



**City of Kingston
Information Report to Council
Report Number 21-250**

To: Mayor and Members of Council
From: Desiree Kennedy, Chief Financial Officer & City Treasurer
Resource Staff: Lana Foulds, Director, Financial Services
Julielee Stitt, Communications Officer, Communications &
Customer Experience
Date of Meeting: November 2, 2021
Subject: 2022 Budget Engagement Results

Council Strategic Plan Alignment:

Theme: Council requests

Goal: See above

Executive Summary:

The 2022 budget engagement process commenced on June 23, 2021 with the launch of the 2022 Budget Get Involved Kingston project page.

Staff incorporated lessons learned and input received from last year's engagement process in developing the engagement plan and continue to monitor a variety of budget engagement strategies, tools and techniques utilized by other municipalities across the country. The 2022 budget engagement plan was developed with the objectives of providing opportunity for greater discussion and consultation from an expanded and more diverse cross-section of the community.

November 2, 2021

Page 2 of 10

Feedback from last year's budget engagement process confirmed that there was an overwhelming amount of information and that participants were looking for increased opportunity to ask questions, participate in discussion forums and provide input. In response to this feedback, the 2022 budget engagement plan incorporated a more defined scope of engagement, thereby reducing the need for subject matter context and increasing opportunities for consultation. To expand the engagement reach, staff solicited the assistance of select community partners to help promote the 2022 budget engagement.

The scope of the 2022 budget engagement, "Your community. Your budget. Have your say", included expanded consultation on priorities highlighted from the 2021 budget engagement process, as well as input on taxation, service levels and priorities, and pandemic-recovery support. This report provides an overview of the feedback received through the 2022 budget engagement process.

Recommendation:

This report is for information only.

November 2, 2021

Page 3 of 10

Authorizing Signatures:

ORIGINAL SIGNED BY CHIEF FINANCIAL
OFFICER & CITY TREASURER

**Desiree Kennedy, Chief
Financial Officer & City
Treasurer**

ORIGINAL SIGNED BY CHIEF
ADMINISTRATIVE OFFICER

**Lanie Hurdle, Chief
Administrative Officer**

Consultation with the following Members of the Corporate Management Team:

Paige Agnew, Commissioner, Community Services

Peter Huigenbos, Commissioner, Business, Environment & Projects

Craig Desjardins, Acting Commissioner, Corporate Services

Jim Keech, President & CEO, Utilities Kingston

Not required

Brad Joyce, Commissioner, Transportation & Public Works

November 2, 2021

Page 4 of 10

Options/Discussion:

On July 7, 2020 Council endorsed the budget engagement plans as outlined in [Council Report Number 20-098](#). The plan outlined a multi-year phased approach to budget engagement. Information and outreach continue to be the essential components of the budget engagement strategy. To successfully engage the community in the budgeting process and to ensure that interaction is effective, and feedback is constructive, it is important that the engagement plan incorporate a comprehensive informative element to ensure that residents have appropriate and accessible information about the budget process and a solid understanding of service levels, budget constraints, and other relevant fiscal measures.

The 2022 budget engagement plan, as outlined in [Council Report Number 21-138](#), was developed with a focus on reaching an expanded and more diverse cross-section of the community and providing opportunity for greater discussion and consultative opportunities.

The following objectives continue to influence the budget engagement approach and its implementation:

- Engage residents in the budget planning process and inform residents about the City's operating and capital budget processes.
- Illustrate the linkages between budget and Council's Strategic Priorities, which inform the budget process.
- Consult residents on defined aspects of the City budget and generate ideas to further improve services and performance.
- Inform residents about the connection between budgets and property taxes.
- Provide feedback to residents throughout the budget engagement process and build trust and support for plans.

The scope of the 2022 budget engagement plan included the following components:

- Follow up of 2021 budget priorities – engage further on priorities highlighted from the 2021 budget engagement process.
- Service levels – focus on specific services using shorter and informative discussions with specific City departments and agencies.
- Pandemic recovery – assess how the City can support community recovery.

November 2, 2021

Page 5 of 10

This report provides an overview of the feedback received through the 2022 budget engagement process. The Get Involved Kingston platform hosted 1,500 visits to the project page, including more than 500 that participated in engagement activities, providing opportunity to inform residents about the City's operating and capital budget processes as well as enhanced opportunities for engagement through the use of a survey tool, an ideas page, a dedicated email address and the promotion of virtual budget sessions.

2022 Budget Engagement Survey

The survey was launched by media release on June 23, 2021, encouraging residents to provide input on pandemic recovery strategies, municipal service levels and program priorities, and taxation and user fees. The City offered residents various options and tools for completing the survey. The survey closed on August 9, 2021 with 526 surveys completed (up from 379 in 2020).

The survey included both open-ended and closed-ended questions, including a repeat question from last year's survey on the desired investment level of various services and programs to allow for analysis of trends. The Get Involved Kingston 2022 Budget Survey Report is attached as Exhibit A which provides information on the survey's responses and demographic information. The following provides a summary of the highlights.

Part 1 - Pandemic impacts and recovery

- Q1. How should the City support the community's COVID-19 recovery efforts? Select up to three actions you believe the City should prioritize.
- Q2. Some City services and programs have been reduced or cancelled because of COVID-19. What services would you like to see prioritized as part of recovery plans? Rank the options, with one being most important, two second most important, and so on.
- Q3. Choose the response below that best identified how the COVID-19 pandemic has affected your financial situation.

Survey responses indicated that efforts to stimulate the local economy by supporting local business and resuming full services and programming across all areas should be City priorities in supporting the community's COVID-19 recovery efforts. Supporting community groups and not-for-profit organizations also ranked high in the number of selections. There were a number of comments provided by respondents as to other ways the City could support the community's COVID-19 recovery efforts. These have been listed in Exhibit B.

Based on an average ranking, with 1 being the most important, respondents selected outdoor recreational amenities (sports courts, ball diamonds) and transit as services that should be prioritized as part of recovery plans with an average ranking of 2.67 and 2.89 respectively. Indoor event programming had the lowest priority with an average ranking of 4.48.

November 2, 2021

Page 6 of 10

Responses also showed that 61.6% of the respondents reported that they experienced either no change or an improvement to their financial situation as a result of the pandemic.

Part 2 - Funding Municipal Services

- Q4. Due to the increased cost of maintaining service levels and supporting infrastructure, the City must balance property tax rates with increasing demands for services. The City has a number of options when balancing the budget.

Please indicate which of the following statements comes closest to capturing your point of view.

- Q5. A user fee is a charge that an individual pays to access a specific service. Most services that have user fees associated with them, such as recreational programming and transit, are also subsidized by tax revenues. The following services are supported by user fees.

Please identify whether you would support an increase in user fees if this meant a reduction in property taxes.

42% of survey respondents replied that they would prefer to keep tax increases at an inflationary level in order to maintain services; 24% said they would prefer to maintain taxes at the same level even if it meant reducing some city services in order to maintain others at the current level. 16% of survey respondents preferred to increase taxes in order to expand and enhance services and 13% preferred to decrease taxes by reducing City services.

The majority of respondents supported an increase in recreation facility fees and cultural programming fees with less support for increases in recreational programming and transit fees.

Part 3 - Balancing Priorities (and the budget)

- Q6. Balancing competing priorities can require decisions about service levels. Service levels are defined as the scope or measurement of the service being delivered. The level or service can be increased or decreased by changes such as reducing operating hours or frequency of service.
- Increased service levels: further investment to increase the quality or quantity of the program or service.
 - Decreased service levels: reduce the investment being made. This could decrease the quality or quantity of the program or service.
 - Maintain service levels: this would maintain the current quality or quantity of the program or service.

November 2, 2021

Page 7 of 10

Thinking about the importance of the services and programs that are provided to you and to the community, please tell us if the City should increase, decrease, or maintain its investment in the following programs and services.

Affordable housing support, climate change initiatives, long-term care, road maintenance and replacement, greenspaces (e.g. parks) had the most responses for increased investment. Respondents of the 2021 budget engagement survey chose climate change, housing and income supports as the top three service areas where more tax dollars should be spent

Bylaw enforcement, police services, cultural facilities and programs and tourism had the greatest number of responses for decreasing the level of investment. Respondents of the 2021 budget engagement survey overwhelmingly chose police services for reducing the level of tax support. In addition to policing, tourism was also identified well above other service areas where fewer tax dollars should be spent and/or levels of service should be decreased.

To allow the opportunity for enhanced and broader feedback, the survey also included one open-ended question:

Q7. Are there any services you receive from the City that could be reduced to save on costs or changed to be more efficient?

Exhibit B provides a complete list of the responses, however, there were a few general themes that emerged that can be summarized under the following categories:

- Service prioritization and level of investment (supporting survey question #6 above)
- Service level changes – a number of suggestions related to solid waste, but also winter control, parks maintenance and transit
- City staffing levels and compensation
- Administrative efficiencies – online / digital opportunities
- Revenue opportunities

Ideas Forum

The Ideas tool on the Get Involved Kingston page was utilized this year as a way to encourage additional engagement and input. This tool allowed citizens to share suggestions as to a specific project or idea that could positively impact our community.

These suggestions could be commented on by others or “liked”. Ideas have been summarized in Exhibit B. There was a total of 22 contributors and while a number of ideas were more operational focused, the input provided a number of ideas for consideration. These ideas have been forwarded to the appropriate departments for further review.

November 2, 2021

Page 8 of 10

Virtual Budget Sessions

Based on feedback received through last year's engagement, the engagement plan incorporated the use of more focused open houses. Every Monday night in July the City hosted a one-hour virtual budget session. Formatted in an interview style with the City Treasurer, sessions were held with:

- July 5 - Recreation and Leisure Services – Director Lacrocia Turner
- July 12 - Cataraqui Region Conservation Authority – Katrina Furlanetto, General Manager
- July 19 - Kingston Police – Antje McNeely, Chief of Police
- July 26 - Housing and Social Services – Director Ruth Noordegraaf

All sessions included an overview of the department's services and service levels, current priorities, and initiatives, how services are funded including property taxation and non-tax revenue sources, as well as budget challenges and strategies. Following the presentation, there was opportunity for questions and input from attendees. These meetings were live closed captioned and streamed to the City's YouTube channel, where they continue to be available for viewing. An average of 18 registered for each of the sessions and just under 200 people in total subsequently viewed the recorded sessions on YouTube.

Market Pop-Ups

On Saturday, July 24 and Thursday, August 5 the City hosted a Pop Up at the Farmers' Market in Springer Market Square. These events provided residents with the opportunity to engage with Senior Finance staff in person, ask questions, share comments, and complete the budget survey.

Social Media

The budget engagement plan continued to incorporate a broad social media presence. Across all four major platforms (Twitter, Facebook, Instagram and LinkedIn) budgets engagement content received more than 93,000 impressions and 939 post engagements. Post engagements include interactions with the content, such as likes, sharing, comments, clicks, and saves. Top posts included the Springer Market Square Pop-up, which received 78 likes.

In order to target some of the younger residents, staff developed an animated Spotify ad to promote the 2022 budget survey. The ad reached 3,631 people of which 84% played the ad to completion (30 seconds). 47% were between the ages of 13 and 34 and 82% received the ad on a smartphone.

November 2, 2021

Page 9 of 10

Earned media

The engagement received coverage from local media outlets, appearing in two news segments on Global Kingston, as well as coverage in Kingston This Week and The Whig Standard. The engagement was also promoted on the airwaves by Move 98.3, Pure Country 104.9, 104.3 Fresh, K-Rock and Country 93.5.

Community Partners

With the objective of reaching an expanded and more diverse cross-section of the community, and to gain insight into the best practices for engaging our seniors and our more vulnerable population, staff reached out to a number of community partners. Chamber of Commerce, Partners in Mission Food Bank, Lionhearts, Kingston Immigration Partnership, Kingston Community Health Centre, Seniors Association Kingston Region, and others offered input and used their networks to help promote the 2022 budget engagement.

The Seniors Association also invited the City Treasurer to participate in their featured speaker series in October to talk about how the City budget supports municipal services and programs and how residents can influence the allocation of property tax dollars. Unfortunately, the session was cancelled due to lack of registration; staff are currently working with the Seniors Association to reschedule an event in the new year.

Next steps

Survey results and other engagement input were collated and forwarded to the respective departments/agencies for review and for consideration in developing the 2022 estimates and multi-year budget projections. Staff are currently developing a response document that will be posted to the budget webpage that will speak to the impact that some of the more common responses have had on the budget development process. A number of service priorities have been incorporated into the 2022 operating and capital budgets and future year forecasts. Particularly those that align with Council's priorities, such as affordable housing support and climate change initiatives, as well as priorities noted in supporting the community's COVID-19 recovery efforts, including investments in long-term care, and resuming full services and programming where possible.

Suggestions provided through the open-ended question on the survey and the Ideas tool on the Get Involved Kingston page have also been forwarded to the appropriate departments for further review from both a budgetary and operational planning perspective.

The 2022 Budget Get Involved Kingston project page will be archived but access to the information will continue to be available through the City's Budgets and Financials webpage, which is currently undergoing renovations. The next phase of budget engagement will commence in Q2 of 2022. Engagement plans will continue to evolve as staff explore new and creative ways to engage the community in the budget process.

