



**City of Kingston  
Report to Council  
Information Report Number 16-135**

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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:** April 19, 2016  
**Subject:** 2016 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 2016 Priority Matrix document, updated to the end of March 2016. Initiatives continue to be sorted by prime priority; however it must be recognized that several initiatives overlap with other priorities. This document continues to be the standard for reporting to Council on priorities for the term 2015-2018.

As decisions are made by Council and direction given to staff, the matrix will be updated to reflect that direction along with recording progress on existing initiatives.

**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. Completed initiatives have been 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, 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](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 – 2016 Priority Status Matrix – Q1 update

| No.                           | Description of Initiative   | Group/ Dept Lead   | Prime Council Priority | 2016 Q1 | 2016 Q2 | 2016 Q3 | 2016 Q4 | 2017 (Identify quarter where possible: Q1/Q2/Q3/Q4) | 2018 (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                             | 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       |         |         |   |   |         | <a href="#">9/10/2013</a>  | Council                                   | Community Action Plan completed. Funding being sought through Trillium Foundation. Council report deferred to Q2.                            |
| 2                             | 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       |         |         |   |   |         | <a href="#">1/6/2015</a>   | Arts Advisory                             | Briefing provided to AAC 07/09/2015. Internal meetings conducted with stakeholders. Targeted for Q2 2016.                                    |
| 3                             | 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       |   |   |         |  |   |  |
| 4                             | 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. Anticipated completion in Q2 of 2016.  |
| 5                             | 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  |
| 6                             | Enhance City Hall National Historic Site and provide venues to showcase artworks, artifacts and stories<br><br>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. |
| 7                             | Development of a Workforce and in-migration strategy  | CS                 | Create a smart economy |         |         |         |         | X   |   |         | <a href="#">9/15/2015</a>  | Council                                   | Due to the delay in establishing the Steering Committee, the work will be finalized in 2017.   |
| 8                             | Status update on smart city/intelligent community progress  | UK/CAO             | Create a smart economy |         |         |         | X       |   |   |         | <a href="#">10/20/2015</a>   | Council                                   |  |
| 9                             | Open-for-business: Employment land inventory status report  | C&SI (RELD)        | Create a smart economy |         | X       |         |         |   |   |         |  |   | Consolidated report scheduled for June 2016.   |

| No.                             | Description of Initiative   | Group/ Dept Lead | Prime Council Priority   | 2016 Q1 | 2016 Q2 | 2016 Q3 | 2016 Q4 | 2017 (Identify quarter where possible: Q1/Q2/Q3/Q4) | 2018 (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   |
|---------------------------------|---|------------------|--------------------------|---------|---------|---------|---------|---|---|---------|--|---|--|
| 10                              | Open for business: Final report on implementation of Mayor's Task Force Recommendations   | CS (P,B&L)       | Create a smart economy   | X       |         |         |         |   |   |         |  |   | COMPLETE. Report 16-045  |
| 11                              | Tourism Strategy: progress report on implementation   | CAO              | Create a smart economy   |         | X       |         |         |   |   |         |  |   |  |
| 12                              | Youth Employment Strategy   | CS               | Create a smart economy   |         |         | X       |         |   |   |         |  |   |  |
| 13                              | Assessment growth: update (as part of 2017 operating budget)  | FTA (CFO)        | Create a smart economy   |         |         |         | X       |   |   |         |  |   |  |
| 14                              | High speed rail: establish political connections to support a Kingston stop for high speed rail   | Mayor            | Create a smart economy   |         |         |         |         | X   |   |         |  |   |  |
| <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 |
| 3                               | 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                                      | COMPLETE<br>ARCP-16-003<br>February 25, 2016                         |
| 4                               | 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/CS           | Invest in infrastructure | X       |         |         |         |   |   |         | <a href="#">8/11/2015</a>  | ARCP                                      | COMPLETE<br>16-003 February 2016                                     |
| 5                               | Third Crossing: Summary report upon completion of preliminary design and financial plan   | PWS (Eng)        | Invest in infrastructure |         |         |         |         | Q4  |   |         | <a href="#">9/15/2015</a>  | Council                                   |  |

