



**FOCUS KINGSTON COMMUNITY STRATEGIC
PLAN
2000 - 2006 PROGRESS REPORT**

**ADOPTED BY THE:
FOCUS KINGSTON STEERING COMMITTEE
AUGUST 24, 2006**

EXECUTIVE SUMMARY

The intent of this report is to provide an overview of the development of the FOCUS Kingston Community Strategic Plan and to provide a status update for each of the projects identified in the plan. It is envisioned that this summary document will provide a foundation from which to build the next cycle of community planning.

The FOCUS Kingston Community Strategic Plan was initiated by City Council in 1998. To facilitate the development of a Community Strategic Plan, City Council approved the development of a Community Based Steering Committee. Public consultation included focus groups, table talks, community forums and staff forums. The focus group sessions were co-hosted by the Community Based Steering Committee and 15 individual community organizations and were organized on 15 separate topic matters. Through this effort, over 1000 City residents and City staff provided input into a 10 year vision for the community.[Figure 1: FOCUS Kingston Chronological Summary, Page 2] The community vision is provided below:



FOCUS KINGSTON 12 PRIORITY AREAS

1. Access – improved access to information and services
2. Culture – arts, recreation, parks and heritage
3. Economic Prosperity – a balanced approach to community prosperity
4. Infrastructure – long-range infrastructure planning
5. Environment – clean air, clean water, and clean land
6. Local Governance – “Getting Our House in Order”
7. Planning – the Official Plan and Transportation Master Plan
8. Affordable Housing Strategy – affordable and accessible housing
9. Support For Volunteers – recognition and support for community service
10. Promotion of Neighbourhood Associations – community building blocks
11. Our Young People – our future
12. Our Elders – addressing the needs of our elders

EXECUTIVE SUMMARY [CONT'D]

Through Council direction, it was determined that an emphasis would be placed on the development and implementation of action plans for priority areas #1 to #8 and that priority areas #9 to #12 would be addressed within the life of the plan. In 2001, a 'Technical' Committee [later to be renamed 'Implementation Committee'] made up of City and community 'champions' for each of the priority areas (#1 to #8) was formed. The mandate of this committee was to develop action plans to realize the mandates of each of these areas.

In 2004, the newly formed City Council established strategic priorities to guide the organization from 2005 to 2007. Based upon the priority areas in the FOCUS Kingston Community Strategic Plan, Council decided to focus efforts on Infrastructure, and Recreation and Culture, followed by tangible progress in Economic Prosperity, the Environment, and Affordable Housing. From this exercise, the following "Group of 7" priority projects were established:

- Ravensview Sewage Plant Upgrade
- Large Venue Entertainment Centre [later to be renamed 'Regional Sports and Entertainment Centre']
- Multiplex
- Widening of John Counter Blvd.
- Grand Theater Retrofit
- Market Square
- K&P trail

The mandates of priority areas #1 to #8 and the 'Group of 7' projects are predominately executed by the City while priority areas #9 to #12 are predominately community lead initiatives. The attached tables provide a summary of the status of each of these initiatives. Within the report the vision for each of the priority areas is provided and the deliverables and project status is provided in greater detail.

FOCUS KINGSTON STATUS SUMMARY

PRIORITY AREA	CITY	STATUS
#1 Access to Information and Services <ul style="list-style-type: none"> ▪ Community Database Research <hr/> ▪ 2-1-1 Feasibility Study <hr/> ▪ Electronic Service Delivery <hr/> ▪ Enhanced 9-1-1 	<ul style="list-style-type: none"> ▪ Completed an inventory of community databases & identified the type of information currently collected ▪ Identified various formats currently being used to store and maintain community information <hr/> ▪ Researched options & associated costs/benefits for implementing a 2-1-1 telephone system <hr/> ▪ Developed/implemented applications to enable web & telephone transactions for parking & Provincial Offences information & payments. <hr/> ▪ Upgraded current 9-1-1 service to provide all citizens of the City 9-1-1 access to emergency services 	<p>Completed</p> <hr/> <p>Completed. No City funding for implementation. Findhelp, Informontario & United Ways of Ont. Working together to begin implementation.</p> <hr/> <p>Completed</p> <hr/> <p>Completed</p>
#2 Culture, Heritage, Parks and Recreation <ul style="list-style-type: none"> ▪ Assets and Opportunities <hr/> ▪ Communities in Bloom <hr/> ▪ Community Partnerships & Coordination <hr/> ▪ Cultural Framework Strategy 	<ul style="list-style-type: none"> ▪ Initiate the inventory of cultural assets, programs & community initiatives, as step 1 of the comprehensive needs assessment <hr/> ▪ Use the CIB program to develop & implement a sustainable community-based beautification plan in partnership with the City <hr/> ▪ Research, recommend & establish a model for a community-based advisory committee <hr/> ▪ Establish a framework strategy that consolidates existing studies gaps & establishes a list of recommended actions. 	<p>Incomplete – inventory underway</p> <hr/> <p>Completed – operationalized into day-to-day work</p> <hr/> <p>Incomplete – rolled into Cultural Framework Strategy</p> <hr/> <p>Incomplete – Terms of Reference drafted</p>

