



**City of Kingston  
Information Report to Council  
Report Number 18-141**

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**To:** Mayor & Council  
**From:** Gerard Hunt, Chief Administrative Officer  
**Resource Staff:** Melanie Ryttersgaard, Executive Assistant to the CAO  
**Date of Meeting:** May 1, 2018  
**Subject:** 2018 Priority Status Matrix – Q1 Update

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**Executive Summary:**

The purpose of the priority status matrix is to enable a tracking mechanism for work endorsed and assigned by Council.

Attached to this report is the 2018 Priority Matrix document, updated to the end of March 2018. This update reflects progress on the initiatives brought forward from 2017 and assigned by Council since the last reporting in December 2017. While initiatives are sorted by prime priority, several of the initiatives overlap with other priorities. This document continues to be the standard for reporting to Council on priorities for the term 2015-2018.

**Recommendation:**

This report is provided for information only.

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**Authorizing Signatures:**

ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER

**Gerard Hunt, Chief Administrative Officer**

**Consultation with the following Members of the Corporate Management Team:**

- |   |   |
|---|---|
| Lanie Hurdle, Commissioner, Community Services            | √ |
| Jim Keech, President & CEO, Utilities Kingston            | √ |
| Desirée Kennedy, Chief Financial Officer & City Treasurer | √ |
| Denis Leger, Commissioner, Corporate & Emergency Services | √ |

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**Options/Discussion:**

The priority status matrix is an accountability framework for staff to report on Council direction. Regular reporting provides Council with a snapshot of the number of initiatives that staff have been directed to complete within the current and subsequent years. The value of the priority matrix is two-fold:

1. to provide Council with an overarching accountability framework of work assigned to staff throughout their term, and
2. to assist leadership in assessing workload and capacity issues, and make changes where required. Changes will be reported to Council through the regular reporting mechanism.

Initiatives on the priority status matrix are sorted by their prime priority. This does not mean that they relate exclusively to that one priority; several of the initiatives overlap with other priorities. However, for ease of following progress we have listed initiatives under the prime priority. Completed initiatives are highlighted in blue and the word "COMPLETE" added to the comments column.

In addition to using the priority status matrix as a tracking document, the online Kingston's Strategic Plan also provides a real-time update on progress for Council and the community. As priorities are updated, staff in Communications and Customer Experience indicate these updates on the online Strategic Plan by priorities. Simply click the "updated" stamp on any priority to get a snapshot of its status.

Another reference tool providing specific information on each priority initiative is the December 19, 2017 strategic priorities report to Council (<https://bit.ly/2BfUq8i>).

**Existing Policy/By-Law:**

Council's strategic priorities: <https://www.cityofkingston.ca/apps/councilpriorities/>

Implementation plan for Council's strategic priorities described in Council report 15-245: <http://bit.ly/2lgO3sQ>

Strategic Priorities Mid-Term Update report to Council: <http://bit.ly/2kEgRIF>

December 19, 2017 update report to Council: <https://bit.ly/2BfUq8i>

**Notice Provisions:**

There are no notice provisions with this report.

**Accessibility Considerations:**

There are no accessibility considerations with this report.

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**Financial Considerations:**

There are no financial considerations with this report.

**Contacts:**

Gerard Hunt, Chief Administrative Officer 613-546-4291, ext. 2205.