| No.                        | Description of Initiative   | Group/ Dept Lead   | Prime Council Priority   | 2016 Q1 | 2016 Q2 | 2016 Q3 | 2016 Q4 | 2017 (Identify quarter where possible: Q1/Q2/Q3/Q4) | 2018 (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   |
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| 6                          | Housing: 10 year housing & homelessness plan update   | CS (H&SS)          | Invest in infrastructure |         |         |         | X       |   |   |         |  |   |  |
| 7                          | Airport: complete rehabilitation and expansion of airport facility and runway   | TFES               | Invest in infrastructure |         |         |         |         |   | Q2  |         |  |   |  |
| 8                          | Roadways and sidewalks: 2016 year-end report for integrated infrastructure projects   | PWS/UK             | Invest in infrastructure |         |         |         | X       |   |   |         |  |   |  |
| 9                          | Wellington Street extension alternatives: North King's Town secondary plan (relates to Advance a Vibrant Waterfront #3)   | CS/PWS             | Invest in infrastructure |         |         |         |         | X   |   |         |  |   |  |
| 10                         | Transportation: integrated multi-modal solutions (see Plan a Livable City #15, #16)   | All                | Invest in infrastructure |         |         |         |         |   |   | X       |  |   |  |
| 11                         | John Counter Blvd: Expansion to four lanes, completion  | PWS                | Invest in infrastructure |         |         |         |         |   | Q4  |         |  |   |  |
| <b>PLAN A LIVABLE CITY</b> |   |                    |                          |         |         |         |         |   |   |         |  |   |  |
| 1                          | Implementation of Age Friendly Action Plan  | CS (Comm's Office) | Plan a livable city      |         | X       |         |         |   |   |         | <a href="#">3/4/2014</a>   |   | 2015 update COMPLETE Report 16-085   |
| 2                          | 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>   |   | Report planned for Council in Q2.  |
| 3                          | 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  |  |
| 4                          | 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                                      | Report will be presented in Q2 2016. Time frame was extended to enable more public consultation. |
| 5                          | 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.                         |
| 6                          | Annual Review: Facility Accessibility Design Standards (FADS)   | CS (Comm's Office) | Plan a livable city      |         |         |         | X       |   |   |         | <a href="#">1/6/2015</a>   |   |  |

2016 Priority Status Matrix - sorted by prime priority

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| 7   | 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>   |   |  |
| 8   | 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  |
| 9   | Review and update Heritage Conservation District Plans, Barriefield Village District  | CS (P, B & L)    | Plan a livable city    |         | X       |         |         |   |   |         |  |   | Report has been delayed to Q2 2016 to enable more consultation with the Barriefield Village Association. |
| 10  | Walk of Fame: Detailed concept plan with recommendations  | C&SI (CS)        | Plan a livable city    |         |         |         |         |   |   |         | <a href="#">12/18/12</a>   | Council                                   | Deferred to coincide with redevelopment of Block 4   |
| 11  | 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  | The newly introduced Docupet system provides some functionality in this regard.                          |
| 12  | 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                                   |  |
| 13  | Options for Accessible Parking Spaces and Single front yard parking pads  | TFES/CS          | Plan a livable city    |         | X       |         |         |   |   |         | <a href="#">8/11/2015</a>  | EITP                                      |  |
| 14  | Terms of Reference for Request for Proposal (RFP): Active Transportation Master Plan  | PWS (Eng)        | Plan a livable city    |         | X       |         |         |   |   |         | <a href="#">12/1/2015</a>  | EITP                                      |  |
| 15  | 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  |   |         | <a href="#">12/1/2015</a>  | EITP                                      |  |
| 16  | Brownfields: Properties status update   | C&SI (ESI)       | Plan a livable city    |         |         |         | X       |   |   |         |  |   |  |
| 17  | Public transit: Completion of downtown transfer point   | TFES (Transit)   | Plan a livable city    |         |         |         |         | Q3  |   |         |  |   |  |