November 2, 2021

Page 10 of 10

Existing Policy/By-Law:

None

Notice Provisions:

None

Accessibility Considerations:

None

Financial Considerations:

None

Contacts:

Lana Foulds, Director, Financial Services & Deputy Treasurer, 613-546-4291 extension 2209

Other City of Kingston Staff Consulted:

Julielee Stitt, Communications Officer, Communications & Customer Experience

Exhibits Attached:

Exhibit A – Get Involved Kingston 2022 Budget Survey Report

Exhibit B – 2022 Survey & Virtual Budget Engagements

Get Involved Kingston
2022 City Budget Engagement

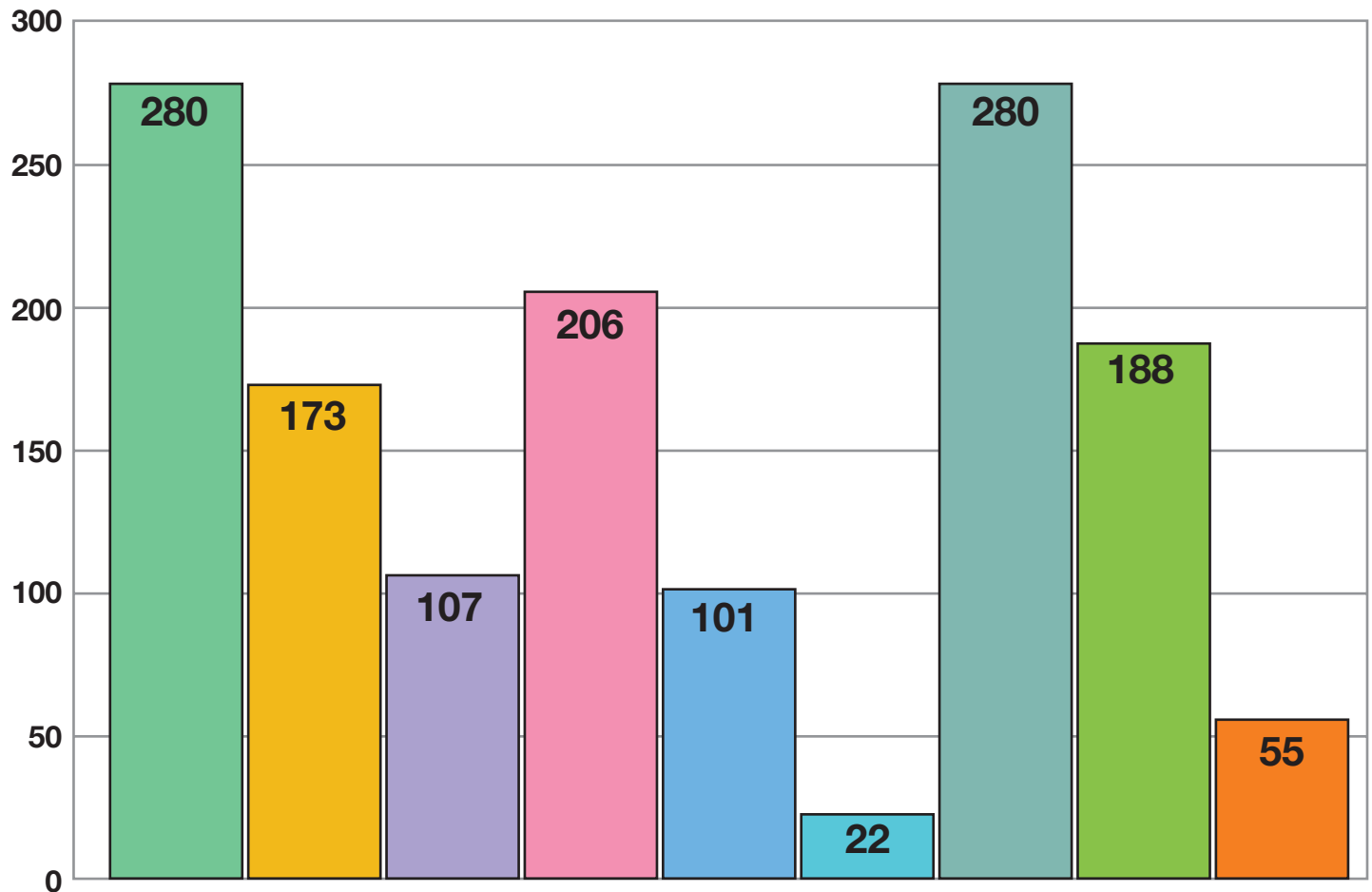


Engagement Tool: Survey Tool

Budget 2022 Survey

Visitors **908** Contributors **518** Contributions **526**

How should the City support the community's COVID-19 recovery efforts? Select up to three actions you believe the City should prioritize.



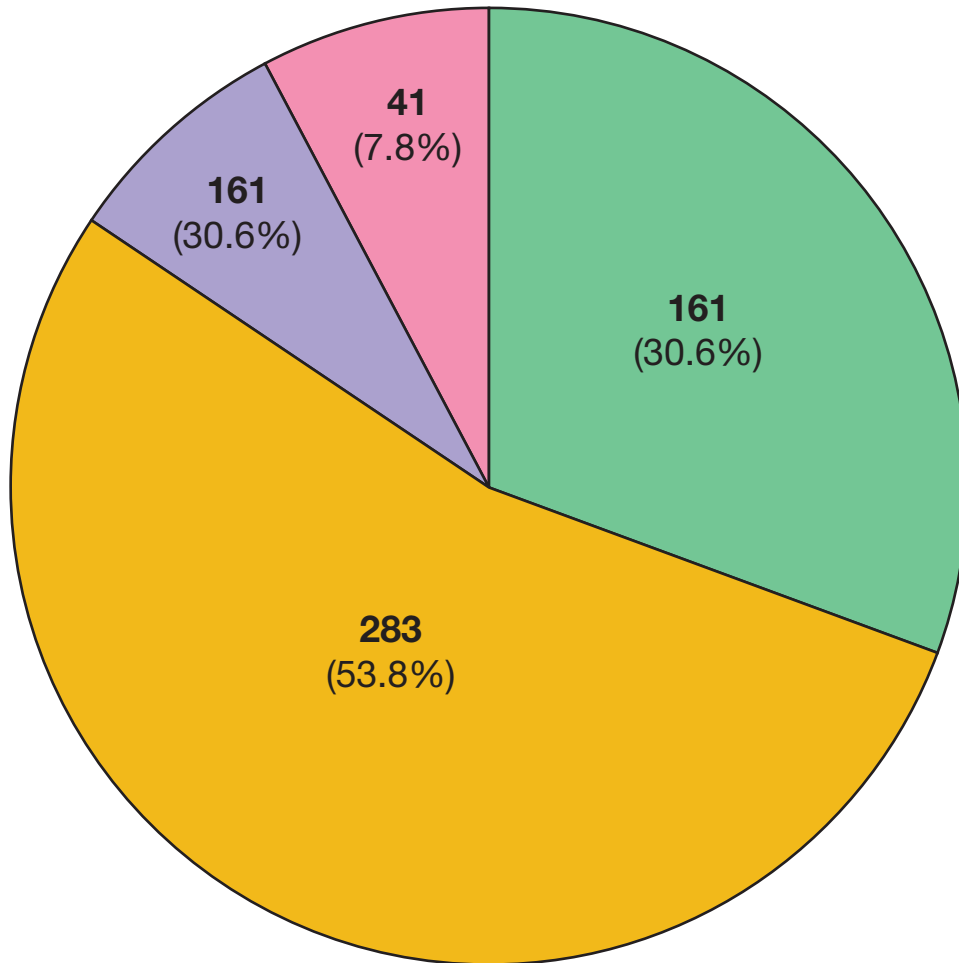
- Stimulating the local economy by supporting local business = 280
- Stimulating the local economy by accelerating investment in capital infrastructure = 173
- Offering property tax deferral relief to residents = 107
- Supporting community groups and not-for-profit organizations = 206
- Offering socially distanced events/programming (e.g. local business fairs, concerts, outdoor art exhibits) = 101
- Offering virtual events/programming (for kids, families, and seniors) = 22
- Resuming full services and programming across all areas (recreation, culture, etc.) as pandemic restrictions will allow = 280
- Maintaining a strong financial position and balanced budget = 188
- Other, please specify: = 55

Mandatory Question (526 response(s)) Question type: Checkbox Question

Some City services and programs have been reduced or cancelled because of COVID-19. What services would you like to see prioritized as part of recovery plans? Rank the options below, with one being most important, two second most important, and so on.

Options	Avg. Rank
Outdoor recreational amenities (i.e.: sports courts, ball diamonds, etc.)	2.67
Kingston Transit (frequency, routes, etc.)	2.89
Recreation activities (i.e.: summer camps, swimming lessons, etc.)	3.36
Outdoor event programming (i.e.: concerts, theatre, movies, festivals, etc.)	3.38
Indoor recreational facilities (i.e.: ice rentals, pools, community centres)	3.66
Indoor event programming (i.e.: Grand Theatre, Leon's Centre, Museums)	4.48
Optional question (518 response(s), 8 skipped) Question type: Ranking Question	

Choose the response, below, that best identifies how the COVID-19 pandemic has affected your financial situation

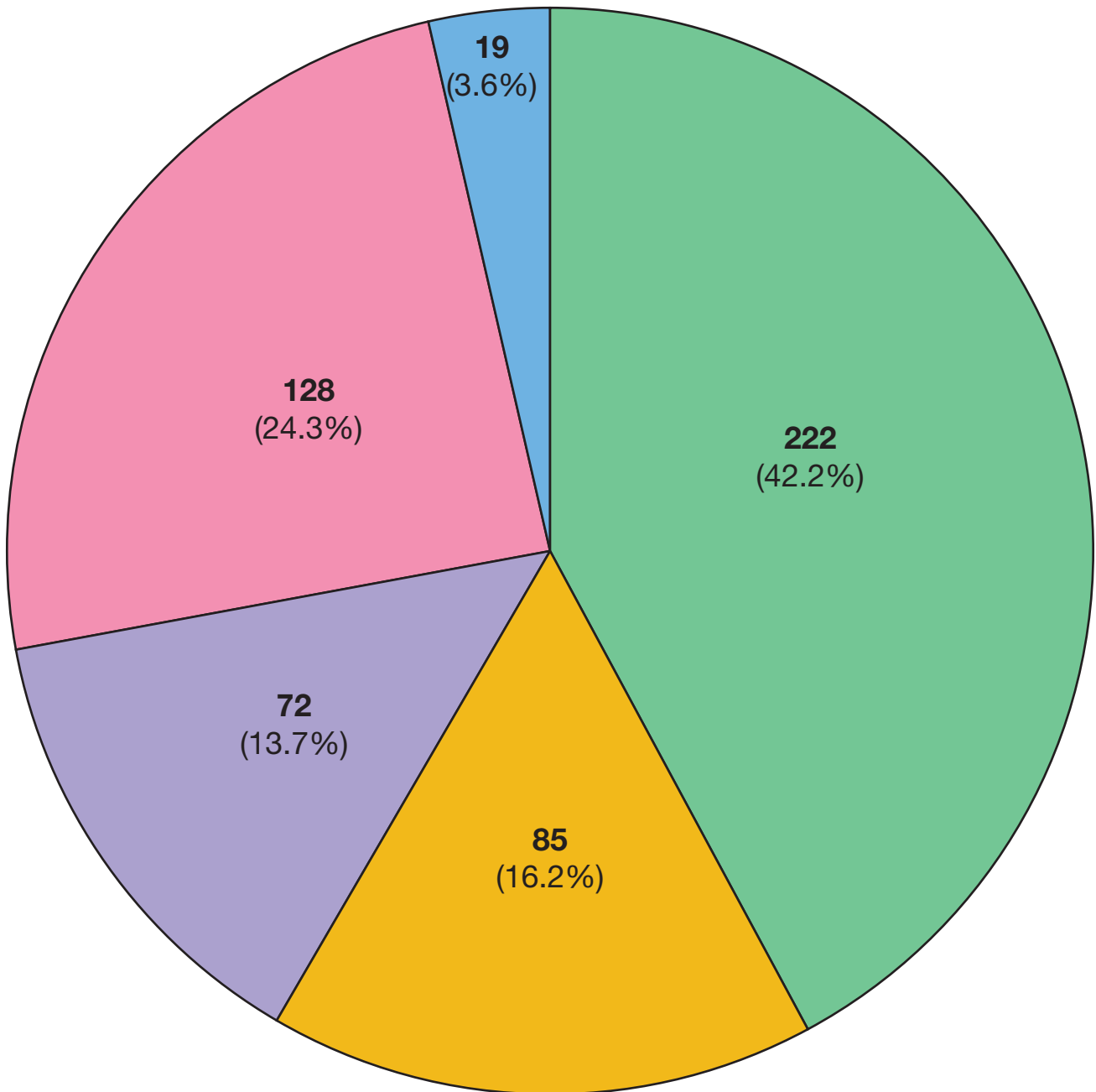


Question options

- Negatively impacted my financial situation = 161(30.6%)
- No change to my financial situation = 283 (53.8%)
- Improved my financial situation = 161 (30.6%)
- Prefer not to answer = 41 (7.8%)

Mandatory Question (526 response(s)) Question type: Radio Button Question

Due to the increased cost of maintaining service levels and supporting infrastructure, the City must balance property tax rates with increasing demands for services. The City has a number of options when balancing the budget. Please indicate which of the following statements comes closest to capturing your point of view.

