

POL - 95 - Corporate Customer Service Standards Policy

Policy #	POL- 95
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Final Approver	CMT

1. Introduction – Principles of Our Service Standards

At the City of Kingston, our mission is to embrace innovation, foster collaboration, respect the environment, and provide exceptional services that reflect the needs of a diverse community. Every interaction is an opportunity to demonstrate the City's commitment to responsive, accessible, and high-quality public service. This policy defines our corporate customer service standards and reinforces our commitment to putting citizens at the heart of everything we do.

These standards are grounded in the following principles:

- **Accessibility** – Ensuring services and information are easy to access and use.
- **Convenience** – Meeting people where they are, across a variety of channels.
- **Inclusion** – Creating an inclusive environment where every individual is accepted and valued for their diverse perspectives and identities.
- **Innovation** - Striving to find creative solutions and new opportunities to improve service delivery.
- **Responsiveness** – Responding promptly and appropriately to all inquiries and requests.
- **Transparency** – Communicating clearly, proactively, and with integrity.

The City of Kingston is a people-focused organization committed to providing a high standard of service to all citizens, including but not limited to staff, residents, business owners, visitors, tourists, investors and other community members.

A **service standard** is a public commitment to a measurable level of performance that clients can expect under normal circumstances, as defined by the Treasury Board of Canada.

These standards reflect the City's commitment to delivering the following service experience to all community members:

- A consistent and exceptional user experience
- Clear, effective communication between staff and the community
- Streamlined processes to reduce internal redirection of calls and inquiries
- Service excellence across all levels of the organization, focused on key drivers of customer satisfaction, including:
 - Timely acknowledgment and response to community members
 - Accurate information or direction to the appropriate source
 - Inclusive, consistent, and unbiased treatment of all individuals
 - Professional, respectful, and courteous interactions
 - Complete and thorough resolution of service requests

2. Purpose

This policy ensures consistent, high-quality customer service across all departments. It supports a unified approach to service delivery and outlines expectations for how we communicate and respond to the public.

This policy aligns with the City's updated Customer Service Strategy, the Indigenization, Inclusion, Diversity, and Accessibility (IIDEA) Strategy, and relevant accessibility legislation, reinforcing our commitment to continuous improvement

All employees within the City are responsible for providing exceptional service to the community. These guidelines set the minimum standards expected to communicate with customers efficiently and respectfully.

Service standards are an integral part of good client service and effectively managing performance while ensuring accountability to the community. They:

- Clarify expectations for residents and employees,
- Drive service improvement,
- Contribute to results-based management,
- Reinforce accountability by making performance transparent, and
- Increase the confidence of residents by demonstrating the City's commitment to service excellence.

Service standards serve two key purposes:

1. To inform residents of what to expect when submitting an inquiry or service request to the City (e.g., "Response time is within two (2) business days").

2. To provide staff with performance targets for communicating and providing service to the community (e.g., "An initial response must be sent within two (2) business days").

3. Scope

3.1 This policy applies to all City of Kingston employees.

4. Responsibilities

4.1 The Chief Administrative Officer, in conjunction with the Corporate Management Team, is responsible for:

- Ensuring the values of this policy are supported at an organizational level;
- Reviewing and responding to complaints at a corporate level; and
- Recommending and approving any necessary changes to this policy.

4.2 Directors, managers, and supervisors are responsible for:

- Promoting a culture that values and enhances customer service;
- Ensuring service standard expectations are communicated to all staff within their department;
- Ensuring staff within their department have the tools and resources required to implement this policy;
- Reviewing and responding to complaints that this policy has been breached within their department; and
- Providing recommendations for ways customer service can be improved within their department and the organization as a whole.

4.3 All employees are responsible for:

- Reviewing and executing the standards set out in this policy;
- Providing customer service in a manner that supports a transparent, respectful and inclusive working environment; and
- Advising their supervisor of any factors that may limit or interfere with their ability to follow this policy.

5. Multi-Channel Service Delivery

The City is committed to delivering accessible, inclusive, and responsive service through a variety of channels that meet the diverse needs of community members. They expect flexible options to connect with their local government, and the City's goal is to ensure every interaction—regardless of channel—is seamless, consistent, and high quality.

Why Multi-Channel Service Matters

Those who choose to live, work, play and visit Kingston come from different backgrounds, have varying levels of digital access, and connect in different ways. By offering a mix of in-person, telephone, email, online, and self-service options, we promote equity and ensure services are more convenient and user-focused.

Multi-channel service delivery allows us to:

- Enhance accessibility for individuals with different needs and abilities.
- Offer choice and flexibility to residents based on their preference, location, or urgency.
- Increase efficiency by guiding customers to the most appropriate channel for their request.
- Maintain business continuity during emergencies or service disruptions.
- Support digital transformation while continuing to serve those who may not be digitally connected.

Available Service Channels

Members of the public can connect with the City and access municipal services through the following service-focused related channels:

- **In-person service** at municipal offices and service counters (see **Appendix A** for department specific service counters).
- **By phone**, including direct administrative lines and the Customer Experience Contact Centre
 - General customer service line – 613-546-0000
 - Administrative line (dial by staff name directory) – 613-546-4291
- **By email**, via ContactUs@cityofkingston.ca – this flows into a Customer Relationship Management (CRM) system used to record and process service requests.

- **Online services and portals**, including forms, applications, and requests for service:
 - City Website - www.cityofkingston.ca
 - Submit a Service Request - mycity.cityofkingston.ca/app/ask
 - MyKingston Citizen Self-serve Portal - www.mykingston.ca

We continue to assess and evolve our service channels to meet changing community needs and expectations, while ensuring all users — regardless of how they connect — receive respectful, timely, and effective service.

While this policy and its associated feedback channels support community engagement, they do not override or replace the City's Public Engagement Framework or Public Engagement Charter, which take precedence in guiding public engagement activities.

6. General Response Times

The City's goal is to provide exceptional service that reflects the needs of the Kingston community. We are committed to delivering timely, respectful, and professional communication across all departments and channels.

6.1 Corporate Response Standard

- **Phone Calls and Voicemails:** responded to within two (2) business days
- **Emails and Service Requests:** responded to within two (2) business days

Requests or inquiries received in the CRM system are sent an automated acknowledgment email. This acknowledgment does not replace the requirement for a City staff member to respond within two (2) business days.

6.2 Exceptions

It is important to note that each department may have unique workflows and timelines that do not allow for a complete response within two (2) business days.

Where a full resolution requires more than two (2) business days, an **initial response** will be provided within this timeframe to acknowledge receipt and to clearly outline next steps or expected timelines.

Department specific timelines can be found in **Appendix A – Department Specific Standards**. Any deviations from the corporate standard within specific departments reflect unique operational requirements and/or periods of high call/service request volumes.

7. Communication Standards

Consistent, complete, inclusive and timely communication is the foundation of exceptional municipal service. Employees are expected to uphold professional standards across all communication channels to ensure residents feel respected, heard, and well-served.

The following communication standards should be used as a guide for daily operation across all public facing departments to ensure a consistent user experience for the community:

7.1 Phone Standards

- **Answer promptly:** Aim to answer incoming calls within three rings whenever possible. Prompt responses convey respect for the caller's time.
- **Professional introductions:** Always greet callers by stating your first name and department (e.g., "Good morning, this is Alex in Public Works"). This builds trust and sets a professional tone.
- **Be courteous and solution-focused:** Practice active listening, remain calm and respectful, and work toward identifying or explaining next steps clearly.
- **When transferring a call:**
 - Explain the reason for the transfer and the name/department of the person the caller is being transferred to.
 - Ask permission to transfer and ensure the caller is comfortable with the process.
 - For instructions on how to transfer a call, reach out to City Service Desk staff with your phone model number.
- **Warm vs. cold transfers:**
 - A warm transfer means you speak with the receiving party before transferring the call, then introduce the caller.
 - A cold transfer sends the caller directly without warning the recipient. Warm transfers should be prioritized whenever possible to minimize frustration and ensure smoother service.

7.2 Voicemail Standards

- **Set up voicemail clearly:** Include your full name, department, and a timeframe for when callers can expect a response (e.g., "You've reached Abigail in Enforcement Services. I'll return your call within two business days.").

- **Check voicemail daily:** Messages should be retrieved at least once per business day, and responses should align with the general corporate response time standard of two business days.
- **Out-of-office updates:** If you are away from work or unavailable for more than one business day, update your voicemail with:
 - The date of your return
 - An alternate contact or general department number

7.3 Email Standards

- **Use a professional tone:** Emails should reflect the same courtesy and professionalism as in-person or phone conversations. Avoid slang, abbreviations, and use proper spelling and grammar.
- **Format for clarity:** Use short paragraphs, bullet points, and headings where appropriate to make your message easier to read.
- **Be direct and objective:** Use specific, concrete terms to enhance clarity - you are writing to provide information. Any word or sentence that doesn't add value should be cut out.
- **Acknowledging complex inquiries:** If a full response requires more time, send an acknowledgment within two business days outlining that the inquiry was received and provide an expected timeline for follow-up.
- **Out-of-office updates:** If you are away from work or unavailable for more than one business day, the automatic reply feature within Outlook should be activated for the period you away and include the following information:
 - The date of your return
 - An alternate contact, email or general department number.
- **Signature line:** All employees must have a signature line in their correspondence, including emails sent to a member of the public from a mobile device.

Email signatures should include your full name, title, department, phone number, and any relevant contact information. The below approved corporate template should be used by all staff, unless otherwise approved by CMT.

Corporate Email Signature – 2025



Your Name (he/him/his) (she/her/hers) (they/them/theirs)

Your Title

Your Department

City of Kingston

Your location,

216 Ontario Street Kingston, ON K7L 2Z3

Your Phone Number

Your Email

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.

7.4 CRM (Customer Relationship Management) Standards

- **Log requests accurately and promptly:** Every citizen interaction resulting in a service request must be entered into the CRM system as soon as possible, with accurate details and clear descriptions.
- **Use proper categorization:** Select the correct service category, priority level, location and contact information. Add notes that support visibility for other staff who may need to access or respond to the request.
- **Respond in CRM:** Service requests received in the CRM should be responded to and closed within the CRM system. Responses to community members should not occur outside the system. Phone call responses to service requests should be recorded in summary by using the “Private Note” feature.
- **Follow up and close:** Ensure that service requests are:
 - Monitored for progress,
 - Followed up on within the stated timelines, and,
 - Closed promptly once resolved, with confirmation provided to the citizen when appropriate.

