



Kingston's
**Strategic
Plan**
2023-2026



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Land Acknowledgement

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



Kingston City Council (2022-2026)



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

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

Mayor's Message

A new term, a new council, a new vision—it's time for Kingston City Council to set a new course for the community. I'm excited to see the path laid out before us as I know we've agreed on a plan that can make a big impact on the lives of our residents.

This new plan is all about moving our community forward together. We face enormous challenges in housing, health care, the environment and the economy, but with connection, compassion and creativity we can meet these challenges head on. The five central priorities we've developed are designed to help the community build more together, move better together, and grow faster together. And here is how we are going to do it.

In the pages ahead, you'll learn more about how we are putting these priorities into action. We have measurable targets to increase housing supply, to invest in vibrant public spaces, to drive inclusive economic growth, and to promote a safe, healthy and welcoming community. Your City Council is championing this bold and ambitious plan to move the city forward and we are eager to get started. Together, we can continue to make Kingston a healthy, happy and vibrant community.

Mayor Bryan Paterson



Foundational Principles:

City Council has identified Foundational Principles that will help to build the City's organizational resilience, capacity and culture to deliver on Kingston's strategic priorities:

1. Invest in the organization's capacity.
2. Invest in process improvement.
3. Maintain financial sustainability.
4. Advance Indigenization, Inclusion, Diversity, Equity & Accessibility (IIDEA) in the corporation.
5. Continue to advance community partnerships and advocacy with other levels of government.





The Five Pillars of the Strategic Plan

1. Support Housing Affordability

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

1.1 Promote increased supply and affordability of housing

1.1.1 Seek opportunities to foster innovative approaches to housing

- Implement innovative partnerships for affordable housing such as head leases (2024)
- Develop a Guide for Mass Timber Construction Opportunities (Q2 2023)
- Establish a Hack-A-House in partnership with institutions, developers, not-for-profit and public using Mayor's Innovation Challenge model (2024)
- Explore software solutions to match residences with empty bedrooms with those looking for accommodations (2025)
- Explore the development of programs with housing partners that help improve credit worthiness of renters (2025)
- Explore and report back on workforce housing model options for essential workers (2024)

1.1.2 Develop measures to promote affordable and attainable housing of all types and tenures

- Complete and implement the recommendations of the Affordable Housing Financial Incentives Study (study to be completed Q4 2023, implementation 2024-2026)
- Explore opportunities to enable potential inclusionary zoning to require affordable housing units in new residential developments in certain areas through the Official Plan project (2023-2025)
- Explore land use application process improvements to accelerate housing approval (2024)

1.1.3 Update planning policies to explore increasing allowable height and density

- Launch the Official Plan project for the City of Kingston including Density by Design for the Central Business District (2023-2025)
- Complete North King's Town Plan (2024)
- Review land development opportunities with property owners on key intensification sites included in the Central Kingston Growth Strategy (Q4 2023)





1. Support Housing Affordability

1.1.4 Explore opportunities to accelerate the realization of approved residential units

- Develop a Servicing Allocation Policy which would include a sunset clause to require timely construction of approved development (2024)
- Explore development incentives through the Federal Housing Accelerator Program, including reduction of development charges and tax incentives through a Community Improvement Plan (Q4 2023)

1.1.5 Ensure growth planning strategies support/enable the equitable distribution of housing types across the city

- Update the affordable housing locational analysis (2024-2025)
- Implement Phase 2 of the Rideau Heights Regeneration Plan to provide a better balance within the Rideau Heights neighbourhood (2024-2026)
- Work with Habitat for Humanity to implement a mix of market and attainable housing in MacCauley Street Phase 2 (2025)

1.1.6 Explore strategy to incent the use of underused public and private land and create a land bank

- Continue the City-led Housing Accelerator Program to dispose of City-owned underutilized properties (Phase 2 - 2024)
- Consider tools such as a Community Improvement Plan including incremental taxes and fees (Q4 2023)
- Consider a vacant residential tax to motivate better use of existing residential properties (Q4 2023)
- Create and report back on a database of City-owned properties that could be considered for residential development (2024)
- Create a database of privately-owned underutilized properties that could be redeveloped or acquired (2025)



1. Support Housing Affordability

1.2 Promote increase in purpose-built rental housing

1.2.1 Develop a strategy to incent purpose-built rental housing, including implementation of provincial policies

- Develop a communication plan for the new Development Charges Act exemptions (Q4 2023)
- Consider a Community Improvement Plan with incremental property taxes (Q4 2023)

