



City of Kingston

Strategic Plan Update 2023

The City of Kingston's 2023-2026 Strategic Priorities were developed from the input of residents, approved by City Council and are being actioned as a community. Learn more at [CityofKingston.ca/CouncilPriorities](https://www.cityofkingston.ca/CouncilPriorities)



Land Acknowledgement

The City of Kingston acknowledges that we are on the traditional homeland of the Anishinaabe, Haudenosaunee and the Huron-Wendat, and thanks these nations for their care and stewardship over this shared land. Today, the City is committed to working with Indigenous Peoples and all residents to pursue a united path of reconciliation.

Kingston City Council



Front row (left to right): Brandon Tozzo, Lisa Osanic, Ryan Boehme, Wendy Stephen, Don Amos, Jimmy Hassan

Back row (left to right): Paul Chaves, Jeff McLaren, Vincent Cinanni, Bryan Paterson (Mayor), Gregory Ridge, Conny Glenn, Gary Oosterhof

Message from the Mayor

I'm very proud to present the 2023 Strategic Plan update, celebrating a year of resilience and achievement. Through the work of our dedicated staff team, we've enhanced infrastructure, facilitated new housing construction, improved services and embraced sustainability. This first year of the new Council term has set the stage for even greater success as we continue our work on the City's strategic priorities across a range of different projects and initiatives. By working collaboratively as a community, I'm confident we can address both the challenges and opportunities ahead of us and create a future we can all be proud of.

Bryan Paterson

Message from the CAO

This report marks the first update on our Strategic Plan for 2023-2026 and the first full year of this City Council term. A four-year plan doesn't happen all at once, but our work in 2023 helped us build strong momentum. We made great strides in all five strategic priorities, from enhancing transit infrastructure to investing in housing supports to achieving milestones in our climate action plan. We identified essential needs in the community where staff are working alongside Council to achieve more complex and long-term goals. I'm proud of what we've accomplished together so far and look forward to what's next for our community.

Lanie Hurdle

Message from the Chief Financial Officer & City Treasurer

One of the foundational principles of the Strategic Plan is the commitment to financial sustainability. This means allocating financial resources in a way that invests in Council's strategic priorities while effectively managing tax increases and the City's overall financial position. We are proud to have advanced many strategic priorities in 2023, all while supporting the day-to-day services our residents value and investing in the capital infrastructure necessary to provide those services. We also retained our AA+ credit rating from Standard & Poor's Global Ratings, an endorsement of the City's overall approach to managing our financial resources, capital funding strategies and long-term debt.

Desiree Kennedy

KUDOS FOR KINGSTON

The City and its partners work together to create a thriving community everyone can be proud to work, live, play and do business in. Over the past year, we were recognized with these local and national awards and unique milestones which celebrate our achievements.





Support Housing Affordability

Increase overall supply of housing of all forms, price points and tenures, to the degree that we are able. Target 4,800 residential permits issued within a four-year term, including 480 (10%) affordable and supportive housing solutions.

On Track

- 1.1 Promote increased supply and affordability of housing
- 1.2 Promote increase in purpose-built rental housing
- 1.3 Increase supply of new-build not-for-profit and co-op housing and ensure sustainability and quality of existing stock
- 1.4 Improve service to unhoused and precariously housed



City Council approved capital funding allocations to support the development of 241 new affordable housing units or beds in congregate living facilities.



Maintaining social housing in Kingston. A total of approximately \$16.5 million was contributed to meet the City's legislated obligation to provide 2,003 rent-geared-to-income housing units, which included approximately \$12.8 million in municipal funding and approximately \$3.7 million in upper-level government funding.



Developing new affordable housing. City Council approved approximately \$30 million in capital funding support comprised of approximately \$15.8 million in municipal dollars and \$14.2 million in upper-level government funding.



City Council approved municipal and provincial funding allocations to support the development of new programs.



City entered into service agreements with the Downtown Kingston Business Improvement Area (DBIA) and Addictions & Mental Health Services KFLA (AMHS) to support the Welcoming Street pilot program. Street outreach workers offer support and connect unhoused or precariously housed people with housing services.



Worked with community partners to expand low-barrier shelter access and offer support services to those in need, including stabilization, transitional and supportive housing with addictions and mental health support.



Reviewed land development opportunities with property owners on key intensification sites included in the Central Kingston Growth Strategy.



Continue to bolster housing support programs for those who own or rent, including Kingston-Frontenac Renovates, Homelessness Prevention Fund, Affordable Housing Home Ownership Program, Capital Investment in Affordable Housing Program and Second Residential Unit Program.



Issued permits for 964 housing units, exceeding the City's provincial annual housing target.



Offered storage services for those who need it.



Homes for Heroes Veterans' Village Groundbreaking



38 affordable housing units in progress by Kingston Co-operative Homes at 1336 Princess St.



Lead Environmental Stewardship and Climate Action

Become a green city and take steps to address the climate change crisis.