**Other City of Kingston Staff Consulted:**

Members of the Corporate Management Team

**Exhibits Attached:**

Exhibit A – 2018 Priority Status Matrix – Q1 Update

**2018 Priority Status Matrix - sorted by prime priority  
[updated to include Council meeting April 3, 2018]**

No.	Description of Initiative	Group/ Dept Lead	2018 Q1	2018 Q2	2018 Q3	2018 Q4	2019 (Identify quarter: Q1/Q2/Q3/Q4)	2020 (Identify quarter: Q1/Q2/Q3/Q4)	Date direction rec'd from Council (m/d/y) (links included where available)	Report (if required) will be provided to:	Comments
<b>CREATE A SMART ECONOMY</b>											
1	Report: Recommendations on establishing a policy to play only local musicians on call waiting and public municipal properties' background music	CS		X					<a href="#">1/6/2015</a>	ARCP	Report to the May 24th ARCP meeting.
2	Prepare a plan for the next phases of development for the Kingston Fire & Rescue training centre site (prepare a development plan for future phases of learning centre)	C&ES (KFR)				X					Development plan to be incorporated in 2019 budget's updated 15 year forecast.
3	High speed rail: establish political connections to support a Kingston stop for high speed rail	Mayor							<a href="#">8/8/2017</a>		
4	Report: options for eliminating age-based discounted fees and implementing income-based discounts for municipal programs and services	CS					Q2		<a href="#">2/20/2018</a>	ARCP	Report AP-18-004 approved and presented to Council on February 20, 2018/deferred by Council to Q2 2019 - see further direction from Council dated 02-20-18
5	Report: Smart City Strategy and Progress Update Report	CAO				X			<a href="#">12/19/2017</a>		See Report to Council 18-012 Dec 19/17 Report due in November 2018
6	Progress update report: Pilot Smart City Proof of concept Agreement	CAO				X			<a href="#">2/6/2017</a>		See Report to Council 18-053 Feb 6/18
7	Municipal Accommodation Tax: stakeholder consultation and develop implementation plan	CS (Comm's Office)							<a href="#">3/6/2018</a>	Council	date tbd See Report 18-081 March 6, 2018
<b>INVEST IN INFRASTRUCTURE</b>											
1	Airport: complete rehabilitation and expansion of airport facility and runway	C&ES				X					See Report 17-003 for project details; completion of terminal extension and building expected in November 2018
2	Wellington Street extension alternatives: North King's Town secondary plan	CS/T&IS (Operations)		X							

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3	John Counter Blvd: Expansion to four lanes, completion	T&IS (Eng & MPO)					Q4				Target bridge construction to commence in 2018 with 3-year construction duration. Phase 4 road construction to be completed in mid-2018.
4	Construction: Cataraqui Bay Wastewater Treatment Plant	UK						Q4			
5	Construction: parking supply and facility downtown	T&IS (Operations)					2019/2020				under review
6	Construction: Big Dig IV	T&IS (Eng & MPO)					Q2				Princess Street to be open by July 1, 2018. Project will continue to 2019.
7	Report to EITP: Current status of stormwater management program	T&IS (Eng & MPO)		X					<a href="#">3/20/2018</a>		Report due to EITP on May 8, 2018
<b>PLAN A LIVABLE CITY</b>											
1	Consideration of the history of the Memorial Centre for evaluation in the City's Cultural Heritage Strategy and Commemoration Strategy	CS (CS)					Q1		<a href="#">5/5/2015</a>		The history of the Memorial Centre will be developed and acknowledged as a component of the larger re-development plan for the site.
2	Terms of Reference for Request for Proposal (RFP) for the next update to the Kingston Transportation Master Plan	T&IS (Operations)							<a href="#">12/1/2015</a>	EITP	KTMP update will not proceed until completion of the North King's Town Secondary Plan.
3	Public transit: Completion of downtown transfer point	T&IS (Operations)						X		Council	EA complete; interim improvements complete; final improvements in 2021/2022
4	Intensification: Zoning by-law consolidation	CS (P, B&L)		X						Council	On hold pending completion of the City Central Growth and Infill Strategy (see #7 below)

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5	Food security action plan - in partnership with United Way	CS		X					<a href="#">2/20/2017</a>	Council	COMPLETE See Council Report 18-073 dated February 20, 2018 "Food Access in KFL&A - Mobile Markets Pilot Project"
6	On-Street Accessible Parking Program - report on the three year <b>pilot program's</b> utilization, operation, and any related issues	T&IS (Operations)/CS					Q3		<a href="#">11/1/2016</a>	EITP	Pilot program in place as per EITP-16-019. Report pilot results Q3 2019.
7	City-Central Growth and Infill Strategy (formerly Near Campus Neighbourhood Study)	CS (P,B &L)				X			<a href="#">1/24/2017</a>	Council	As part of the interim control by-law, the scope of the study was changed from near campus to city-central
8	City staff to look at the implications of establishing the retaining wall in Doug Fluhrer Park as a legal graffiti wall	CS					X		<a href="#">6/6/2017</a>		
9	Civic recognition program: research options and report back to Council with recommendations	CS (Cultural Services)							<a href="#">8/8/2017</a>	Council	date tbd
10	Active Transportation Master Plan (Walk 'n Roll Kingston Plan) finalized	T&IS (Operations)		X						EITP	Plan to be finalized and presented to EITP before end of Q2 2018.
11	Report: Review of First Capital Place Illumination Policy	CS (Cultural Services)				X			<a href="#">10/3/2017</a>	Council	
12	Review: Kingston Commemoration Strategy - to include amendments to clarify the process for requesting additions, alterations and amendments to existing commemorations	CS (Cultural Services)		X					<a href="#">10/3/2017</a>	Council	Motion of Council on 10-03-2017 requested inclusion of this matter in the regularly scheduled bi-annual review
13	Report: Recommendations on a possible "bike boulevard" on one of the green streets noted in the motion dated November 7, 2017.	T&IS (Operations)/CS (P,B&L)		X					<a href="#">11/7/2017</a>	EITP	A traffic study for this area is currently underway that will assess existing and projected traffic volumes for the neighbourhood. The traffic study will inform a neighbourhood transportation plan for this area that will consider all modes of transportation. This is aligned with recommendations within the forthcoming ATMP which will be presented to Committee and Council in Q2 2018.

