



**City of Kingston  
Report to Council  
Information Report Number 15-411**

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**To:** Mayor and Council  
**From:** Gerard Hunt, Chief Administrative Officer  
**Resource Staff:** Melanie Ryttersgaard, Executive Assistant to the CAO  
**Date of Meeting:** October 20, 2015  
**Subject:** 2015 Priority Status Matrix – Status Update – October 2015

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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 updated Priority Matrix document. This update reflects progress on the initiatives that formed the original matrix, and includes new initiatives assigned by Council since the last reporting in August 2015. While initiatives are sorted by prime priority, this does not mean that they relate exclusively to that one 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. The next reporting date will be in January 2016.

**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:**

Cynthia Beach, Corporate & Strategic Initiatives

Lanie Hurdle, Community Services

Denis Leger, Transportation, Facilities & Emergency Services

Jim Keech, President and CEO, Utilities Kingston

Desiree Kennedy, Chief Financial Officer & City Treasurer

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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. Once an initiative is complete, blue highlighting will be added to that row and the word "COMPLETE" will be 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. The timeline at the bottom of the website will be updated regularly to show progress and completion of initiatives, as available.

**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: [https://www.cityofkingston.ca/documents/10180/9710729/COU\\_A1715-15245.pdf/da440486-877c-4406-9b78-b94cd84c0266](https://www.cityofkingston.ca/documents/10180/9710729/COU_A1715-15245.pdf/da440486-877c-4406-9b78-b94cd84c0266)

**Notice Provisions:**

There are no notice provisions with this report.

**Accessibility Considerations:**

There are no accessibility considerations with this report.

**Financial Considerations:**

There are no financial considerations with this report.

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**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 – 2015 Priority Status Matrix

No.	Description of Initiative	Group/ Dept Lead	Prime Council Priority	2015 Q1	2015 Q2	2015 Q3	2015 Q4	2016 (Identify quarter where possible: Q1/Q2/Q3/Q4)	Ongoing	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	Plan of Action: Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD)	C&SI (HR)/Legal	Create a smart economy					X		12/1/09	Council	Update on progress will be provided to Council by year end.
2	Report: Y2K Kingston Youth Strategy and Community Action Plan; staff to report back to Council on Community Action Plan, including financial implications	CS /C&SI (R&L/CS)	Create a smart economy				X			9/10/2013	Council	Update report to reconfirm implementation plan and funding.
3	Report: Recommendations on establishing a policy to play only local musicians on call waiting and public municipal properties' background music	C&SI (CS)	Create a smart economy				X			1/6/2015	Arts Advisory	Working group established subsequent to a briefing to AAC in July 2015. Report deferred by working group from Q3 to ?.
4	Report: opportunities associated with providing WI-FI in various locations of the City.	UK	Create a smart economy				X					Smart City report is due to Council on October 20, 2015
5	Presentation: integrated tourism strategy (by Kingston Accommodation Partners)	CAO	Create a smart economy			X						COMPLETE Presentation to Council on October 6, 2015
6	Develop a business case for Kingston Fire & Rescue training and education centre (development of business case for future phases of learning centre)	TFES (KFR)	Create a smart economy						X			While some budget for this initiative is included in future years, consultation with the new Fire Chief will be needed (recruitment is underway).
7	Update and harmonize parking bylaws (parking ratios and standards) as part of Zoning By-law review process, including cash-in-lieu of parking	CS (P, B & L)/TFES	Create a smart economy				X					Part of Zoning By-law review process; to be scoped
8	Enhance Ontario Works and employment supports program to integrate with job creation opportunities	CS (H&SS)	Create a smart economy					X				This is delayed due to the focus on SAMS implementation
9	Mayor's Task Force on Development Recommendations: Implementation - Year 2 (completion of deferred items from year 1 and completion of year 2)	CS	Create a smart economy			X				1/22/13		COMPLETE Renovations at JCB are complete, with the grand opening on September 29. Land management system implementation is on track.
10	Enhance City Hall National Historic Site and provide venues to showcase artworks, artifacts and stories  Phase 3 - 2016: Develop temporary exhibition using new exhibit showcases	C&SI (CS)	Create a smart economy					X				Enhancements integrated with redevelopment of Heritage Resource Centre

