

CITY OF KINGSTON
ANNUAL REPORT
2022



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The 2022 Annual Report provides highlights of the progress for the final year of Council's Strategic Priorities 2019-2022

Land Acknowledgment

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 (2018-2022)

Front row (left to right): Jeff McLaren, Bridget Doherty, Lisa Osanic, Mary Rita Holland, Simon Chapelle, Robert Kiley

Back row (left to right): Rob Hutchison, Ryan Boehme, Wayne Hill, Bryan Paterson (Mayor), Peter Stroud, Gary Oosterhof, Jim Neill
(Photo taken before COVID-19)



Message from the Mayor

Bryan Paterson

Four years ago, City Council set an ambitious plan for its four-year term. The Strategic Plan laid out numerous goals across five different priority areas. Little did we know then that just one year later a global pandemic would change everything.

The impacts for the City were significant: from budgeting, to human resource implications, to all the regulations that were necessary at that time. I did not think we'd be able to make the progress we did on all of Council's priorities. I'm beyond proud of the work of City staff who managed all the challenges and impacts of COVID-19 while never losing sight of all of these overarching goals.

We as a city, and as a community, accomplished a great deal in the midst of enormous challenges. As we head into a new term, with a new Council, I'm excited about all the ways we can build on previous goals and chart new priorities to serve the residents of this incredible city. It's a pleasure to present this year's annual report, one I'm particularly proud of.



Message from the CAO

Lanie Hurdle

In many ways, 2022 was a year of renewal for the City of Kingston. We saw a cautious return to pre-pandemic service levels, were able to advance progress on many of Council's strategic initiatives and we saw large population growth with more than 3,000 newcomers to Kingston choosing to call this city home!

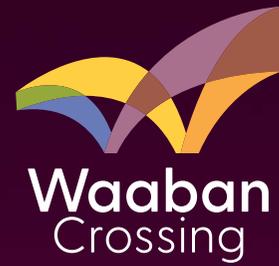
Facilitating and supporting this growth took creativity and partnership. By working together with our partners, we were able to collectively make progress on projects that support our community needs. We've made great strides to reduce our GHG emissions, increase our supply of residential units with a range of affordability, advance economic development opportunities in health innovation, local food security, green technology and creative industries, and complete key community projects that are creating healthy and more vibrant spaces for our residents.

This past year was the conclusion of one chapter for the City of Kingston as we came to the end of the 2019 to 2022 Council term. Over the last four years we worked diligently and effectively to help Council realize the goals and objectives set out in its strategic plan. It was an ambitious plan and I'm overjoyed to see it come to fruition thanks to all the work staff have put in to implement it.

The last four years were undoubtedly a unique challenge for us all, and the next four will bring opportunities. We will continue to see growth and therefore need to prioritize the sustainable and measured expansion of municipal services to meet that growth. It will take community, creativity, innovation and dedication – and as staff, we are excited about the challenge ahead.

I am incredibly proud of the work we have accomplished, and I hope as residents of Kingston, you are too.

3,000
NEW RESIDENTS
moved to Kingston



the first
bridge project
in North America
to use the
Integrated Project
Delivery Model

**TOP
20**
BEST PLACES
TO INVEST
Site Selection
Magazine



“Few Canadian cities
- large or small -
have the soul, the influence and
the sense of place of Kingston.”
- BestCities.org

\$8.25 million
IN GRANT FUNDING RECEIVED
ADVANCING COUNCIL PRIORITIES

Ranked
Canada's
3rd
TOP CANADIAN
CITY TO CALL HOME
BestCities.org

KUDOS FOR KINGSTON

AA+
CREDIT
RATING
MAINTAINED
STANDARD & POOR'S

Downtown
Kingston is **ONE
OF THE
FASTEST
GROWING**
downtowns
in Canada.



One of the
friendliest Cities
in Canada Uber Eats



Demonstrate leadership on climate action

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

Reduce GHG emissions from 2018 levels by 15 per cent across the City's operations by 2022.

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

\$200,000 in federal funding for pathway studies for all major City facilities targeting 80 per cent GHG reduction

4,904 trees planted to build out our canopy **Turtle migration** measures installed in Collins Creek wetland

594 tonne reduction in the City's GHG emissions

Incrementally electrify the City's fleet of vehicles, including public transit.