8. Inappropriate Communication

8.1 The City of Kingston is committed to fostering respectful, inclusive, and professional interactions between staff and the public. While staff are expected to provide courteous and responsive service, they are not required to tolerate or respond to inappropriate or abusive communication.

Inappropriate communication includes, but is not limited to, content or behavior that:

- Is abusive, threatening, or contains discriminatory language
- Includes excessive yelling, cursing, or disrespectful speech
- Contains commercial endorsements or solicitations

- Is sexual or sexually explicit
- Encourages illegal activity or includes content that may compromise public safety or security
- Expresses political views unrelated to a service request or municipal business
- Violates City of Kingston bylaws, policies, or procedures

Employees may also refer to the City's *Employee Code of Conduct Policy* and *Vexatious Conduct Policy* for guidance on inappropriate communication.

8.2 Addressing Inappropriate Behaviour and Setting Boundaries

Staff have the right to set clear boundaries when faced with aggressive or disrespectful behaviour. All interactions should be managed professionally, but assertively, using the following approach:

1. **Stay Calm and Professional**

Remain composed and do not match the caller's tone or intensity. Use a friendly but firm tone to maintain control of the conversation.

2. **Do Not Interrupt, but Regain Control**

Allow the individual to speak, but be prepared to respectfully interject and set limits if the behavior becomes inappropriate.

3. **Issue a First Warning**

If someone is yelling, cursing, or using hateful speech, give a clear and respectful warning, such as:

"I'm here to help, but I ask that we continue this conversation respectfully. If the yelling or inappropriate language continues, I will need to end our interaction."

4. **Issue a Second Warning (if necessary)**

If the behavior persists, provide a final warning:

"As mentioned, I am happy to assist you, but if this behavior continues, I will be required to end our conversation."

5. **End the Interaction If Warnings Are Ignored**

If inappropriate behavior continues after two warnings, it is acceptable to end the call or interaction. Do so professionally and calmly:

"As the inappropriate language has continued, I am now ending this interaction. You are welcome to reach out again when we can have a respectful conversation."

6. Document and Report the Incident

Record the details of the incident, including the behavior, the warnings given, and any action taken. Report to your supervisor or manager for awareness – they can escalate the issue if necessary.

7. Seek Support When Needed

If the interaction causes distress or raises safety concerns, seek support from a supervisor or appropriate internal resource.

9. General Feedback Collection

9.1 Channels for General Feedback

The City encourages feedback through a variety of channels and uses it to improve service delivery. All feedback, including suggestions, complaints, and compliments, are recorded and reviewed.

Resident concerns are logged into the City's Customer Relationship Management (CRM) system. Using the CRM system ensures that feedback is documented and forwarded to the correct department.

Here are some ways residents can provide feedback regarding city services:

- Telephone: 613-546-0000 (available weekdays from 8 a.m. to 5 p.m.)
- Email: contactus@cityofkingston.ca
- Mail: City Hall, 216 Ontario Street, Kingston ON K7L 2Z3
- Online: via www.cityofkingston.ca to submit service request
- In-person conversations with staff at city facilities
- Social Media: Instagram, X, Facebook, and Get Involved (where applicable)

For feedback related to an accessibility concern, see the City's Accessibility Standards Policy.

9.2 General Feedback Handling Process

The City welcomes general feedback on its services and programs – which may or may not be accompanied by a specific request for service.

When a resident provides feedback, staff at the point of delivery are responsible for documenting the feedback, including suggestions, compliments, and complaints. All feedback received is recorded in the CRM system to ensure proper documentation and routing to the correct department.

Feedback and comments received or logged in the CRM system are acknowledged within two (2) business days. If required, suggestions or compliments will be forwarded to the appropriate department for a response and direct follow-up with the community member. Depending on the nature of the general feedback provided, community members may not receive more than acknowledgement.

9.3 Complaints

The City is committed to a fair, accessible, and accountable process for handling complaints. Complaints may be submitted through various channels—online forms, phone, email, or in person at municipal offices—and each will receive a unique reference number for tracking in the Customer Relationship Management (CRM) system. This system supports efficient assignment, timely follow-up, and transparent resolution.

When staff receive a complaint, they will aim to resolve it immediately. If resolved at first contact, the complaint is logged in CRM as complete. If it cannot be resolved, it is documented in CRM, forwarded to the appropriate department, and acknowledged within two (2) business days. A designated staff member will then conduct a timely and objective review, which may include gathering evidence, reviewing municipal records, and conducting site visits as necessary.

Where appropriate, the City will provide a response to the complainant. However, depending on the nature of the complaint, a detailed outcome may not always be shared.

Complaints involving employee conduct will be referred to the employee's immediate supervisor, unless otherwise specified. These matters are taken seriously and investigated per established procedures. To respect privacy and comply with applicable legislation, investigation outcomes and any disciplinary measures will not be disclosed to the complainant.

10. Customer Service Satisfaction Survey

Customer service satisfaction surveys are valuable tools for gathering feedback and measuring performance. They play a crucial role in understanding customer perceptions, identifying areas or processes for improvement, adjusting resources, and driving a customer-centric approach.

The City uses a client satisfaction survey that is automatically sent to customers 24 hours after a service request is closed. This survey consists of five questions that use a combination of scales and binary (yes/no) answers – these questions are designed to

collect feedback specific to the community member's customer service interaction. Each response is assigned a numerical value, allowing for a quantitative assessment of customer satisfaction. The total score for the survey can range from 2 to 22, depending on the answers selected.

Here is a summary of the survey questions and how they relate to Key Performance Indicators (KPIs):

Service Quality

- **Question 1:** To what extent do you agree with the following statement? "The City of Kingston made it easy for me to handle my service request." (CES)
- **Question 2:** Did you receive a response to your request in a clear and timely manner? (CTL)
- **Question 3:** How satisfied were you with the customer service you received when interacting with City of Kingston staff? (CSAT)
- **Question 4:** Based on your recent customer service experience, how likely are you to speak positively about the City of Kingston? (NPS)

Outcome Satisfaction

- **Question 5:** Overall, were you satisfied with the outcome of your service request or solution provided by the City of Kingston?
- **Question 6:** Do you have any additional comments about your recent experience or how can we improve your future interactions with the City?

The survey data is used to calculate KPI scores, which provide insights into various aspects of customer service performance. For example, the Customer Satisfaction Score (CSAT) measures the percentage of customers who were satisfied or very satisfied with their experience. The Net Promoter Score (NPS) measures customer loyalty and future intent, while the Close the Loop (CTL) score measures the percentage of customers who felt they were kept informed.

The insights gleaned from client satisfaction surveys are used to inform service improvements, guide resource allocation, and shape customer experience strategies. By regularly collecting and analyzing feedback, the City demonstrates our commitment to customer-centricity and fosters a culture of continuous improvement.

11. Creating a Citizen-Centric Culture

A citizen-centric culture places community members and service users at the heart of everything we do. It requires staff to be responsive, inclusive, and solutions-focused—ensuring every interaction reflects our commitment to public service.

Customer Experience Best Practices

Delivering exceptional service starts with understanding the experience from the citizen's point of view. These practices support a more compassionate, effective, and satisfying service journey.

- **Empathize with the person's perspective** - Listen actively. Acknowledge emotions and frustrations before offering solutions.
- **Prioritize service over process** - While policies and procedures matter, they should not prevent respectful, efficient service.
- **Anticipate needs and offer proactive information** - Don't wait to be asked—share next steps, timelines, and helpful resources up front. It saves time and reduces confusion.

Approach to Citizen Interactions

Every interaction—whether in person, by phone, email, or online—shapes public perception. Aim to make each one constructive, professional, and positive.

- **Treat every interaction as an opportunity to build trust** - Be friendly, patient, and solution-focused. Small efforts can have a lasting impact.
- **Be accountable—follow through on what you say** - Set clear expectations and meet them. If there's a delay or change, communicate it promptly.
- **Offer alternatives when the answer is 'no'** - If you can't fulfill a request, explain why and suggest what *can* be done instead—this shows respect and a willingness to help.

Staff Training & Education

Strong service delivery is built on clear expectations and consistent learning. All employees are responsible for upholding the City's service standards and for contributing to a culture of continuous improvement.

Training tools will be developed and implemented, but may change from time to time, and will support the following:

- **Mandatory onboarding training on service standards and accessibility** - All new employees will receive foundational training to understand their role in delivering equitable and accessible service.
- **Ongoing customer service refreshers, CRM workshops, and resources** - Staff will have regular opportunities to strengthen service skills, stay informed on best practices, and learn from one another.
- **Leadership commitment to modelling and reinforcing citizen-first behaviours** - Supervisors and managers play a key role in promoting a service culture by coaching staff, recognizing excellence, and leading by example.

12. Performance Measurement & Accountability

To ensure the City's customer service standards are met and continuously improved upon, a robust performance measurement system is essential. This involves using key performance indicators (KPIs), reliable data collection methods, and transparent reporting practices.

Key Performance Indicators

The following KPIs are used to gauge customer satisfaction and service effectiveness:

- **Net Promoter Score (NPS):** NPS measures customer loyalty and their likelihood to recommend our services to others. It is determined by asking customers how likely they are to recommend the organization on a scale of 0 to 10. Those who respond with a 9 or 10 are considered Promoters, 7 or 8 are Passives, and 0 to 6 are Detractors. The NPS is calculated by subtracting the percentage of Detractors from the percentage of Promoters. A high NPS suggests strong customer loyalty and positive word-of-mouth marketing. However, it's crucial to understand the reasons behind the score. For instance, a score of zero could indicate either highly polarized opinions or widespread customer ambivalence.
- **Customer Effort Score (CES):** CES gauges the ease with which customers can interact with us and resolve their issues. A **low CES** implies a seamless and effortless customer experience, contributing to higher overall satisfaction.
- **Customer Satisfaction (CSAT):** CSAT measures overall satisfaction with specific interactions or services. It is typically obtained through surveys that ask

customers to rate their experience on a scale, such as "very satisfied" to "very dissatisfied". A high CSAT score indicates that community members are generally pleased with the level of customer service provided. CSAT helps identify areas for improvement and allows for targeted action to address customer concerns.

