Kingston’s Strategic Plan
2019-2022
Guiding principles

The City of Kingston is committed to applying the following guiding principles to shape decision making, policy development and resource allocation:

- Environmental sustainability and stewardship to safeguard future generations;
- Fiscal responsibility and accountability to create efficiencies and synergies, balance tax and non-tax revenue, and manage debt effectively;
- Promotion of social, economic and health equity;
- Urban and rural equity to balance appropriate service delivery across regions;
- Public engagement to collect diverse perspectives and to act fairly, sustainably, responsibly and equitably on behalf of our citizens;
- The measurement of service standards to ensure high quality customer service;
- Innovative approaches and new smart technologies to support fiscal management; and
- Positive and inspiring work environments to attract and retain talent.
Council’s Strategic Priorities 2019-2022

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Mayor’s message

As we launch into a new council term, both myself and the rest of Kingston city council are excited to put forward a new vision for the years ahead. I’m very proud of the goals we’ve agreed on and what we plan to accomplish.

This plan builds on the momentum of the last four years pushing forward a vision to make Kingston a smart, livable and leading city. Our goal was to put Kingston on the map — regionally, nationally and internationally. Now that our community is on the radar in a greater way, we are growing more than ever before. That’s why we’ve developed five priorities that interconnect in a way that ensures Kingston is a city that serves and benefits everyone.

In the pages ahead you’ll learn more about these diverse priorities as well as the timeline and measurables attached to each goal. As a council, we have an ambitious plan and it’s going to be a busy four years, but we are all very excited to get to work to make Kingston a leading city in the province, the country and beyond!

Mayor Bryan Paterson
Demonstrate leadership on climate action

Given the economic, social and environmental threats of greenhouse gas emissions and Kingston’s 2019 declaration of a climate emergency, the City is committed to stewarding the environment for future generations. As an internationally connected city, Kingston will address this global issue as a local climate action leader and inspire Kingston residents to become part of the solution.

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

The City will electrify its vehicle fleet, promote green development/energy and active transportation, create well-maintained litter free roads, expand green spaces, protect wetlands, and promote more recycling and reduction: acting on climate change, protecting the environment and the most vulnerable, and lessening costs of waste, today and in the long term.

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

Facilitate partnerships to reach equal reduction targets in the Kingston community.

Measurables:

- Report annually on the corporate progress of the 15 per cent GHG reduction target.
- Report annually on the community GHG progress.
Purchase verified “gold standard” carbon offsets to achieve the corporate GHG reduction target.

**Measurables:**
- Purchase annually to close the gap in reductions to achieve full 15 per cent corporate GHG reduction as an interim measure – 2022.

The City 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 (the Natural Step Strategy, Partners in Climate Protection, or similar).

**Measurables:**
- Update Climate Change Management Strategy (corporate and community) – 2021.

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

Increase the tree canopy including a program for adding trees to private property.

**Measurables:**
- A total of 7,850 trees will be planted which includes: 4,250 (Emerald Ash Borer and Double the Tree Canopy) and 3,600 additional plantings – 2019-2022.

Develop a plan for wetlands.

**Measurables:**
- Report back with proposed plan – 2022.

Develop a plan to target corporate building and fleet emissions to reduce corporate GHG emissions.

**Measurables:**
- Complete energy retrofit of City buildings that will achieve an estimated 2-3 per cent* corporate GHG reduction – 2022.
- Purchase electric transit and light duty fleet vehicles to achieve approximately 7 per cent* corporate GHG reduction – 2022.

* Based on estimated 2018 baseline levels to be calculated in 2019.
3. **Incrementally electrify the City’s fleet of vehicles including public transit.**

Replace gas fuelled vehicles with electric vehicles, as part of life cycle replacement. Conduct an electric capacity feasibility study to support electric bus purchases. Replace diesel buses with electric vehicles and buses. Explore options to purchase electric ice-surfacers and continue to monitor market availability of heavy duty fleet and equipment options.

**Measurables:**
- Acquire 12 electric buses and replace up to 11 light duty vehicles and arena equipment with electric vehicles – 2022.

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

Support attraction of renewable energy from waste investment with municipal study of local and regional organics production within industrial, commercial & institutional (IC&I) sector.

**Measurables:**
- Report estimated available quantities of organic waste available locally and regionally from IC&I sector.

Explore opportunity to implement dual stream recycling to increase tonnes of recyclables collected.