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14	Report: City by-law(s) and corresponding policies, if applicable, amendments to ban the intentional or ceremonial release of helium-filled latex and Mylar/foil balloons in the outdoors in the municipality of Kingston.	CS (P,B&L)			X				<a href="#">11/21/2017</a>	AP	A report/by-law will be brought forward in Q3
15	Feasibility report: Reddendale planning framework to address pressures in the Reddendale area. Report will include: findings based on sound planning principles, an estimate of the cost of adding this scope of work to the Comprehensive Zoning By-law Consolidation project, and timeframe including community engagement	CS (P,B&L)	X						<a href="#">11/21/2017</a>	Council	COMPLETE Report 18-041 January 23, 2018
16	Report: Payday loan locations - review of best practices and proposed amendments to the licensing by-law to restrict the number and location of payday loan establishments	CS (P,B&L)			X				<a href="#">4/3/2018</a>	AP	Report due to AP in Q3 2018
<b>GREEN THE CITY</b>											
1	Municipal Energy Plan	CS (RE&EI)	X						<a href="#">8/12/2014</a>	EITP	COMPLETE Report 18-048 Kingston Climate Action Plan February 6, 2018
2	Report: Benefits and methodologies of how the City might create and use a "cost of carbon" process	CS (RE&EI)	X						<a href="#">12/1/2015</a>	EITP	COMPLETE Information will be compiled as part of the Climate Action Report to Council. The Municipal Energy Plan (MEP) contains significant detail on this process; the MEP will form part of the Climate Action Plan.
3	Connect spaces: Develop a report that describes an action plan for connecting trails, pathways and green spaces	CS/T&IS (Operations)			X						This priority is included under the current active transportation master planning process and will be further defined in operational plans that will be developed to implement the ATMP programs.
4	Parking lot at Ontario & Brock: consider options to improve aesthetic experience of the recently acquired Ontario & Brock lot	CS/T&IS (Operations)									To be funded from the Working Fund Reserve to a maximum of \$20,000  Reporting not required
5	Report: Review options for the Phase 2 beautification project of the gateway located at Princess Street and Division Street	CS							<a href="#">4/3/2018</a>		Date tbd



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<b>ADVANCE A VIBRANT WATERFRONT</b>											
1	Next steps - Community Visioning Plan - Kingston Penitentiary and Portsmouth Olympic Harbour: development of MOU with Canada Lands, a detailed implementation plan, facilitation and/or advancement of land acquisition/disposal required to implement the recommended vision. Identification and preservation of significant cultural resources for the Portsmouth Olympic Harbour property and the former Kingston Penitentiary property will be included.	CS (Comm's Office)									Staff will report back to Council as required.
2	Report: technical information and outcome of discussions regarding the potential development of a deep water dock at 1 Queen Street	CS (Comm's Office)							<a href="#">11/7/2017</a>	Council	date tbd
<b>FOSTER OPEN GOVERNMENT</b>											
1	Report (post election) outlining the experience of other jurisdictions using ranked balloting for the 2018 municipal election	C&ES (Clerk's)					Q3		<a href="#">11/15/2016</a>	Council	
2	Report on the 2018 Municipal Election Plan including opportunities to provide broader access and participation in the 2018 municipal election, other than ranked balloting	C&ES (Clerk's)	X						<a href="#">11/15/2016</a>	Council	COMPLETE See Report 18-095 March 20, 2018