- **Close the Loop (CTL):** This practice involves actively following up with community members who provide feedback, addressing their concerns, and demonstrating a commitment to improvement. Closing the loop shows customers that their opinions are valued and fosters a culture of continuous improvement.

These KPIs are measured using feedback surveys collected from service requests. This consistent approach ensures that we capture customer sentiment across various touchpoints and provides a comprehensive understanding of our performance.

Reporting and Transparency

Transparent reporting is critical to build trust and accountability.

- Performance dashboards will be regularly updated to track KPIs and provide a clear overview of customer service performance.
- Reports will be generated and shared with corporate leadership, including supervisors, managers, directors, and commissioners. Department managers are accountable for ensuring standards are met and performance is reviewed regularly.
- Public-facing information about service standards will be readily available on the website.

By openly communicating our performance data and insights, we aim to foster a culture of continuous improvement, demonstrate our commitment to customer satisfaction, and encourage active participation in shaping our services.

13. Policy Review

This policy, including the content, standards, and timelines, will be reviewed annually, or sooner if legislation, service standards, or corporate priorities change.

Updates will be made where applicable and with the approval of the Corporate Management Team.

To enhance the effectiveness of the Customer Service Standards Policy, the City is committed to regularly measuring and evaluating its performance against established standards. This will involve gathering data on key performance indicators, such as Net Promoter Score, Customer Effort Score, and Customer Satisfaction levels. The collected data will be analyzed to identify areas of strength and weakness, and to inform continuous improvement efforts. The results of the performance measurement will be reported to CMT and department leadership on an ongoing basis, ensuring accountability and demonstrating the City's commitment to exceptional service delivery.

14. Related Documents

The following documents should be applied and/or reference in conjunction with this policy:

- Accessibility for Ontarians with Disabilities Act
- Accessibility Standards Policy
- Customer Service Strategy - 2025
- Employee Code of Conduct Policy
- Employee Conflict of Interest Policy
- IIDEA Strategy and Action Plan
- Respect in the Workplace Policy
- Vexatious Conduct Policy

Appendix A – Department-Specific Standards

Airport

Contact details:

- Phone: 613-389-6404
- Email: airportinfo@cityofkingston.ca

Customer Service Commitment

Kingston Airport is committed to providing safe, efficient, and welcoming air transportation services that benefit the regional traveling public and business communities. With a rich history dating back to 1940 as Canada's first air training school, and later evolving into the community-focused airport it is today, we honor our legacy while striving for excellence in every aspect of our operations.

Our mission is to operate, maintain, and promote Kingston Airport with a focus on safety, efficiency, and community benefit. We aim to provide residents and businesses in Kingston and surrounding areas with convenient and cost-effective air travel, while being socially and fiscally responsible.

Through ongoing modernization, including significant upgrades completed in 2019, Kingston Airport connects the region with Toronto and beyond, supports general aviation, and serves as a hub for business and community activities. Our vision is to continuously develop and upgrade airport facilities, enhancing accessibility, convenience, and value for our passengers while providing a positive and efficient experience. We are proud to uphold the legacy of Norman Rogers, who played a vital role in our history, and we remain committed to serving our community with dedication and care.

Email Response Standard

Service Standard: Typically respond within two (2) business days.

Telephone/Voicemail Response Standard

Service Standard: Typically respond within two (2) business days.

Complaint Response Standard

Service Standard: Typically respond within two (2) business days.

Arts & Culture

Contact details:

- Phone: 613-546-0000
- Email: ContactUs@cityofkingston.ca

Customer Service Commitment

Arts & Culture Services contributes to the development of arts and culture in Kingston and is committed to enriching the lives of Kingston's residents and visitors by fostering cultural vitality. We organize and leverage resources, partnerships, and community engagement to support creativity, innovation, and cultural investment across the city.

Guided by the Kingston Culture Plan, the Public Art Strategy, the Music Strategy, and more, our work focuses on developing and managing cultural assets, delivering arts programming, producing cultural events, providing financial support to arts organizations, festivals, individual artists and collectives, and advocating for the city's creative industries.

Email Response Standard

Service Standard: Initial response within two (2) business days.

Telephone/Voicemail Response Standard

Service Standard: Initial response within two (2) business days.

Complaint Response Standard

Service Standard: Initial response within two (2) business days.

Arts & Culture – Kingston Grand Theatre

Contact details:

- Phone: 613-546-0000
- Email: ContactUs@cityofkingston.ca

Customer Service Commitment

We are committed to providing an outstanding experience for all guests attending our live performances. With a seating capacity of 775, we ensure seamless customer service from the moment a ticket is purchased to the end of the event. Our services include bar and concession offerings, support for accessible needs, and a welcoming team of ticket takers and ushers to guide your experience. Our goal is to deliver a smooth, enjoyable, and inclusive experience for every guest, ensuring that your time with us is memorable from start to finish.

Email Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Telephone/Voicemail Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Complaint Response Standard

Service Standard: Responded to immediately if in person; if a manager or supervisor is required, initial response provided within two (2) business days.

Description: A manager or supervisor will respond to the question, and if a more in-depth investigation is required, a response will be provided within two (2) business days.

Building Services

For service in-person: 1211 John Counter Boulevard, Kingston, ON K7K 6C7

Contact details:

- Phone: 613-546-0000, ext. 3280
- Email: ContactUs@cityofkingston.ca

Customer Service Commitment

Building Services is committed to helping applicants build safely and successfully. We're dedicated to providing excellent customer service by providing guidance throughout the permit process and supporting construction projects from start to finish. Our team ensures building safety and compliance through plan reviews, inspections, and alternative solutions to help meet building code requirements. We provide public education, approve innovative building products, and enforce regulations, including the Ontario Building Code and bylaws related to signs, fences, demolition, and building. Our goal is to maintain high standards in construction and community safety. We work closely with applicants to ensure adherence through clear processes and, where necessary, take action to address non-compliance.

Email Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Telephone/Voicemail Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Complaint Response Standard

Service Standard: Respond within two (2) business days for an initial contact or inspection.

In situations where an inquiry requires a subject matter expert from another City department, the call will be transferred, or a service request submitted on the caller's behalf.

Walk-In Service Standard (“Building Official-of-the-Day”)

Service Standard: Building Services staff are available during normal business hours each day for in-person, telephone and email inquiries.

Description: Dedicated staff from Building Services are available in-person each day during normal business hours. Customers will be served within 10 minutes of arrival.

Where a follow-up email or phone call is required to address an in-person inquiry, staff will provide an anticipated response time based on the complexity of the specific inquiry.

Meeting Requests

Service Standard: An initial response to meeting requests submitted by phone, voicemail or email will be issued within two (2) business days.

Description: Meetings with Building Services staff are available by appointment by phone, virtual platform (such as Teams or Zoom), or in-person in one of our accessible meeting rooms. Meetings will be scheduled during regular business hours.

Service Timelines

- **Inspections:** Legislated service timelines under the Ontario Building Code within 2 business days.
 - Building Services will complete inspections within one (1) business day
 - Same day inspections are available for emergency plumbing repairs or inspections to assess unsafe structures.
- **Application Acceptance:** Notification of an application being deemed complete or incomplete will be issued within two (2) business days of submission.
- **Plan Reviews:** First review completed within 10 to 30 days, depending on the type of application submission, as per the Building Code Act and Ontario Building Code requirements.
 - Within one (1) day - emergency plumbing repairs or unsafe building shoring
 - Within 10 business days - new construction, additions and alterations to single, semi and row houses with no dwelling unit located above another dwelling unit, decks, sheds and garages under 55m², tents, signs and plumbing.
 - Within 15 business days – new construction, additions and alterations to buildings that do not exceed 3 storeys in building height or 600 square

meters in building area. Does not include assembly, care and high hazard occupancies.

- Within 20 business days – new construction, additions and alterations to buildings that exceed three (3) storeys in building height and 600 square meters in building area. Any height and building area for assembly, care and high hazard occupancies.
- Within 30 business days – post disaster buildings, buildings with floor levels 18 meters above grade, buildings with care occupancies above the third storey and buildings with interconnected floor spaces.
- **Re-reviews:** Second reviews completed within 5 to 15 days, one half of the legislated timeframes of 10 to 30 days depending on the type of application.
- **Expedited Plan Reviews:** Available for all types of applications upon request.
- **Model Home Reviews:** After an initial plan review assessment and approval, model homes will be placed on file for submission with future applications. Pre-approved model home submissions will be reviewed within 3 business days.

Complex situations often require additional time to review technical provisions or alternative solutions for compliance. Some inquiries may involve other departments, and meetings with customers that can further extend the timelines.

Climate Leadership

Contact details:

- Phone: 613-546-0000, ext. 1163
- Email: ContactUs@cityofkingston.ca

Customer Service Commitment

We are committed to fostering meaningful community engagement in the implementation of the Climate Leadership Plan. Through our programs—such as the Kingston Community Climate Action Fund, Neighbourhood Climate Action Champions, and the development of the Climate Adaptation Plan—we will actively involve residents and stakeholders in shaping a sustainable future.

Email Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Telephone/Voicemail Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Complaint Response Standard

Service Standard: Response within two (2) days; follow up as soon as possible, if necessary.

Communications & Public Engagement

Contact details:

- Phone: 613-546-0000 ext. 2300
- Email: ContactUs@cityofkingston.ca

Customer Service Commitment

The Communications & Public Engagement team is dedicated to fostering an informed and engaged community by delivering clear, accessible, and timely information. Our mission is to provide communication advice and planning that supports the City's strategic priorities, using ethical practices to ensure accuracy and transparency, and build trust. We are committed to crafting relevant messages, leveraging the most effective channels, and promoting two-way dialogue to enhance public participation and build relationships with residents and community members.

Email Response Standard

Service Standard: Initial response within one (1) business day.

Telephone/Voicemail Response Standard

Service Standard: Initial response within one (1) business day.