17 solar panels installed at 4 municipal buildings

\$125,744 federal grant for long-term planning and feasibility study for transit fleet electrification

24 new electric light duty vehicles

3 new electric ice-resurfacers

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

981 units added to the City's recycling cart program **922** units added to the City's green bin program

Since 2019, exceeding recycling program goals by **461 per cent**.

Develop and promote incentives for residents to reduce energy use and become part of city-wide solutions to meet Kingston's carbon-neutral target.

\$464,184 federal funding for a solar photovoltaic array on the Kingston East Community Centre

335 applications utilizing \$10.5M Better Homes Kingston

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

2 seabins installed in Portsmouth Olympic Harbour

A seabin at work

E-Zamboni in Springer Market Square



Increase housing affordability

The City is proactively working to introduce more residential, affordable, emergency and transitional housing. The City will create incentives and tools to facilitate smart, new housing growth. It will also advocate for funding and increased investments in housing development.

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

- New comprehensive zoning bylaw approved, which simplifies the process to get new residences of various types built.

 **873** new residential building permits issued

Promote secondary suites and tiny homes.

 **80** secondary suite permits

 **3** detached tiny home permits

Build a significant number of new residential units with a range of affordability.

 **77** new affordable units or beds in supportive living facilities

\$200,000 grant through Kingston-Frontenac Renovates Program to assist in urgent repairs or improvements on 17 properties

\$22M+ municipal funding allocated to affordable housing

 **19** bedroom facility renovation completed at 113 Lower Union St.

\$50,000 committed to support feasibility work to convert Providence Manor into mixed-income housing

Advocate for funding and increased investments.

- Construction started on the largest affordable housing project in Kingston, including 90 affordable and rent-geared-to-income units, 130 units in total between two developments.

Dawn House interior



Funding announcement for 1316 Princess St.

Dawn House opening





Improve walkability, roads and transportation

Kingston prioritizes active transportation and public transit. As it works to ensure the safe delivery of services, it also invests in infrastructure maintenance to enable growth, promote pedestrian safety and repair roads.

Repair roads and enhance the usability of sidewalks, walkways and paths to increase connections across the city through supporting our Active Transportation Master Plan.



15%
of the City's road network received rehabilitation treatment work



31 new pedestrian crossing locations have been approved and funded for construction through 2026

Grand opening of the new bridge



Waaban Crossing



261 lane kms receiving treatments in the last four years



70 lane kms of road receiving treatments in 2022

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



4 schools served by a full-scale community safety pilot project

Mother Teresa Catholic School, Lancaster Drive Public School, Lord Strathcona Public School, and St. Paul Catholic School.



298 residents offered feedback on pedestrian safety during school engagements



4.3 million trips on Kingston Transit up 64% from 2021

Kingston Transit continues to operate in a recovery mode post-pandemic.

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

\$50,000 of federal funding is advancing the design and planning of a rural public transit project

Engagement and work is in partnership with Gananoque, South Frontenac and Loyalist.





Strengthen economic development opportunities

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

Support new and existing businesses.

- Partnered with Queen's University Smith School of Business and Venture for Canada to host a hackathon to find solutions to labour shortages in hospitality and retail sectors.
 - Launched the Rural Kingston Economic Strategy.

 **126 calls**
to the **Business Support Office**
providing help to individuals
and businesses

Foster innovative arts, culture and social enterprises.

- Established Creative Industries Working Group, comprised of representatives from the City, economic development, post-secondary institutions, film, music and theatre groups.
- New mural at 168 Division st. funded through public/private partnership.
- Grand OnStage returned with 38 shows and \$762,000 in ticket sales.

\$613,503 distributed
to non-profit arts organizations, arts
collectives and artists

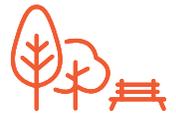
Create and facilitate Innovation Hubs.

- \$6.125M grant application to the Canadian Institute of Health Research focused on promoting healthy cities and healthy ageing.

