



**City of Kingston
Committee of the Whole
Meeting Number COW-02-2019
Minutes**

**Tuesday, March 26, Wednesday, March 27, Thursday March 28 and Tuesday, May
7, 2019**

Goodes Hall, Room 312, Queen's School of Business, Queen's University

The Committee of the Whole Meeting of Kingston City Council was held on Tuesday, March 26, 2019, and was called to order at 6:01 pm at Goodes Hall, Room 312, Smith School of Business, Queens University, 143 Union Street, Kingston. His Worship Mayor Bryan Paterson presided.

Roll Call

Present: Mayor Paterson, Councillor Boehme, Councillor Doherty, Councillor Hill, Councillor Holland, Councillor Hutchison, Councillor Kiley, Councillor McLaren, Councillor Neill, Councillor Oosterhof, Councillor Osanic (11)

Regrets: Councillor Chapelle, Councillor Stroud (2)

Staff Members Present

J. Bolognone, City Clerk

L. Hurdle, Chief Administrative Officer

J. Jaynes, Deputy City Clerk

Approval of Addeds

Moved by Councillor Neill

Seconded by Councillor Kiley

That Addendum 1 and Addendum 2 be approved.

Carried

Confirmation of Minutes

Moved by Councillor Neill

Seconded by Councillor Boehme

That the minutes of Committee of the Whole Meeting Number 2015-02, held March 30, 31 and April 20, 2015, be confirmed.

Carried

Disclosure of Pecuniary Interest

None

Welcome, Introductions and Goals

Mayor Paterson welcomed everyone and introduced Suzanne Gibson, session facilitator, and called the meeting to order.

Suzanne Gibson reviewed the goals and guiding principles for the session and conducted a slide presentation to set context for the Council's consideration and discussion.

Business

a) Presentation from the Corporation: Status of the Previous Strategic Plan Priorities

Lanie Hurdle, Acting Chief Administrative Officer, conducted a slide presentation and presented five initiatives that were underway and require significant investments. She requested Council direction on these initiatives through the strategic planning process. The initiatives were:

1. Workforce and in-migration with respect to collaborating with partners and creating tools.
2. Agreement with Queen's University with respect to partnership re: Innovation Park.
3. Agreement with St. Lawrence College (SLC) with respect to a downtown campus re: Tourism and Hospitality.

4. Intensification work related to Planning a Livable City and five plans or reviews that are in process and underway.
5. The Deep Water Dock.

The Acting CAO confirmed that because these initiatives had previous Council approval, work would continue into the emerging Strategic Plan, but that staff were looking for clarity around where the initiatives would fit in the emerging Strategic Plan.

b) Looking Back to Move Forward

The Facilitator guided Council members wherein they reflected on the accomplishments and identified initiative not achieved during the last term of Council, discussed a shift in context since the last strategic plan and identified focus areas based on where we have been.

c) Themes from the Public Engagement Process regarding Kingston's Priorities

Council Members reflected on the data received through the public engagement process and identified trends and issues.

d) A Collective Assessment of the City of Kingston's Context: Doing a SOAR-WT (Strengths, Opportunities, Aspirations, Results - Weaknesses and Threats)

Council Members broke out into three teams and populated three workstations focussed on strengths and opportunities, aspirations and results, and weaknesses and threats.

e) Reflective Exercise for Tuesday March 26, 2019

Council Members were asked to come to the upcoming planning session of Tuesday, March 26, 2019, having spent time reflecting on the City's key strengths and assets as well as the key opportunities that it is currently facing. Members were asked to compile a list of aspirations for the city as well as the result they wanted to see Council and the Corporation achieve of the next for years. Members were also asked to consider what weaknesses and external threats could get in the way of Council and the Corporation maximizing opportunities and achieving its aspirations, considering political, economic, health, social, philanthropic, competitive, and demographic factors, among others

Recess

The Committee of the Whole consented to Recess and Reconvene on Wednesday, March 27, 2019, at 6:00 pm.

The Committee of the Whole Recessed at 10:57 pm.

Wednesday, March 27, 2019

The Committee of the Whole Meeting of Kingston City Council was held on Wednesday, March 27, 2019, and was called to order at 6:00 pm at Goodes Hall, Room 312, Smith School of Business, Queens University, 143 Union Street, Kingston. His Worship Mayor Bryan Paterson presided.