2016 Priority Status Matrix - sorted by prime priority

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|-----|--|------------------|------------------------|---------|---------|---------|---------|---|---|---------|--|---|---|
| 18  | Public transit: Completion of transfer point at Cataraqui Town Centre  | TFES (Transit)   | Plan a livable city    |         |         |         | X       |   |   |         |  |   |   |
| 19  | Public transit: Updated 5 year plan (2017-2021)  | TFES (Transit)   | Plan a livable city    |         |         |         | X       |   |   |         |  |   |   |
| 20  | Community planning: Engaging citizens in the development or redevelopment of neighbourhoods to ensure that consideration is given to people, places and services | CS               | Plan a livable city    |         |         |         |         |   |   | X       |  |   |   |
| 21  | Protect heritage: Heritage resource centre at City Hall  | C&SI/TFES        | Plan a livable city    | X       |         |         |         |   |   |         |  |   | COMPLETE<br>Grand Opening on February 17, 2016                  |
| 22  | Protect heritage: Transition team report - Heritage Kingston   | C&SI             | Plan a livable city    | X       |         |         |         |   |   |         | <a href="#">12/1/2015</a>  | Council                                   | COMPLETE  |
| 23  | Protect heritage: Status update on review of heritage property list  | CS               | Plan a livable city    |         |         |         |         | X   |   |         |  |   | Deferred to 2017 based on Report to Heritage Kingston & Council |
| 24  | Intensification: Official Plan update  | CS (P, B&L)      | Plan a livable city    |         |         |         | X       |   |   |         |  |   |   |
| 25  | Intensification: Zoning by-law consolidation   | CS (P, B&L)      | Plan a livable city    |         |         |         |         | X   |   |         |  |   |   |
| 26  | Revitalize the north end - development of a long term plan   | CS               | Plan a livable city    |         |         |         |         |   |   | X       |  |   |   |
| 27  | Food security action plan - in partnership with United Way   | CS               | Plan a livable city    |         |         |         |         | X   |   |         |  |   |   |
| 28  | Sustainable Kingston Plan: Status update   | C&SI (ESI)       | Plan a livable city    |         | X       |         |         |   |   |         |  |   |   |
| 29  | Kingston Culture Plan: Status update   | C&SI (CS)        | Plan a livable city    |         |         |         | X       |   |   |         |  |   |   |

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| 30                    | Annual Report: Heritage Kingston  | C&SI             | Plan a livable city    |         |         |         |         | Q2  |   |         | <a href="#">3/1/2016</a>   | Council                                   | Annual Report for Heritage Kingston shall be submitted on or before May 31, 2017.  |
| <b>GREEN THE CITY</b> |   |                  |                        |         |         |         |         |   |   |         |  |   |  |
| 1                     | Report: Research "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                                      |  |
| 2                     | Municipal Energy Plan Project   | C&SI (ESI)       | Green the city         |         | X       |         |         |   |   |         | <a href="#">8/12/2014</a>  | EITP                                      | A staff report to KEAF on the progress of the Kingston Community Energy Plan was presented on March 28 <sup>th</sup> for presentation to EITP on Apr 12. |
| 3                     | Roadside brushing on rural roads: Plan and procedures developed to address deficiencies   | PWS (PW)         | Green the city         | X       |         |         |         |   |   |         | <a href="#">5/19/2015</a>  | RAC                                       | COMPLETE<br>RAC-16-004   |
| 4                     | Kingston Community Climate Action Plan  | C&SI (ESI)       | Green the city         |         |         | X       |         |   |   |         | <a href="#">9/1/2015</a>   | KEAF                                      | Final plan due for completion in September 2016  |
| 5                     | Complete the K&P trail: Land acquisition and completion of the trail to ensure opening by July 1, 2017  | CS (R&L)         | Green the city         |         |         |         |         | Q2  |   |         |  |   |  |
| 6                     | 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         |         |         |         |         |   |   |         | <a href="#">12/1/2015</a>  | EITP                                      | Date to be determined  |
| 7                     | Connect spaces: Develop a report that describes an action plan for connecting trails, pathways and green spaces   | CS/PWS           | Green the city         |         |         |         |         |   | Q3  |         |  |   |  |
| 8                     | Beautifying neighbourhoods: Status update - property standards and parking  | CS (P,B&L)/TFES  | Green the city         |         |         |         |         |   |   | X       |  |   |  |
| 9                     | Protect agricultural lands: Linked to the Official Plan update (see Plan a Livable City #5)   | CS (P,B&L)       | Green the city         |         |         |         | X       |   |   |         |  |   |  |