**Measurables:**
- Capture additional 500 tonnes of recyclables per year, post-implementation – 2021-2022.

Expand recyclable and green bin collection at multi-residential properties.

**Measurables:**
- Add 600 additional units from the multi-residential sector to the City’s recycling cart program – 2022.
- Add 200 additional units from the multi-residential sector to the City’s green bin program – 2022.

Eliminate fees for elementary schools to participate in green bin program at school.

**Measurables:**
- Implement in 20 schools – 2022.

Update Integrated Waste Management Plan to develop and implement new strategies to reduce waste to landfill and GHG emissions from waste.

**Measurables:**
- Divert 65 per cent of waste from landfill – 2025.
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.

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.

**Measurables:**
- Report back with recommendations for implementation of a retrofit program including consideration for local improvement charges – 2020.

Develop a new build net-zero policy and incentive program through a Community Improvement Plan model.

**Measurables:**

Review the development policy to identify barriers to, and opportunities for, energy and carbon reduction.

**Measurables:**
- Review site plan control and subdivision design guidelines and report back with options to remove barriers and embed opportunities – 2021.
In response to the low vacancy rate, the City of Kingston will aim to increase the rate to 3 per cent by 2022. Council will work with local developers, not-for-profit housing organizations, tenants, homeowners, and post-secondary education institutions to encourage more residential development and affordable housing across the city.

The City of Kingston will accelerate the process between planning approvals and construction, promote secondary suites and tiny homes, and implement the recommendations of the Mayor’s Task Force on Housing: making affordable housing a priority, getting shovels in the ground, and intensifying the city within the urban growth boundary. The City will create incentives and tools to facilitate smart, new housing growth. It will also advocate for funding and increased investments in housing development.

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

   Complete the following studies that will enable more housing development.

   - Life Cycle Analysis – 2019
   - North King’s Town Secondary Plan – 2019
   - Central Growth Strategy – 2019/2020
   - Tall Building Policies – 2019/2020
   - Williamsville Corridor Update – 2019/2020
   - Zoning Bylaw Consolidation – 2021
   - Nodes & Corridors – 2022/2023
2. Build a significant number of new residential units with a range of affordability.

Enable the development of affordable housing units ranging from rent-geared-to-income (RGI) to 80 per cent market rent on City-owned property.

**Measurables:**

- Minimum of 90 affordable units ranging from RGI to 80 per cent market rent within a 160-unit (approx.) development at 1316 Princess St.

Prioritize affordable housing through community benefits.

**Measurables:**


Establish an affordable housing target through the 10-year Housing & Homelessness Plan update.

**Measurables:**

- Establish affordable housing as part of plan update – 2019.

Consider development-related fee exemptions or reduction for affordable housing units.

**Measurables:**

- Implement planning fee exemptions for affordable housing – 2020.
Implement tools and incentives to accelerate construction following planning approvals.

**TOOLS:**
Investigate options for planning tools that would impose penalties if projects fail to proceed to construction within a certain time frame following zoning approvals.

Review options to implement a sunset clause for site plan approvals and dormant applications.

Investigate removing reductions for vacant and excess land property tax subclasses.

**Measurables:**

**INCENTIVES:**
Consider payment of development charges over the construction period and prior to occupancy, instead of full payment required at time of building permit issuance.

**Measurables:**
- Report back with proposed program.

Propose city land acquisition and inventory program for residential development.

**Measurables:**

Review the need for planning-related studies and peer reviews that are required at the time of applications.

**Measurables:**

Work with Brent Toderian of Toderian Urban Works to promote Kingston as a place to grow and build to attract an external market.

**Measurables:**
- Begin implementation – 2020.
4 Promote secondary suites and tiny homes.

Implement zoning framework to further facilitate the development of secondary suites.

**Measurables:**

- Target the development of a minimum of 120 secondary units over the next four years to be tracked by building permits.

Develop a tiny home pilot project with the City as a partner.

**Measurables:**

- Report back with proposed project (which could include land contribution) – 2020.

5 Advocate for funding and increased investments.

Provide information and prepare grant applications for provincial and federal grant programs.

**Measurables:**

- Target about $9M total in upper level government funding to be applied to affordable housing.
Kingston prioritizes active transportation and public transit. The City will build on global best practices and engage citizens in modal transformation and invest in infrastructure maintenance to enable transit ridership growth, promote pedestrian safety and repair roads.