1.2.2 Evaluate need for local policy on renovations

- Present the Rental Licensing By-Law to the Administrative Policies Committee (Q4 2023)
- Develop Residential Tenancies Act educational materials for the public (Q3 2023)

1.3 Increase supply of new-build not-for-profit and co-op housing and ensure sustainability and quality of existing stock

1.3.1 Advocate for provincial and federal support to build new not-for-profit and co-op housing

- Work with housing providers to leverage both provincial and federal funding opportunities (ongoing)
- Work with the Limestone City Co-operative Housing Inc. to identify a city property and develop an affordable housing project (2023-2026)

1.3.2 Invest in affordable and supportive housing

- Complete a housing needs assessment (Q2 2024)
- Invest capital funds and leverage provincial, federal and partner funding to support the creation of 480 affordable and supportive housing solutions (2023-2026)
- Review rental assistance and rent supplements programs to support low-income workers (2024)

1.3.3 Develop a strategy for the ‘wind-up’ of existing operating agreements and renewal of assets

- Continue to work with external consultant to create a Framework for a Wind-up Approach (2024) and implementation (ongoing)



1. Support Housing Affordability

1.3.4 Enhance the maintenance standards of municipally owned affordable units and other housing units

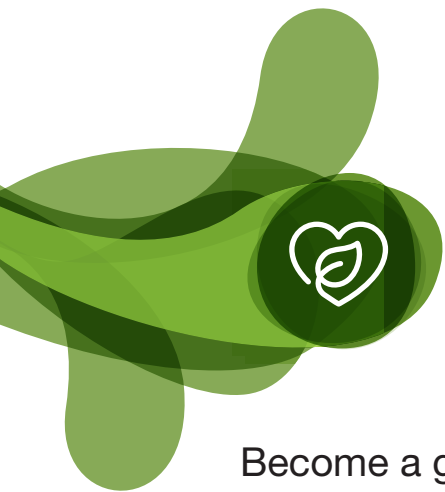
- Continue the process of operational reviews of social housing providers including Kingston & Frontenac Housing Corporation (2024)
- Increase capital investments by at least \$500K per year to improve maintenance of social housing providers' housing stock including Kingston Frontenac Housing Corporation housing (2023-2025)
- Explore implementation of a proactive property standards pilot project (Q4 2023)

1.4 Improve service to unhoused and precariously housed

1.4.1 Continue to support partners in implementing integrated solutions for vulnerable and unhoused populations

- Facilitate and support the development of specialized care facilities with a focus on youth, single adults, families and health (2023-2026)
- Expand street outreach support with addiction and mental health expertise with a downtown focus (2023-2024)
- Conduct an annual update and implement Homelessness System Review Recommendations (first update Q4 2024)





2. Lead Environmental Stewardship and Climate Action

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

2.1 Reduce carbon footprint of City operations

2.1.1 Explore the feasibility of increasing the corporate carbon target

- Report on the impact and options to increase the current corporate carbon budget of 30% by 2030 to 40-50% by 2030 (Q4 2023)

2.1.2 Continue to transition City's fleet and transit to alternative fuel

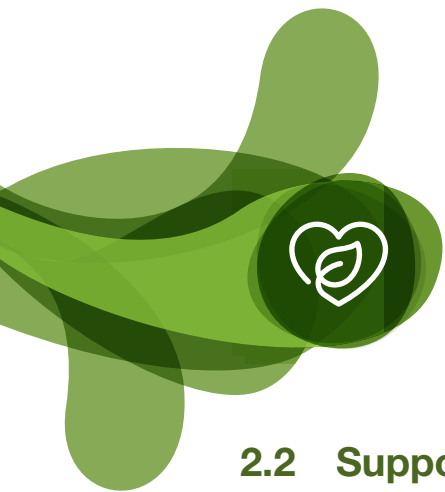
- Complete Municipal Fleet Electrification Study (Q4 2023)
- Transition ice resurfacing fleet to be 100% zero-emission (by 2026)
- Increase electric small / light duty vehicle fleet where proven battery electric vehicle options are readily available (45% of small/light duty fleet by Q4 2023)
- Complete Transit Electrification Study (Q3 2023)
- Purchase 18 new electric buses (Q4 2026)
- Pilot an electric garbage truck and electric sidewalk sweeper (2024)
- Update Green Fleet Policy (Q4 2024)

