



**CITY OF KINGSTON**  
**INFORMATION REPORT TO COUNCIL**

**Report No.: 12-067**

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**TO:** Mayor and Members of Council  
**FROM:** Gerard Hunt, Chief Administrative Officer  
**RESOURCE STAFF:** same  
**DATE OF MEETING:** January 24, 2012  
**SUBJECT:** Priority Status Matrix – 2011 Q4 Update

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**EXECUTIVE SUMMARY:**

The attached 2011 Priority Status Matrix – Q4 Update is a listing of projects and initiatives assigned to staff by the current Council and previous Council through standing committees and Council resolutions. Along with this document, the 2011 Draft Corporate Work Plan (Report No. 11-060 2011-01-18) and Kingston's Strategic Plan 2011-2014 formed the basis of work for 2011. Initiatives remaining incomplete by the end of Q4 2011 will be carried over to the 2012 matrix currently being developed for Council's review.

Commissioners and Directors have reviewed the matrix and included comments on initiatives and completion dates where appropriate.

**RECOMMENDATION:**

There is no recommendation as 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 COMMISSIONERS:**

Cynthia Beach, <i>Sustainability &amp; Growth</i>	√
Lanie Hurdle, <i>Community Services</i>	√
Denis Leger, <i>Transportation, Properties &amp; Emergency Services</i>	√
Jim Keech, <i>President and CEO, Utilities Kingston</i>	√

***(N/R indicates consultation not required)***

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**OPTIONS/DISCUSSION:**

The Priority Status Matrix is a reporting tool for Council and staff to report on work progress and demonstrates the value of an accountability framework. We continue to monitor progress and communicate successes and challenges to Council as they develop. This document is reviewed regularly to ensure that direction from Council is included. Items that are complete are so marked in the Comments column, and are highlighted in blue.

The initial list provided to Council in April 2011 ([Report 11-120](#)) included a total of 53 items that were due for completion within 2011. Of those 53 items, 45 are complete (85%). In addition, 10 items due for completion in 2011 were added to the matrix, of which 7 are complete. A number of initiatives from the Work Plan on pages 30-41 of the Strategic Plan have been completed as well (see Exhibit B).

Project status is reviewed regularly and this reporting practice is an opportunity to provide updated comments or delivery dates should they need to be adjusted.

In February 2012, the 2012 matrix that is currently under development will be provided to Council and will include 2011 initiatives carried over. The 2012 matrix will closely reflect Kingston's Strategic Plan 2011-2014 and will enable Council and staff to monitor progress over time.

**EXISTING POLICY/BY LAW:**

There is no existing policy/bylaw.

**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.

**CONTACTS:**

Gerard Hunt, Chief Administrative Officer

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**OTHER CITY OF KINGSTON STAFF CONSULTED:**

Cynthia Beach, Commissioner, Sustainability & Growth Group

Lanie Hurdle, Commissioner, Community Services

Jim Keech, President & CEO, Utilities Kingston

Denis Leger, Commissioner, Transportation, Properties & Emergency Services

Desiree Kennedy, City Treasurer

Hal Linscott, City Solicitor

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**EXHIBITS ATTACHED:**

Exhibit A – Priority Matrix – Fourth Quarter 2011

Exhibit B – List of initiatives completed in 2011 from the Corporate Work Plan included in Kingston's Strategic Plan