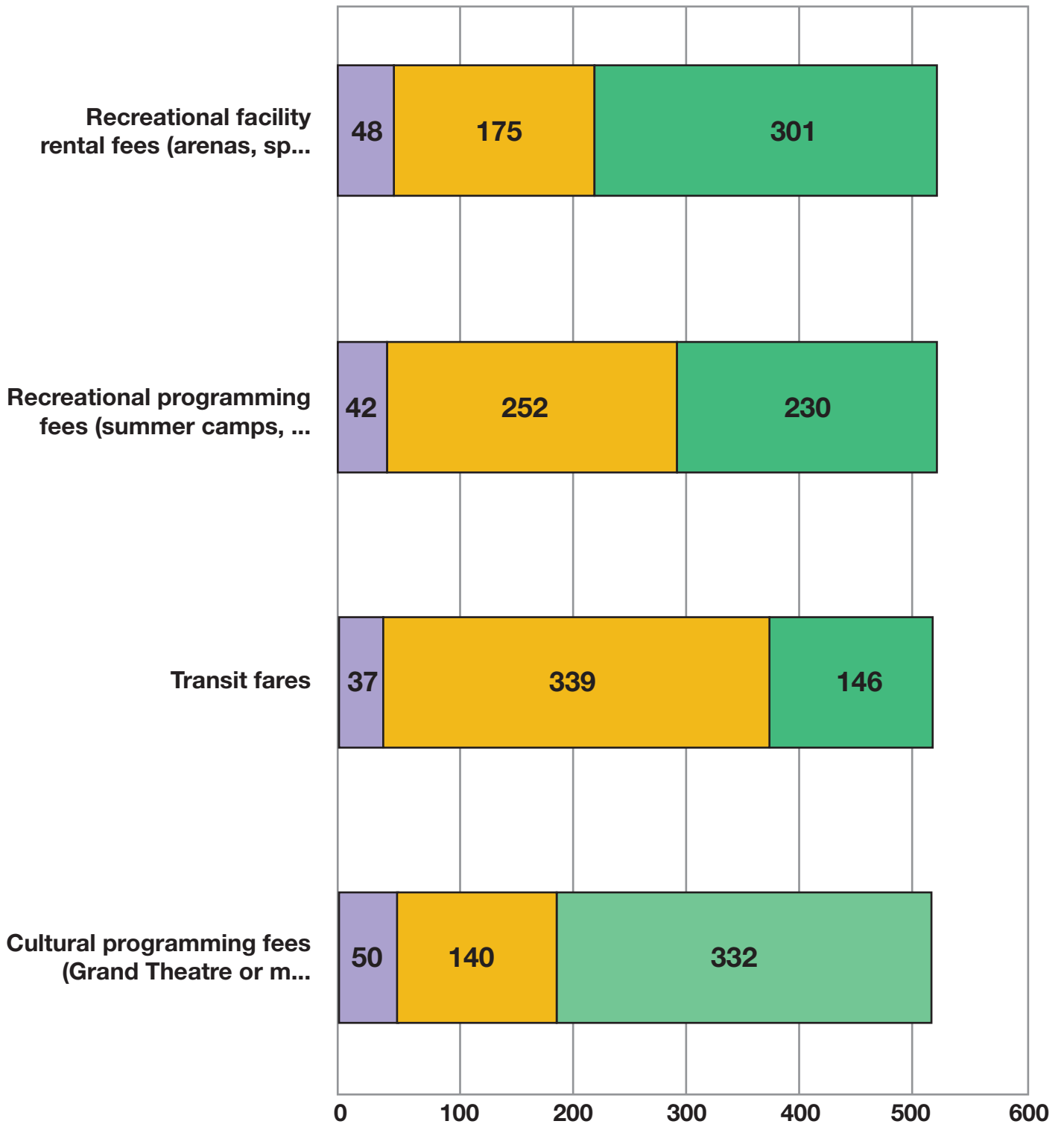


Question options

- Keep tax increases at an inflationary level in order to maintain services = 222 (42.2%)
- Increase taxes to expand and enhance services = 85 (16.2%)
- Decrease taxes by reducing City services 72 (13.7%)
- Maintain taxes, even if it means reducing some City services in order to maintain others at the current level = 128 (24.3%)
- Prefer not to answer = 19 (3.6%)

Mandatory Question (526 response(s)) Question type: Radio Button Question

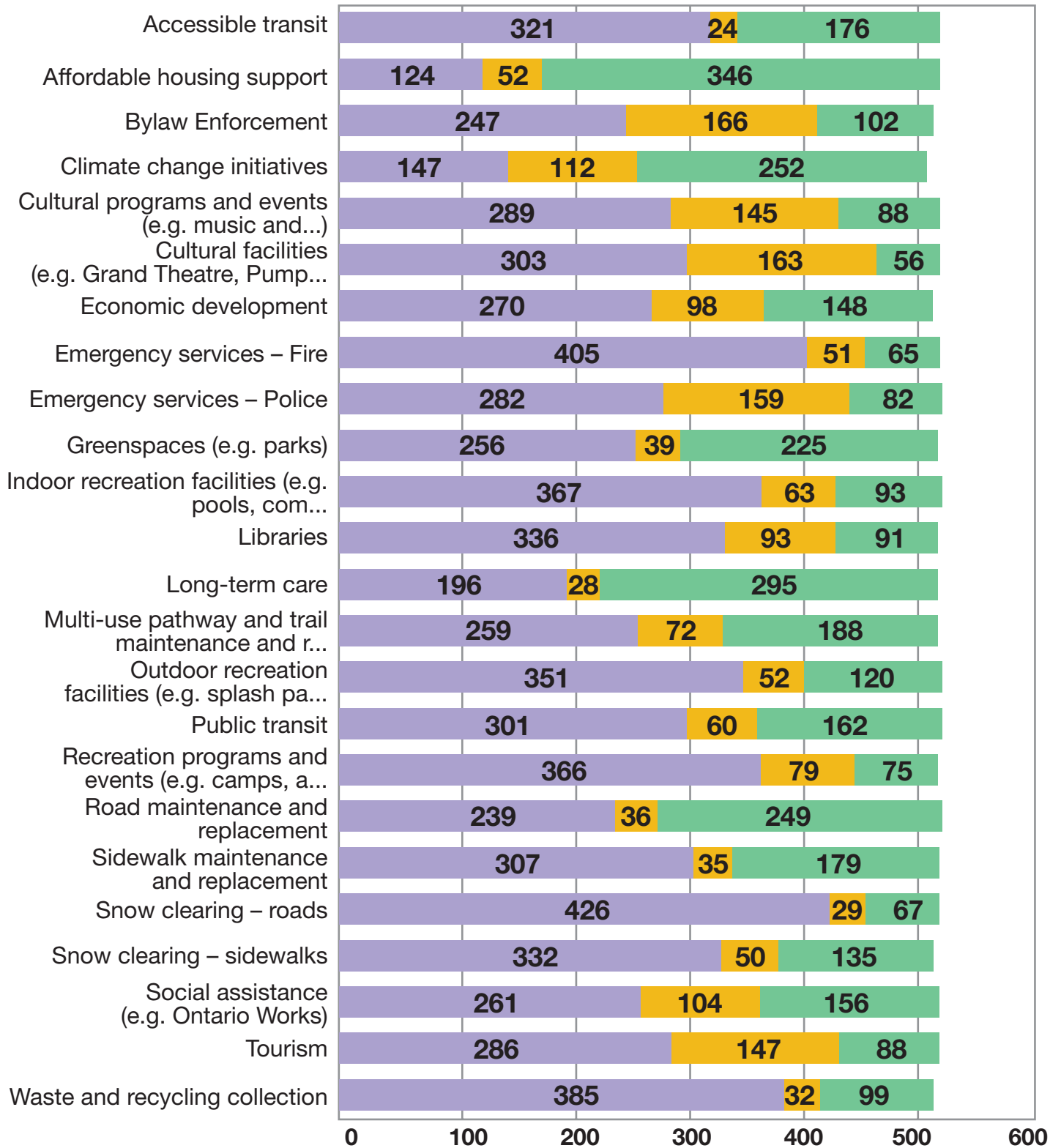
The following services are supported by user fees. Please identify whether you would support an increase in user fees if this meant a reduction in property taxes.



Question options

- Undecided
- Do not support an increase
- Support an increase

Thinking about the importance of the services and programs that are provided to you and to the community, please tell us if the City should increase, decrease or maintain its investment in the following programs and services:

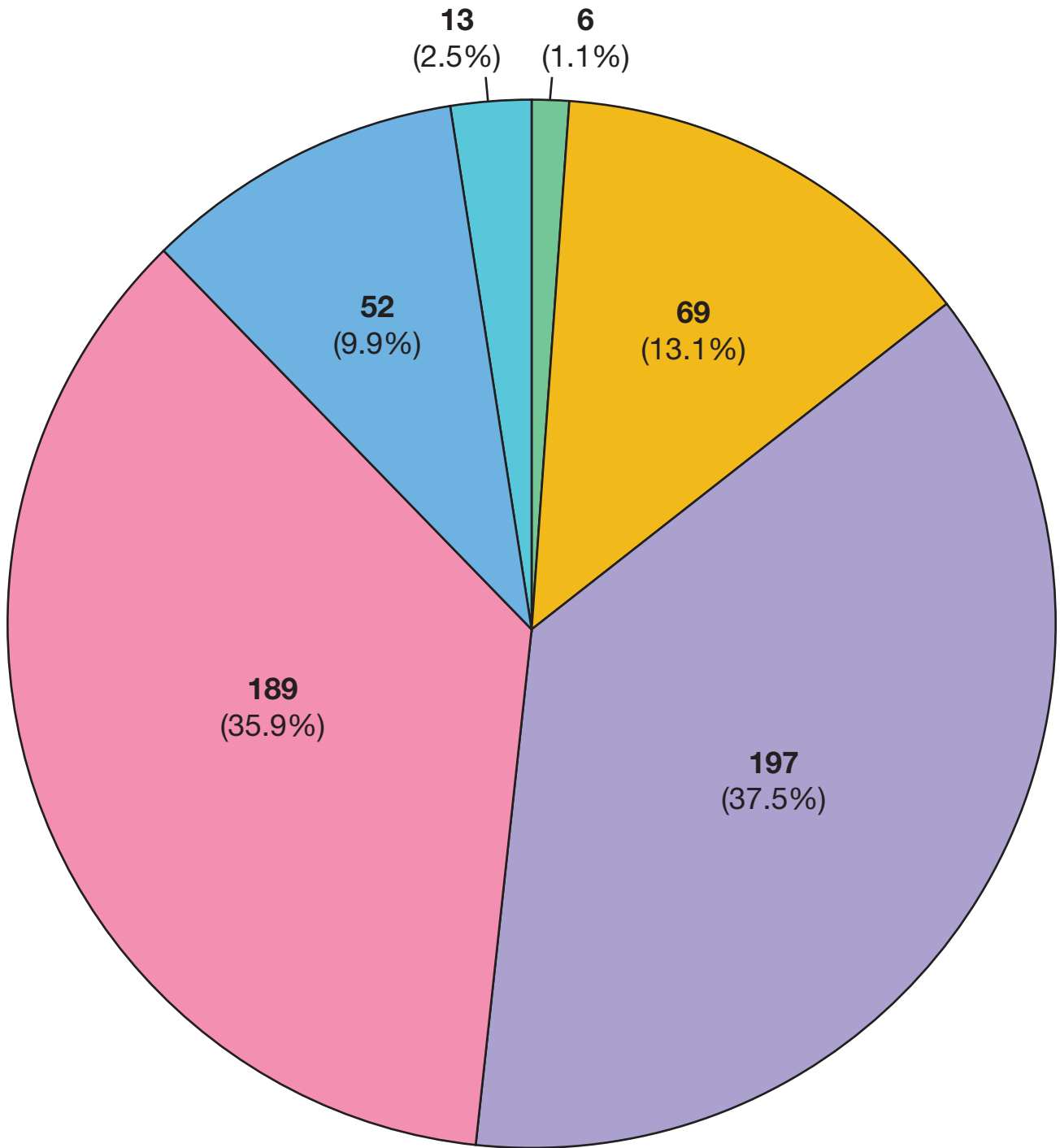


Question options

- Maintain
- Decrease
- Increase

Optional question (524 response(s), 2 skipped) Question type: Likert Question

Age group

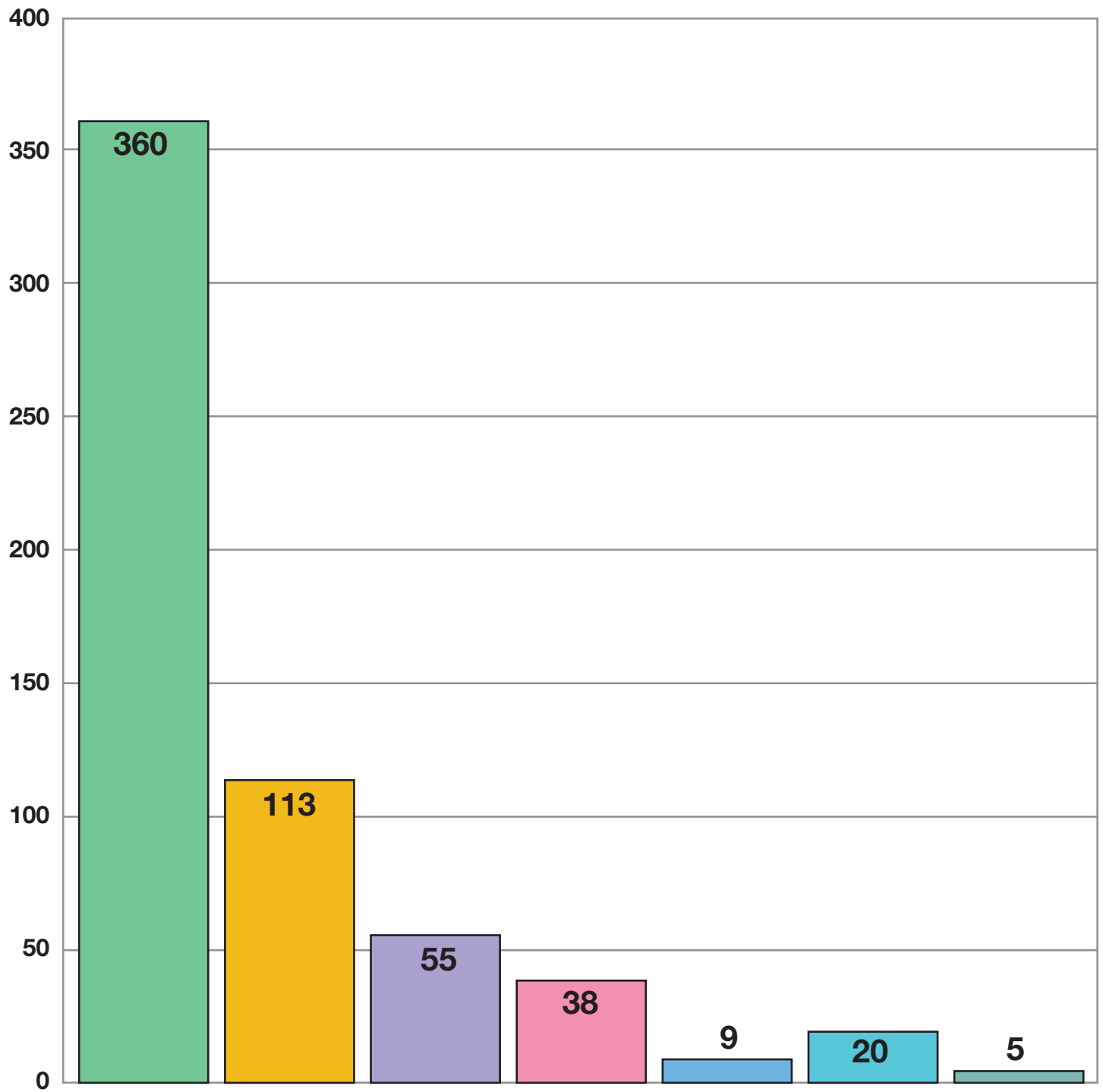


Question options

- Prefer not to say = 13 (2.5%)
- 71 or older = 52 (9.9%)
- 51-70 = 189 (35.9%)
- 31-50 = 197 (37.5%)
- 19-30 = 69 (13.1%)
- 18 or under = 6 (1.1%)

Mandatory Question (526 response(s)) Question type: Radio Button Question

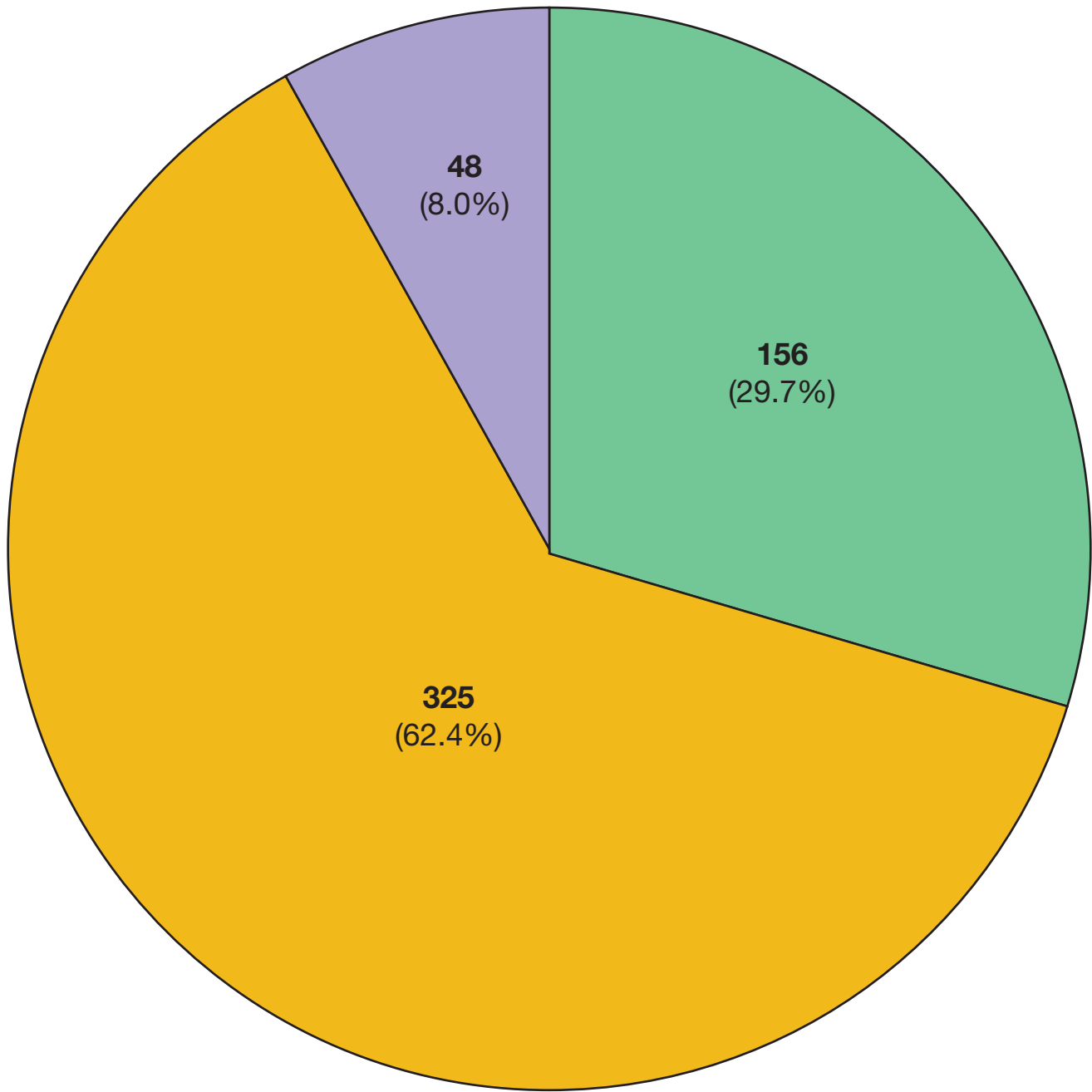
How would you describe your personal situation? Select all that apply.



- Other, please specify = 360
- Prefer not to say = 113
- None of the above = 55
- Business owner = 38
- Property owner = 9
- Tenant = 20
- Homeowner = 5

Mandatory Question (526 response(s)) Question type: Checkbox Question

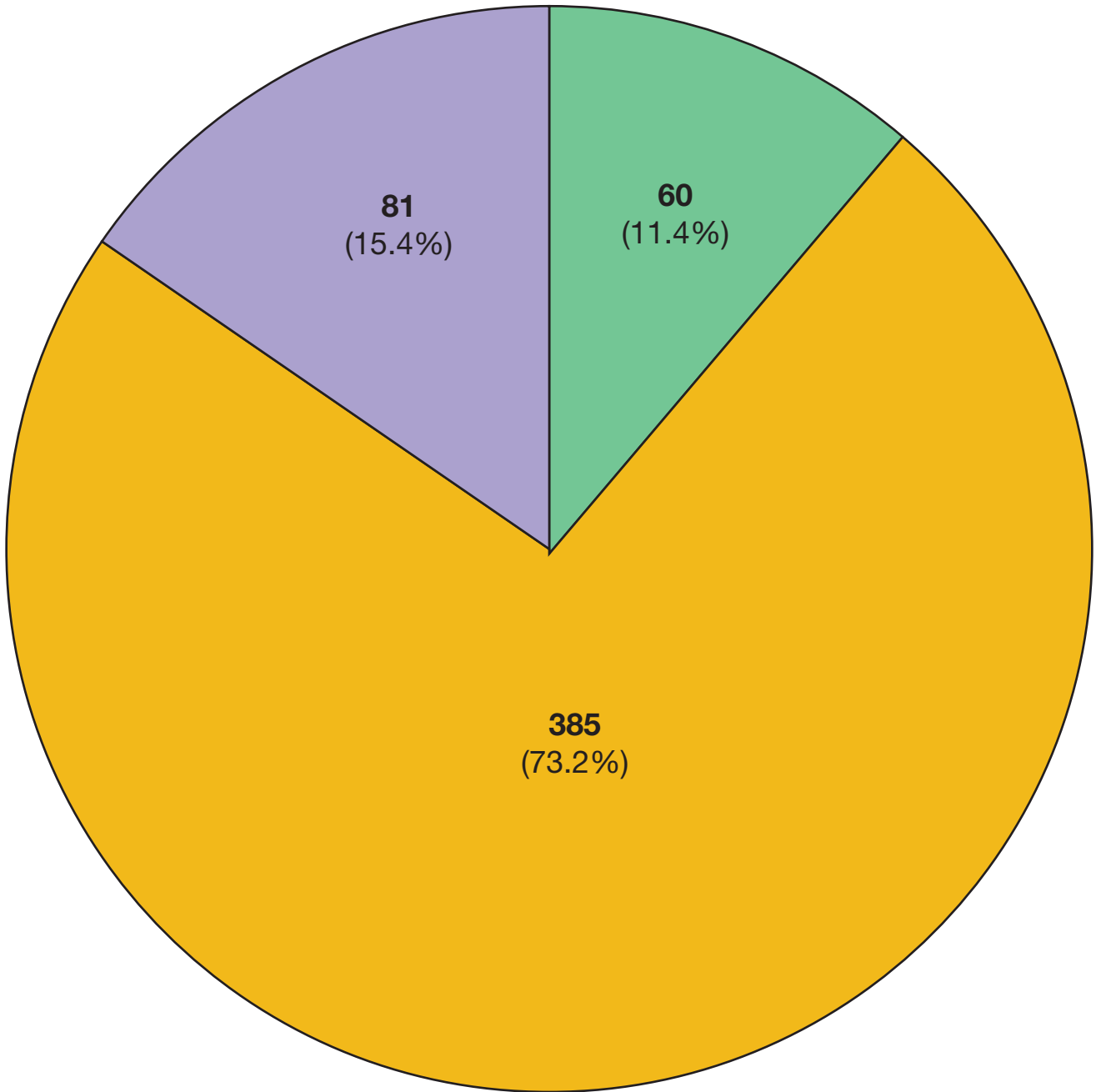
How familiar are you with how the City develops the annual budget?



Question options

- Very familiar = 48 (8.0%)
- Somewhat familiar = 325 (62.4%)
- Not at all familiar = 156 (29.7%)

How familiar are you with the services and programs funded by the City's annual budget?



Question options

- Very familiar = 81 (15.4%)
- Somewhat familiar = 385 (73.2%)
- Not at all familiar = 60 (11.4%)

2022 Survey & Virtual Budget Engagements

Detailed Survey Responses

Question 1:

How should the City support the community's COVID-19 recovery efforts? Select up to three actions you believe the City should prioritize.

Other, please specify:

- Make community groups and not-for-profits fund raise. This will let taxpayers support what they chose, and the city will see what the taxpayers want to see continued. Discontinue virtual events. Take express buses off the streets, there are far too many near-empty buses running. Balance the budget!! 0% tax increase!! For example, hire cops on contract and DO NOT buy them any more toys. Scrutinize which services do not benefit ALL taxpayers and discontinue them.
- Address social inequities and vulnerabilities made visible during the pandemic: adequate housing and flexible amenity space, minimize precarious work such as long term car, increase municipal long term care beds, adequate housing options for the homeless.
- Free public transit and expanded public transit reduce subsidizing the private vehicle use. Better serve the low paid essential workers.
- Affordable housing and environmental protection.
- Affordable housing and lots of it.
- Financial help to those on welfare and ODSP (a supplement for dentures etc.)
- Affordable housing!! More housing is available but not affordable.
- Any initiatives that support bike and pedestrian commuting and recreation.
- Build homes meant for homeless people.
- Continuing to make targeted efforts to retain and attract top national talent to the city as remote work becomes accepted in industry.
- Creating affordable housing for both low income tenants and new homeowners.