Complaint Response Standard

Service Standard: Initial response within one (1) business day.

Customer Experience

Contact details:

- Phone: 613-546-0000
- Email: ContactUs@cityofkingston.ca

Customer Service Commitment

The Customer Experience Department is dedicated to delivering consistent, responsive, and citizen-focused service that fosters trust and satisfaction across every interaction.

As the City's front-line ambassadors—whether in person, by phone, or online—our team is committed to making it easy for community members to connect with the services they need.

We are proud to provide customer service that reflects our core values of:

- **Accessibility** – ensuring services are easy to reach and navigate for all
- **Inclusivity** – respecting and serving people of all backgrounds and needs
- **Convenience** – offering flexible, streamlined service options
- **Service Excellence** – delivering courteous, timely, and knowledgeable support

Email Response Standard

Service Standard: An email response can be expected within two (2) business days or less.

Description: Customers will receive an automated acknowledgment immediately following their email or online service request submission. This will include a unique reference number that can be used to follow up or check the status through a MyKingston account.

If a response can be provided by a Customer Experience Agent, a complete response will be issued within two (2) business days.

Telephone/Voicemail Response Standard

Service Standard: Phone calls to 613-546-0000 will be answered within 30 seconds or less, 80% of the time.

Description: The above standard relates to incoming calls to the Customer Experience contact centre. First-contact resolutions will be provided immediately over the phone where possible.

In situations where an inquiry requires a subject matter expert or further assistance from a specific department, the call will be transferred, or a service request submitted on the caller's behalf. Where the inquiry is triaged to another team, that department's service standard will apply.

Complaint Response Standard

Service Standard: A response to any Customer Experience service or staff complaints will be provided within 10 business days or less.

Description: A response to Customer Experience related complaints will be provided in writing by a Supervisor, Manager, or Director within the Customer Experience Department within 10 business days, or less.

Office of the City Clerk

Contact details:

- Phone: 613-546-0000
- Email: ContactUs@cityofkingston.ca

Customer Service Commitment

The Office of the City Clerk creates trust and confidence in open local government by providing efficient and effective public and corporate services to clients and staff of the Corporation of the City of Kingston.

As the hub of non-partisan public service, the City Clerk's Department supports the mission and vision statements of the Corporation of the City of Kingston through the provision of quality, sustainable, and accessible services.

Our actions reflect our values and enable us to consistently provide accurate and efficient services, in a courteous manner, to City staff, Council, the public and other external stakeholders.

Our department is committed to providing equitable and respectful service responsive to the range of diversity in the community, including race, ethnicity, religion, gender, age, sexual orientation, and disability.

Telephone, Email, and Voicemail Response Standard

Service Standard: An initial response to email, phone, and online inquiries will be issued within one (1) business day.

Complaint Response Standard

Service Standard: Initial response within two (2) business days.

Other service standards include:

- **Council and Committee Meetings**
 - Committee Agendas will be posted to the City website by Friday at 3:30 pm the week before a committee meeting.
 - Council Agenda's will be posted to the City website by Thursday at 12:00 pm the week before a Council meeting.
 - Minutes from a meeting are published to the City's website within two (2) business days following their confirmation by Council or the applicable Committee.

- **Delegation/Public Presentation Requests** – A response to request will be provided within two (2) business days. Delegation and presentation materials are made available to the public upon request, typically within one (1) business day.
- **Meeting Livestreams and Recordings** – Not all meetings are livestreamed / archived on the City website. Residents can request recordings of meetings not available on the City website by contacting the Clerk's Department. Recordings will be provided two (2) business days of the request being received.
- **MFIPPA Requests** – A response will be provided within 30 days from the date a completed request is received in writing, and the \$5 MFIPPA request fee is received.
- **Mandated Notices** - For matters where Public Notice is required, please review City's [Public Notice Policy](#).

Community Development & Wellbeing and IIDEA (Indigenization, Inclusion, Diversity, Equity, and Accessibility)

I. Community Development & Wellbeing

Contact details:

- Phone: 613-546-0000 ext. 2003
- General Email: ContactUs@cityofkingston.ca
- Public Markets: PublicMarket@cityofkingston.ca

Customer Service Commitment

The Community Development and Wellbeing (CDWB) team fosters an inclusive, resilient, and connected Kingston. We work collaboratively with individuals, families, neighbourhoods, and community organizations to strengthen the social fabric, enhance access to resources, and build capacity for sustainable, positive change. We aim to empower residents and support their well-being through ongoing engagement and strategic initiatives. This includes the ongoing review and update of the Community Safety & Wellbeing Plan, creating and implementing a comprehensive Food Framework, and the management of key community resources such as the Public Market and Community Gardens.

We oversee programs that support local economic and social development, including the Community Development Neighbourhood Activation Fund (CDNAF), the Community Initiatives Funding (in partnership with United Way), and the Fines for Food Program.

As part of our ongoing commitment to equity and access, we administer the Municipal Fee Assistance Program (MFAP) while also working to update the Age-Friendly Plan and develop a Youth Plan, both set for 2026. The ultimate focus of the work is to build a more connected, healthy, and vibrant community, ensuring that all residents can thrive.

Email Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Telephone/Voicemail Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Complaint Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

II. Equity, Diversity and Inclusion Office

Contact details:

- Phone: 613-546-0000 ext. 1317
- Email: ContactUs@cityofkingston.ca
iidea@cityofkingston.ca

Customer Service Commitment

The Equity, Diversity, and Inclusion (EDI) Office provides leadership and support to advance the City of Kingston's commitment to building a more inclusive, equitable, and welcoming organization and community. The EDI division works across municipal operations and in partnership with residents, community groups, and businesses to reduce barriers, address systemic inequities, and ensure that diversity and inclusion are reflected in both policy and practice.

Our work is guided by Council's Strategic Priorities and focuses on:

- **Policy and Program Development** – Creating and guiding initiatives that reduce barriers in the workplace and strengthen equity and inclusion across the organization.
- **Advisory Committees** – Supporting and overseeing bodies such as the Equity, Diversity, and Inclusion Advisory Committee, which provides advice to City staff and Council on EDI-related matters.
- **Community Engagement** – Collaborating with local organizations and businesses to advance inclusion, including the development of tools such as the Inclusion Toolkit for small businesses.
- **Special Projects** – Participating in community-led efforts, such as the Anti-Racism Community Working Group, to confront systemic racism and promote equity.

In addition, the EDI Office supports staff across departments in embedding equity considerations into their work and ensures that City services are delivered in ways that reflect and respect the diversity of Kingston's residents. Through these efforts, the Office works to make equity, diversity, inclusion, and accessibility part of the City's everyday operations and community partnerships.

Email Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Telephone/Voicemail Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Complaint Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

III. Indigenous Initiatives Office

Contact details:

- Phone: 613-546-0000 ext. 2004
- Email: ContactUs@cityofkingston.ca

Customer Service Commitment

The Indigenous Initiatives Office provides leadership, guidance, and support to advance the City of Kingston's commitments to Truth and Reconciliation. Established in 2025, the Office builds on work already underway in the community, including the Engage for Change Project (2016–2022), and works closely with Indigenous partners to strengthen relationships and ensure Indigenous voices are meaningfully included in City decision-making.

Our work is guided by Council's Strategic Priorities and focuses on:

- Developing and implementing an Urban Indigenous Engagement Strategy;
- Establishing a Nation-to-City consultation framework;
- Exploring a localized urban Indigenous land trust model;
- Supporting the creation of dedicated spaces in City parks for Indigenous-led sacred and ceremonial fires.

In addition, this division leads and supports Indigenous consultation across City projects and services, including land-use development initiatives. Through these efforts, the Indigenous Initiatives Office ensures that reconciliation is embedded in municipal practices and that the City continues to create space for Indigenous perspectives, traditions, and leadership in shaping Kingston's future.

Email Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Telephone/Voicemail Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Complaint Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Engineering Services

For service in-person: 1211 John Counter Boulevard, Kingston, ON K7K 6C7

Contact details:

- Phone: 613-546-0000, ext. 3130
- Email: ContactUs@cityofkingston.ca

Customer Service Commitment

Engineering Services is committed to serving the community through the effective management of the City's right-of-way infrastructure assets. Our team oversees the design, construction, and technical support for a wide range of infrastructure, including roads and neighbourhood streets, sidewalks, pathways, cycling facilities, bridges, culverts, ditches, storm sewer system, and stormwater management facilities.

We are also responsible for administering various permits, including those related to environmental compliance approvals and dewatering discharges into the municipal stormwater system.

Through these diverse responsibilities, Engineering Services plays a vital role in improving the safety, functionality, and sustainability of the city's infrastructure—ensuring all work aligns with current standards, regulations, and environmental best practices.

Email Response Standard

Service Standard: Initial response within (2) business days.

Where investigative work or input from other departments is required, a response within five (5) business days can be expected.

Description: Service requests can sometimes be complex and require additional investigation, but often responses are provided once investigative work has been completed. It is estimated that one third ($\frac{1}{3}$) of inquiries are complex or require investigation.

Telephone/Voicemail Response Standard

Service Standard: Initial response within two (2) business days.

Where investigative work or input from other departments is required, a response within five (5) business days can be expected.

Description: Service requests can sometimes be complex and require additional investigation, but often responses are provided once investigative work has been completed. It is estimated that one third ($\frac{1}{3}$) of inquiries are complex or require investigation.

Complaint Response Standard

Service Standard: Initial response within two (2) business days.

Description: Where investigative work or input from other departments is required, a response within five (5) business days can be expected.

Heritage Services

Contact details:

- Phone: 613-546-0000
- Email: ContactUs@cityofkingston.ca

Customer Service Commitment

We are dedicated to providing exceptional heritage programming and services to our community. This includes offering a range of educational programs, access to museum sites, and guided tours that highlight our rich cultural history.

We are also committed to preserving Kingston's distinctive built heritage and archaeological resources through the effective implementation of the *Ontario Heritage Act*. This includes identifying and designating properties of cultural value, reviewing heritage impact assessments, maintaining and updating the city's archaeological management plan, and streamlining the processing of heritage permits for property owners and developers. Our approach ensures the protection of our heritage while supporting thoughtful and responsible development. Our goal is to deliver responsive, informative, and accessible services that foster an appreciation for our shared heritage and facilitate its preservation for future generations.