Reconvening Roll Call

Present: Mayor Paterson, Councillor Boehme, Councillor Chapelle, Councillor Doherty, Councillor Hill, Councillor Holland, Councillor Hutchison, Councillor Kiley, Councillor M^cLaren, Councillor Neill, Councillor Oosterhof, Councillor Osanic (12)

Regrets: Councillor Stroud (1)

Staff Members Present

J. Bolognone, City Clerk

L. Hurdle, Chief Administrative Officer

J. Jaynes, Deputy City Clerk

Disclosure of Pecuniary Interest

None

Welcome and Initial Reflections

Mayor Paterson welcomed everyone and called the meeting to order.

Ms. Gibson presented the SOAR-WT raw data from the night before.

Business

a) 4-Year Priority Setting Exercise

Ms. Gibson led Council through an exercise wherein they were asked to provide input on what they want to achieve during their council term. Council assimilated the vision onto the cards. Ms. Gibson managed the card sorting process allowing Council to

create their four-year vision. This activity was followed by a dot-voting exercise wherein Council placed dot stickers on their top priorities/vision statements. A numerical tally was determined, and each vision was given a priority weighting. Specific initiatives, within the broader vision statements, were identified and discussed in greater detail. Council identified constraints and barriers for priority areas and Ms. Gibson facilitated the further definition of each priority area.

b) Reflective Exercise for Wednesday, March 27, 2019

Council Members were asked to come to the upcoming planning session of Thursday, March 28, 2019, having reflected on the following questions: What has the City of Kingston achieved at the end of 2022. What do you want to see in place. Council Members were tasked with setting an exciting vision, but also making sure it is attainable and achievable.

Recess

The Committee of the Whole consented to Recess and Reconvene on Thursday, March 28, 2019, at 6:00 pm.

The Committee of the Whole Recessed at 10:31 pm.

Thursday, March 28, 2019

The Committee of the Whole Meeting of Kingston City Council was held on Thursday, March 28, 2019, and was called to order at 6:00 pm at Goodes Hall, Room 312, Smith School of Business, Queens University, 143 Union Street, Kingston. His Worship Mayor Bryan Paterson presided.

Reconvening Roll Call

Present: Mayor Paterson, Councillor Boehme, Councillor Chapelle, Councillor Doherty, Councillor Hill, Councillor Holland, Councillor Hutchison, Councillor Kiley, Councillor M^cLaren, Councillor Neill, Councillor Oosterhof, Councillor Osanic, Councillor Stroud (13)

Regrets: None

Staff Members Present

J. Bolognone, City Clerk

L. Hurdle, Chief Administrative Officer

J. Jaynes, Deputy City Clerk

Disclosure of Pecuniary Interest

None

Welcome, Goals and Check-in

Mayor Paterson welcomed everyone and called the meeting to order.

Ms. Gibson reviewed the goals and guiding principles for the session and conducted a presentation to set context for Council's consideration / discussion.

Business

a) Reviewing and enhancing the 4-Year Strategic Framework

Ms. Gibson led Council through an exercise wherein they reviewed the 4-year framework, discussed priorities, reflected on the votes from the previous day and identified what is not a priority.

b) Financial Overview

Acting CAO Hurdle conducted a slide presentation with background information and to provided context with respect to overall tax increases, including past and current annual tax increases, inflation issues, the impact of an increase on the operational and capital budgets, average tax increases in neighbouring municipalities and an overview of tax increases on the residents of Kingston.

Members of Council engaged in a discussion with respect to an acceptable tax rate and options.

Recess

Moved by Councillor Boehme

Seconded by Councillor Holland

That the Committee of the Whole recess and reconvene on Wednesday, May 1, 2019.

Carried

The Committee of the Whole Recessed at 10:37 pm.

Tuesday, May 7, 2019

The Committee of the Whole Meeting of Kingston City Council was held on Tuesday, May 7, 2019, and was called to order at 6:03 pm at Goodes Hall, Room 108, Smith School of Business, Queens University, 143 Union Street, Kingston. His Worship Mayor Bryan Paterson presided.