- Cut overall spending for 5 years. Only if there is a zero deficit, inflation linked increases in spending.
- Enhanced support to at-risk populations like the disabled and unemployed. Pumping more money into the people who can use it the most will do more to kick start the economy, rather than add more funds to CEOs' bonus checks.
- Expedite active transportation infrastructure development and maintenance to facilitate community participation for people of all ages and abilities, including disabled.
- Fight for control of the police budget to reallocate funds to health care, education, accessible and subsidized housing and non-means tested healthy food sharing.
- Capital infrastructure investment could come in the form of de-paving and creating more permeable surfaces throughout the city. This would also minimize sewer overflow events by allowing water to be absorbed into the ground and would also help to replenish aquifers.
- Have businesses keep up the sanitary practices. Keep the masks, sanitizers, face shields in place. Especially in restaurants, keep the shields.
- I believe the city should slow down spending until our financial situation is better able to handle increased spending following COVID.
- In a post COVID world we need to harness relationships and social connections. For this we need better outdoor spaces. For example, outdoor gyms and exercise equipment for adults (they have this in Oakville and other areas if you need examples), more tennis courts, a communal pool in the west end, etc. I think this would be a good investment by the city and will be equitable in that all groups will benefit.
- Increase Active Transportation options including overpass over John Counter and the Railway.
- Increase funding to basic social programs.
- Increase income of people on ODSP that are over age 50.
- Increasing accessibility and more diverse mobility options for people with low income or different abilities (i.e. moving away from individual car centric investments) by actually investing in active transport (physical bike lanes, increased sidewalk widths, trees to provide shade). People want to feel safe, secure and comfortable in their communities.

- Invest in infrastructure for a zero carbon economy.
- Invest in the community in ways that will enhance sustainability. Council did endorse a climate emergency.
- Invest in universal fibre optic connectivity to the Internet.
- Just do what you (cities within their mandates) are supposed to do, really well. The old boring stuff like water, roads, police, fire, transit, parks, etc. Do these really well!!
- Learn from the opportunity for changing the way things are done. Promote Kingston as a safe harbour to GTHA residents.
- Limiting tax increases to homeowners.
- Ensuring students coming into Kingston are required to follow all health safety protocols with severe penalties if they don't.
- Lower property taxes.
- Lower taxes.
- Minimize budget expenditure.
- More money to social services and disability.
- Mortgage relief or deferral for a month or 2 to help people catch up. This also needs to be without any penalties.
- No tax increases.
- Offer money to residents directly affected the worst.
- Offer rebates for energy retrofits to homeowners.
- Policing: Detection and fining for speeding, red lights. The streets of Kingston have become killing zones under Paterson.
- Property tax deferral for those who need it most based on income in 2020.
- Provide shelter and support for people who are losing their homes due to the pandemic.
- Providing a rent subsidy to housing-vulnerable citizens within the city to keep them housed.

- Property tax relief will only assist homeowners and landlords. What about relief benefits for renters? They won't see any benefits from landlords who receive Property tax deferral relief I can assure you. Or perhaps more assistance to first time home buyers and homeowners. Landlords don't need more breaks. A rental property is an investment luxury not a right. And they're a factor in first time Kingston home buyers struggling to find something affordable in the pandemic price surges.
- Providing large offering of in-person events and programming specifically for children as children were affected the most by the pandemic.
- Reduce commercial property taxes.
- Reduce taxation.
- Safer and more comprehensive active transportation options.
- Strengthen identity as environmentally progressive city that encourages active, well-balanced living.
- Strengthening protections for renters.
- Strong supports for low-income, and homeless communities.
- Support a green recover with a focus on parks and outdoor spaces for community members to use.
- Support active transportation. This should be the easiest and most economical option for travel.
- Mental health programs and affordable housing need time be a priority.
- Support cooperative investment opportunities whereby participants reap the benefits and profits are not the end goal. Most efficient way to get services to the community since all proceeds produce resources and none fall away as profit to a small group of owners.
- Support small businesses. Support homeless and needy people. Provide extra support to the vulnerable in the city.
- Support the most vulnerable.
- Sustain the absolute necessities, i.e. roads, sewers, etc. If there's any money left over, reduce debt. Return Sir John A statue to park; get out of the cancel culture industry!

- Targeted support to those who prove they need it.
- There is going to be a strong recovery due to pent-up demand without the government wasting more money. Give money back to the people through holding the line on property taxes!
- With flexibility; responding to changing situations with appropriate actions.

Question 2:**Are there any services you receive from the City that could be reduced to save on costs or changed to be more efficient?**

- I do not receive social assistance and am sick and tired of paying for others.
- Again, there are too many near-empty buses on the road.
- Cultural programs and facilities can support themselves.
- I would have to see tangible results to support increasing tourism funding.
- It would be nice to actually receive a reply from By-law Enforcement and have the issue actually resolved.
- Completely stop funding the Heritage Society. They should run as a charity that must purchase and maintain heritage properties. Certainly their lawyer costs should not be paid by city taxes.
- Completely stop supporting churches or religious groups. They should pay full municipal taxes, as they do in some small cities in BC.
- Create bylaws that encourage investment in Kingston and stop hiring so many people that discourage high rise building, businesses, and factories. Look to Halifax which encourages the expansion of the city up and not out into new suburbs.
- Create a fast (6 month) permitting process for projects the city wants.
- Sell off some park land for development.
- Change the election process for city hall from a ward system to a city-wide rated system.
- COVID has shown us that individual cars should be encouraged to replace public transportation in the future.

- Make public the list of all organizations receiving money from City Hall and how much. When this was done in Kamloops BC the population forced major changes. Hockey received half the money and the July 1st party in the park committee received the cost of 2 city workers to clean up the mess. Now hockey gives way for curling.
- People should be encouraged to demolish old buildings that do not have vapour barriers, insulation, doubled glazed (or triple) windows or modern cladding and rebuild modern properly insulated buildings. The refit cost is prohibitive. And several lots should be encouraged to go together and build even more efficient condominium building.
- A tighter controlled "Waste and recycling collection" and management by socially assisted property managers. In this particular area, KFHC managed areas in Rideau Heights. For 18+ years they have used the excuse that they cannot do more because their budget doesn't provide the funds. Who does their budget? Also, there is an underground of people residing in social housing that spend their nights scavenging garbage throughout the city, take it to their units, and dump the unwanted items curbside. Their favourite mode of transportation is bicycles with home-built trailers attached and they travel mostly during the quiet hours, 11 pm to 6 am when by-law is not available.
- Allow refill of multi-use bus passes online.
- Arts and culture are nice to have and strengthen any community; but when there is a significant crisis, focus should be on basic needs and the most vulnerable.
- Better garbage services so that a single driver is enough (see Toronto).
- Better recycling management, i.e. don't pick up just anything simply because it is in the recycle bin. Used to be drivers declined to pick up waste in recycling bins, now they take anything our neighbours put in them. This mixes waste with recycling making more work for the folks at the recycling centre to sort, which is not cost efficient, and also creates safety risks.
- Blue box and garbage do not have to be picked up weekly for most households. a two week pickup would be ok. green bin pickup necessary weekly especially in summer.
- Budget for police should be decreased and used for social services instead.
- Bus service.

- Bylaw is fine enough, but a lot of cops are pretty useless. Let's shave 15-25% off the police budget and invest that money into social programs that are actually useful at reducing crime.
- CPP, disabilities, welfare increase.
- Cancel culture motivated changes, costs associated with increased useless bicycle lanes and lost parking.
- Change garbage cans to allow for plastic recycling - too much garbage in parks and more cans are needed.
- City has never been efficient. Why pretend to start now.
- City Staff need to be reduced and their pay reduced as well. This new bus driver hire and its wages are beyond unreasonable. Please stop overpaying so much so that the private sector can't compete to keep talent. The taxpayer is not a bottomless pit.
- City utility bills are printed on two pages of paper. Only 1/4 of one side of the second page is used. The information could all be made to fit on one page with an adjustment of font size and/or reducing the amount of notes/information displayed. This would save hundreds of pages of paper per month and would be much more respectful of the City's obsession with climate change.
- City works needs to have an audit done. Far too much waste and salaries/benefits are out of whack with private sector. Subcontracting could be the answer. We have a 2 tiered society. Govt workers versus the rest of us.
- Collect recycles in wheeled bins less often as an option for homeowners. Biweekly would work for me if the bins were the large, wheeled type.
- Completely eliminate funding for cultural events.
- Construction permit cost should be reduced.
- Could we require property owners to keep sidewalks along their property clear of snow and ice by 8 am every day?
- Cultural programs (private sponsors will step in); police/fire (definitely these budget increases need to be frozen for at least 5 years to allow for recovery)
- Definitely reduce police service. From speaking to other residents, they seem to be ineffective and a drain on resources. Diverting the money they get to social services will have a better impact on community.

- Defund and shut down KEDCO - increase the Chamber of Commerce funding by 25% of what is now given to KEDCO - the savings would be noteworthy - 75% of what is now given to KEDCO - I'm a firm believer in "economic development" - green, sustainable - a lot of that can be accomplished organically with private, entrepreneurial endeavour.
- Defund the police and reallocate funds to social services and RGI housing.
- Defund the police, use the funds for community services like affordable housing.
- Do a better job collecting the garbage and recycling. Why is it that half my recycling is left in the bin after it is picked up or on the street polluting it (does half the job all the time) leaves my bin sitting in the middle of the road or my driveway.
- Efficiency rather than reduction in most areas of service delivery. Rebalancing of budgets is necessary moving toward sustainability i.e. less new car infrastructure, more convenient active transportation infrastructure.
- Eliminate or lower the vacant and excess land subclasses in the City of Kingston's Property Tax Rates in order to achieve a redistribution of taxes amongst properties so that vacant properties are not implicitly subsidized by the City. This would have the additional effect of encouraging economic uses of all properties within the City of Kingston.
- Email city notices (e.g. property tax) instead of mail.
- Equity office that is degrading to citizens and is a mockery to Canada. Get rid of it.
- EV charging. These vehicles use the roads too, they don't lift off from a home driveway and land at a parking lot space. They should also be levied a road maintenance tax based on usage. Share the cost of road maintenance.
- Expand the recycling program to include as many recyclables as possible.
- Garbage collection every other week in exchange for both blue and grey boxes every week.
- Given the current restrictions and inflationary climate, the money spent on outdoor festivals is probably the least effective - the chalk stickers for Canada Day (aka hopscotch) were probably a few hundred dollars that could have been easily replicated with a couple of packs of sidewalk chalk. A focus on high quality outdoor spaces is an attraction in itself.
- Grass maintenance in city parks could be done less often.

- Green spaces have been our saviour during this last 1.5 years, please keep them available for all of us to use.
- Halt / suspend work on multiuse pathway planned throughout the city.
- Hard to say without full transparency of the services - fund for effectiveness them efficiency. Not sure how personal opinion exhibiting bias helps the city as part of a survey.
- Have employees who can continue to work from home and save and cut down on city office space. This will reduce rent and upkeep for city. Provincial Gov't should follow as well.
- Have one truck do both trash and recycling pickup.
- Homeowners should be responsible for clearing the city sidewalks in front of the properties themselves. Larger cities like Toronto insist on it. Landlords need to be held responsible for their rental properties. Also LTC and social assistance needs more funding from the province - costs should never have been downloaded to the municipalities. It's not that I think people who rely on these services and supports should get less -- the funding should come from elsewhere.
- Hydro Costs.
- I am an active public transit user. I would love to see more bus routes run more frequently. Possibly increase to every 15 minutes for all routes during high volume time especially with the students coming back in the fall. I also actively care about the environment I would love to see more green options in the community.
- I am not sure the Kingston Police really need armoured vehicles....
- I chose "economic development" to be decreased because there is no definition of what "economic development" is. Leading up to and throughout the pandemic it appears that the term "economic development" is jargon used to obfuscate the agenda to further entrench business investments and subsidies at the expense of social programs and meaningful healthy employment. "Economic development" is exploitative of our community and has created a city that prioritizes profits over the well-being and safety of ALL of its community members. It is not acceptable to traumatize houseless community members through encampment evictions and only offer inaccessible, inadequate and inhospitable housing options.
- I don't really benefit much from city services aside from municipal infrastructure and garbage/recycling removal.

- The police should be made to return the militarized vehicle it recently acquired and should face a multitude of decreases to its deadly arsenal. Having the local police equipped for war and violence sends the message that it belongs to a community that requires the treatment that comes along with the deadly equipment and training. This makes me afraid to call the police for anything if they see Kingston community members as a population that requires equipment and training meant for war conditions.
- I live on Mona Drive north of Taylor-Kidd and the road snow removal seems very frequent. It's appreciated but I can't help but wonder if there is potentially another area that could use a portion of the attention that my road receives.
- I do not believe that we need our sidewalks plowed. The machines tend to simply implant the ice further into the sidewalk and are very noisy. We can take responsibility for our own sidewalks and the current program could be enhanced to support seniors and those that are disabled. We regularly help to clear our neighbor's sidewalks. I also wish that the City would deliver the Compost Bins. It requires a car to access the Centre and given that I am currently between cars, it is a terrible feeling to be putting vegetable peelings in the garbage.
- I don't think so. I think the city is doing a great job. I am happy with the services I receive.
- I don't think so... on the whole I find the services I rely on (garbage, water, hydro) to be well run and efficient. I've been disappointed with police hyper focus on odd (horses) or combative (military vehicles) expenditures and feel they should be a strong candidate for a budget reduction.
- I feel like there is so much focus in this survey on social and culture services. Why don't you look to other areas like business ones and economic ones that could be more efficient? Are the summer camps really what's breaking the budget? If they are maybe the city should be more transparent about that, so we have a better foundation to make decisions as survey respondents and residents.
- I feel that maintaining the Emergency Services would still be an essential part of the Plan and that if things were to get worse from a Public Scale that turning to Parliament would be more effective to receiving funding than or going to the Federal Government now for a Contingency Plan in case the need arises that this would help save money on Balancing the Costs of having an Emergency Services during this event of COVID-19. We've heard this before from our local news and aren't seeing a huge number of incidents either directly in public or in the media. You may find that my statement sounds similar to the words of Darryn Davis on the CKWS.