Email Response Standard

Service Standard: Initial response within two (2) business days.

Description: If there are questions, they are often complex, and lead to further correspondence.

Telephone/Voicemail Response Standard

Service Standard: Initial response within two (2) business days.

Description: Many inquiries tend to be complex, requiring further investigation and ongoing correspondence.

Complaint Response Standard

Service Standard: Initial response within two (2) business days.

Description: Many inquiries tend to be complex, requiring further investigation and ongoing correspondence.

Heritage Planning Meeting Requests

Service Standard: An initial response to meeting requests submitted by phone, voicemail or email will be issued within two (2) business days.

Description: Meetings with Heritage Planning staff are available by appointment by phone, virtual platform (such as Teams or Zoom), or in-person at the Heritage Resource Centre located in the Market Wing of City Hall. Meetings will be scheduled during regular business hours.

Heritage Application Review Processes and Service Standards

The service standards for typical heritage application review processes are intended to make our customers aware of how long certain heritage applications generally take to process. Timelines are based on calendar days (unless otherwise noted) and are average service times as they cannot consider how long it may take a customer to re-submit revised drawings or provide additional information required to conclude the application review process. Heritage Planning staff may require additional submissions prior to deeming the application complete.

Once the application for Heritage Permit is deemed complete, the City of Kingston has 90 days to render a decision (Other Heritage Act Requests have separate legislative timelines). Although our service standards strive to more efficiently process applications, the *Ontario Heritage Act* remains the final authority with respect to legislated timelines for heritage applications.

Optional - Heritage Pre- Consultation Application (P01 files)

Service Standard: Heritage Pre-Consultation applications are voluntary and are not subject to timelines outlined in the *Ontario Heritage Act*. However, these files are typically processed within 7 weeks of submission.

Description: Heritage Pre-Consultation is not required by the City or the *Ontario Heritage Act*, it is recommended that proponents with complex and/or large-scale heritage projects go through this process to have their proposals comprehensively reviewed by Heritage Planning staff, Heritage Properties Committee and technical agencies, prior to filing an application for Heritage Permit.

Submission and Assignment of a new Heritage Act Applications

Service Standard: Applications are assigned to heritage planning staff on a weekly basis.

Description: Some applications, such as those requiring consideration by the Heritage Properties Committee, have an application cut-off date based on Committee meeting schedule. Application cut-off dates for Heritage Properties Committee can be found on the Heritage Properties Committee webpage.

Deeming an Application Complete

Service Standard: Notification of an application being deemed complete or incomplete will typically be issued within 7 business days of submission.

Description: Following receipt of an application, the submission will be reviewed for completeness. The assigned heritage planner will notify the applicant if the submission is complete or if additional materials are needed, within 7 business days of the submission date. Until an application is deemed complete, it will not be processed and the anticipated timeline will not commence.

First Technical Review Cycle – Send Circulation

Service Standard: The same day the application has been deemed complete; the application will be circulated for the first technical review.

Description: In addition to heritage planning analysis, a review of the application is also undertaken by various City departments and external agencies with specific technical interests, including, but not limited to, utility companies (e.g. Utilities Kingston, Hydro One, and Union Gas), and municipal service providers (e.g. Planning, Building, Licencing, Forestry and Engineering staff).

Technical Review Cycle – Comment Period

Service Standard: Technical comments are received between 7 to 10 business days from the date the application has been circulated, depending on the application type and complexity.

Heritage Properties Committee Meeting - Reporting Released (if applicable)

Service Standard: Reports are typically available 4 business days (Friday) in advance

of meeting date (following Wednesday). Date of meeting is subject to Planning Heritage Properties Committee meeting schedule.

Description: Once all comments from the technical review have been submitted, the heritage planner will consolidate the comments and provide them to the applicant. For applications that require Heritage Properties Committee review, a Report will be prepared by Heritage Planning staff to describe the project, and evaluate the application against the applicable heritage policies, and relevant conservation guidelines, and provide a recommendation with conditions of approval. The Heritage Properties Committee meeting provides the opportunity for the Committee to consider Heritage staff's report and recommendations, hearing from both the applicant and from any interested member of the public. Attendance at this meeting by the applicant is voluntary but strongly encouraged.

Council Meeting: (if applicable)

Service Standard: Applications will be forwarded to Council for a decision, if necessary, for the next available scheduled Council meeting date.

Notice of Decision

Service Standard: A notice of decision will be provided to the applicant within 7 business days of the Council decision or 2 business days for non-Council/delegated staff decisions.

Description: Once a decision is rendered with respect to an application, a formal Notice is prepared. The *Ontario Heritage Act* prescribes the form of the Notice, the timing for issuing the Notice, and the persons to whom the Notice must be given, based on application type.

Appeal Period

Service Standard: Appeal/Objection periods are provided following the issuance of a notice of decision. They vary by application type and are subject to *Ontario Heritage Act* requirements.

Application Processing Standards

Heritage Pre-Consultation (No approval, staff and Committee review only)

- Heritage Pre-Consultation applications are voluntary submissions to gain preliminary comments on larger more complex proposals from Heritage Planning staff and the Heritage Properties Committee in advance of a Heritage Permit application. These applications are typically processed within 7 weeks.

Heritage Permit - Stream 1 (Director approval, no Committee review required)

- Stream 1 applications are those that include minor changes that do not negatively affect a property's heritage attributes. These applications are reviewed and approved by the Director of Heritage Services, without Committee review, and are typically processed within two-three weeks.

Heritage Permit - Stream 2 (Director approval, following Committee review)

- Stream 2 applications address proposed changes (alterations and new construction only) to properties designated under Part IV of the *Ontario Heritage Act* that may have more significant impacts to a property's heritage attributes. These applications are reviewed and approved by the Director of Heritage Services following consultation with the Heritage Properties Committee and are typically will be processed within seven (7) weeks.

Heritage Permit - Stream 3 (Council approval, following Committee review)

- Stream 3 applications address proposed changes to properties that may have more significant impacts to a property's heritage attributes, such as alterations and new construction in Heritage Conservation Districts, or demolitions. These applications are approved by Council following consultation with the Heritage Properties Committee and are typically processed within nine (9) weeks.

Heritage Permit - Emergency Permit (Director approval, no Committee review required)

- Emergency Heritage Permits are those that address urgent unanticipated alterations to heritage attributes of a property that may have health, safety or security implications. These applications are typically processed within 2-5 days.

Other Heritage Act Requests (Council approvals, following Committee review)

- Other Heritage Act Request applications are those *Ontario Heritage Act* matters not covered above, such as request for new, amended or repeals to heritage designations, easements or listings, or notices of demolition to listed properties. These applications are approved by Council following consultation with the

Heritage Properties Committee and are typically processed within nine (9) weeks.

Housing & Social Services

I. Affordable and Social Housing

For service in-person: 362 Montreal Road, ON K7K 3H5

Contact details:

- Phone: 613-546-0000 ext. 4949
- Email: ContactUs@cityofkingston.ca

Customer Service Commitment

The City of Kingston offers a comprehensive range of housing programs to support residents in accessing and maintaining housing.

Affordable Housing Programs include down payment assistance through the Home Ownership Program, forgivable loans for urgent home repairs and accessibility upgrades via the Kingston-Frontenac Renovates Program, and capital funding for developers to build affordable units. The Additional Residential Unit Incentive Program also encourages property owners to create secondary suites with financial support.

Social Housing Programs are designed for low-to-moderate income households and include two main options: Rent-Geared-to-Income (RGI) housing, where rent is typically set at 30% of household income, and the Portable Housing Benefit (PHB), a flexible monthly subsidy that can be used in any rental unit within Kingston or Frontenac County. Applicants must apply through the Housing Registry. Eligibility is income and asset based, and both programs aim to provide stable, affordable housing options tailored to individual needs.

Through these initiatives, the City of Kingston demonstrates a strong commitment to fostering inclusive, safe, and supportive communities by ensuring that all residents, regardless of income, have access to appropriate housing.

Email Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Telephone/Voicemail Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Complaint Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

II. Childcare and Early Year Services

For service in-person: 362 Montreal Road, ON K7K 3H5

Contact details:

- Phone: 613-546-0000 ext. 4825
- Email: ContactUs@cityofkingston.ca

Customer Service Commitment

Childcare and Early Years Services is dedicated to fostering a responsive, inclusive and high-quality early years and childcare system in the City of Kingston and the County of Frontenac by working collaboratively with families, service providers, and community partners.

As the local service system manager for provincial early years programs, we manage funding for the Canada-Wide Early Learning and Child Care (CWELCC) system and the EarlyON Child and Family Program, administer fee subsidies with CWELCC participating licensed childcare programs for low-income families, and special needs resources for licensed childcare and EarlyOn programs supporting children with special needs.

We are committed to enhancing quality, increasing access and affordability, and supporting inclusion through planning and policy development, professional learning and capacity building, and resource allocations that are equitable and responsive to local needs.

Email Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Telephone/Voicemail Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Complaint Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

III. Social Services

For service in-person: 362 Montreal Road, ON K7K 3H5

Contact details:

- Phone: 613-825-6000
- Email: ContactUs@cityofkingston.ca

Customer Service Commitment

Social Services is committed to delivering inclusive, respectful, and dignified support services to our community. Through the Ontario Works program, we aim to assist individuals in financial need by providing integrated employment services and financial support to help them achieve self-reliance and sustainable employment.

Ontario Works offers short-term financial assistance to eligible individuals living in the City of Kingston and the County of Frontenac, supporting them on their path to employment and stability.

To qualify for Ontario Works, applicants must meet the following criteria:

1. Be a resident of Ontario
2. Be in immediate financial need
3. Meet income and asset eligibility requirements
4. Be willing to participate in life stabilization and/or employment assistance activities, if able

Our office provides case management services that connect individuals to personalized, community-based supports, that promote progress toward employment and self-sufficiency.

As a delivery partner of the Ontario Works program, we are responsible for administering services and allocating resources in accordance with the **Ontario Works Act**, related regulations, and policies in the following areas:

- Financial assistance eligibility
- Benefits eligibility
- Emergency assistance eligibility
- Employment assistance

Please note: Some inquiries, particularly those involving decisions made by the **provincial Ontario Works Intake Unit (OWIU)**, may require additional time to resolve, as these matters fall outside the jurisdiction of our local office.