In both the urban and rural areas, the City will explore specific north-south and east-west corridors for buses and bikes, install crosswalks around schools, decrease traffic speed, increase enforcement and fill potholes: advancing active transportation and making safe, quality streets, for years to come. This also includes exploring the possibility of providing some form of public transportation connection in Kingston’s rural areas.

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.**

Rehabilitate local roads in both urban and rural areas.

**Measurables:**

- Planned road work for 2020-2022 presented as part of 2020 budget process.

Plan low volume road maintenance to maximize distance rehabilitated and to complement active transportation and transit priorities in neighbourhoods.

**Measurables:**

- Details of planned active transportation work included in Active Transportation Implementation Plan to be presented in 2019.
Enhance Pothole Maintenance Program, including roadway and on-road cycling lanes.

**Measurables:**
- Reduce potholes by increasing reconstruction and resurfacing roads.
- Track pothole repair requests and related maintenance activity. Report back annually.

Rehabilitate arterial roads and collector lanes.

**Measurables:**
- Continue existing road repair program for arterial and collectors to manage risk level.
- Coordinate road rehabilitation with active transportation and transit strategy related to transit priority corridors and intersections for transit and active transportation priority.

Upgrade traffic signal system to allow for a centralized, connected system (transportation systems management and transit priority).

**Measurables:**
- Centralized signal system feasibility, design and decision beginning in 2020/2021.

Reconstruct existing intersections to support active transportation, transit, and enhance overall road safety.

**Measurables:**
- Design and reconstruct the King and Portsmouth intersection as part of the Front Road in-boulevard trail – 2020.
- Additional candidate intersections for 2021-2022 to be identified as part of the Active Transportation Implementation Plan.

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

Incorporate recommendations from Kingston’s Road Safety Plan and other measures such as automated enforcement measures as necessary.

**Measurables:**
- Red-light cameras consideration and approval would be required in 2019 with implementation in 2022.
- Automated speed enforcement implementation to be determined pending Provincial timelines.
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.**

Design and implement transit priority corridors (transit-ways) along existing Kingston Transit express routes.

**Measurables:**

- Examine feasibility of transit and active transportation corridors including the following candidates:
  - Queen Street and Ontario Street corridor improvements – 2020.
  - Bayridge Drive from Princess Street to Taylor-Kidd Boulevard – 2020.
- If feasible, then design transit and active transportation corridors:
  - Initiate Environmental Assessment for Bayridge Drive – 2021-2022.
  - Queen/Ontario Streets transit priority study completed and initiate design and stormwater review – 2022.

**Design and construct active transportation routes that provide east-west and north-south connections based on Active Transportation Master Plan (ATMP) recommendations.**

**Measurables:**

- Planned segments as outlined in the ATMP Implementation Plan.
4 Install crosswalks around schools, sidewalks and heavy pedestrian traffic areas.

Develop an active route to school program for city neighbourhoods that integrates transportation, parking, design, and enforcement programs.

**Measurables:**
- Adopt Active Transportation Implementation Plan with details of active route to school program – 2019.
- Upgrade four pedestrian school crossing locations with recommended infrastructure – 2020-2022.
- Consult with neighbourhood stakeholders and schools to develop a preferred route to school for three schools – starting in 2020.
- Develop a plan to maintain the preferred routes along pathways, sidewalks, and roadway sections.
- Report back on active route to school implementation in 2021 and annually thereafter.

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

Complete a needs assessment of the rural area, including public engagement, to identify most appropriate transportation connections.

**Measurables:**
The City is committed to creating a high quality of life for residents by fostering opportunities that support social development, create jobs and build prosperity. With a focus on innovation, Kingston will engage young people, entrepreneurs, innovators, artists and creative citizens in facilitating economic growth.

The City will attract companies and private sector development in and from emerging markets and growing economies, to build on our assets and strengths, capitalize on talent and seize global opportunities. In partnership with others, innovation hubs in healthcare, bio technology, clean technology, education and the arts will be created while supporting tourism, arts and culture and rural economic development: accelerating the economy, growing our tax base and employing Kingstonians, now and in the future.

**Support new and existing businesses.**

Redefine roles and responsibilities between the City and Kingston Economic Development Corporation for aftercare and existing business support.

**Measurables:**

- Execute a new Service Level Agreement 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 – 2020.
2 Foster innovative arts, culture and social enterprises.

Create an inventory of the existing creative industries in Kingston and how they can be better supported and expanded to develop the sector and enhance economic development opportunities.

**Measurables:**
- Report back and identify the most strategic use of the future art gallery space on the North Block property and potentially use City Hall on an interim basis to support emerging artists and the creative industry.