Note: On [April 2, 2019](#) Council passed a motion to reschedule the April 17, 2019 Strategic Planning session to May 7, 2019.

Reconvening Roll Call

Present: Mayor Paterson, Councillor Boehme, Councillor Chapelle, Councillor Doherty, Councillor Hill, Councillor Holland, Councillor Hutchison (arrived at 6:12), Councillor Kiley, Councillor McLaren, Councillor Neill, Councillor Oosterhof, Councillor Osanic, Councillor Stroud (arrived at 6:05) (13)

Regrets:

Staff Members Present

P. Agnew, Director, Planning, Building & Licensing

S. Armstrong, Fire Chief

J. Bolognone, City Clerk

J. Bumstead, Chief Information Officer

J. DaCosta, Director, Transit & Fleet Services

C. Desjardins, Director, Office of Strategy, Innovation & Partnerships

G. Dyke, Commissioner, Corporate Enterprise Services

L. Follwell, Director, Recreation & Leisure Services

P. Huigenbos, Acting Commissioner, Community Services

L. Hurdle, Chief Administrative Officer

J. Jaynes, Deputy City Clerk

S. Kanellos, Director, Facilities Management & Construction Services

D. Kennedy, Chief Financial Officer & City Treasurer

JC Kenny, Director, Communications & Customer Experience

C. Keyes, Administrator, Rideaucrest

S. Kidd, Deputy Commissioner, Transportation & Infrastructure Services – Operations

S. Laidman, Director, Housing & Social Services

A. McLeod, Acting Director, Legal Services & City Solicitor

D. Roberge, Director, Human Resources & Organization Development

I. Semple, Director, Transportation Services

C. Wiginton, Cultural Director

Approval of Addeds

Moved by Councillor Osanic

Seconded by Councillor M^cLaren

That Addendums 1, 2 and 3 be approved.

Carried

Disclosure of Pecuniary Interest

None

Welcome, Goals and Check-in

Mayor Paterson welcomed everyone and called the meeting to order.

Suzanne Gibson reviewed the goals and guiding principles for the session and conducted a slide presentation to set context for the Council's consideration and discussion.

Business

a) Finalizing the 4-Year Strategic Framework

Acting CAO Hurdle presented the strategic plan document including focussed clear outcomes for each of the five priorities: 1. Increase housing affordability, 2. Improve walkability, roads and transportation, 3. Demonstrate leadership on climate action, 4. Strengthen economic development opportunities, and 5. Foster health citizens and vibrant spaces. Acting CAO Hurdle presented options and budget implications re: financial constraints.

b) Approval of Tax Rate Increases and Strategic Priorities Framework and Implementation Plan

Moved by Councillor Boehme

Seconded by Councillor Oosterhof

That the Committee of the Whole approve and recommend as follows:

That the tax rate increases of 2.5% in 2020, 2.4% in 2021, 2.4% in 2022 and 2.3% in 2023 be approved with the assumption that provincial changes will not be significant, that growth will be as projected (\$2M) and that service levels generally remain stable; and

That the proposed Council strategic priorities implementation plan and measurables attached as Exhibit A to Report Number 19-133 be endorsed in principle and that staff report back during the term of Council with more details on initiatives; and

That Council continue to support asset management principles and strategies including the incremental investment of 1% annually for capital infrastructure; and

That Council approve the recommended closures and reductions of previously approved capital projects and the deferral or elimination of capital projects listed in Exhibit B to Report Number 19-133 and direct staff to update the 15-year capital expenditure and financial plans to align with Council priorities, while managing long term debt levels within self-imposed debt limits; and

That staff be directed to report back with changes to the Council priorities implementation plan should Council choose to introduce new priorities or add substantial initiatives during the course of the next 4 years; and

That external agencies and boards be requested to incorporate Council's priorities and tax rate targets into their strategic planning and budgeting processes; and

That Council members, as appointees to agency boards, use their agency oversight responsibilities to champion Council priorities and related fiscal constraints within agency operations.

(The Report of the Acting Chief Administrative Officer (19-133) was attached to the agenda as schedule pages 2-44)

Carried

Adjournment

Moved by Councillor Boehme

Seconded by Councillor Hill

That the Committee of the Whole do now adjourn.

Carried

The meeting adjourned at 10:24 pm.