Email Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Telephone/Voicemail Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Complaint Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

IV. Homelessness Services

For service in-person: 362 Montreal Road, Kingston, ON K7K 3H5

Contact details:

- Phone: 905-825-6000
- Email: ContactUs@cityofkingston.ca

Customer Service Commitment

The City of Kingston's Homelessness Services Department is dedicated to supporting individuals and families experiencing or at risk of homelessness through compassionate, client-centered care and community collaboration.

We work to prevent and reduce homelessness by delivering a range of responsive and accessible services that meet the diverse needs of our community. Our department partners with local service providers to offer a wide range of services that empower people to regain stability and build pathways to long-term housing solutions.

Our services include:

- **Emergency Shelters** – Offering 24/7 support for individuals and families with safe, temporary shelter options during times of crisis.
- **Homelessness Prevention Programs** – Offering financial assistance and support to help people maintain their housing and avoid eviction.
- **Street Outreach Services** – Offering engagement, referrals and resources to those experiencing unsheltered homelessness.

- **Housing Support Programs** – Assisting individuals in finding and maintaining affordable, stable housing through case management and housing systems navigation.
- **Transitional Housing** – Partnering with local non-profit organizations to deliver affordable and supportive housing options.
- **System Coordination** – Working alongside the community and our partners to build a more integrated, data-informed and effective response to homelessness.

Email Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Telephone/Voicemail Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Complaint Response Standard

Service Standard: Respond within four (4) business days with a minimum of

Licensing & Enforcement

For service in-person: 1211 John Counter Boulevard, Kingston, ON K7K 6C7

Contact details:

- Phone: 613-546-0000 - Licensing ext. 3150 / Enforcement ext. 3135
- Email: ContactUs@cityofkingston.ca

Customer Service Commitment

The **Licensing** team provides front-line service to Kingston residents, business owners, tradespeople, and charitable organizations. The types of services include providing support to applicants as they work through the licensing/permitting process, license and permit issuance, responding to inquiries and complaints and enforcing applicable regulations.

“We are here to help businesses succeed”

The **Parking** team provides frontline support to the public, addressing diverse customer needs. Services include providing parking permits, which cover commuter, residential, temporary, accessible and contractor. The Parking team provides parking rental services, accommodates special events and leases spaces. Focusing on addressing parking regulation issues helps the department meet an ever-changing parking landscape. Some examples include making changes to on-street parking restrictions, signage and tour bus parking. The Parking team maintains the parking inventory for over 4100 parking spaces on street, in lots and parking garages.

“Through good customer service practices, we strive to make parking the least exciting part of a person’s day.”

The **Bylaw Enforcement** team is committed to fostering a safe, respectful, and well-maintained community through education-first enforcement of municipal bylaws.

Our team oversees parking enforcement, animal control, and compliance with regulations related to property standards, noise, waste, yard maintenance, and community standards.

We prioritize voluntary compliance by informing and educating residents before pursuing enforcement actions. Staff aim to acknowledge and respond to inquiries within 48 hours, and all service requests are addressed as efficiently as possible, based on urgency and officer availability.

We are continuously working to improve service delivery, expand our evening and weekend presence, and strengthen our connection with the community through consistent, transparent, and fair enforcement practices.

“Prioritizing education in enforcement to elevate our community,”

Email Response Standard

Licensing: Response within one (1) business day.

If questions are complex, then staff make initial contact to acknowledge receipt of the inquiry and set expectations. Inquiries often require a long timeline for completion because most of the inquiries are initiating an application process which can take up to 20 business days or longer, depending on the inspection outcomes.

Parking: Technical - immediate response to investigate the issue and repair if possible. If parts or software changes are required, items are actioned before moving on to next item. All technical issues should be responded to and closed out within the same day except calls coming in towards the end of the day.

All non-technical Parking service requests will be answered within two (2) business days.

Enforcement: Response within two (2) business days.

For follow up information, community members can reach out **after 7 days have passed** – this time allows for initial assessment and potential action. After seven (7) days, we can confirm whether any of the following activities have taken place in response to your submission:

- The City has started an investigation.
- The City’s investigation is complete.
- The City has taken enforcement action.
- The City’s enforcement is complete.

Please note that while we strive to keep community members informed, Enforcement Services cannot disclose specific details of any enforcement actions due to confidentiality and privacy law protections for all parties involved.

Telephone/Voicemail Response Standard

Licensing: Response within one (1) business day.

If questions are complex, then staff make initial contact to acknowledge receipt of the inquiry and set expectations. Inquiries often require a long timeline for completion

because most of the inquiries are initiating an application process which can take up to 20 business days or longer, depending on the inspection outcomes.

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All non-technical Parking service requests will be answered within two (2) business days.

Enforcement: Response within two (2) business days.

For follow up information, community members can reach out **after 7 days have passed** – this time allows for initial assessment and potential action. After seven (7) days, we can confirm whether any of the following activities have taken place in response to your submission:

- The City has started an investigation.
- The City's investigation is complete.
- The City has taken enforcement action.
- The City's enforcement is complete.

Please note that while we strive to keep community members informed, Enforcement Services cannot disclose specific details of any enforcement actions due to confidentiality and privacy law protections for all parties involved.

Complaint Response Standard

Service Standard: Complaints are typically addressed within one (1) business day.

Description: Staff draft initial responses; if the initial response is not satisfactory then the issue is escalated to senior management for further investigation.

Planning

For service in-person: 1211 John Counter Boulevard, Kingston, ON K7K 6C7

Contact details:

- Phone: 613-546-0000, ext. 3180
- Email: ContactUs@cityofkingston.ca

Customer Service Commitment

Planning Services is committed to providing excellent customer service in every aspect of our business. To achieve this, we:

- Treat our customers fairly and honestly;
- Provide the guidance and support needed to see every inquiry through; and
- Deliver our services in a genuine and friendly manner.

Standards are provided for the various services we deliver. Timelines are based on business days and are average service times.

Feedback is important and we welcome suggestions on how we might improve our services. If you would like to share your suggestions, compliments, constructive criticism, or complaints, please contact the staff member you have been working with. If you are unable to resolve the issue, please contact the staff member's supervisor.

Email Response Standard

Service Standard: Initial response within two (2) business days. Where investigative work or input from other departments is required, a response within one week can be expected.

Description: Inquiries submitted to contactus@cityofkingston.ca will receive an automated acknowledgment immediately following an email or online service request submission. This will include a reference number that can be used to follow up or check the status through a [MyKingston account](#).

Inquiries submitted to planning@cityofkingston.ca will receive a response within the service standard of two (2) business days.

Telephone/Voicemail Response Standard

Service Standard: An initial response within one (1) business day.

Description: Phone and voicemail inquiries will receive acknowledgement within the same day, where possible. If no one is available immediately to answer the call, the option of leaving a voicemail will be available.

In situations where an inquiry requires a subject matter expert from another City department, the call will be transferred, or a service request submitted on the caller's behalf.

Walk-In Service Standard (“Planner-of-the-Day” Service)

Service Standard: Planning Services staff are available during normal business hours each day for in-person, telephone and email inquiries.

Description: A representative from Planning Services is available in-person each day during normal business hours. Anticipated wait times will be provided if staff are assisting other customers. Customers will be served within approximately 15 minutes of arrival.

Where a follow-up email or phone call is required to address an in-person inquiry, staff will provide an anticipated response time based on the complexity of the specific inquiry.

Meeting Requests

Service Standard: An initial response to meeting requests submitted by phone, voicemail or email will be issued within two (2) business days.

Description: Meetings with Planning Services staff are available by appointment by phone, virtual platform (such as Teams or Zoom), or in-person in one of our accessible meeting rooms. Meetings will be scheduled during regular business hours.

Development Review Processes and Service Standards

The service standards for the development review processes are intended to make our customers aware of how long certain development applications generally take to process. Timelines are based on calendar days and are average service times as they cannot consider how long it may take a customer to re-submit revised drawings or provide additional information required to conclude the application review process.

Given the complexity of some applications, or the type of information that we have been asked to comment on, it may not be possible to adhere to the identified service standard timelines. In the event that this occurs, we will advise our customer to let them know when we will be able to move their application or inquiry forward.

Although our service standards strive to more efficiently process applications, the *Planning Act* remains the final authority with respect to legislated timelines for planning applications.

Pre-Application

Service Standard: Pre-applications are processed within 5 weeks from the submission deadline date. Complex applications may require additional processing time.

Description: Pre-application meetings are a part of the development review process for most *Planning Act* applications. The pre-application submission deadline and meeting schedule can be found on the City's [Pre-application webpage](#). While a pre-application is no longer required by the City, it is recommended that proponents go through this process to have their proposals comprehensively reviewed by staff, and to obtain the list of submissions materials required for the filing of a complete application.

Submission and Assignment of a new Application

Service Standard: Applications are assigned to planning staff on a weekly basis.

Description: Some applications, such as those considered by the Committee of Adjustment have an application cut-off date based on the Committee of Adjustment meeting schedule. Application cut-off dates for Committee of Adjustment applications can be found on the [Committee of Adjustment Process webpage](#).

Deeming an Application Complete

Service Standard: Notification of an application being deemed complete or incomplete will typically be issued within 7 business days of submission.

Description: Following receipt of an application, the submission will be reviewed for completeness. Where application materials are missing, including required fees, the planner will notify the applicant within 7 business days of the submission date. Until an application is deemed complete, it will not be processed.

Public Input: Meeting Date, Signage and Notice

Service Standard: Required public notices, including on-site signage, will be organized by the planner within 15 business days from the date the application has been deemed complete.

Description: Notification requirements are dependent on the application type and may include a scheduled public meeting, mailing to notify neighbouring property owners of the proposal, and/or generating and providing required signage for the applicant to post on the property. Minimum timeline and notification requirements are prescribed under the *Planning Act*.

First Technical Review Cycle – Send Circulation

Service Standard: The same day the application has been deemed complete; the application will be circulated for the first technical review.

