



City of Kingston
2019-2022 Strategic Planning/Priority Setting Process

Council Strategic Planning Agenda

Tuesday, March 26, 2019 from 6:00 to 11:00 pm

Location: Queen's University, Goodes Hall (143 Union Street West), Room 312

GOALS

1. To reflect on the City of Kingston's last strategic planning cycle so that the past informs the future.
2. To provide an opportunity for Council to review and discuss priorities identified through the public engagement process.
3. To collectively undertake a SOAR-WT to assess Kingston's context and current municipal realities and opportunities.
4. To create a sense of teamwork, synergy, and commitment for Council's work together.

Tuesday, March 26, 2019 from 6:00 pm to 11:00 pm

| Time | Item | Role |
|-----------------|--|---|
| 6:00 to 6:05 pm | Roll Call, Confirmation of Minutes and Disclosure of Pecuniary Interest | Mayor Paterson and John Bolognone, City Clerk |
| | That the Minutes of Committee of the Whole Meeting Number 2015-02, held March 30 and 31 and April 20, 2015 be confirmed | |
| 6:05 to 6:40 pm | Welcome, Introductions, Overview of the Planning Process and Goals of the Session | Mayor Bryan Paterson and Facilitator Suzanne Gibson |
| 6:40 to 7:20 pm | Presentation from the Corporation: Status of the Previous Strategic Plan Priorities | Lanie Hurdle, Acting CAO |

| Time | Item | Role |
|-------------------|--|---|
| 7:20 to 8:00 pm | Looking Back to Move Forward | All |
| 8:00 to 8:20 pm | Themes from the Public Engagement Process Regarding Kingston's Priorities Transmittal of Public Comments Received on the Strategic Planning Process & Background Information for Upcoming Strategic Planning Sessions (The Report of the City Clerk (19-084) is attached to the agenda as schedule pages 1 – 454) | All |
| 8:20 to 8:35 pm | Coffee Break | All |
| 8:35 to 10:50 pm | A Collective Assessment of the City of Kingston's Context: Doing a SOAR-WT (Strengths, Opportunities, Aspirations, Results, Weaknesses and Threats) | All |
| 10:50 to 11:00 pm | Final Reflections, Review of Tomorrow's Agenda and Recess | Mayor Bryan Paterson and Facilitator Suzanne Gibson |



City of Kingston
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Reflective Exercise for Tuesday, March 26, 2019

Please come to the upcoming planning session on Tuesday, March 26, 2019 having spent time reflecting on the following:

1. Please take some time to consider the City of Kingston's key strengths and assets as well as the key opportunities that it is currently facing. Additionally, please also make a list of your aspirations for the City of Kingston as well as the results that you want to see Council and the Corporation achieve over the next 4 years.

Lastly, please consider what weaknesses and external threats could get in the way of Council and the Corporation maximizing opportunities and achieving its aspirations. Externally, please consider political, economic, health, social, philanthropic, competitive and demographic factors, among others.

The attached SOAR-WT chart has been provided for you to keep track of your ideas.



The City of Kingston
SOAR-WT CHART

| | |
|--------------------|----------------------|
| Strengths | Opportunities |
| Aspirations | Results |



The City of Kingston
SOAR-WT CHART

| Key Internal Weaknesses | Key External Threats |
|--------------------------------|-----------------------------|
| | |



City of Kingston
2019-2022 Strategic Planning/Priority Setting Process

Council Strategic Planning Agenda

Wednesday, March 27, 2019 from 6:00 to 11:00 pm

Location: Queen's University (143 Union Street West), Goodes Hall, Room 312

GOALS

1. To receive the summary SOAR-WT assessment and share any final insights about the City's context.
2. To create a 4-year strategic framework to guide priority setting and planning undertaken by the City of Kingston.
3. To identify, explore, and prioritize key constraints that could impact negatively on the Council's emerging strategic priorities.
4. To create a sense of teamwork, synergy, and commitment for Council's work together.

Wednesday, March 27, 2019 from 6:00 to 10:30 pm

| Time | Item | Role |
|-------------------|--|---|
| 6:00 to 6:05 pm | Roll Call and Disclosure of Pecuniary Interest | Mayor Paterson and John Bolognone, City Clerk |
| 6:05 to 6:25 pm | Welcome and Initial Reflections | Mayor Bryan Paterson and Facilitator Suzanne Gibson |
| 6:25 to 7:15 pm | 4-Year Priority Setting Exercise | Small Teams |
| 7:15 to 8:15 pm | Reviewing Our Emerging 4-Year Priorities | All |
| 8:15 to 8:30 pm | Coffee Break | All |
| 8:30 to 9:00 pm | Identifying Blocks, Constraints and Barriers for Our Priority Areas | All |
| 9:00 to 10:25 pm | Further Defining Each Priority Area | All |
| 10:25 to 10:30 pm | Review of Next Steps and Recess | Mayor Bryan Paterson and Facilitator Suzanne Gibson |



City of Kingston

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Reflective Exercise for Wednesday, March 27, 2019

In order to facilitate a thoughtful and engaging discussion at the Council planning session on Wednesday, March 27, 2019, please take some time in advance to reflect on the following question:

What has the City of Kingston's Council achieved at the end of 2022? What do you want to see in place?

Please set an exciting vision but also make sure it is attainable and achievable. To this end, please be specific and concrete in your responses.



City of Kingston
2019-2022 Strategic Planning/Priority Setting Process

Council Strategic Planning Agenda

Thursday, March 28, 2019 from 6:00 to 11:00 pm

Location: Queen's University (143 Union Street West), Goodes Hall, Room 312

GOALS

1. To review and enhance Council's emerging 4-year strategic framework.
2. To discuss areas of priority including assessing a list of previous Council commitments.
3. To brainstorm some clear high-level outcomes for each of the priority areas.
4. To have a conversation about acceptable tax rates and to provide parameters for Corporation staff to develop planning options.
5. To create a sense of teamwork, synergy, and commitment for Council's work together.

Thursday, March 28, 2019 from 6:00 to 11:00 pm

| Time | Item | Role |
|-------------------|---|--|
| 6:00 to 6:05 pm | Roll Call and Disclosure of Pecuniary Interest | Mayor Paterson and John Bolognone, City Clerk |
| 6:05 to 6:20 pm | Welcome, Goals and Check-in | Mayor Bryan Paterson and Facilitator Suzanne Gibson |
| 6:20 to 7:20 pm | Reviewing and Enhancing the 4-Year Strategic Plan Framework | All |
| 7:20 to 7:45 pm | Discussing Our Priorities <ul style="list-style-type: none">• Reflections on the Vote• Identifying What Is Not a Priority | All |
| 7:45 to 8:00 pm | Coffee Break | All |
| 8:00 to 8:30 pm | A Financial Overview | Lanie Hurdle, Acting CAO and Desiree Kennedy, CFO and City Treasurer |
| 8:30 to 10:50 pm | A Discussion of an Acceptable Tax Rate and Options | All |
| 10:50 to 11:00 pm | Reflections, Review of Next Steps and Adjournment | Mayor Bryan Paterson and Facilitator Suzanne Gibson |



City of Kingston
2019-2022 Strategic Planning/Priority Setting Process

April 17, 2019 Session

- Full CMT staff to attend this session.
- A strategic plan document is presented with focused proposed clear outcomes for each priority. The document reflects defined priorities from the last meeting in March.
- City staff will present options and budget implications re: financial constraints. Outcomes presented could be colour-coded to options.
- The Council to make a decision regarding options and their threshold for an acceptable tax rate.