



**City of Kingston
Report to Council
Information Report Number 16-054**

To: Mayor and Council
From: Gerard Hunt, Chief Administrative Officer
Resource Staff: Melanie Ryttersgaard, Executive Assistant to the CAO
Date of Meeting: January 12, 2016
Subject: 2015 Priority Status Matrix – Year end status update

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 year-end update of the 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 October 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.

Completed items will now be removed from the matrix and a new 2016 Priority Status matrix document created. Priority headings will remain the same.

Recommendation:

This report is provided for information only.

January 12, 2016

Page 2 of 4

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

January 12, 2016

Page 3 of 4

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 have been highlighted in blue and the word "COMPLETE" added to the comments column. Because Exhibit A is the year-end update of the matrix, a new matrix document will be established with the completed initiatives removed.

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, Strategic Communications will be indicating these updates on the online Strategic Plan by priorities. Simply click the "updated" stamp on any priority to get a snapshot of its status.

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

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.

January 12, 2016

Page 4 of 4

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 – year end

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
CREATE A SMART ECONOMY												
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 provided to Council on December 15, 2015.
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					Q1		9/10/2013	Council	Community Action Plan completed. Funding being sought through Trillium Foundation. Council report targeted for Q1 2016.
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					Q1		1/6/2015	Arts Advisory	Briefing provided to AAC 07/09/2015. Internal meetings conducted with stakeholders. Targeted for Q1 2016.
4	Report: opportunities associated with providing WI-FI in various locations of the City.	UK	Create a smart economy				X					COMPLETE Smart City report to Council 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 is required.
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					Q2				Part of Zoning By-law review process. Anticipated completion in Q2 of 2016.
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				Showcases being sourced; KPF anniversary exhibition being developed for jail cells; additional enhancements being integrated as part of HRC.

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
11	Workforce and in-migration strategy	CS	Create a smart economy					X		9/15/2015	Council	RFP awarded by Council resolution on December 16, 2015
12	Status update on smart city/intelligent community progress	UK	Create a smart economy					Q4		10/20/2015	Council	
13	Report to HHAC with consideration of the housing implications regarding affordable rent units and affordable housing in general, with respect to the City's Workforce and In-Migration Strategy	CS	Create a smart economy							12/15/2015	HHAC	Date to be determined
INVEST IN INFRASTRUCTURE												
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	3/18/2014		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	12/4/2012		Date changed to Q1 2016.
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			5/19/2015	RAC	COMPLETE Report to RAC December 14, 2015
6	Report: Implementation of the Turf Management Plan for the City's sports fields in response to citizen concerns	PWS (PW)	Invest in infrastructure					Q1		8/11/2015	ARCP	Date changed to Q1 2016; work is complete but report was not provided to 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		8/11/2015	ARCP	
8	Third Crossing - Action Plan Update	PWS (Eng)	Invest in infrastructure			X					Council	COMPLETE 15-268 September 15, 2015

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9	Report: Third Crossing - Summary report upon completion of preliminary design and financial plan	PWS (Eng)	Invest in infrastructure					2017		9/15/2015	Council	
PLAN A LIVABLE CITY												
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			9/10/2013	Council	Report AP-16-001 provided Dec 10, 2015
2	Implementation of Age Friendly Action Plan	CS (Comm's Office)	Plan a livable city					X		3/4/2014		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		4/1/2014		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					16-030 provided Dec 15, 2015 Annual reporting required.
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		5/20/2014	AP	
6	Report: Best practices relating to ambient noise levels (routine mechanical noise)	CS (P,B&L)	Plan a livable city			X				6/3/2014	EITP	Report will be presented in Q1 2016. Time frame was extended to enable more public consultation.
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			12/16/2014		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				1/27/2015	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		1/6/2015	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				1/6/2015		Report to MAAC is anticipated in Q3 of 2016