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11	Workforce and in-migration strategy	C&SI (CS)	Create a smart economy					X		9/15/2015	Council	Direction from Council received 09-15-15 for a RFP to be developed and issued for consultant to assist with strategy development
<b>INVEST IN INFRASTRUCTURE</b>												
1	Accessibility: Innovation of Design of Public Spaces Standards	CS	Invest in infrastructure						X			
2	Implementation of Business Case for Red Light Cameras, preceded by pedestrian countdown devices at applicable intersections	PWS (Eng)	Invest in infrastructure						X	<a href="#">3/18/2014</a>		Implementation of red light camera program as per report EITP-14-005
4	Develop a stepdown funding plan for social housing to address federal funding reductions	CS (H&SS)	Invest in infrastructure				X			<a href="#">12/4/2012</a>		An overview of the Step Down Federal Funding will be provided by the consultant at the end of October.
5	Information Report: How rural roads are prioritized for repairs and upgrades with a briefing on the audit assessment process	PWS (Eng)	Invest in infrastructure				X			<a href="#">5/19/2015</a>	RAC	
6	Report: Implementation of the Turf Management Plan for the City's sports fields in response to citizen concerns	PWS (PW)	Invest in infrastructure				X			<a href="#">8/11/2015</a>	ARCP	
7	Report: Following two consultation sessions with the baseball user group, report in February 2016 regarding a process to seek corporate sponsorship for facility upgrades	PWS (PW)	Invest in infrastructure					Q1		<a href="#">8/11/2015</a>	ARCP	
8	Third Crossing - Action Plan Update	PWS (Eng)	Invest in infrastructure			X					Council	COMPLETE 15-268 September 15, 2015
9	Report: Third Crossing - Summary report upon completion of preliminary design and financial plan	PWS (Eng)	Invest in infrastructure					2017		9/15/2015	Council	

No.	Description of Initiative	Group/ Dept Lead	Prime Council Priority	2015 Q1	2015 Q2	2015 Q3	2015 Q4	2016 (Identify quarter where possible: Q1/Q2/Q3/Q4)	Ongoing	Date direction rec'd from Council (m/d/y) (links included where available)	Report (if required) will be provided to:	Comments
<b>PLAN A LIVABLE CITY</b>												
1	City of Kingston Arts Fund: Recommendation on the desirability of including funding for artists who are deaf or disabled within the City of Kingston Arts Fund for consideration by Council prior to the adoption of the CKAF guidelines in the 2015 grant year.	C&SI (CS)/ Accessibility	Plan a livable city				X			<a href="#">9/10/2013</a>	Council	Consultant to complete assessment of CKAF and equity issues ahead of 2016 grant year
2	Implementation of Age Friendly Action Plan	CS (Comm's Office)	Plan a livable city					X		<a href="#">3/4/2014</a>		Progress on items in report 15-397 to Council on October 20, 2015
3	Report: Evaluation of the City's current process used to review Radiocommunications Facilities (cell towers), including research on best practices as identified by the Federation of Canadian Municipalities (FCM)	CS (P,B&L)	Plan a livable city					X		<a href="#">4/1/2014</a>		This has been delayed due to additional projects through council motions.
4	Report: Operating plans and budget to support the implementation of the Integrated Cultural Tourism and Cultural Heritage Strategy as part of the 2015-2018 Council Strategic Plan and future budgets	C&SI (CS)	Plan a livable city				X					Report outlining the results of the Cultural Tourism Pilot Project to inform future planning.
5	By-law or Amendment to set the standard for the visual appearance of construction hoarding, including the geographical area where it will be in effect	CS (P,B&L)	Plan a livable city					X		<a href="#">5/20/2014</a>	AP	
6	Report: Best practices relating to ambient noise levels (routine mechanical noise)	CS (P,B&L)	Plan a livable city			X				<a href="#">6/3/2014</a>	EITP	
7	Winter Control Plan: collaboration by Public Works with Queen's and the Alma Mater Society to broaden pedestrian priority sidewalk snow removal in the University District	PWS (PW)	Plan a livable city				X			<a href="#">12/16/2014</a>		COMPLETE: Preliminary discussion with AMS has taken place. Reporting on further discussion will be included in the winter control plan.
8	Report: Opportunities for increasing overall road safety in the rural area, including identification of opportunities for active transportation connections within smaller communities	PWS (Eng)	Plan a livable city			X				<a href="#">1/27/2015</a>	EITP	COMPLETE EITP-15-020 October 13, 2015
9	Five Year Update: Official Plan and Comprehensive Zoning Bylaw	CS (P,B&L)	Plan a livable city					X		<a href="#">1/6/2015</a>	Council	Completion of OP update in 2016 and comprehensive zoning by-law in 2017.
10	Annual Review: Facility Accessibility Design Standards (FADS)	CS (Comm's Office)	Plan a livable city				X			<a href="#">1/6/2015</a>		