3 Review the availability of City space and how to address existing road blocks in order to better foster social enterprises.

**Measurables:**
- Report back with options to address these issues – 2020.

4 Enable the establishment of a St. Lawrence College downtown campus.

Propose a model and partnership contribution.

**Measurables:**

5 Facilitate a deep water dock for cruise ships.

Target the opening of a deep water dock for the 2022 cruise ship season. This will depend on availability of the property and funding.

**Measurables:**

6 Explore the feasibility of establishing rural business parks and associated services.

Integrate rural economic development program into the City’s overall economic strategy, including a feasibility assessment of rural business parks.

**Measurables:**

7 Invest in innovative workforce development and in-migration strategies.

Implement the current Workforce Development and In-Migration Strategy.

**Measurables:**
- Attract necessary skilled workforce – ongoing.
- Retain students and mid-career talent in Kingston – ongoing.

Review options to attract physicians.

**Measurables:**

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

Facilitate innovation hubs in clean (green) technology and bio-technology sector.

**Measurables:**
- Present a business plan for a private and public partnership – 2020.

Facilitate Healthcare Innovation Hub in partnership with Queen’s University.

**Measurables:**
- Bring together public and private sector healthcare enterprises to invest in Kingston. In partnership with Queen’s, submit a plan of subdivision application for Innovation Park – 2019.
Kingston views all long-term residents and newcomers as citizens of the city, and is committed to inclusively engaging them in local solutions that enhance health, wellbeing and the experience of the city. Local groups, Indigenous communities, and representatives from the public, private and non-profit sectors will be invited to develop strategies to promote health and wellness and to provide beautiful and engaging spaces for citizens and visitors.

The City will seek reconciliation with Indigenous communities, help revitalize contaminated land, increase waterfront access and public space, focus on food security and examine fluoridation of the city’s drinking water: improving Kingstonians’ health, wellbeing and interconnectedness.

1. **Increase access to and continue to beautify the waterfront.**

   Continue the implementation of the Waterfront Master Plan and implement a number of waterfront park rejuvenation projects.

   **Measurables:**
   - Rejuvenate the parks listed below – 2019-2022:
     - Richardson Beach & Bathhouse building
     - Grass Creek Park building
     - Providence Care pathway
     - Belle Park, Phase 1
     - Arthur Lower Park
     - Confederation Basin Breakwater
     - MacLean Trail Park
     - Village Drive pathway
2. Examine the feasibility of developing an arts walk.
Leverage existing public art installations along Kingston’s waterfront as anchors to create an arts walk from Douglas Fluhrer Park to Lake Ontario Park.

   **Measurables:**

3. Promote the redevelopment of brownfield properties on the Montreal Street Corridor.
Continue the City’s remediation and redevelopment commitment at 1100 Montreal St.

   **Measurables:**
   - Complete the remediation of City-owned site 1100 Montreal St. and initiate the redevelopment in alignment with the Rideau Heights Neighbourhood Regeneration Strategy – end of 2020.

4. Support the potential for Indigenous cultural space.
The local Indigenous community in Kingston has identified a desire to develop an Indigenous cultural space through Engage for Change.

   **Measurables:**

5. Examine the feasibility of fluoridating the drinking water.
Utilities Kingston will complete a feasibility study.

   **Measurables:**
   - Utilities Kingston will report back – 2020.

6. Leverage and promote food security solutions in partnership with others.
Provide better support to community-led initiatives that support local food production. Support and expand on farm-to-table programs.

   **Measurables:**
   - Develop guidelines to streamline processes/licences and infrastructure for farmers markets, community gardens and edible forests – 2021.
   - Work with Tourism Kingston to help support the farm-to-table initiatives included in the Culinary Strategy – ongoing.
Planning to support priorities

Council endorsed the priorities, projects and implementation plan presented in this Strategic Plan along with these projected tax rate increases to support the implementation of strategic priorities.

- 1.5 per cent in 2020
- 1.4 per cent in 2021
- 1.4 per cent in 2022
- 1.3 per cent in 2023

Council also supports its continued investment in infrastructure, with an annual 1 per cent tax increase dedicated to capital infrastructure projects.
Key factors in the City’s ability to meet taxation targets:

1. Provincial changes and the impact they may have on the municipal budget.

2. The City’s ability to achieve its targeted annual growth of $2M per year.

3. The City’s ability to keep levels of service generally stable.