Accumulated operating surplus – water and wastewater	3.1
Accumulated operating surplus - gas	6.5
	13.9
Reserves and Reserve Funds	193.6
Investment in Capital Assets	886.5
Investment in Utility Operations	24.2
Unfunded Liabilities	(44.5)
<b>MUNICIPAL EQUITY</b>	<b>1,073.7</b>



# FINANCIAL STATEMENT HIGHLIGHTS

## CAPITAL ASSETS

The City invests significant dollars in its capital assets and these assets play an essential role in our ability to provide services, expand and manage population growth. The use of capital assets is a component of the cost of providing services; to recognize this cost, an estimate for capital asset amortization is charged to operations annually. In 2011 the City reported \$111M in capital asset additions and \$45M of capital asset amortization.



## LONG TERM DEBT

The City's capital funding strategies include the use of long-term debt to pay for certain capital assets. The Ministry of Municipal Affairs sets an annual debt repayment limit for municipalities whereby annual principal and interest payments are not to exceed 25% of own source revenues (taxation and user charges). Annual payments on the City's outstanding debt represent approximately 7% of own source revenues. In addition to \$207.8M of issued debt, the City has \$219.4M of debt approved but not yet issued as at December 31, 2011.

Council is committed to remaining within tolerable limits for long-term debt that are well below the Ministry of Municipal Affairs thresholds.

TOTAL OUTSTANDING DEBT AT DECEMBER 31, 2011  
**\$207.8M**

TOTAL OUTSTANDING DEBT AS A % OF CAPITAL ASSETS NET BOOK VALUE  
**17.6%**

DEBT PRINCIPAL PAYMENTS IN 2011  
**\$9.4M**

DEBT INTEREST PAYMENTS IN 2011  
**\$11.5M**

# FINANCIAL STATEMENT HIGHLIGHTS

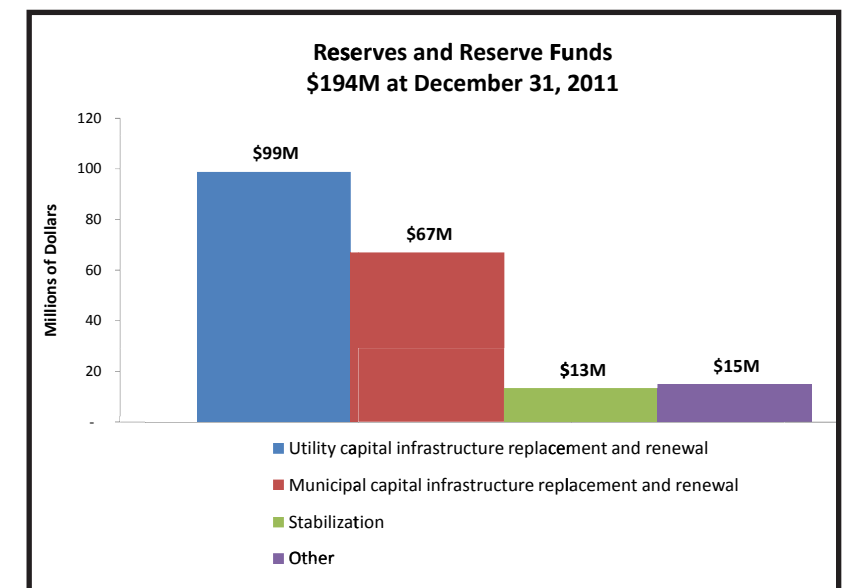
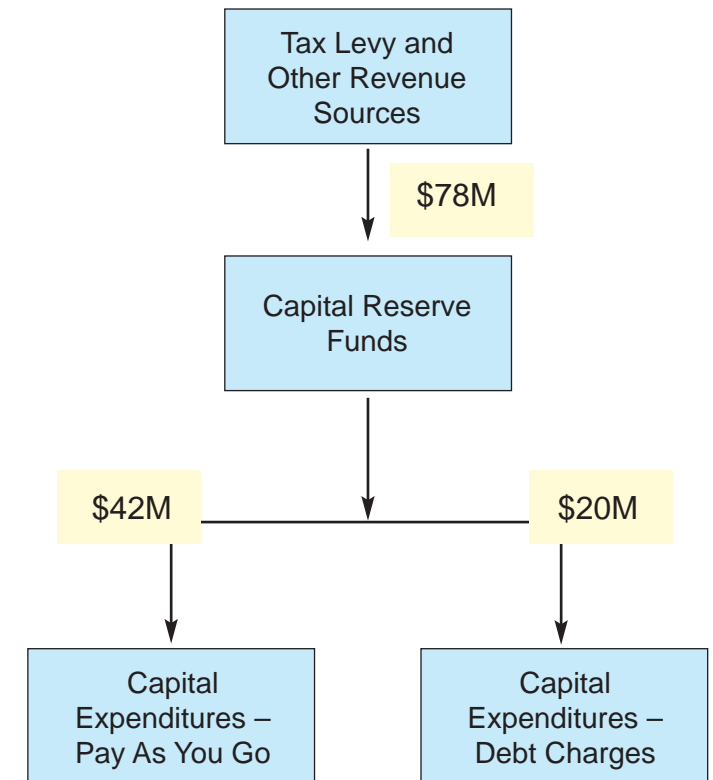
## RESERVES AND RESERVE FUNDS

A well thought out policy in the establishment and maintenance of reserves and reserve funds is fundamental to sound financial planning.

The City maintains capital reserve funds that provide funding for capital infrastructure replacement and renewal. These funds provide the financial flexibility to manage future debt levels and to protect the City's financial position.

The capital reserve funds are supported through operations both by the annual tax levy and associated user fees and levies. In 2011, the City's reserves and reserve fund balances increased by \$21M to \$194M. In 2011 more than \$78M was contributed to capital reserve funds and approximately \$62M was used to fund capital projects and related long-term debt principal and interest payments. The remaining increase represented investment income earned of approximately \$5M.

Ongoing capital funding strategies, including continuation of the annual 1% incremental tax policy, will see these balances increase to a level where capital funding can be maintained using a "pay as you go" approach thereby reducing the City's reliance on debt. While a significant portion of the City's reserve fund balances are available for future capital funding, total reserves and reserve fund balances also include stabilization and working fund reserves which are set aside to address contingent matters as well as economic and other unforeseen circumstances.





# CAPITAL ASSETS: WHAT DO WE OWN?



32

www.CityofKingston.ca



2011 Annual Report for the Corporation of the City of Kingston  
For information on programs and services go to [www.CityofKingston.ca](http://www.CityofKingston.ca)





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[www.CityofKingston.ca](http://www.CityofKingston.ca)