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11	Report: Recommendations regarding the feasibility of municipal ownership and remediation of the failed tax sale property at 1100 Montreal St	C&SI (ESI)	Plan a livable city			X				<a href="#">12/16/2014</a>	Council	COMPLETE Report 15-384 provided to Council on October 6
12	Consideration of the history of the Memorial Centre for evaluation in the City's Cultural Heritage Strategy and Commemoration Strategy	C&SI	Plan a livable city					X		<a href="#">5/5/2015</a>		
13	Report: Feasibility of possible partnerships with school boards	CS (Comm's Office)	Plan a livable city			X						COMPLETE Report 15-329 July 2015
14	Public Consultation: Land Exchange Proposal for the Potential Relocation of the CN Train Station to Douglas R. Fluhrer Park	CS (P,B&L)	Plan a livable city									Date to be determined
15	Development of a Rideau Heights Regeneration Strategy and Neighbourhood Plan	CS (H&SS)	Plan a livable city			X						COMPLETE Draft report to HHC (HHC-15-013) on October 8, 2015; final approval by KFHC Board of Directors (Council as Shareholder) is anticipated for October 2015
16	Review and update Heritage Conservation District Plans, Barrieffield Village District	CS (P, B & L)	Plan a livable city				X					
17	Report: Public Art Policy - approval of prioritized project list (capital projects and budgets to support program implementation as part of the 2015-2018 Council Strategic Plan and future budgets)	C&SI (CS)	Plan a livable city				X			<a href="#">7/15/2014</a>	Council	
18	Report with recommendations on options with regard to street food vendor licensing, and locations with a view to ensure a wider food choice, variety of street vendors, and distribution within the city and the community	CS (P,B&L /R&L)	Plan a livable city					X		<a href="#">7/16/2013</a>	AP	Motion included three phases: the food vendors policy in parks phase is complete and implemented.
19	Walk of Fame: Detailed concept plan with recommendations	C&SI (CS)	Plan a livable city					X		<a href="#">12/18/12</a>	Council	Report No. 15-182 provides an update on the Walk of Fame and Block 4
20	Review of City of Kingston By-law No. 2004-190 - Community Postering Policy	CS (P,B&L)	Plan a livable city					X		<a href="#">10/1/2013</a>	AP	