2.1.3 Create a green assets inventory

- Protect provincially significant woodlands as defined by the Provincial Policy Statement for their carbon-capturing benefits (ongoing)
- Complete tree surveys including woodlots, wetlands and rural public lands (Q4 2026)
- Develop programs to maintain, protect and increase green infrastructure (e.g., greenspaces, bioswales, trees (new and existing), rain gardens, green roofs, etc.) (Q4 2024)

2.1.4 Collaborate with Conservation Authority on flood mitigation measures and opportunities to restore / maintain floodplains, wetlands, and shorelines

- Develop and implement Consolidated Linear Infrastructure - Environmental Compliance Approval (CLI-ECA) deliverables:
 - Operations and Maintenance Manual (Q4 2024)
 - Monitoring Plan (Q4 2025)
- Plan and implement the Disaster Mitigation and Adaptation Fund projects (2023-2026)
 - Shoreline: Horsey Bay Parkette, Crerar Park, 17/19 Point Crescent Park, Macdonald Memorial Park, An Gorta Mor Park, 100 Foot Park, St Lawrence Avenue, and Abbey Dawn Road
 - Stormwater: King Street East at Anglin Bay, Lakeshore Boulevard, Montgomery Boulevard
 - Combined sewer: Princess Street (Division Street to Alfred Street)
- Implement a procedure that considers species mitigation measures as part of capital reconstruction and rehabilitation projects (Q4 2023)



2. Lead Environmental Stewardship and Climate Action

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

2.2.1 Implementation of the City's Climate Leadership Plan

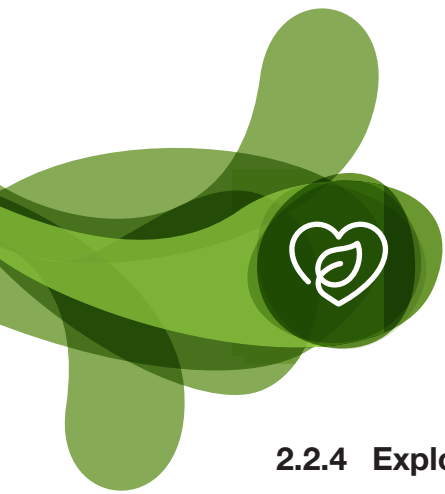
- Develop a Climate Adaptation and Resilience Strategy and implementation Plan (2025)
- Reduce GHG emissions from City facilities by 30% by 2030 as per the Energy and Asset Management Plan (ongoing)
- Develop a framework and financial analysis for the Net-Zero by 2040 Plan (2024)
- Work with local utilities to develop financing and rental programs for low carbon home heating and cooling equipment (2025)
- Deliver an educational program that informs commercial building owners of the costs and benefits of fuel switching, deep carbon retrofits, building commissioning and available incentives and financing options (2024)
- Enhance Official Plan policies to improve building efficiency, promote multimodal lifestyles not dependent on personal automobiles, and increase overall livability (2025)
- Develop a climate lens as a decision-making framework used to embed climate considerations throughout infrastructure, policy and investment opportunities (Q3 2023)
- Explore options for a bike sharing program that provides a sustainable transportation option for residents and visitors (Q2 2024)

2.2.2 Evaluate opportunities to accelerate net-zero building standards in the community

- Continue the Green Standards Community Improvement Plan (through to 2026)
- Renovate the heritage building at 610 Montreal Street to a net-zero standard (2025)
- Report to Council on the options to establish a green standards by-law, implemented and enforced through the Building Code approvals and enforcement processes (Q3 2023)

2.2.3 Continue the City's home retrofit program (Better Homes Kingston)

- Evaluate and report on the potential to extend the Better Homes Kingston program beyond the initial four years (Q4 2023)
- Expand the Better Homes Kingston program to multi-residential buildings, institutionally owned residential dwellings and affordable housing units (2026)



2. Lead Environmental Stewardship and Climate Action

2.2.4 Explore opportunities to support the community's transition to alternative energy

- Explore options with the Taxi Commission and ride share companies to develop minimum electric vehicle requirements for taxis and fleets (Q4 2025)
- Explore and encourage a comprehensive car-sharing program (2024)
- Explore the potential to use City sites/facilities as centres for green energy innovation (Q4 2025)
- Review current provision of EV stations in City-operated parking lots/garages (Q4 2024)