Description: Technical review is undertaken by various City departments and external agencies including but not limited to utility companies, municipal service providers, Provincial ministries, and adjacent municipalities.

First Technical Review Cycle – Comment Period

Service Standard: Technical comments are received between 14 to 30 business days from the date the application has been circulated, depending on application type.

Description: The number of days which applications are circulated for technical review and comment are based on application type as summarized below.

- Site Plan Control – 14 business days
- Zoning By-Law Amendment – 14 business days
- Official Plan Amendment – 14 business days
- Draft Plan of Subdivision/Condominium – 30 business days
- Final Plan of Subdivision/Condominium – 30 business days
- Most Other Application Types – 14 business days

First Technical Review Cycle – Report Released

Service Standard: A technical review report will be provided to the applicant within 7 to 20 business days from the date that all circulation comments are due.

Description: Once all comments from the technical review have been submitted, the planner will review them for consistency and consolidate the comments in a Technical Review Report and provide the report to the applicant. The Technical Review Report will identify any requested revisions or clarifications. The release of the Technical Review Report varies by application type as summarized below.

- Site Plan Control – 7 business days
- Zoning By-Law Amendment – 7 business days
- Official Plan Amendment – 7 business days
- Draft Plan of Subdivision/Condominium – 20 business days
- Final Plan of Subdivision/Condominium – 20 business days
- Most Other Application Types – 7 business days

Subsequent Technical Review Cycles – Send Circulation

Service Standard: Within 5 business days from the date a complete re-submission has been received, the application will be circulated for a subsequent technical review.

Description: The technical review process will continue until such time as all departments and agencies have indicated their comments have been addressed. As

such, it is important that applicants address all requirements identified in each technical review report as this directly supports timely processing of applications.

Subsequent Technical Review Cycles – Comment Period

Service Standard: Subsequent technical comments are received between 7 to 14 business days from the date the application has been re-circulated, depending on application type.

Description: The number of days which applications are re-circulated for technical review and comment are based on application type as summarized below.

- Site Plan Control – 7 business days
- Zoning By-Law Amendment – 7 business days
- Official Plan Amendment – 7 business days
- Draft Plan of Subdivision/Condominium – 14 business days
- Final Plan of Subdivision/Condominium – 14 business days
- Most Other Application Types – 7 business days

Subsequent Technical Review Cycles – Report Released

Service Standard: A subsequent technical review report will be provided to the applicant within 5 to 10 business days from the date that all circulation comments are due.

Description: Once all comments from the technical review have been submitted, the planner will review them for consistency and consolidate the comments in a Technical Review Report and provide the report to the applicant. The Technical Review Report will identify any further requested revisions or clarifications. The release of the subsequent technical review report varies by application type as summarized below.

- Site Plan Control – 5 business days
- Zoning By-Law Amendment – 5 business days
- Official Plan Amendment – 5 days
- Draft Plan of Subdivision/Condominium – 10 days
- Final Plan of Subdivision/Condominium – 10 days
- Most Other Application Types – 5 days

Community Meeting

Service Standard: Date subject to Planning Committee meeting schedule.

Description: The Community Meeting provides the opportunity for the Planning Committee to hear from both the applicant and from interested parties as part of the

public review process. All public input is forwarded to the applicant and included in the final recommendation report. Attendance at this meeting by the applicant required.

Planning Committee Meeting: Recommendation Report

Service Standard: Date subject to Planning Committee meeting schedule.

Description: Once all technical considerations have been addressed, the planner will prepare the recommendation report to be presented at a Public Meeting. A Public Meeting is a statutory requirement for certain application types under the *Planning Act*. The report will be considered by the Planning Committee and then forwarded to Council for a decision. Attendance at this meeting by the applicant is required.

Council Meeting: Decision on the Proposal

Service Standard: Applications will be forwarded to Council for a decision for the next available scheduled Council meeting date.

Notice of Decision

Service Standard: A Notice of Decision will be provided to the applicant within 7 business days of the Council decision.

Description: Once Council has made a decision with respect to an application, a formal Notice is prepared. The *Planning Act* prescribes the form of the Notice, the timing for issuing the Notice, and the persons to whom the Notice must be given based on application type.

Appeal Period

Service Standard: Appeal periods vary by application type, subject to *Planning Act* requirements.

Declaration Regarding No Appeal

Service Standard: A signed declaration will be provided within 7 business days from the day the appeal period ends.

Description: A signed declaration that no notice of appeal was filed under the *Planning Act* is issued by the Clerk's Office. The declaration includes a copy of the by-law and is sent to the applicant, the owner and the assigned planner.

Application Processing Standards

- **Civic Addressing** – Civic addressing applications are processed within 1-2 weeks of submission.
- **Consent (Standard)** – Standard consent applications are processed within four (4) months of submission.
 - **Description:** Standard consents are heard by the Committee of Adjustment for a decision.
- **Consent (Technical)** – Technical Consent applications are processed within two (2) months of submission.
 - **Description:** Technical Consent applications include consents that comply with the Zoning By-Law and applications to sever along a common party wall, to create or extend a right-of-way or easement, to adjust a lot boundary or facilitate a simple lot addition, for consent to a power of sale or mortgage, consent to lease in excess of 21 years, and for validation of title.
- **Minor Variance or Permission** – Minor Variance or Permission applications are processed within four (4) months of submission.
- **Draft Plan of Subdivision** – Draft Plan of Subdivision applications are processed within nine (9) months of submission.
- **Final Plan of Subdivision** – Final Plan of Subdivision applications are processed within six (6) months of submission.
- **Draft Plan of Condominium** – Draft Plan of Condominium applications are processed within nine (9) months of submission.
- **Final Plan of Condominium** – Final Plan of Condominium applications are processed within six (6) months of submission.
- **Model Home Agreement** – Model Home Agreement applications are processed within one (1) month of submission.
- **Removal of Holding Overlay** – Applications to remove the Holding Overlay are processed within two (2) months of submission.
- **Zoning By-Law Amendment** – Zoning By-Law Amendment applications are generally processed within four (4) months, however, major developments which include complex supporting information or extensive public input may require additional processing time.
- **Official Plan Amendment** – Official Plan Amendment applications are generally processed within 4 to 6 months of submission, however, major developments which include complex supporting information or extensive public input may require additional processing time.
- **Official Plan and Zoning By-Law Amendment (concurrent)** – Concurrent Official Plan Amendment and Zoning By-Law Amendment applications are generally processed within 4 to 6 months, however, major developments which include complex supporting information or extensive public input may require additional processing time.
- **Security Release** – Requests for Security Releases are processed within three (3) months of submission.

- **Site Alteration Permit** – Site Alteration Permit applications are processed within one (1) month of submission.
- **Site Plan Control (New Agreement)** – Site Plan Control applications requiring a new Site Plan Agreement are processed within 3 to 6 months of submission.
- **Site Plan Control (Modification to Existing Agreement, registered)** – Site Plan Control applications requiring registration of an amending Site Plan Agreement are processed within 3 months of submission.
- **Site Plan Control (Modification to Existing Agreement, letter)** – Site Plan Control applications to modify an existing Site Plan Agreement but that do not require registration of an amending agreement are processed within one (1) month of submission.
- **Part Lot Control** – Part Lot Control applications are processed within two (2) months of submission.
- **Pre-Servicing Agreement** – Pre-Servicing Agreement applications are processed within one (1) month of submission.
- **Tree Permit** – Tree Permit applications are processed within one (1) month of submission.

Public Works

Contact details:

- Phone: 613-546-0000
- Email: ContactUs@cityofkingston.ca

Customer Service Commitment

Public Works is committed to ensuring the safety, functionality, and cleanliness of our community's infrastructure and public spaces. Our dedicated team provides a wide range of essential services, including:

- **Road and Sidewalk Maintenance:** Minor road repairs, maintenance of asphalt and gravel roads, sidewalk inspections, and replacements.
- **Sign and Street Furniture:** Repair of all road signs, civic blades, and placement of garbage cans.
- **Parks and Public Spaces:** Maintenance of parks, sports fields, splash pads, and flower box plantings, as well as tree inventory, planting, and maintenance, including memorial benches and trees.
- **Roadside Services:** Roadside mowing, garbage collection, roadkill cleanup, and graffiti management.
- **Drainage and Storm Response:** Culvert repairs, catch basin inspections, repairs, and cleaning; storm response to ensure public safety.
- **Seasonal Maintenance:** Winter control, including snow and ice management, as well as street sweeping.
- **Community Support:** Support for the downtown Business Improvement Area (BIA) to enhance the vibrancy of our community core.

Our commitment is to deliver timely, high-quality service that contributes to the well-being of residents and the safety and beauty of our public spaces.

Email Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Description: Coordinators handle initial contact and response, assigning requests to the appropriate supervisor, with approximately 75% of requests requiring further investigation.

Telephone/Voicemail Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Description: Coordinators handle initial contact and response, assigning requests to the appropriate supervisor, with approximately 75% of requests requiring further investigation.

Complaint Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Description: Response times generally depend on the type of complaint, with most being addressed within 48 hours; however, high-priority issues, such as hate-related, public safety, or environmental concerns, may receive a quicker response.

Legislated Service Timelines

Local bylaws and legislative timelines include adherence to Minimum Maintenance Standards, winter maintenance policies, and CSA standards for playgrounds.

Recreation & Leisure

I. Recreation Facilities and Services

For service in-person:

Kingston East Community Centre

779 Highway 15

Kingston, ON K7L 4V3

Phone: 613-546-0000

Rideau Heights Community Centre

85 MacCauley St.

Kingston, ON K7K 2V8

Phone: 613-546-4291 ext. 1900

INVISTA Centre

1350 Gardiners Rd.

Kingston, ON K7P 2Y2

Phone: (613) 544-4442 ext. 1800

Artillery Park Aquatic Centre

382 Bagot St.

Kingston, ON K7K 5V1

Phone: 613-546-4291 ext. 1700

Customer Service Commitment

Recreation & Leisure Services is committed to providing high-quality, accessible, and community-focused services across our facilities, including ice rinks, fields, aquatics, marinas, community centers, and courts. Recreation Programs are primarily delivered by our community partners. Our customer service standards are guided by the City's mission and values, focusing on the following key areas:

- **Quality:** We ensure well-maintained facilities, engaging programs, and positive interactions with staff.
- **Speed:** We strive for prompt responses, efficient registration, and programs that start on time.