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21	Report: evaluating the operational and financial impacts of the complementary transit pilot program and make recommendations regarding a secondary school student transit program with funding source considerations for the 2016/2017 academic year, and the 2017 municipal budget year, as part of the overall planned transit fare review to be undertaken in 2016	TFES (Transit)	Plan a livable city					X		<a href="#">6/16/2015</a>	Council	
22	Options for Accessible Parking Spaces and Single front yard parking pads	CS	Plan a livable city					Q2 X		<a href="#">8/11/2015</a>	EITP	
<b>GREEN THE CITY</b>												
1	Feasibility study: Plan, develop, build a trail system east to west along the west branch of the Little Cataraqui Creek from Days Rd to Vista and possibly Bath Rd	CS (R&L)	Green the city				X			<a href="#">6/19/12</a>		Report will be going to Committee in November
2	Report: KEAF to investigate causes and dangers of blue-green algae and make recommendations to Council	C&SI (ESI)	Green the city				X			<a href="#">2/19/13</a>	Council	Item to be reviewed with KEAF priorities and re-prioritized.
3	Report: "edible forest" policies from other municipalities and report back to the Arts, Recreation and Community Policies Committee with a report including recommendations.	CS	Green the city					X		<a href="#">9/10/2013</a>	ARCP	
4	Report: Recommendations to EITP regarding the City's residual waste processing options	PWS (SW)	Green the city					X		<a href="#">1/7/2014</a>	EITP	Due Q1 2016
5	Coordinated fencing and nesting project for turtles, with CRCA, funded by Turtles Kingston successful fundraising and provincial grant	PWS (Eng)	Green the city				X			<a href="#">6/17/2014</a>		Construction of turtle fencing to be completed by the end of 2015.
6	Municipal Energy Planning Project	C&SI (ESI)	Green the city					Q2		<a href="#">8/12/2014</a>	EITP	Progress reports to EITP as required
7	Protection Program for storm water quality: updated stormwater quality education and program to KEAF by September 2015.	C&SI (E&SI)	Green the city				X			3/24/2015	KEAF	September meeting focused on strategic planning; therefore report deferred to October.
8	Waste Diversion: Report on possible implementation of a metal collection program	PWS (SW)	Green the city				X			6/5/2015	EITP	Report due by December 2015

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9	Roadside brushing on rural roads: Plan and procedures developed to address deficiencies	PWS (PW)	Green the city					Q1		<a href="#">5/19/2015</a>	RAC	
10	Report and work plan to address completion of the K&P trail (to enable inclusion in the Trans Canada trail) in time for Canada's sesquicentennial. The work plan is to allow for a trail opening on July 1, 2017.	CS (R&L)	Green the city			X				<a href="#">5/19/2015</a>	EITP	Report EITP-15-018
11	Kingston Community Climate Action Plan	C&SI (ESI)	Green the city				X			<a href="#">9/1/2015</a>	KEAF	Staff to seek advice from KEAF on continuously improving the program in 2016 and beyond
<b>ADVANCE A VIBRANT WATERFRONT</b>												
1	Study: Completion of a Waterfront Master Plan	CS (R&L)	Advance a vibrant waterfront				X			<a href="#">12/15/09</a>		
2	Portsmouth Olympic Harbour: Visioning Exercise	CS (R&L)	Advance a vibrant waterfront						X	<a href="#">3/19/2013</a>	Council	Anticipated completion in summer 2017
3	Complete a Secondary Plan for the Inner Harbour and Old Industrial Area	CS (P,B&L)/ (Eng/UK)	Advance a vibrant waterfront						2017	<a href="#">5/5/2015</a>	Council	
<b>FOSTER OPEN GOVERNMENT</b>												
1	Bylaw Review and next steps	C&SI (Clerk's)	Foster open government			X				<a href="#">12/12/2013</a>	AP	COMPLETE Report AP-15-022 08-13-15
2	Review of mandates of non-statutory citizen advisory committees in accordance with sound practice and good governance to enable valuable and meaningful public participation in the City's decision-making process	C&SI (Clerk's)	Foster open government				X			<a href="#">9/23/2014</a>	Council	09-15-15: Council deferred Report 15-385 to December for allow Consultation with Committees
3	Report: options on potential on-site child care provision for public consultation sessions that could be introduced including guidelines, policy, and costs by Q2, 2015.	C&SI (Clerk's)	Foster open government				X			4/7/2015	AP	Ongoing. Now Q4.
4	Report: an action plan to advance the priority of open government initiatives	IS&T	Foster open government				X				AP	Report to Council on October 20, 2015

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5	Convene a public sector knowledge sharing forum for collaborative opportunities	C&SI (CS)	Foster open government				X					COMPLETE
<b>NO SPECIFIC COUNCIL PRIORITY</b>												
1	Report addressing the City's increased costs and capacity requirements to consider providing snow clearing services to Canada Post for community mailboxes in the City of Kingston	PWS (PW)	Not applicable				X			<a href="#">12/16/2014</a>	EITP	COMPLETE EITP-15-023 October 13, 2015
2	Report to Memorial Centre Advisory Committee re: Future options for Memorial Centre barns	CS (R&L)	Not applicable					X		<a href="#">12/17/13</a>	M-Centre	