2.2.5 Increase education on water conservation in the community

- Collaborate with Utilities Kingston on water conservation programs and community education programs (ongoing)

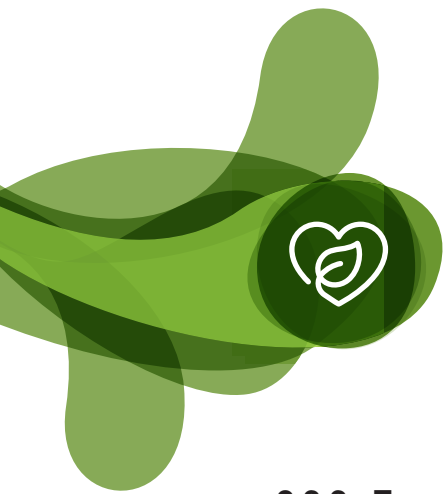
2.3 Maintain the City's natural heritage and environmental assets

2.3.1 Complete a new Natural Heritage Study

- Following the implementation of the new Provincial Planning Statement, complete a new Natural Heritage Study to identify natural and significant wildlife areas, as a background study to support the Official Plan Project (2024-2025)

2.3.2 Develop a Biodiversity Conservation Strategy

- Establish a strategy for protecting and enhancing biodiversity in the city, by reviewing models such as the Montreal Biodiversity Pledge, defining existing initiatives and identifying additional actions based on the international framework of Sustainable Development Goals (2026)
- Identify options to reduce impacts of invasive species (2026)
- Report back on the potential to work towards Nature Canada's Bird Friendly Certification to Intermediate Level (2024)



2. Lead Environmental Stewardship and Climate Action

2.3.3 Expand the tree canopy and review the tree by-law

- Target 30% urban and rural tree canopy by 2035 with progress reports (annually)
- Review the tree by-law, including the ability to enforce on private properties (Q4 2024)
- Develop a new Forestry Management Strategy (Q4 2024)
- Implement a Tree Equity Program targeting 1,000 trees per year for designated areas (2023-2026)
- Report to Council on piloting little forests projects on public lands (2024)

2.3.4 Explore other options to support “greening” the City, such as green infrastructure in municipal right-of-ways

- Target planting in arterial right-of-ways (one major road/street per year over four years)
- Implement “greening streets” measures with a prioritization for neighbourhoods such as Williamsville (2024-2026)
- Identify locations and provide a plan for pollination gardens and determine opportunities for ongoing maintenance (Q4 2023)
- Review possibility of solar panel installation on parking structures (Q4 2026)





3. Build an Active and Connected Community

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

3.1 Expand parks and recreation opportunities and participation

3.1.1 Consider the feasibility and business case for an aquatics centre

- Report to Council with a plan to service the community aquatics needs, sports tourism and consider integrating wellness programs (Q3 2023)

3.1.2 Evaluate opportunities for the innovative adaptation and reuse of aging buildings Centre 70; Portsmouth Olympic Harbour; Memorial Centre

- Complete a combined visioning exercise for Centre 70 and Portsmouth Olympic Harbour which will consider broad community needs and opportunities, including live-work spaces for artists (Q1 2025)
- Complete a design for the Memorial Centre redevelopment (2024)
- Complete construction of Confederation Basin Promenade (Q3 2026)
- Develop a City-wide plan that identifies existing inventory and a strategy to increase accessibility in playgrounds as part of park renovations and new park development (2025)
- Review the parks service levels included in the Parks & Recreation Master Plan (2025)

3.2 Beautify City streets and spaces

3.2.1 Develop “clean city” policies to reduce graffiti and litter

- Identify areas of targeted graffiti and develop solutions (Q3 2024)
- Develop programs to encourage community neighbourhood engagement to beautify and activate the right-of-way (pilot for summer 2024)
- Implement a banner program on streetlight poles on specified primary arteries (in partnership with Tourism Kingston) (Q4 2025)

3.3 Improve public transit and active transportation options

3.3.1 Improve transit network frequency and connectivity

- Provide options to Council for transit improvements, including but not limited to routes for Westbrook, Kingston Airport/Lemoine Point and Amherstview (Q2 2024)
- Report on the Rural Transportation Study and Business Case (Q1 2024)
- Develop a targeted plan for downtown access including transit, parking and park & ride options (Q1 2025)