- **Value:** We deliver value for fees paid by maintaining competitive rates and offering enriching experiences.
- **Convenience:** We provide online registration, easy access to schedules, and accessible facilities.
- **Belonging:** We create opportunities for all residents to feel part of a welcoming community through various programs and activities.

Our team operates by a "Team Code," which fosters a respectful, inclusive, and supportive workplace. We believe that a positive employee experience enhances the customer experience. By treating each other with respect and holding each other accountable, we are better equipped to deliver service excellence and foster an engaged community.

Email Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Description: The depth of investigations can vary depending on the range of questions and topics involved. Complex issues are typically escalated for further attention and resolution.

Telephone/Voicemail Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Description: The depth of investigations can vary depending on the range of questions and topics involved. Complex issues are typically escalated for further attention and resolution.

Complaint Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Description: The depth of investigations can vary depending on the range of questions and topics involved. Complex issues are typically escalated for further attention and resolution.

II. Parks and Outdoor Recreation

Contact details:

- Phone: 613-546-0000
- Email: ContactUs@cityofkingston.ca

Customer Service Commitment

Parks and Outdoor Recreation is committed to creating vibrant, accessible, and sustainable parks, trails, shorelines and open spaces that enhance the quality of life for all residents of Kingston. Our team works to design and develop new parks and outdoor recreation spaces, and renovate existing parks, shorelines and open spaces, while ensuring they meet the needs of the community today and in the future.

We are dedicated to thoughtful planning and policy development, parkland acquisition and planning requirements. Through careful review of land development projects, subdivisions, and site plans, we aim to protect and enhance Kingston's parks and shorelines, including natural and recreational assets.

Our commitment is to deliver well-designed, inclusive, and environmentally responsible spaces that reflect the diverse needs and values of our community, fostering a sense of pride and connection to Kingston's outdoor spaces.

New and ongoing park development projects are published on the City's Get Involved Kingston platform, where community members can follow along for updates, submit questions, and learn more about Park Development engagement opportunities.

Email Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Telephone/Voicemail Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Complaint Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Rural Economic Development

Contact details:

- Phone: 613-546-0000
- Email: ContactUs@cityofkingston.ca

Customer Service Commitment

The Rural Economic Development team is dedicated to fostering growth and sustainability in Kingston's rural communities. Our mission is to support rural businesses, farmers, food producers, and community initiatives through strategic planning, collaboration, and dedicated programs that address their unique needs and opportunities.

We are committed to:

- Promoting the growth of rural businesses and providing tailored support to new and existing enterprises.
- Supporting agricultural sector development by assisting farms and food-related industries.
- Collaborating with Kingston Tourism and neighboring communities to revitalize rural tourism and attract visitors.
- Strategically growing rural communities and business parks to enhance economic opportunities.

Through initiatives like food production training, rural food strategies, and the Kingston Public Market, we empower rural businesses to thrive. Programs like the Samsung Solar LP Community Benefit Fund and the Rural Working Group further enable us to engage with and address the needs of rural residents.

Our commitment is to provide dedicated, responsive, and effective support to Kingston's rural communities, ensuring they remain vibrant, innovative, and integral to the city's overall economic vitality.

Email Response Standard

Service Standard: Respond within two (2) business days.

Telephone/Voicemail Response Standard

Service Standard: Respond within two (2) business days.

Complaint Response Standard

Service Standard: Respond within two (2) business days.

Solid Waste

Contact details:

- Phone: 613-546-0000
- Email: ContactUs@cityofkingston.ca

Customer Service Commitment

Solid Waste Services is committed to providing efficient and environmentally responsible waste management solutions for our community. Our services include:

- **Collection:** Regular and reliable curbside collection of household waste to ensure a clean and healthy community.
- **Leaf and Brush Removal:** Seasonal leaf and brush collection to maintain tidy residential areas and support yard waste disposal needs.
- **Household Hazardous Waste (HHW):** Safe disposal options for hazardous household materials to protect both residents and the environment.

We are dedicated to maintaining high standards of service that ensure the cleanliness of our community while prioritizing environmental sustainability.

Email Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Telephone/Voicemail Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Complaint Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Legislated Service Timelines

Local bylaws and legislative timelines include adherence to Minimum Maintenance Standards, winter maintenance policies, and CSA standards for playgrounds.

Taxation & Revenue, Vital Statistics, Payment Centre

For service in-person: Payment Centre, 216 Ontario St., Kingston, ON, K7L 2Z3

Contact details:

- Phone: 613-546-0000
- Fax: 613-546-6995
- Email: tax@cityofkingston.ca or ContactUs@cityofkingston.ca

Customer Service Commitment

Our mission is to administer and oversee the act of levying and collecting property taxes as stipulated by City of Kingston Council and in accordance with the Municipal Act, 2001. Property taxes are the main source of revenue used to deliver the many services provided by the City, local boards, and agencies. In addition to collecting its own taxes, the City is also responsible for levying and collecting education taxes on behalf of the Province of Ontario, which are distributed to school boards located in Kingston.

We are committed to providing property owners and other community members with professional, accessible, and courteous front-line customer service in-person, over the phone, in writing, and online.

Email Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Description: Customers will receive an automated acknowledgment immediately following their email or online service request submission. This will include a reference number that can be used to follow up or check the status through a MyKingston account.

*Due to the volume of inquiries received during property tax billing months, response timelines may exceed two (2) business days.

Telephone/Voicemail Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Description: Phone calls to 613-546-0000 will be answered by the Customer Experience Department between the hours of 8:00 am and 5:00 pm Monday – Friday. First-contact resolutions by the Customer Experience team will be provided immediately over the phone where possible.

In situations where an inquiry requires a subject matter expert from the Taxation & Revenue team, the call will be transferred, or a service request submitted on the caller's behalf. Where the inquiry is triaged to another team, the two (2) business day service standard will apply.

*Due to the volume of inquiries received during the months of February and June, response timelines may exceed two (2) business days.

Complaint Response Standard

Service Standard: Respond within ten (10) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Description: Complex inquiries only occur occasionally and tend to center around lost payments. Most lost payment investigations can still be completed within two business days.

For matters that take more than two business days to complete, Taxation & Revenue staff will make initial contact and provide an anticipated timeline for resolution, where possible.

Property Tax Billings

Interim Property Tax: The Interim Tax Notice is calculated based on 50% of the previous year's total tax bill and is issued a minimum of 21 days prior to the last business day of February. Payment is due the last business day in February.

Final Tax Notice: The Final Tax Notice is calculated based on the current year's total levied taxes, less the Interim tax payment. The final bill is issued a minimum of 21 days prior to the last business day of June. Payment is due the last business day in June each year.

Other Service Timelines

PAP Account Set-up timeline: Must be submitted 15 days prior to next withdraw.

Tax Statement/Bill Reprint response: Within 48 hours of receiving a completed request.

Rebate/Deferral/Tax Credit Program Processing: Related inquiries will receive a response within two (2) business days. Processing times vary depending on the time of year.

Tax Certificate Processing: Within two (2) business days, or less, of receiving a completed request.

Address/Name Update: Completed within 2 business days following receipt of required documentation and request.

Vital Statistics General Response Timelines/Service Commitments

Burial Permits: Within two (2) business days of receiving a completed request.

Marriage License: Initial response provided within two (2) business days of receiving a completed request. Appointments for pick-up are scheduled within 1-2 weeks of the marriage date, as the marriage license is only valid for 90 days.

Commissioner of Oaths: Inquiries responded to within two (2) business days. Can be completed in-person where staff are available or by appointment.

Transportation & Transit

Kingston Transit Customer Service Centre: 1181 John Counter Boulevard, Kingston

Passenger Relations Support Hours:

- Monday to Friday 6:30 am to 6:30 pm
- Saturday: 8:30 a.m. to noon
- Sunday: Closed

Contact details:

- Phone: 613-546-0000, ext. 3113
- Email: ContactUs@cityofkingston.ca

Customer Service Commitment

We're committed to keeping Kingston moving—safely, sustainably, and efficiently!

The Transportation & Transit department manages all aspects of how people and goods travel across the city. It plans and operates the Kingston Transit network, oversees the development and sustainability of the City's transportation infrastructure, and promotes active transportation to create a well-connected, accessible network for all road users.

The team is dedicated to planning, designing, and operating a transportation network that meets the needs of all residents and visitors while enhancing community safety and mobility. This includes:

- Kingston Transit
- Developing and implementing transportation policies
- Support school zone safety,
- Managing traffic calming measures and red-light cameras
- Adjusting signal timing and improving intersections
- Installing new traffic signals, signage, pedestrian crossings and pavement markings
- Responding to public concerns and safety requests

By collecting and analyzing traffic data, reviewing development applications for traffic-related impacts, and implementing safety programs, we strive to create a reliable, accessible, and well-maintained transportation network.

Transportation & Transit Services also work collaboratively to align services with other infrastructure operations. The team's focus is to develop and implement forward-

thinking transportation policies and programs that adapt to the community's evolving needs.

We strive for continuous improvement and innovation in our services, and aim to deliver reliable, inclusive, and community-focused services that support a safe and connected Kingston.

Email Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Description: Some inquiries such as trip planning or lost & found for transit are quite straight forward and are responded to immediately by our passenger relations team.

Other considerations: Inquiries related to safety concerns may require additional information and multiple touch points afterwards.

For example:

- Pedestrian safety concern
- Crossing inquiry
- Request for curb cutting
- Traffic calming

Telephone/Voicemail Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Description: Some inquiries such as trip planning or lost & found for transit are quite straight forward and are responded to immediately by the passenger relations team. Other inquiries, particularly those related to safety concerns, require additional information and may require an initial touch point with multiple touch points afterwards.

Complaint Response Standard

Service Standard: Respond within two (2) business days with a minimum of acknowledgement and indication of when a detailed response can be provided.

Description: Some inquiries such as trip planning or lost & found for transit are quite straight forward and are responded to immediately by our passenger relations team. Other inquiries, particularly those related to safety concerns, require additional information and may require an initial touch point with multiple touch points afterwards.