2011 Priority Status Matrix

No.	Completed items highlighted in blue	Emp Land	BUDGET	Authority Rec'd From	COUNCIL PRIORITY							COMPLETION DATE										COMMENTS													
					Create a Green Community	Develop the City Wisely	Build Affordable Housing Reduce Poverty	Support Heritage, Arts and Culture	Enhance Neighbourhoods	Promote Diversity	Pursue Economic Strength	2011 Q1	2011 Q2	2011 Q3	2011 Q4	2012 Q1	2012 Q2	2012 Q3	2012 Q4	2013	2014		Ongoing												
1	Construction; 2011-2014 - \$250M capital rehabilitation program (roads, water, sewer)	PWS/UK (Eng)		Council (Feb 15/11)	√						√							X																	Annual workplan for four years 2011 - COMPLETE
2	Construction; Energy retrofit program and building remediation	TPES	NO		√	√					√	X																						COMPLETE	
3	Employment Land Acquisition	CAO		Council	√						√							X																COMPLETE	
4	Construction; Employment Land Servicing - Catarauqui Industrial Estates	TPES	NO								√						X																	Based on lot sales, utility trench servicing work underway with target completion spring of 2012	
5	Fire Training Centre: Land Acquisition	TPES			√								X																					COMPLETE	
6	Construction; Fire Training Centre - Land Servicing and erection of tower	TPES	Partial	ARCP (Mar 25/10)	√													X																COMPLETE	
7	John Counter Blvd. Widening - Land Acquisition	TPES/CAO	YES	Council	√	√					√								X															Negotiations for acquisition of parcels between Division & Sir John A Macdonald Blvd.	
8	Construction; Public Works Maintenance Facility	PWS	YES			√					√																							Completion in spring of 2013.	
9	Construction: 85 Lappan's Lane - Service Centre	UK	YES	Council (Jan 19/10)		√																												Date changed to reflect schedule	
10	Construction; 1211 JCB Office Expansion	UK	YES	Council (Jan 19/10)		√																												Delayed to facilitate transit expansion	
11	Construction: Memorial Centre site - Linear Park	CS	YES	Council (Sep 15/09)								X																						COMPLETE May 2011	
12	Construction; Memorial Centre site - Pool and Garden	CS	YES	Council (Sep 15/09)		√													X															COMPLETE June 2011	
13	Construction; John Counter Blvd Widening	PWS	NO			√					√																							Construction will be completed by Q4 2014.	
14	Policy; Zoning By-Law Consolidation	S&G	YES			√													X															Process commenced with issuance of RFP. Completion target Q4 2014	
15	Study; Lakefront/waterfront Plan	CS		Planning (Jan 7/10)							√																								
16	Policy; Healthy Food Options and the Use of Local Foods at all Recreational Facilities	CS		ARCP (Jun 12/07)	√															X															COMPLETE AP December 8, 2011

No.	Group Lead	BUDGET	Authority Rec'd From	COUNCIL PRIORITY							COMPLETION DATE								COMMENTS	
				Create a Green Community	Develop the City Wisely	Build Affordable Housing Reduce Poverty	Support Heritage, Arts and Culture	Enhance Neighbourhoods	Promote Diversity	Pursue Economic Strength	2011 Q1	2011 Q2	2011 Q3	2011 Q4	2012 Q1	2012 Q2	2012 Q3	2012 Q4		2013
17	CS		ARC					√				X								COMPLETE ARCP November 24, 2011
18	HR/Legal/ S&G	NO	Council (Dec 1/09)						√							X				
19	S&G/ KEAF		EITP (May 8/08)	√																Policies under review. To follow completion of GHG inventory project.
20	CS		Planning	√							X									Draft is completed
21	TPES		EITP (Jan 12/10)			√												X		Date changed to reflect dates in the Corporate Work Plan which outlines development over next 3 yrs (2011- 13)
22	TPES	YES	Council (Oct 6/09)					√			X									COMPLETE June 2011
23	CAO				√						X									COMPLETE 11-048 February 1, 2011
24	UK/PW/ S&G		ARCP (Jan 29/09)		√											X				Report will be provided following provincial legislation changes and regulations anticipated for 2012.
25	PWS (SW)		EITP Feb. 10/09	√						X										COMPLETE as per direction of previous Council EITP-11-001
26	S&G		Council (Aug 4/09)															X		To be based on approved guiding principles RFP authority to Council Q1 2012.
27	PWS (Solid Waste)			√								X								COMPLETE EITP - October 11, 2011
28	CAO (Fin. Serv.)		AP Apr 15/09 Council			√			√					X						Poverty Reduction Strategic Plan underway
29	CS (R&L)		ARCP (Mar 24/11)					√		X										COMPLETE ARCP March 2011
30	UK	Partial			√															Planning underway. Design in 2011; construction may commence in 2012. Grant consideration.
31	CS	YES	Council (Mar 2/10)					√	√							X				COMPLETE. Project is at substantial completion and will open in Spring 2012.