3. Build an Active and Connected Community

3.3.2 Prioritize pedestrian connections and dedicated cycling lanes

- Design and construct 31 pedestrian crossings (Q4 2026)
- Implement Active Transportation projects:
 - Rideau Trail - Queen Mary Road to Parkway (Q4 2023)
 - Bayridge Drive – Henderson Drive to Cataraqui Woods Drive (Q2 2025)
 - Days Road (Q2 2026 to Q4 2027)

3.4 Improve road condition, performance and safety

3.4.1 Improve the overall state of the City's roads through maintenance and capital planning

- Invest an additional \$35M over 4 years to repair roads in poor condition (2023-2026)
- Complete long-term Asset Management Plan for roads and structures (Q4 2024)
- Provide annual report on planned road projects including road condition (report for 2024 in Q4 2023)
- Develop and implement a means of tracking pothole repairs and develop metrics which can be reported to Environment, Infrastructure & Transportation Policies Committee (Q2 2024)

3.4.2 Identify strategies to improve road safety and continue to implement Vision Zero Road Safety Plan

- Implement two Automated Speed Enforcement camera systems (by Q3 2024)
- Present recommendations on an Automated Speed Enforcement long-term program (Q1 2026)
- Implement Community Safety Zones in all school areas (by Q3 2023)
- Review all neighbourhood speed limits (by Q4 2026)
- Review Red Light Camera expansion and new locations options (by Q4 2025)
- Develop an education program for pedestrian crossings and pedestrian safety at intersections (by Q4 2024)





4. Foster a Caring and Inclusive Community

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

4.1 Enhance community safety and well-being

4.1.1 Lead the implementation of the Community Safety and Well-being Plan

- Create a new City service area focused on the implementation of the Community Safety & Wellbeing Plan (Q3 2023)
- Review and expand the Discretionary Residency Benefits and Homelessness Prevention Funding including rent and utilities supports (Q4 2023)
- Develop a community food security plan including considerations for social markets and pantries (2024)
- Review the Municipal Fee Assistance Program to remove additional barriers to low-income individuals (2024)
- Update the Age Friendly Plan and the youth strategy (2025)

4.1.2 Support Public Health in its educational and awareness initiatives

- Establish a formalized Memorandum of Understanding (MOU) with Public Health for expanded collaboration, information sharing, public education and grant funding opportunities (2024)

4.1.3 Advocate for increased provincial funding to address mental health and addictions issues

- Continue to work with Ontario Big City Mayors, the Association of Municipalities of Ontario, and local health care partners to secure provincial funding (ongoing)

4.2 Help address food insecurity and sustainability

4.2.1 Examine policies to support urban and vertical farming

- Review community garden policies, and coordinating by-laws, with a view of removing barriers to urban food production (Q4 2024)
- Research and report back with options to support vertical farming in partnership with post-secondary institutions and partners (2024-2025)
- Develop a broad community food sustainability plan which could include social markets/pantries, food sharing and strengthening community partners for food distribution (Q4 2024)
- Explore the possibility to establish an urban farming training centre (2025)
- Review agricultural land policies with a view to protection for food production (2023 – 2025)



4. Foster a Caring and Inclusive Community

4.3 Increase access to healthcare professionals and services

4.3.1 Explore innovative approaches and partnership opportunities to attract healthcare professionals to the city

- Continue partnerships with local post-secondary institutions to retain healthcare professionals (ongoing)
- Research best practices and report back with options to expand grant programs for health care professionals and expanded services in the community (2024)

4.3.2 Evaluate business case for innovative partnership to integrate with a health centre/hub focused on health promotion/rehabilitation and recreation

- Report back on partnership opportunities as part of the aquatic centre feasibility and business case (Q3 2023)

4.4 Celebrate and enable civic engagement

- Update the City's Public Engagement Framework (Q4 2024)
- Develop a Youth Fellowship Program (Q3 2025)
- Review honoraria pilot program to support more participation in civic work (Q4 2023)
- Establish a corporate-wide volunteer program (Q1 2025)

4.5 Promote and support diversity

4.5.1 Help facilitate the integration of newcomers and international students

- Expand current newcomer package program (Q2 2023)
- Initiate an annual Newcomers Welcome Day event (Q4 2024)
- Work with secondary and post-secondary student organizations, community and religious organizations on newcomer outreach (ongoing)
- Develop and host an international student symposium in collaboration with community stakeholders and post-secondary institutions (Q4 2023)
- Create an agricultural/farming workforce plan focused on newcomers and immigrants that supports the employment needs of farmers and the agriculture sector (2024)