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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				12/16/2014	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		5/5/2015		
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, Barriefield Village District	CS (P, B & L)	Plan a livable city					X				Report has been delayed to Q1 2016 to enable more consultation with the Barriefield Village Association.
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			7/15/2014	Council	ARCP-15-027 provided on Oct 22/15. Approved by Council Nov 3, 2015.
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		7/16/2013	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		12/18/12	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		10/1/2013	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		6/16/2015	Council	
22	Options for Accessible Parking Spaces and Single front yard parking pads	CS	Plan a livable city					Q2		8/11/2015	EITP	
23	Terms of Reference for Request for Proposal (RFP): Active Transportation Master Plan	PWS (Eng)	Plan a livable city					Q2		12/1/2015	EITP	
24	Terms of Reference for Request for Proposal (RFP) for the next update to the Kingston Transportation Master Plan	PWS (Eng)	Plan a livable city					Q2 2017		12/1/2015	EITP	
GREEN THE CITY												
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			6/19/12		COMPLETE ARCP-16-001
2	Report: KEAF to investigate causes and dangers of blue-green algae and make recommendations to Council	C&SI (ESI)	Green the city				X			2/19/13	Council	COMPLETE KEAF-15-008
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		9/10/2013	ARCP	
4	Report: Recommendations to EITP regarding the City's residual waste processing options	PWS (SW)	Green the city					Q1		1/7/2014	EITP	
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			6/17/2014		COMPLETE
6	Municipal Energy Planning Project	C&SI (ESI)	Green the city					Q2		8/12/2014	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. Report KEAF-15-006 provided October 12, 2015.

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8	Waste Diversion: Report on possible implementation of a metal collection program	PWS (SW)	Green the city				X			6/5/2015	EITP	COMPLETE Report to EITP December 5, 2015
9	Roadside brushing on rural roads: Plan and procedures developed to address deficiencies	PWS (PW)	Green the city					Q1		5/19/2015	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				5/19/2015	EITP	Report EITP-15-018
11	Kingston Community Climate Action Plan	C&SI (ESI)	Green the city					Q1		9/1/2015	KEAF	Report was initially prepared for December 2015 but that meeting was cancelled. Report will be presented in January 2016.
12	Land disposition and acquisition of land for K&P trail, with pathway improvements	CS (R&L)	Green the city						Q3 2017	12/1/2015		To be completed in a timely manner to ensure opening of the K&P trail by July 1, 2017
13	KEAF to research and report back on benefits and methodologies of how the City might create and use a "cost of carbon" process	C&SI (E&SI)	Green the city							12/1/2015	EITP	Date to be determined
ADVANCE A VIBRANT WATERFRONT												
1	Study: Completion of a Waterfront Master Plan	CS (R&L)	Advance a vibrant waterfront					X		12/15/2009		Anticipated completion date is Q1 2016.
2	Portsmouth Olympic Harbour: Visioning Exercise	CS (R&L)	Advance a vibrant waterfront					X		3/19/2013	Council	Visioning exercise will be done in conjunction with the visioning of the Kingston Penitentiary site.
3	Complete a Secondary Plan for the Inner Harbour and Old Industrial Area	CS (P,B&L)/ (Eng/UK)	Advance a vibrant waterfront						2017	5/5/2015	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
FOSTER OPEN GOVERNMENT												
1	Bylaw Review and next steps	C&SI (Clerk's)	Foster open government			X				12/12/2013	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			9/23/2014	Council	COMPLETE: 09-15-15: Council deferred 15-385 to Dec for allow Consultation w Committees. 16-002 provided to Council Dec 1, 2015.
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	AP-15-032 provided November 12, 2015.
4	Report: an action plan to advance the priority of open government initiatives	IS&T	Foster open government				X				AP	COMPLETE
5	Convene a public sector knowledge sharing forum for collaborative opportunities	C&SI (CS)	Foster open government				X					COMPLETE
NO SPECIFIC COUNCIL PRIORITY												
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			12/16/2014	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		12/17/13	M-Centre	
3	Appointment of City of Kingston Integrity Commissioner through RFP process - CANCELLED BY COUNCIL	Legal Services/ CAO	Not applicable							1/7/2014		COMPLETE Council advised no further action required
4	Final Report: Transition team for Heritage Kingston	C&SI	Not applicable					Q1		12/1/2015	Council	Report to first meeting in March 2016