No.	Group Lead	BUDGET	Authority Rec'd From	COUNCIL PRIORITY							COMPLETION DATE												COMMENTS
				Create a Green Community	Develop the City Wisely	Build Affordable Housing Reduce Poverty	Support Heritage, Arts and Culture	Enhance Neighbourhoods	Promote Diversity	Pursue Economic Strength	2011 Q1	2011 Q2	2011 Q3	2011 Q4	2012 Q1	2012 Q2	2012 Q3	2012 Q4	2013	2014	Ongoing		
Completed items highlighted in blue																							
32	Construction of Caton #1 soccer field	CS	YES	Council (Mar 2/10)				√	√											X	Construction location has been changed to John Machin Park.		
33	John Machin Soccer; Two international sized soccer fields & washroom facilities.	CS	YES	Council (Dec 15/09)				√	√				X								COMPLETE. Soccer fields have been built as per the agreement with the PCBF. Washroom building will be constructed in 2012.		
34	Richardson Beach and the Richardson Beach Bath House Upgrades	CS	YES	Council (Mar 2/10)				√	√				X								COMPLETE		
35	K&P Trail Extension: West branch of Cataraqi Creek to Division Street	CS		EITP (Feb 9/10)				√	√				X								COMPLETE		
36	Municipal Accommodations Solution	TPES				√					√	X									COMPLETE Acquisition of British Whig Building and adjacent land		
37	Report: Costs associated with increasing lighting in City Park	CS		Council (May 25/10)		√			√				X								COMPLETE Construction of light improvements will take place in 2012 with existing budget.		
38	Policy Review: Staff Parking Pass Review	TPES		Council (Jul 20/10)		√						X									COMPLETE		
39	Annual Report: Bicycle Parking 2011 Plan Update	TPES		EITP Council (Jul 20/10)	√	√						X									COMPLETE EITP Report 11-008 March 2011		
40	Policy Review: Cash in lieu of parking	TPES		Planning		√								X							will be incorporated in Parking Strategies Rpt and coordinated with Zoning Bylaw Harmonization		
41	Report: Multi-Use Trails - number of incidents reported and tickets against motorized vehicles only on multi-use trails	S&G		EITP (Jun 9/10)					√				X								COMPLETE EITP - October 11, 2011		
42	Policy: Placement of dedication and commemorative plaques on City facilities, including plaque templates	S&G/TPES		Council (Sep 21/10)				√				X			X						Moved to Q2 2012 (from Q2 2011)		
43	Feasibility of a Multi-Purpose Trail on the West Side of the Greater Cataraqi River from the LaSalle Causeway to Kingston Mills Road	CS (R&L)		Council (Sep 21/10)	√			√					X								COMPLETE EITP - October 11, 2011		
44	Committee structure, mandate and composition to deal specifically with student related problems	CAO		Council (Sep 21/10)				√				X									COMPLETE March 24, 2011 Advisory Committee to ARC re: Quality of Life Working Group - Town/Gown Plan		
45	Policy Amendment: Green Building Policy/Research options for clean electricity generation	UK/TPES		Council (May 18, 2010)	√															X	Microfit projects underway; FIT projects in approval process		
46	Naming of Park in Honour of Former CAO, Bert Meunier	CS (R&L)		Council (Oct 5/10)									X								Details and specific park to be determined		

2011 Priority Status Matrix

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				Create a Green Community	Develop the City Wisely	Build Affordable Housing Reduce Poverty	Support Heritage, Arts and Culture	Enhance Neighbourhoods	Promote Diversity	Pursue Economic Strength	2011 Q1	2011 Q2	2011 Q3	2011 Q4	2012 Q1	2012 Q2	2012 Q3	2012 Q4	2013	
Completed items highlighted in blue																				
47	CS		Council (Oct 5/10)					√				X								COMPLETE
48	CS (R&L)		Council (Mar 1/11)					√					X							COMPLETE May 17, 2011
49	S&G (ES)		Council (Jan 11/11)				√							X						Report targeted for March 2012.
50	CS		Council					√					X							COMPLETE July 19, 2011
51	CAO/ Treasurer		EITP (Apr 13/10)							√					X					COMPLETE Council report 11-067 February 1, 2011
52	S&G (B & L)		Council motion (Feb 1/11)		√					√			X							COMPLETE AP-11-014 May 12, 2011
53	PWS (Eng)		Council (Mar 22/11)	√								X								COMPLETE EITP-11-009 Mar 9/11
54	CAO		Council (Dec 21/10)							√			X							COMPLETE Included in Council Update July 1, 2011
55	CS (R&L)		Council (Sep 7/10)				√			√		X								Unsuccessful bid by Kingston; event will be held in Spain in 2014
56	PWS (SW)		Council (Feb 15/11)	√									X							COMPLETE EITP-11-014 May 2011
57	S&G (P&D)		Council (Feb 15/11)				√					X								COMPLETE
58	UK		Council (Aug 24/10)		√														X	Verbal update postponed to 2012 from Q3 2011 due to lack of information.
59	CS		AP (Apr 8/10)											X						COMPLETE ARCP-11-012 Apr 26, 2011
60	TPES		EITP (Mar 9/11)					√							X					Updated EITP Committee on Sept 13 re: mtg with Transport Canada & CN (EITP-11-028) Awaiting update to CN Audit. Engineering Department assuming City lead on this initiative
61	CS		ARCP (Feb 24/11)				√							X						Reporting back on pilot project in Q1 of 2012