4. Foster a Caring and Inclusive Community

4.5.2 Advance Indigenization, Inclusion, Diversity, Equity & Accessibility (IIDEA) in the community

- Continue to advance the Equity, Diversity and Inclusion Advisory Committee Work Plan 2023 - 2024 (report annually to EDI Advisory Committee)
- Develop an Equity, Diversity and Inclusion Strategy/Framework to inform the Work Plan (2023-2024)
- Develop a localized, urban Indigenous land trust model and identify land for transfer (Q4 2026)
- Develop an Urban Indigenous Engagement Strategy (Q4 2025)
- Adopt a Nation to City relationship protocol (Q4 2025)
- Renovate 610 Montreal Street in partnership with the Kingston Indigenous Language Nest for enduring use as a centre of Indigenous language revitalization and cultural learning (2026)
- Create dedicated spaces within select City parks for Indigenous led sacred and ceremonial fires (2025)





5. Drive Inclusive Economic Growth

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

5.1 Ensure an adequate supply of “ready-to-go” employment lands

5.1.1 Evaluate opportunities for assembling and servicing employment lands

- Report back on options to increase the inventory of available employment lands including the potential for mega sites (Q2 2024)
- Complete the St. Lawrence Business Park expansion (2024)
- Expand City-owned employment lands in Innovation Park (Phase 1 - Q3 2023 and Phase 2 - 2024)
- Plan hamlet-led development opportunities by working with landowners, developers and local business for potential growth (2025)

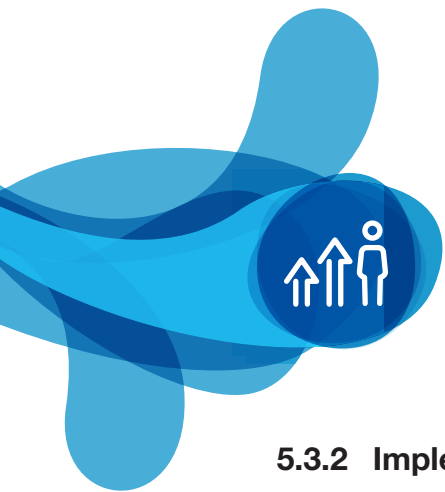
5.2 Evaluate policies, programs and services to support the use of the airport

- Complete the Airport Master Plan (Q4 2024)
- Report on the potential to service the airport lands to enable additional growth and business revenue generation (2025)
- Explore potential incentives to attract airlines and partnerships with key stakeholders (Q1 2024)
- Design and source grant funding for the construction of a modern net-zero hangar at the airport (2024-2025)
- Advocate for improvements to VIA Rail service (ongoing)

5.3 Diversify Kingston's economic base

5.3.1 Explore incubator-type project opportunities that support the public good

- Target the second phase of grants and partnerships for health innovation and a life science hub including wet lab facilities (Q1 2024)
- Implement creative industries incubator/accelerator programs to support local artists and entrepreneurs (Q4 2024)
- Support local food production through training on making food and sourcing suppliers and customers using the City's commercial kitchens (Q2 2024)



5. Drive Inclusive Economic Growth

5.3.2 Implement strategy to create a green tech incubator in the city

- Continue to partner on the implementation of the RXN ‘Reaction’ Hub to support innovation and make impactful technology available for commercial use (Q2 2024)

5.4 Support Kingston’s economic competitiveness through workforce development and talent attraction

5.4.1 Partner with the city’s post-secondary institutions on multiple initiatives including workforce development and youth retention

- Establish a working group with City, post-secondary institutions and student representation to address various community issues/needs (2023 – 2026)
- Review City of Kingston human resources policies to create more opportunities for post-secondary students and provide experiential learning opportunities (2024)
- Implement the new Integrated Workforce Development and In-migration Strategy (Q2 2023 - 2026)

5.4.2 Advocate for adequate and equitable access to childcare

- Support labour force development to increase supply of childcare (ongoing)
- Work with Ontario Big City Mayors and the Association of Municipalities of Ontario to advocate for accessible and inclusive childcare services (ongoing)

5.5 Continue to enhance Kingston as a tourist destination

5.5.1 Explore the feasibility and business case for a conference centre

- Report back on the outcome of a Request for Information for the redevelopment of Block 4 including a conference centre space (Q4 2023)