On Track

2.1 Reduce carbon footprint of City operations

2.2 Support climate action and sustainability for residents, businesses and partners

2.3 Maintain the City's natural heritage and environmental assets



50% of ice resurfacing fleet is now electric.



Battery Electric Bus (BEB) feasibility study complete.



13 grassroots projects supported through the Neighbourhood Climate Action Champion program.



City's remaining fuel oil heating equipment removed and replaced with more efficient alternatives.



Secured \$18.3 million in federal and provincial funding to support the purchase of 18 Battery Electric Buses (BEB).



200 trees planted in Sir John A. Macdonald Boulevard median.



Species protection measures now in effect for capital projects.



Pollinator garden locations chosen.

Bay Park Community Garden started by Cherilyn Burnell, Neighbourhood Climate Action Champion

Kingston Transit electric bus





Build an Active and Connected Community

Invest in infrastructure that promotes an active community and creates vibrant public spaces.

On Track

- 3.1 Expand parks and recreation opportunities and participation
- 3.2 Beautify City streets and spaces
- 3.3 Improve public transit and active transportation options
- 3.4 Improve road condition, performance and safety



Community Safety Zones implemented in all school areas to encourage individuals to slow down and drive with increased care.



Reopened Richardson Beach and Bathhouse after renovations to improve accessibility, preserve the heritage building, protect the shoreline and enhance the swimming area.



City approved a partnership with Loyalist Township to support the reconstruction of W.J. Henderson aquatic facility to provide access to Kingston residents.



1,100 metres of sidewalk replaced including Fairway Hills Crescent, Loradean Crescent and Bay Street (25% increase from 2022).



2,035 tonnes of asphalt placed on roads, including Sutherland Drive, Division Place, Glenview Avenue and Sterling Avenue (30% increase from 2022).



Officially opened the City's first transit station on Henderson Boulevard.



Henderson Boulevard transit station

Photo by Brian Chard Design Inc.

Richardson Beach and Bathhouse



Foster a Caring and Inclusive Community

Promote a community where everyone can be safe, healthy, nourished and welcomed.

On Track

- 4.1 Enhance community safety and well-being
- 4.2 Help address food insecurity and sustainability
- 4.3 Increase access to healthcare professionals and services
- 4.4 Celebrate and enable civic engagement
- 4.5 Promote and support diversity



Partnered with Lionhearts and Kingston Community Health Centres to deliver fresh, affordable produce to communities through the weekly Fresh Food Market Pop-up at four locations across the city.

On September 17, 2023, Kingston's Intercultural Arts Festival attracted approximately 5,000 people with 11 workshops, 16 food vendors, 21 stage performances, 15 cultural pavilions and 19 community organization attractions.



Development of Anti-Hate Resources and online tool kit to help identify and report hate crimes as well as connect communities and individuals with supports, resources and information.



Advocated for increased provincial funding to address mental health and addictions issues.



From January 2022 to May 2024: attracted and retained 17 doctors who serve 11,200 current patients and added 4,100 new patients.



Hosted in-person and online public engagements for 40+ municipal projects.



Lionhearts Fresh Food Market Pop-up



Promoting public engagement opportunities during community events.



Rideaucrest Long-Term Care Home residents inside a bus on a holiday festive lights tour



Drive Inclusive Economic Growth

Become a centre for innovation, entrepreneurship and inclusive economic growth.

On Track

- 5.1 Ensure an adequate supply of “ready-to-go” employment lands
- 5.2 Evaluate policies, programs and services to support the use of the airport
- 5.3 Diversify Kingston’s economic base
- 5.4 Support Kingston’s economic competitiveness through workforce development and talent attraction
- 5.5 Continue to enhance Kingston as a tourist destination
- 5.6 Consider opportunities to enhance sports tourism
- 5.7 Foster culture, history, education, arts and recreation (CHEAR)
- 5.8 Ensure the downtown remains vibrant



Launched applications for community exhibits at City Hall under the Your Stories, Our Histories program.



Hosted two food production training days to support local food access, in partnership with KEYS Harbour Kitchen Program. Successful second year of Kingston Community Training Farm Program, partnered with with Loving Spoonful, St. Lawrence College and Correctional Service of Canada.



Grant funding approved to continue Health Innovation YGK through the Federal Economic Development Agency for Southern Ontario to support the region's health and life sciences sector.

Movement Market Collective, Local Arts Residency participants at Grand Theatre

Photo by Celine Klein.



Continued partnership with Downtown Kingston BIA to activate and program public spaces including Springer Market Square, Sydenham Street and Confederation Park, through live music, interactive installations, recreational activities, new seating and more.



Kingston Music Strategy launched.

Optik installation at DBIA's Embrace the Season event series

Photo by Garrett Elliott.





613.546.0000

ContactUs@CityofKingston.ca

CityofKingston.ca

 TheCityofKingston  @CityofKingston

 City.of.Kingston  TheCityofKingston  City-of-Kingston