\$216,000 in provincial
funding
to support the creation of a community
training farm
For aspiring farmers to acquire the skills
needed to work on local farms

 **\$3M** investment
in **Chemtech Innovation Hub**
supporting rapid commercialization
of green products and companies

180 health
sector jobs
at 70 businesses supported
by Health Innovation YGK



Foster healthy citizens and vibrant spaces

- Renovated four playgrounds, three tennis courts, one kilometre of pathways and the pedestrian crossing over Dunham Park watercourse.
- Intercultural Arts Festival returned as a community focused event.
- Recognized Emancipation Day and supported community-led initiatives, culminating in a concert with approximately 2,000 attendees.
- Kingston East Community Centre opened and ended the year with 200 active memberships and more than 2,300 guest visits.
 - Completed public engagement on Cataraqui West Park – the largest new City park in more than two decades.

 **9 family physicians recruited**

 **4 new pickleball courts**

 **12 habitat features**

 **1 wildlife tunnel**

 **2.5 kms of turtle fencing**

Increase access and beautify the waterfront.

- Completion of Grass Creek Park building.

 **185 metres of shoreline protection at Richardson Beach**

Leverage and promote food security solutions in partnership with others.

- Open Farm Harvest event celebrated local farmers, bringing together food producers and chefs, with 100 attendees enjoying food grown from 35 local farms.
- Awarded a contract for Kingston Public Market operation services to Loving Spoonful to promote local food as well as leverage and promote food security solutions.

 **34 participants learning farm skills at the expanded community training farm**

Participants grew 10,000 pounds of food, including 30 different types of produce on three to four acres.



Message from the Chief Financial Officer and City Treasurer Desiree Kennedy



As we started to emerge from the global pandemic this past year, 2022 continued to bring fiscal challenges with the uncertainty of transition and, in some cases, the uncertainty of a new normal. But we were also able to focus more of our attention on managing the financial resources required to advance the priorities set out in Council's strategic plan and to support the significant progress that has been outlined in this annual report.

Credit rating recognizes resiliency

AA+
CREDIT
RATING

A highlight of our fiscal achievements and an important validation of our financial management policies and approach was an upward revision to the City's credit rating in 2022 from AA to AA+, the second-highest bond rating assigned by the rating agency Standard & Poor's (S&P). In the report authored by S&P they noted that Kingston's local economy, anchored by its stabilizing public sector, is expected to weather the looming economic headwinds and the City's prudent financial management practices will help to maintain robust financial results and gradually declining debt balances.

Fiscally responsible – “Pay as we go”

Council's endorsement of the one per cent capital levy continues to move the city closer towards a capital funding plan that supports an affordable level of investment in capital assets and limits the use of long-term debt. Council approved a comprehensive capital plan in 2022 funded primarily with capital reserve funds and a “pay as we go” strategy. This allowed us to advance strategic priorities, invest in capital assets and provide valued services to the community. And Council did this without issuing any new debt in 2022 or during the past four-year term of Council.

Prioritizing capital spending

Maintaining the City's infrastructure is critical to the delivery of services to the community. In line with provincial requirements, work continued in 2022 on enhancing asset management plans. In July 2022, Council adopted an asset management plan for core assets like roads and bridges. The asset management plan will be used to help prioritize the various infrastructure needs in order to achieve the greatest benefit to the community and the best value for the property tax dollar.

Continuous improvement in procurement practices

Our continued efforts to streamline operational processes included the launch of an updated procurement bylaw in the fall of 2022. The updated bylaw will ensure open, transparent, fair and competitive procurement practices, the City's compliance with the ever-expanding trade treaty legislation and an appropriate balance of cost and quality in the goods and services that the City procures.

The importance of public input

Throughout 2022, we engaged with the community on the 2023 operating and capital budgets. Using a mix of online and in person engagement activities, we asked the community to provide feedback on service levels, taxation and spending priorities and we started a discussion on the concept of participatory budgeting. Feedback was provided to staff and Council as part of the 2023 budget approval process.



Contact the City of Kingston

613.546.0000

ContactUs@CityofKingston.ca

CityofKingston.ca

 TheCityofKingston  @CityofKingston

 City.of.Kingston  TheCityofKingston  City-of-Kingston

>>> Get involved at GetInvolved.CityofKingston.ca.

If you require information in an alternate format, please contact us.