5.6 Consider opportunities to enhance sports tourism

- Submit and implement recommendations from the Sports Infrastructure Study to support sports tourism (Q4 2023 – 2026)
- Coordinate and support various initiatives through the Integrated Destination Strategy in collaboration with Tourism Kingston (ongoing)
- Create new rural tourism opportunities through collaboration with partners and businesses (ongoing)





5. Drive Inclusive Economic Growth

5.7 Foster culture, history, education, arts and recreation (CHEAR)

5.7.1 Create an Arts and Heritage Master Plan to promote a greater sense of place

- Review and update the Kingston Culture Plan (Q4 2025)
- Review and update three (3) Heritage Conservation District Plans in consideration of new green energy technologies as well as changes still anticipated to the Ontario Heritage Act (Q4 2025)
- Formalize ‘Your Stories Our Histories’ program to bring more diverse and inclusive installations to City Hall (Q4 2023)
- Update the City of Kingston Heritage Plan (Q4 2026)
- Develop a Civic Artifact Collection storage facility plan (Q4 2025)
- Implement a policy to apply Administrative Monetary Penalties for unpermitted work on heritage buildings (Q4 2026)
- Develop a cultural capital policy and plan to address and manage gaps in cultural infrastructure (2024/2025)

5.7.2 Explore opportunities to support Kingston as a destination for the entertainment and film industry

- Explore partnership opportunities to establish a film studio (2024)
- Work with the Kingston Film Office to integrate training programs to support film and entertainment workforce development (2024-2025)
- Secure long-term access to Kingston Penitentiary for filming and tourism activities (Q4 2024)

5.7.3 Explore opportunities to develop live-work spaces for artistic professionals

- Explore opportunities through affordable housing programs for subsidized live-work spaces for the creative sector, including consideration for underutilized City sites and land (2025)

5.7.4 Support access to additional recreational activities/programs

- Work with partners to increase access to more active recreational activities for residents and tourists (2023-2026)
- Develop a strategy to focus on winter recreational activities with partners (2024/2025)





5. Drive Inclusive Economic Growth

5.8 Ensure the downtown remains vibrant

5.8.1 Explore opportunities to implement priority pedestrian zones

- Implement the Downtown Activation Plan with Tourism Kingston and Downtown Kingston (Q3 2023 - 2026)
- Complete the Environmental Assessments of potential street closures on Market and Ontario Streets (Q1 2024)
- Pilot patio platforms for on-street locations and determine future viability with Tourism Kingston and Downtown Kingston (Q4 2023)
- Complete a redesign of Confederation Park and associated spaces to provide more public activation for residents and tourists (2025)
- Submit a plan and costing to build a deepwater dock (2024)

5.8.2 Increase cleaning, garbage/recycling downtown

- Pilot program for solar powered compacting garbage cans in the downtown (Q1 2024)
- Implement process for night waste collection in the downtown (Q2 2024)
- Increase frequency of the sidewalk and pressure washing schedules for the downtown (Q2 2023)

5.8.3 Expand on programming to attract downtown visitors

- Complete a Strategic Business Review of the Kingston Grand Theatre that anticipates changing audience demographics and an expanded role to include development as cultural hub and economic driver (2024)
- Support increased alignment between the Leon's Centre and the Kingston Grand Theatre as providers of entertainment offerings in the downtown core (2024)



Investing in Strategic Priorities

City Council's Foundational Principles include a commitment to maintain financial sustainability. Financial sustainability has been defined as the need to allocate resources to strategic priorities in a manner that will manage tax increases, reserve fund balances and long-term debt levels while continually looking for new opportunities to reduce costs and generate revenue based on changing needs within the corporation and the community.

City Council has endorsed an annual tax rate increase that reflects inflation plus 1% for capital infrastructure, to a maximum of 3.5%, with a downward projection. This tax rate target will be used as the basis for City staff to develop the City's annual operating budgets over the term of Council.

Key factors in the City's ability to meet taxation targets are as follows:

1. The City will experience average growth of no less than 1% annually and will give priority to initiatives that will increase growth as a method for limiting tax rate increases.
2. Service levels will remain generally stable and there will be no major transfer of responsibilities from the Provincial Government.
3. The City's tax rate increases will be positioned among the lowest of other Ontario municipalities, based on available data.





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