- I feel that running large buses that are largely empty is not an efficient use of our tax dollars. I would like to see the size of the vehicles reduced to reflect the actual ridership. Do all the offices at City Hall need to be open M-F all day? Especially since many services are accessible online now and there is reduced need to go into City Hall in person, perhaps the whole building could be closed 1/2 day a week, or individual depts closed on a rotating basis, to save money?? In my neighbourhood there is a low use of the green wet organic waste bins. I feel that pick up 1x every 2 weeks instead of every week would be a reasonable change to save money.
- I live in rural part of the City on the rough gravel road, we have no services other than snowplowing, grading of road twice a year, and garbage/recycling. Then see the City wanting input on where to put benches along pathways, unbelievable while raising taxes during a difficult year financially for many. It seems the City is only concern about south of the 401.
- I notice the bike lanes project has been totally forgotten and was left off the above list. I'd like to see that return as a priority. If they City is going to brag about its "Greening" plans, please do a better job of walking the talk.
- I only put my garbage out once a month. Could we encourage people to reuse reduce and recycle and not put out garbage every week?
- I see cleaning staff at libraries, community centres, city buildings with nothing to do. They clean already spotless windows. This is crazy.
- I think police salaries are way too high. The City should be negotiating more with the police union to reduce their wages and hiring less new officers.
- I think that the City should take a good look at the back office administration and make serious cuts and improve efficiencies there before making any decisions on reducing services. I am certain there is plenty of non-service related cuts that could be made. It's time to be responsible with our tax dollars.
- I would have no problem seeing garbage collection move to a two-week schedule from the current weekly schedule.
- I would prefer to see most services reduced. Go back to core services and forget most big projects. I mean you stopped plowing paths that are used by piles of pedestrians while you build and fund \$11m or whatever community centers. Environmental issues should be encouraged, but not spending hundreds of thousands on little used chargers. I notice you didn't put up the bike lane bollards on Taylor Kidd, etc., and just how many roads are a mess, especially on the edge for bikes. But there will always be people lobbying for big projects, and council will do it.

- I would support a strong decrease in the police budget with the funds to be allocated towards social services and mental health resources.
- I'd be happy to have waste collected once every two weeks with recycling/green bins collected every week.
- If the recycling of products is not breaking even, then eliminate the product from collection.
- If we incur inflation- a likelihood - simply maintaining services might mean a slight de facto decrease or reduction. I recommended increasing social assistance because the present amount allocated cannot begin to support any human being for a month. I recommended increasing affordable housing support because although there is much new apartment or shared housing available, it looks very university student oriented, not for the general public. (It may, however, free up rental space.) I recommended increasing some spending in the cultural and tourist realms because we are a very desirable city for visitors, a non- polluting industry, and job-creating. Our historic charm is renowned, our many restaurants very inviting for holiday goers. Supporting our cultural venues like the top- flight Grand Theatre and civic museums also attract tourism to support those in the businesses related to visitors. As indoor facilities, they can add appeal for visitors in the autumn and beyond. Thus: " Kingston- Beautiful in All Seasons." Win-Win, I hope!
- Improved online self-service for permits, renewals and bi-law. Reduction of redundant administrative staff and "paper" driven processes. I work in data analytics and won Brian Paterson's Mayor's innovation challenge ... reach out if you want to talk about the above.
- Inappropriate support of environmentally 'in appropriate' activities such as the poker run, subsidizing parking is detrimental to public transit and alternate modes of transportation.
- Increase police traffic enforcement and hit speeders and traffic violations with heavy fines.
- Increase reusing items by more give away days so items don't go to the dump. Help people understand what is recycle and what isn't and that it actually does work. Encourage tree planting.
- Increase the flow through costs on programs.
- Increased taxes to pay for this, Rate of property taxes to be progressive-lower value homes pay less, seniors on fixed incomes protected.

- Police and fire services are the largest slice of the operating budget. Are there activities within the police and fire budgets that can be delegated to lower cost centres like bylaw? Or if we increase social services spending will that decrease issues requiring police attention and result in police budget savings?
- Revisit compensation - municipal governments are starting to look very generous in comparison to the private sector, are you getting good value/productivity from the staff for what you pay? Some of the initiatives listed are very heavy on "management" salaries and it is not clear what outcomes are being achieved (e.g. support climate change initiatives, but what outputs are we achieving from the initiatives?). Or can you realign compensation (e.g. less generous pension matching), to be more in line with the private sector?
- Increase time frames for Pickup of recycling.
- It may be more cost effective to bid out city functions like garbage collection.
- Just a big emphasis on supporting affordable housing, homeless support programs, addiction and mental health support (if applicable) and social assistance. I'd like to see more money being put into the people who are struggling the most as a priority.
- Just save up the money for big expenses. There is only one taxpayer, so we should have saved all the money for the building and maintenance of the third crossing bridge. Why not call it the Gardiner Expressway take 2?
- KEDCO needs to be dismantled. It does little to increase or attract business. It just rides on other coattails. These monies could be used for housing.
- Less grass cutting and landscaping in public areas, especially parks; collect garbage/recycling less often; far less policing required.
- Less improving of already good infrastructures (like skeleton park) and more investing in old parks (Compton Park).
- Less money to KEDCO or more accountability for the businesses they bring into the city e.g. the milk plant that has endless problems and no repercussions.
- Less new traffic lights. No traffic cameras.
- Less paid consultants.
- Local government itself. Trim consultants etc.

- Looking at the Leon's Centre and how / what funds are being used to sustain / support that and the overall model...
- Low income housing - have cameras and security.
- Many of the roads in town, particularly in residential areas, are far overbuilt for their actual use. Instituting more one-way streets and removing some of the on-street parking could reduce the amount of money spent on resurfacing and clearing snow from roads that are underused.
- Many residential streets could have one sidewalk plowed in winter rather than both. Green box/compost could be picked up every 2 weeks.
- Money spent on cutting grass in public areas, boulevards and along roadways could be saved by allowing these places to become meadows or natural pollinator areas. Less grass cutting, less grass and more natural spaces for bees and butterfly habitat. More greenspace. <https://cwf-fcf.org/en/explore/gardening-for-wildlife/action/get-certified/>
- More bike lines and bike options.
- Most importantly, I think that some of the City employees could do with a pay adjustment... I am mainly thinking of the ones at the top of the structure! For example, One Senior Manager made \$179,000 in 2020. That is ridiculous and totally unacceptable. Some pay cuts are definitely in order before tax raises are considered. I also feel that the City maintenance department needs a massive overhaul. I have observed many workers wasting hours upon hours just looking at a problem and waiting for others to also come look at the problem without actually doing anything. I am sure that lots of efficiencies can be found in that department. The bus transit in the city is excellent. I do think that it would be OK to decrease the frequency of the express buses a bit throughout low periods without impacting things too much. Also, the libraries could scale back their hours a bit ... I doubt that they need to be open as much as they are. I also think that we may need to reconsider the push for green investments in the City. While I certainly think that the environment is critical and certainly do my part to live green, I am concerned that we do not have the money as a City to finance all the initiatives involved. I think slowing down a bit in this area would be OK. Finally, some of the re-developments taking place (e.g., building up the walkway downtown) could also be slowed down a bit until the economy stabilizes. The taxes we pay in this town are too high as is and this directly impact affordability of housing.

- More enforcement of passengers paying the fare on transit. Many passengers are waved on by the driver after paying less than the full price.
- More money for subsidized housing, low income housing. We need to support families in need of housing, seniors, and singles.
- Most services I receive from the City are already reduced to a minimum.
- No service is being received. So kind of moot.
- No, because we out by north of the 401, in the old township, don't have any services at all from the city. So how can we reduce to save costs when we have no services that are provided for us. Including transit, sidewalks, road repairs, streetlights, sidewalks etc. etc...
- No, since I live on the other side of the 401, I only get garbage/recycling, pickup, and water. There are streetlights at the side street. For what I pay we need more.
- No. I use only essential city services.
- Nope. you folks are perfect.
- Not at this time.
- Not so much reduction in services but have services/employees more accountable and efficient.
- Not sure.
- Not sure, if we do not know and cannot name them, most likely we do not need them. Popularity should be a good indicator whether it is needed or not.
- Not that I can think of.
- Not that I know of at the moment.
- Not that I'm aware of, no.
- Nothing I can think of.
- Pay down debt, stop building additional roads and stop buying land to leave unused. place user tolls on the '3rd crossing' to fund its maintenance and ultimate replacement.

- One option that could make extra money for the city is to make city-owned equipment (signage, electronic signage, heavy duty equipment such as dump trucks, etc.) available for rent to local businesses and residents. Some equipment gets used situationally and would otherwise collect dust. It would be best to get additional use out of it. There should be a clause that said equipment may be recovered (and the day(s) refunded) if there is an immediate city need for the equipment. The same could be done with city buses; if there are any buses not immediately needed, they could be chartered out (including its driver) to businesses and residents.
- Perhaps collect garbage every 2 weeks with an option to pick up weekly with a bag-tag.
- Personally we don't need our garbage collected on a weekly basis (once a month would be adequate for us but perhaps every other week would be good). Recycling should remain at once a week.
- Planning department has grown to unmanageable complexity. The process must be simpler or new rentals won't happen.
- Please consider reducing funding to KEDCO and Tourism and reinvesting that money in key municipal projects like transit and parks.
- Police department.
- Police do NOT need several armoured vehicles, that's extremely wasteful.
- Police officers should be driving electric vehicles. It's a break-even cost at 1 year.
- Police services could be reduced. I do not believe they offer a service justified by their cost. Significant reduction and reallocation of funding would be appropriate and meeting city budget limitations.
- Police services should be gradually decreased and should be spent on social services which need to be increased regardless.
- Police services. Too many police staff on the sunshine list. Generally too many people employed by the city are making way more than the taxpayers themselves... even those who are well educated and accomplished professionals.
- Police should quit wasting money on stupid junk like the armored vehicle and start supporting the community with better response times and follow up on crimes.
- Police, the third crossing (even though it's obviously too late, that's a big expense when we have people who live on the street).

- Policing = we pay too much for too little. Kingston should be a mecca for car and bicycle thieves as police are so inefficient in helping resolve these problems.
- Policing costs too much for the ROI. Community services are a better use of the funds.
- Policing, fire.
- Privatize garbage completely. Sell off Kingston Hydro to Ontario Hydro or privatize it.
- Public Art.
- Public Transit made available to all residents who pay taxes to the City of Kingston. There is no bus service to residents past the base. Also, Access buses will not go beyond Grass Creek Park. I have a friend in a wheelchair who cannot visit me (Trident Road) because of this restriction. I am not strong enough to deal with her wheelchair. She lives on a disability pension. Note: back in the day, there used to be a bus (rub by a private owner) which travelled twice a day between Kingston and Gananoque (Highway #2). Queen's and SLC students living in or near Gan used it, as well as others who might need a ride into Kingston, or medical or dental appointments, etc. Taxis out here are very expensive.
- Public Transit should try exploring on-demand scheduling and bike sharing programs.
- Queens.
- Re-cycling and garbage pickup are the only services that I receive. The homeless persons program is extravagant and being taken advantage of by people from all over the province!
- Recycling can be changed to be more efficient (have bins that can be picked up by the truck instead of relying on human labour for that).
- reduce bus service...look at current usage...keep express and look at other route...many times the bus is empty...reduce service on holidays.
- reduce garbage collection every second week along with green box, blue box and grey box.
- Reduce hiring high salaried employees.
- Reduce police budget.
- Reduce the size of city government.

- Put out more contracts to competitive bid instead of doing things in House by city employees.
- Reduce recycling pick up to twice a month. It doesn't smell like garbage and can sit an extra week.
- Reduce splash pads. It will reduce water waste and community costs.
- Reduce the amount of mowed grass on city maintained land.
- Reduce the overall size of the municipal payroll.
- Reduce the police services and invest in mental health!
- Reduce the service of mowing the grass along roadways.
- Refocus of police resources to better align with “protect and serve” and less with militarization of police, e.g. armoured vehicles.
- New bylaw to have people shovel their own sidewalks. Provide support where necessary for those who can't. Winters are now becoming less snow filled so burden will be less for all. Spread the cost back to individual taxpayers.
- Replace speed reduction posts with photo radar.
- Restructure routes on Public Transit to be more efficient.
- Re-think how mental health services are delivered to make them more effective.
- Review city planning and library procedures for savings and more efficient.
- Services provided by KFPL should be reviewed. Also many city climate change initiatives are a waste of money: e.g. bike paths that no one uses or are mainly used by recreational cyclists; this whole area should be reviewed as it is likely far more effective to pay for tree planting in the Amazon, etc.
- Sidewalk clearing, large gathering such as New Year's Eve parties, downtown ice rink, thin veiled attempts to bring more people downtown to spend money.
- Sidewalk snow clearing: Purchase the right size equipment for the job and slow down. A lot of damage is caused to property that every spring has to be repaired. The other suggestion is that once the snow is cleared there is no requirement to just keep riding around. Find other work and supervisors should be checking work.