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				Create a Green Community	Develop the City Wisely	Build Affordable Housing Reduce Poverty	Support Heritage, Arts and Culture	Enhance Neighbourhoods	Promote Diversity	Pursue Economic Strength	2011 Q1	2011 Q2	2011 Q3	2011 Q4	2012 Q1	2012 Q2	2012 Q3	2012 Q4	2013	2014	Ongoing		
Completed items highlighted in blue																							
62		cs			√	√		√												X	Start of Construction in Q4 2011. Completion is planned for 2013		
63		cs	Council (Sep 7/10)			√													X		To be presented at ARCP in December 2011.		
64		cs	Council (Jan 11/11)		√	√		√											X		COMPLETE		
65		s&g	Council (Jun 15/10)	√	√	√	√	√	√										X		COMPLETE Sustainable Kingston Plan is complete. Interim management and implementation is ongoing.		
66		s&g	Council (Aug 24/10)				√												X		COMPLETE Service Level Agreement underway		
67		s&g	Council (May 18/10)				√							X							Relocation: completed Restoration completion Q3, 2012		
68		s&g	Council (Sep 21/10)				√							X									
69		s&g	Council (Oct 6/09)		√																X		
70		s&g	Council (May 18/10)		√															X			
71		s&g	Council (Oct 5/10)		√			√						X							Consultant Presentation Report to be provided to Planning Committee on February 2, 2012.		
72		s&g	Council (Feb 1/11)		√									X							COMPLETE (PC-11-014)		
73		s&g	ARCP (Jan 27/11)					√						X							COMPLETE Pilot project to be reviewed in 18 months with a report to ARCP in October 2013.		
74		s&g	Council (Jul 20/10)	√																	X	Schedule is dependant on Waterfront Toronto	
75		s&g	Council (Dec 21/10)						√					X								COMPLETE	
76		s&g	Council (Aug 4/09)																		X		
77		s&g	Council (Oct 21/08)	√										X								Community inventory to EITP December 13, 2011.	

No.	Group Lead	BUDGET	Authority Rec'd From	COUNCIL PRIORITY								COMPLETION DATE								COMMENTS	
				Create a Green Community	Develop the City Wisely	Build Affordable Housing Reduce Poverty	Support Heritage, Arts and Culture	Enhance Neighbourhoods	Promote Diversity	Pursue Economic Strength	2011 Q1	2011 Q2	2011 Q3	2011 Q4	2012 Q1	2012 Q2	2012 Q3	2012 Q4	2013		2014
78	Implementation of Transit Redesign	TPES	Council (Oct 5/10)																		Plan approved by Council Sept 6/11 for Phase 1 East/West corridor - introduction of express route & local route redesign.
79	Revenue Leasing & Licensing Policy	TPES	Council (May 3/11)										X								COMPLETE
80	Petition: Willingdon, Earl, Hill Street - review of on-street parking	TPES	Council (Mar 1/11)										X								COUNCIL APPROVAL NOV 1/2011 COMPLETE
81	Corporate Leadership Travel Policy	CAO	Council (Jun 7/11)																		
82	By-Law Review Plan and Review Status	CAO	Council (Jun 7/11)										X								
83	Council Strategic Priorities Implementation Plan	CAO	Council (Jun 7/11)										X								COMPLETE 11-122 Kingston's Strategic Plan
84	Request for Proposal (RFP) for the development of a business case for expansion opportunities at the Kingston Airport	TPES	Council (Jun 2/11)											X							Consultant engaged, work proceeding.
85	Report: Correctional Services Canada "Graffiti Removal" Pilot Project - Status update	PWS	Council (Jun 7/11)											X							Progressing positively
86	Technology Options for Council Business Proceedings	Clerks'	Council (Jun 7/11)																		In the planning stages
87	Consultation: Community Leasing & Licensing Policy and a Municipal Capital Facility Agreement Policy (Realty Component)	TPES	Council (May 3, 2011)										X								COMPLETE- Admin Policy Com Dec 8, 2011
88	Review: Section of Municipal Act permitting the Treasurer to vary application of a payment when a property has tax arrears	Legal Services	Council (Jun 2/11)											X							Report to AP January 2012
89	Implementation Plan: Transportation Demand Strategy	TPES	Council (Aug 16/11)		√								X								Transportation Planner to lead this initiative under Planning & Development with support from Transportation Services, Engineering, Public Wks...etc
90	Report: Waiving regular fees charged by KARC for delivery of recyclable materials dumped at not-for-profit re-use stores	PW	Council (Aug 16/11)	√									X								COMPLETE EITP Nov 8, 2011
91	Report: Community Geographic Information System	IS&T	AP (May 12/11) Council (Jun 7/11)	√	√								X		X						Date changed to Q2 2012 due to a Community GIS session planned for January to a broad community audience and to ensure reporting is simultaneous with KFL&A Health Unit's reporting
92	Policy review: Off-Leash Dog Area	CS	Council (Aug 16/11)	√										X							