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|-------------------------------------|---|-------------------------|------------------------------|---------|---------|---------|---------|---|---|---------|--|---|--|
| 10                                  | Enhance waste management: Recommendations to EITP regarding the City's residual waste processing options  | PWS (SW)                | Green the city               |         | X       |         |         |   |   |         | <a href="#">1/7/2014</a>   | EITP                                      | COMPLETE<br>Report to EITP April 12, 2016<br>EITP-16-008   |
| 11                                  | Enhance tree canopy: Development of a plan to double the tree canopy on City-owned land by 2028   | PWS                     | Green the city               |         |         |         | X       |   |   |         |  |   |  |
| 12                                  | Public Awareness campaign: Fish & Frogs Forever   | CAO (SC)                | Green the city               |         | X       |         |         |   |   |         | <a href="#">2/2/2016</a>   | EITP                                      |  |
| <b>ADVANCE A VIBRANT WATERFRONT</b> |   |                         |                              |         |         |         |         |   |   |         |  |   |  |
| 1                                   | Kingston Penitentiary Redevelopment: Work with Government of Canada departments and Canada Lands and include Portsmouth Olympic Harbour - Visioning | CS                      | Advance a vibrant waterfront |         |         | X       |         |   |   |         | <a href="#">3/19/2013</a>  | Council                                   | Work will be completed in 2017 in order to accommodate the public consultation schedule.             |
| 2                                   | Waterfront tourism: Report on feasibility of developing deep water docking facilities   | C&SI                    | Advance a vibrant waterfront |         |         |         |         |   |   |         |  |   | Date to be determined  |
| 3                                   | Completion of a Waterfront Master Plan  | CS (R&L)                | Advance a vibrant waterfront | X       |         |         |         |   |   |         | 12/15/2009   |   | COMPLETE<br>Report ARCP-16-002   |
| 4                                   | Inner Harbour: Complete a Secondary Plan for the Inner Harbour and Old Industrial Area (Kingstown) (see also Invest in Infrastructure #9)           | CS (P,B&L)/<br>(Eng/UK) | Advance a vibrant waterfront |         |         |         |         | X   |   |         | <a href="#">5/5/2015</a>   | Council                                   |  |
| <b>FOSTER OPEN GOVERNMENT</b>       |   |                         |                              |         |         |         |         |   |   |         |  |   |  |
| 1                                   | Completion of upgrades to the City Website  | CAO                     | Foster open government       |         | X       |         |         |   |   |         | <a href="#">10/20/2015</a>   |   |  |
| 2                                   | Implement Open Government Kingston Workplan   | CAO                     | Foster open government       |         |         |         | X       | X   |   | X       | <a href="#">10/20/2015</a>   |   |  |
| 3                                   | Development of Public Consultation Framework  | CAO                     | Foster open government       | X       |         |         |         |   |   |         |  |   | COMPLETE<br>Interim report to Council on March 22, 2016<br>Final framework to be complete by Q4 2016 |

2016 Priority Status Matrix - sorted by prime priority

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| 4   | Review of community input through the development approvals process | CS (P,B&L)       | Foster open government |         |         |         |         |   |   |         | <a href="#">3/1/2016</a>   |   | Date to be determined |
| 5   | Public Consultation Framework                                       | CAO              | Foster open government |         |         |         | x       |   |   |         |  |   |                       |