- Stop pouring more money into businesses, including tourism, by Sept 2021. Tourism related business (restaurants, small shops etc.) always have a high failure rate. It was right to support them during the pandemic, but time to stop after this summer. Also, the very high and growing % of businesses downtown are chains, which are well supported without tax dollars being wasted. The downtown has lost most of its uniqueness due to chains and things like dental clinics unfortunately.
- Stop putting speed bumps everywhere! Enough traffic lights already. At some point an intelligent adult behind the wheel should be able to negotiate a stop sign rather than putting in traffic lights at every intersection in the city! Either that or start putting in roundabouts. Most importantly STOP putting bike lanes everywhere! It's a waste of money and an annoyance to drivers for the benefit of a tiny minority of citizens!
- Stop sending paper mail notices, bills, tax info, promos, etc. Use email.
- Streamline tourism initiatives and focus more on services for residents. Cut plans for cruise ships, battery park, etc.
- Stop spending thousands of dollars for bike lanes for a very few people for 3 or 4 months of the year and fill the potholes and fix King Street by the Hospital, I would not want a EMT to try, and jump start my heart. Please get more RED LIGHT Camera's and get the bike's that run them. I also think if bikes are using the streets time, for them to pay to use.
- Stop the city clearing sidewalks in neighborhoods. Should be the responsibility of the homeowner to clear the sidewalk in front of their house. Also with all the initiative towards saving resources splash pads are horrible. My kids like them as much as anyone but they waste so much water and city money it's crazy. I would have preferred a few outdoor pools be installed where the water wasn't wasted.
- Stop trying to be all things to all people. It seems the city is trying to take the place of provincial or federal levels of government with some of their activities.
- Take more than one trash bag weekly. Add large items removal.
- Tender snow clearing, vehicle maintenance, parks maintenance.
- The city always looks to cut services to its customers as a way to manage budget increases. Realistically the size of staff should be cut and actually return on investment should always be measured when hiring. The municipal bureaucracy has grown much too large for our city. Customer service levels are way down as well!!

- The City should consider biweekly garbage pickup to encourage more recycling and green bin use.
- The City spends too much on economic development relative to other municipalities.
- The city spends more on policing than is necessary. More investment in community supports and pre-emptive care should lessen need for policing.
- The community should be encouraged to help maintain parks, soccer fields and trails. Housing should be one of top priorities. The cost of living is way too high and unaffordable to a lot of Kingstonians.
- The entire climate leadership division is a waste of my tax money. Environmental protection is taken care of by higher levels of government.
- The police just bought a tank, while crowd funding to keep a horse, not investigating rampant bicycle theft, and failing to do much of anything about large gatherings during covid -- pretty sure there's some inefficient spending happening there.
- The roads here are just about some of the worst that I've experienced, and I've lived in quite a few places.
- The roads in Kingston are in terrible shape, potholes need to be fixed.
- There needs to be a significant decrease in the amount spent on policing and that money needs to be allocated to social services and housing within the city.
- Things like sports, arts and camps are unattainable at their current costs to a regular working family. However, those who are considered low income or on social assistance receive assistance in getting their kids into programs. It is important to increase the amount of sports and arts that is available to all children not just the wealthy and poor.
- The transit bus system is great; however, it is not really a great system to have buses every 15 minutes going all over town with one person on them. A true gauge needs to be done to make the transit system more efficient.
- To spend less money on providing storage spaces for vehicles. Stop the cycle of urban sprawl of single family homes and the massive expenses that go into it (utilities, roads, etc.). People in the suburbs should be paying their equal share of taxes as related to the amount of resources that they consume and GHGs that they emit through driving and parking in the core.

- Too much property is tied up in parking. Provide more awareness/options to park away from the downtown core and take public transit/shuttle/active transport into downtown. More bike racks.
- Transit buses should run more effectively. Many times I see a bus running with absolutely no one on it.
- Waste pickup: recycle both types once every two weeks.
- More pay for use Aquatic and easy work out programs for adults that work thru the standard workday.
- Waste: the container does not matter as long as one recycles, forcing city boxes cost taxpayer\$! Services should not have user fees already paid for service with taxes!!!
- We don't use transit, we do drive into town daily for work, and the roads are in horrible shape!!! We personally do not use city services such as swimming lessons or the library. Times for aquafit that we would go to are not convenient.
- Plenty of people complain there is no parking downtown, which is a misconception, but as the City does nothing to counter it, that's what people believe. Not everyone can ride the bus nor want to. Enforcing the misconception is not fair to downtown business owners. Take the lowest revenue generating (parking meter collection) day of the week and make it free parking day, save money by reducing the need for meter-maids and get more people to shop downtown.
- We live in countryside, so we really don't feel like the amount paid in property tax is proportional to the services we utilize (no kids, no transit, no sidewalks, etc.).
- We live with Taylor Kidd Rd behind our yard. The lawn is mowed there at some cost to the city. Alternatives to lawn should be considered that would reduce maintenance costs.
- We must prioritize the services that support the lives and quality of lives of citizens above the individual landowners concerns for their tax bill. At a minimum, the ability to be housed, fed, move independently, and live in a healthy environment should be guaranteed before considering ANY other uses of collective local power. This means fund services that support people, and do not fund subsidies for profit-only, private-interest 'investors'.
- Weekly garbage collection during the winter.
- What businesses and assets should we divest to generate revenue? Marinas, surplus building.

- What answers are you obviously hoping to get here? It's telling that you frame this a question of property taxes vs services: the people most likely to benefit from decreased property taxes have to own and property and therefore skew wealthier, and wealthier residents don't rely as much on the services you're asking if we should cut. Here's something that's telling: I don't see any questions on how I feel about the tax rebates the city hands out to condo developers. In case you're wondering, my feeling is: stop doing that, and focus on improving affordable housing instead.
- Elevate planning so Kingston can become pro-development and increase tax revenues.
- COVID and maintenance neglect has really harmed our vibrant downtown.
- Whatever is given to KEDCO I think is used inefficiently. The money given to tourism for advertising is also a waste of money. Reduce the number of consultants on the city payroll.
- Where possible, grassy areas should be allowed to re-wild, saving time/money by not cutting it back, and allowing for more friendly environment for pollinators.
- While the Delta variant continues to pose a risk to everyone spending on tourism, or other promotional materials to attract travelers to Kingston should be eliminated. The less travel the better at this point.
- Winter-time garbage pickup could be every two weeks. Recycling pickup could be every two weeks, as long as no limit is imposed on quantity.
- Worthless "Love Kingston" nonsense. Ill-considered "improvements" (like huge yellow ramps going directly into concrete barriers, dangerous pedestrian crossings like the one in front of City Hall, ineffective traffic calming measures that are merely smoke and mirrors and only calm the drivers that don't need calming, signs that measure how fast vehicles are travelling because the ones that should slow down won't). In short, the City wastes untold money on poorly designed garbage.
- Would the savings incurred by pandemic closures not offset the increase in expenses without increasing taxes?
- Yes, a huge pay cut for all councilors and the mayor!
- Yes, waste collection could be less often. When living in Thunder Bay when a stat holiday occurred collection day just slid to the right, rather than paying overtime/ weekend rates for crews to catch up to the schedule. That 12 days of overtime you just saved.

- You already took them away and my mental and physical health have suffered.

Ideas:

- Add flag poles and flags to Gord Downie pier.
- Add more Web Cams to City showcasing Waterfront, RMC, City Hall, Fort Henry, put as high.
- Substantially increase revenue and make the roads safer.

Have Kingston Police in plainclothes with a camera at intersections throughout the city writing \$110 tickets for failure to stop correctly.

Essentially everyone who fails to come to a full stop with the nose of their vehicle at or behind the solid white line. This will make things safer for pedestrians and eventually would instill safer driving habits. And the city would experience a budget windfall. In a single day driving and observing, we are talking tens of thousands of dollars. Do it at high traffic intersections, do at insulated suburban intersections. Nail rollthroughs and stopoptionals and anyone who even comes to a full stop but past the line.

- Comment response to "Substantially increase revenue and make the roads safer" - Just have camera's mounted and it's even cheaper as well as ruling out human error.
- Power center east Kingston

With the rapid development and growth, mandate Costco, Canadian Tire, one of Home Depot/Lowe's or Rona and a major pharmacy as well as a major grocery make use of the commercial real estate available on Innovation Drive to build a power center for those five retailers similar to the RioCan. Even with the new bridge traffic flow is going to be seriously congested if home improvement and big box remains solely on the west side of Kingston.

- Comment response to "Power centre east Kingston" - Also probably a Walmart
- Bring back statue of Sir John A.

Comment response to "Bring back statue of Sir John A." – No

- Raise non tax dollars by selling Kingston hydro to Ontario hydro or to a private firm / use the funds to pay down debt.

- Montreal St.

Before opening the Cataraqui bridge, lane upgrades are going to be required on Montreal St. Because the bridge over the railway tracks is right there, this upgrade will be more challenging but right and left turn lanes southbound and a right turn lane northbound are going to be necessary or the bridge will become a logjam. Proactively doing it now will be much better than construction jams and lane closures after the Cataraqui bridge opens and doing it then.

- Support a High Volume Low Cost Spay Neuter Clinic

The only solution to Kingston's pet over breeding crisis is a HVLC spay neuter clinic accessible to anyone who understands intact animals need human intervention. The rescues are burnt out and kittens are being born all over this city. It is out of control. Controversy and blaming cats (and dog's) for existing will not solve anything. They will hunt to survive, some will starve, freeze, become sick and subsequently die suffering. It's time to allocate tax dollars to fix the problem at its source rather than creating bylaws that are useless and not sustainable. Doing so will exacerbate this crisis. You build it, they will come. We have 1000's of stray and feral cats breeding right now right under our noses. Some people care, some don't. Please be a humane community. This endeavour WILL NOT have any impact on the current veterinary businesses.

- Comment response to "Support a High Volume Low Cost Spay Neuter Clinic" - (deleted) Impact on the current veterinary businesses.

- Art from a local indigenous person

Since the statue of sir john a was removed as a sign of faith to the indigenous people. Perhaps a symbol of their resolve as a people replace it. It is our obligation to hear the voices of 1323 (so far) children who were ripped from their loving families and apparently were be taught how to be civilized.

- Comment response to "Art from a local indigenous person" - I agree with a well thought out commemorative structure to give people shade and protection from the elements and recognizing the incredible contributions made by the indigenous people to our everyday lives. A place to give thanks and thought while resting.

- Raise non-tax dollars by selling Kingston hydro to Ontario hydro or to a private firm / use the funds to pay down debt.

- Eliminate streetlights in subdivisions the led lights placed on Hudson drive cast little light on the road mostly light up the sidewalk.
- Privatize all garbage collection as done in major urban centres.
- Sell off Kingston Transit and use funds to pay down debt.

Comment response to "Sell off Kingston Transit and use funds to pay down debt." – Ew

- Establish audit and finance committee.

As suggested by Councilor Simon Chapelle, I believe the City should establish an Audit and Finance Committee to support future budget creation and accountability.

- Comment response to "Establish audit and finance committee." - I can't believe the city doesn't have such a committee. Even the smallest non-profits have a finance committee to support their Board's efforts at financial stewardship. This is one of council's key responsibilities and can't be managed effectively without such committee support.

- Bulk Collection Day

Bulk Collection Day - Offer yearly or bi-yearly collection of bulk waste (e.g. furniture, appliances) for residents.

- Make Available Bicycles for General Public and Make Roads Safer.

A bike sharing program should be introduced.

- A municipal holiday that encourages employers to give a day off to the community.

A municipal holiday that encourages employers to give a day off to the community - Maybe a summer Friday. It could be a wellness day for the city. You could also organize promenade-like events around it to support local businesses that chose to remain open. Like a family day. Perhaps get a buy in from major employers in the city and others would follow.

- Prioritize Housing

Prioritize Housing - Housing is a major crisis in Kingston (availability and affordability) and was not mentioned anywhere in the survey. Further engagement with the Queen's/RMC/St. L probably needed.

- Encourage councilors to have mandatory monthly town hall meetings, broadly advertised, with constituents.

Encourage councilors to have mandatory monthly town hall meetings, broadly advertised, with constituents - They can recap meetings, field questions, listen to concerns and use the opportunity to educate residents on municipal government policy and procedure. It could be a virtual and in-person event (when safe to do so) zoom had webinar style features that allow people to type questions instead of be on camera, which can help regulate the sessions.

- KFHC Lack of Proactive "Tenant Generated" Waste Management

KFHC Lack of Proactive "Tenant Generated" Waste Management - This is an 18 year plus battle that has gone nowhere. Repeated excuse lack of funds? 24 million and more spent on Shannon Park and McCauly St and a constant garbage dump on Montreal, Daly, Wilson, and Compton St. all KFHC managed properties. It is time KFHC be taken to task and clean this mess up. The picture is of a day not designated for city pickup.

- Increase childcare subsidy

Increase childcare subsidy - Ensure that families are helped back into the work force by ensuring policies and procedures for childcare subsidy are Family focused and subsidized spaces and funding increased

- Please enforce speed limits and other traffic laws before more people are killed. Smoke and mirror traffic calming doesn't work.