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				Create a Green Community	Develop the City Wisely	Build Affordable Housing Reduce Poverty	Support Heritage, Arts and Culture	Enhance Neighbourhoods	Promote Diversity	Pursue Economic Strength	2011 Q1	2011 Q2	2011 Q3	2011 Q4	2012 Q1	2012 Q2	2012 Q3	2012 Q4	2013	2014	
Completed items highlighted in blue																					
93	PWS (Eng)		Council (Sep 8/11)	√				√												date to be determined	
94	CAO		Council (Sep 8/11)									X								COMPLETE Council Nov 15, 2011	
95	S&G (Cultural Services/Planning)		Council (Oct 18/11)				√						X							Report to Council will be prepared subsequent to the Public Meeting held on January 18, 2012.	
96	Financial Services - Taxation		Council (Oct 4/11)							√					X					To be completed in time for 2013 budget deliberations program	
97	PWS (Solid Waste)		Council (Nov 3/11)	√									X								
98	PWS (Public Works)		Council (Nov 3/11)	√				√								X					
99	PWS (Public Works)		Council (Nov 15/11)	√										X							
100	PWS (Public Works)		Council (Nov 15/11)	√											X					Report to EITP in July 2012	
101	S&G	YES			√			√											X		
102	S&G				√					√			X							COMPLETE	
103	S&G (B&L)				√					√										COMPLETE	
104	S&G (Lic)		Council (Dec 20/11)					√					X								

No.	Completed items highlighted in blue	Group/Dept Lead	2011	2012 Q1	2012 Q2	2012 Q3	2012 Q4	Ongoing	Comments
<b>Completed initiatives from Kingston's Strategic Plan 2011-2014</b>									
1	Update capital financial plans for asset management integration	Corp Admin (FS)	X						
2	Introduce change to corporate-wide realty asset management, maintenance and support systems	TPES (RCS)	X						
3	Develop a 4 year detailed infrastructure renewal plan with budget for road and utility related assets	PWS	X						
4	Integrate facility/site expansion plans for 1211/1181 John Counter Boulevard	PWS/UK/TPES	X						
5	Complete Utilities Kingston storage facility	UK	X						
6	Complete construction of outdoor aquatic centre at Memorial Centre site	CS (R&L)	X						
7	Enhance customer service focus (clear timelines and process for development approvals, employment land sales, heritage programs)	S&G (P&D)	X						Customer Service Standards, Dec 2011
8	Complete a five year municipal/affordable housing strategy	CS (H)	X						
9	Create Non Governmental Organization for the Sustainable Kingston Plan governance and implementation	S&G (ESI)	X						
10	Introduce changes to increase waste diversion rates	PWS (SW)	X						
11	Establish an ad-hoc committee to develop an age friendly plan	S&G	X						
12	Complete a transportation demand management (TDM) plan	TPES (TS)	X						