Please enforce speed limits and other traffic laws before more people are killed. Smoke and mirror traffic calming doesn't work. Make Kingston roads safe again

- Kingston Coalition of Active Transportation (KCAT) Active Transportation Implementation Plan Review and Comments

August 9, 2021

Our City and our world is undergoing rapid change that mandates revisions to the Active Transportation Plan which guides City transportation programs. The Kingston 5 Year Implementation Plan, approved September 17, 2019, was conceived prior to the Council declaring a Climate Emergency March 5, 2019, prior to the Pandemic, prior to the surge in cycling resulting from the pandemic, and prior to the surge in other forms of active transportation (AT) such as electric bikes, scooters, electric skateboards etc. In addition, cycle tourism has been recently recognised by the city as a growing economic generator but is only casually mentioned in the ATIP. The recently released Household Travel Survey indicates that there are as many bicycles owned by residents as there are cars, yet Kingston cars travel the equivalent of 40 times around the circumference of the earth every single day! Yes...the time for alternatives to car travel has arrived.

Input to the budgeting process for 2023 and beyond is much appreciated and the comments below reflect the growing need to prioritize AT projects that will increase the uptake of AT as a viable alternative to using cars for everything. Cars have their place, but the new realities dictate that the convenience of the car is very costly to our society as a whole. The Active Transportation Plan provides the pathway forward, the 5 Year Implementation Plan identifies strategic immediate priorities, however our society is seeing influences not envisioned just 3 short years ago. The quotes below and recommended updates reflect those changing priorities.

Please note that costing estimates below need to be verified, and are based on contractors undertaking all tasks, including studies.

-1-

Quote from ATIP “the City’s long-term goal of having at least 20 percent of all trips within the City using active transportation”

“Over time, this plan will also serve to reduce greenhouse gas (GHG) emissions by limiting the need to rely on motor vehicles, and will facilitate physical and mental health, social cohesion, and safer roads for all.”

Recommended update: The 2019 Household Travel Survey shows that Kingston has already reached an Active Modal share of 21.7%. The modal shift is clearly

underway. It is timely to establish a new goal for the next 5 years. And updates to the ATIP in support of this new goal.

Cost implication: Nil

-2-

Quote from ATIP “Plan will allow for alignment with the City’s capital infrastructure plans for major construction projects and provide a greater opportunity for proposed projects to be identified in the City’s future capital plans. The objectives of this Implementation Plan are to: “Undertake neighbourhood-level transportation planning for specific focus areas that build on city-wide active transportation and transit plans, to Construct meaningful segments of the city-wide network by connecting gaps between existing facilities” and “Develop programs to foster and support the development of an active transportation culture in the City”

Recommended update: The commitment to undertake “neighbourhood-level transportation planning” seems to have been delayed. This commitment needs further clarification, review and an action/work-plan developed. There is no evidence of community engagement or capacity building in support of this important goal. This is a serious shortcoming. Emphasis is needed to establish and reinforce connectivity within and between neighbourhoods to feed into the AT route network and transit routes.

Cost implication: Double capital expenditure to complete City wide cycling system, except Division St intersection, and put in place staff resources to engage with neighbourhoods and community relations/engagement to foster AT culture at the neighbourhood-level.

-3-

Quote from ATIP “City-wide trips are typically for commuting or for long distance/touring purposes, and includes trips to and from work, major commercial centres, transportation hubs and other major destinations. These trips typically occur on arterial and collector roads that have moderate-to-high operating speeds and motor vehicle traffic. Major off-road trails, such as the K&P Trail will also form part of this network.”

Recommended update: It is important to integrate cycle tourism into the justification of a complete cycling network. Kingston is ideally situated between the major population centers of Toronto, Montreal, Ottawa and Syracuse. Kingston can draw from those markets for day-cycling trips, overnighters, and

major local and regional events. Kingston also offers unique landscape and access to historical and cultural sites. Tourism Kingston has acknowledged this potential.

Cost implication: Provide Tourism Kingston with additional funding to create Cycle Tourism opportunities and events. \$50,000

-4-

Quote from ATIP “City-wide trips are typically for commuting or for long distance/touring purposes, and include trips to and from work, major commercial centres, transportation hubs and other major destinations. These trips typically occur on arterial and collector roads that have moderate-to-high operating speeds and motor vehicle traffic. Major off-road trails, such as the K&P Trail will also form part of this network.”

Recommended update: While efficiencies are important, so is addressing the new realities and improvements to the cycling network and should not be delayed or tied to major roadway upgrades primarily for the benefit of cars. AT structures are much less costly than road upgrades, reduce emissions and promote safety.

Cost implication: Covered in doubling AT capital spending

-5-

Quote from ATIP “Through this analysis, four active transportation routes were identified for implementation in the short-term, see Figure 5. • Route 8 – Rideau Trail, Queen Mary Rd., Brock St. and Johnson St. • Route 6 – Bayridge Dr, Henderson Blvd, Days Rd., Front Rd. and Union St. • Route 3 – Taylor Kidd Blvd, John Counter Blvd., Gore Rd. • Route 14 – Leroy Grant Dr. and the Leroy Grant off-road Trail.”

Cost Implication: Increase funding from 2.5 to 5 million annually for 2022-23

-6-

Recommended update: The K&P Trail and LeRoy Grant Path also have the potential to become a major AT asset due to the neighbourhoods that it could serve. Many cyclists prefer an off road route for safety reasons. Current obstacles are awkward intersections with roadways, poor and inadequate signage, traffic signal timing, and the major Division street intersection and overpass. A structure to avoid the Division Street intersection and overpass is imperative. Improved pedestrian and cyclist activated signal lights are needed as a high priority at MacDonnell and Princess and MacDonnell and Concession.

Quote from ATIP “A major active transportation barrier identified in the ATMP (Active Transportation Master Plan) was the existing pedestrian crossing of the CN Rail line at John Counter Boulevard east of Division Street. Due to the 23 complexity of the project, issues pertaining to land ownership, and the expected cost of the project, further study is required. As such, funding has been included as part of this Implementation Plan to conduct an Environmental Assessment, which will identify the most appropriate solution. Work on the EA will begin in 2020 and the implementation and construction of the solution will be considered in future plans.”

Recommended update: Should be a major City priority as very little has been accomplished.

Cost implication: City should facilitate preliminary studies (50,000) and seek federal assistance for Construction.

-7-

Quote from ATIP “Develop and maintain an Active Transportation Wayfinding System(signage) that is consistent, legible, and user friendly (2020 - 2021)”.

Recommended update: Implement ASAP. The K&P trail is a high priority. The Quiet Streets Project demonstrated the value and need to put in place clearly marked wayfinding on key secondary streets that build on currently used neighbourhood routes within and between neighbourhoods such as, connecting Polson Park (via Robert Wallace Dr), Calvin Park (via Norman Rogers) and Williamsville to downtown (via Mack St) and Kingscourt in the north to LeRoy Grand Pathway (via MacDonnell). This work should include the active participation of the neighbourhoods and cycling communities to ensure it offers meaningful and useful signage.

Cost implication: Design Study \$20,000, Sign fabrication and installation on AT routes \$50,000.

-8-

Quote from ATIP “Educational and promotional efforts will target broad-scale societal changes in perception and attitude towards active transportation, while being cognizant of the realities in Kingston where active travel is one of a handful of modes that residents may choose to take. Marketing will focus on promoting the ease and enjoyment of walking and cycling experienced by a diversity of residents. Specific pilot projects will be layered in that target perception and behavioural change in key audiences.”

Quote from ATIP “Promotion: Benefits of Active Transportation (2019 – ongoing). Active Transportation promotional campaigns will shift to become long-term focused. Shorter events can lead to peaks in interest, but without sustained efforts, changes in behaviour are often temporary. Active Transportation Benefits: Health • Improved cardiovascular and mental health • Reduced health care costs • Decreased stress, anxiety and chronic diseases • Promotion of active lifestyles Social • Decreased cost of travel options and increased access to jobs/amenities • Increased mobility and equity for vulnerable and low-income populations • Increased independence, mobility and health for people of all ages including children, youth and older adults. Environment • Reduced carbon dioxide emissions and overall air pollution • Decreased water pollutants related to driving • Increased protection of green space and natural environments Safety • Improved sense of safety and livability among residents • Increased motorist awareness of cyclists and pedestrians • Improved sense of safety if there are other pedestrians and cyclists around • Reduction in collisions involving cyclists and pedestrians Economic • Money saved on car expenses • Decreased infrastructure costs for municipal government (and taxpayers) • Increased local investment in business and community development • Greater retention of young people in the City • Increased tourism and popularity of cycling and hiking for visitors to Kingston”.

Recommended update: No Plan has been published.

Cost implication: \$50,000 to develop plan, \$200,000 to implement.

-9-

Quote from ATIP “Develop an Active Transportation Online Hub (2019 – ongoing). The ongoing development of infrastructure and programs as part of this Implementation Plan necessitates the need to centralize active transportation information online. The intent is to build a ‘one-stop-shop’ for active transportation residing on the City’s website with consideration given to the following components: • The production of city-wide interactive maps of the current cycling and pedestrian networks, respectively; • An education & information repository, and; • Projects & Programs currently in development, design, and under construction.”

Recommended update: Nothing has been published.

Cost implication: \$50,000

-10-

Quote from ATIP “Downtown Secure Bike Storage. The City will begin exploring options for the development of a secure bike storage facility in the downtown core. A potential pilot has been identified to test the uptake and viability of secure bike parking in the form of a secured bike corral downtown. Should the pilot prove to be successful, the City will explore a more permanent solution/facility going forward”.

Quote from ATIP “Bike Theft Prevention Apps. The City will explore a potential partnership with 529 Garage. 529 Garage is a free online mobile application registration system that allows police departments and bicycle enthusiasts to join forces through improved education, prevention and communication to combat bicycle theft”.

Recommended update: KCAT has offered a report to the City offering suggestions for secure bicycle parking. Enquiries to the Police Department reveal that Garage 529 implementation is in the work plan.

Cost implication: Secure Bicycle Parking \$100,000, Garage 529 \$10,000

-11-

Quote from ATIP “In 2017, Kingston completed a successful pilot program for a dockless.

bike-share program with Dropbike Inc. The selection of Dropbike, through an RFP process, to deliver a city-wide bike-share program, was launched in the spring of 2019.”

Recommended update: Dropbike has not operated in the City for the last 2 years, an alternative supplier should be sought for 2022.

Cost implication: unknown

-12-

Quote from ATIP “Establish a Winter Network that will be maintained year-round (2020-2021) The City is currently reviewing the designation of a winter cycling network that would prioritize the bike lanes throughout the city for snow clearing and removal. It is expected that this approach would assist residents, who rely on the active transportation network during the winter months, to plan their trips with greater certainty. The winter cycling network would strive to ensure connectivity across the city, service many residents, and provide links to key destinations. The City will engage the community in determining an appropriately maintained route.”

Recommended update: Service level needs to be defined and supported financially from the operating budget.

Cost Implication: Public Works AT operating budget should be doubled to 250,000 for 2022.

Additional topics absent from ATIP.

-13-

Active transportation vehicle incentive program. An incentive for residents to purchase non fossil fueled vehicles, i.e. scooters, ebikes. Program details to be determined.

Cost Implication: \$500,000.

-14-

Bike lane illegal parking enforcement: Modify or expand both public awareness and parking enforcement to include illegal parking in bike lanes.

Cost implication: \$50,000

-15-

Downtown BIA area AT enhancements: Downtown Kingston is the soul of our city. Enhanced cycling and pedestrian facilities are critical to maintaining and attracting new business to the downtown core. Pedestrians need to be offered convenience over cars, thus all intersections should have pedestrian priority programming in traffic lights. That is to say, when a pedestrian presses the crossing button, the signals should immediately stop traffic and allow the pedestrian to cross.

Safety is the major concern of cyclists in the downtown area. Secure bicycle parking has been mentioned previously, but downtown needs safer streets and slower traffic to improve cycling conditions. Signage on the roadside and on the pavement denoting shared lanes is imperative.

Cost implications: \$10,000

Summary

Resulting from the declaration of a climate emergency by the City Council and the impact of the Covid-19 Pandemic, the following expenditures are proposed for the year 2022.

1. Create AT plan to hit target of 20% AT in Kingston by specific date, with ongoing monitoring. No cost implications.
2. Double capital expenditure for Neighbourhood and City Wide cycling infrastructure from 2.5 to 5 million annually.
3. Provide Tourism Kingston an additional \$50,000 for the creation of Cycle Tourism Events.
4. Increase AT structures from doubling of annual budget.
5. Create 4 short term identified AT routes as part of infrastructure efforts from doubling annual budget.
6. Division Street Overpass Preliminary studies \$50,000 and Federal contribution for construction.
7. Design and implementation of AT wayfinding \$20,000 and \$50,000.
8. AT media culture change study \$50,000 and program costs \$200,000.
9. Cycling Hub \$50,000.
10. Secure downtown Parking installation \$100,000 and Project 529 \$10,000.
11. Find an alternate supplier for city wide bike share program.
12. The Winter Cycling network budget increased to \$250,000 in the Public Works operating budget.
13. AT Vehicle hub program \$500,000.
14. Illegal parking enforcement \$50,000.
15. Pedestrian cross priority downtown \$10,000.

Virtual Open Houses

- July 6 virtual budget session with Recreation and Leisure Services.
[Watch complete session](#)
[Watch community Q&A.](#)
- July 12 virtual budget session with Cataraqui Conservation.
[Watch complete session](#)
[Watch community Q&A.](#)

- July 19 virtual budget session with Kingston Police.
[Watch complete session](#)
[Watch community Q&A.](#)
- July 26 virtual budget session with Housing & Social Services.
[Watch complete session](#)
[Watch community Q&A.](#)