FOCUS KINGSTON STATUS SUMMARY

<p>#3 Economic Prosperity [Community Prosperity]</p> <ul style="list-style-type: none"> ▪ A New Vision for Economic Prosperity <hr/> <ul style="list-style-type: none"> ▪ New 3 Year Business Plan for 2004-2006 <hr/> <ul style="list-style-type: none"> ▪ Building Economic Linkages & Partnerships 	<ul style="list-style-type: none"> ▪ Conduct a community exercise to build consensus on the definition of Economic Prosperity <hr/> <ul style="list-style-type: none"> ▪ Develop a new 3-year business plan that reflects the new definition of Economic Prosperity as defined in the Visioning exercise <hr/> <ul style="list-style-type: none"> ▪ Building upon our new vision of EP, we will grow government & private sector investment by identifying the stakeholders targeted for growth. 	<p>Completed</p> <hr/> <p>Completed & updated in conjunction with KEDCO Board</p> <hr/> <p>Ongoing. Community is taking action: Social Planning Council, KEDCO, business community.</p>
<p>#4 Long-Range Infrastructure Plan</p> <ul style="list-style-type: none"> ▪ Asset Management Framework <hr/> <ul style="list-style-type: none"> ▪ Capital Works Coordination <hr/> <ul style="list-style-type: none"> ▪ Develop policy for the establishment of reserve funds 	<ul style="list-style-type: none"> ▪ Gather data required to develop a framework for an asset management system for all long-range municipal infrastructure <hr/> <ul style="list-style-type: none"> ▪ Conduct a process improvement review & implement management systems to increase the coordination of all capital works <hr/> <ul style="list-style-type: none"> ▪ Development & maintenance of an ongoing multi-year capital plan & 10 year budget forecast which demonstrates a balance in budgeting, routine maintenance, replacement of existing & extension of new infrastructure 	<p>Inventory complete. Ensure implementation of statutory maintenance programs.</p> <hr/> <p>Progress made through coordination of Engineering & Utilities Kingston annual work programs & through implementation of the Grand Theatre KPMG project assessment recommendations</p> <hr/> <p>2006 goal to develop a 5 year infrastructure plan [new & replacement projects]</p>

FOCUS KINGSTON STATUS SUMMARY

<p>#5 The Environment</p> <ul style="list-style-type: none"> ▪ Improve water quality <hr/> ▪ Improve air quality <hr/> ▪ Improve land quality <hr/> ▪ Environmental Assessment and Awareness 	<ul style="list-style-type: none"> ▪ Stormwater Management ▪ Rural Groundwater Quality ▪ Salt Management Program <hr/> ▪ Partners in Climate Protection Program ▪ Green Power Procurement <hr/> ▪ Brownsfields Redevelopment Strategy ▪ Greenspace Master Plan ▪ Source Separated Organics <hr/> ▪ Compile, document & distribute environmental information to facilitate a healthy environment by increasing community knowledge and awareness 	<p>Complete & implemented Ongoing Complete & implemented</p> <p>Ongoing Ongoing</p> <p>Complete & implemented Incomplete Ongoing</p> <p>Ongoing</p>
<p>#6 Local Governance: Getting Our House In Order</p> <ul style="list-style-type: none"> ▪ Organizational Assessment & 3-Year Plan <hr/> ▪ Develop an “Excellence” plan for our organization 	<ul style="list-style-type: none"> ▪ Assess the corporation against the NQI standards for Canadian public service excellence <hr/> ▪ Develop an organizational effectiveness program to meet or exceed NQI standards towards achieving an NQI award for public service excellence 	<p>Organizational effectiveness initiatives undertaken. Community Access & involvement initiatives not emphasized.</p>
<p>#7 Planning: Official Plan and Transportation Master Plan</p> <ul style="list-style-type: none"> ▪ Heritage Plan for Buildings <hr/> ▪ Downtown Action Plan <hr/> ▪ Waterfront Planning Strategy <hr/> ▪ Urban Growth Strategy <hr/> ▪ Cycling & Pathways Study <hr/> ▪ Transportation Master Plan 	<ul style="list-style-type: none"> ▪ Develop a plan that provides guidelines & incentives for the preservation, inventory & improvement of historic buildings <hr/> ▪ Develop a downtown action plan with a 10 year capital plan for infrastructure <hr/> ▪ Develop a strategy to implement the waterfront vision for future preservation and development <hr/> ▪ Determine where, when & how the urban area of Kingston should develop over the next 25 years <hr/> ▪ Develop a plan for city-wide non-motorized pathway system that is accessible to all citizens <hr/> ▪ Develop a long-term strategy that identifies all types of transportation & how they connect with each other 	<p>Staff have recommended some new processes to guide the protection of cultural heritage resources.</p> <hr/> <p>A Core Committee meets regularly to guide the implementation of the DAP.</p> <hr/> <p>Staff are finalizing the background report.</p> <hr/> <p>Completed. Implementation to follow.</p> <hr/> <p>Completed. Implementation continues.</p> <hr/> <p>Completed. Implementation continues.</p>

<ul style="list-style-type: none"> ▪ Official Plan Consolidation <hr/> ▪ Agricultural Land Use Analysis <hr/> ▪ Natural Heritage Strategy 	<ul style="list-style-type: none"> ▪ Consolidate the official plans of the former City and Kingston/Pittsburgh Townships <hr/> ▪ A component of the necessary background information for the preparation of a new Official Plan. <hr/> ▪ Map areas of natural heritage features and functions as required by the Province 	<p>To be completed in 2006</p> <hr/> <p>In abeyance., however, staff will conduct a preliminary analysis of the agricultural issues, as time permits.</p> <hr/> <p>Maps & recommended policies will be considered in preparation of the new planning documents.</p>
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<p>#8 Affordable Housing Strategy</p> <ul style="list-style-type: none"> ▪ Direct Portable Subsidies Program <hr/> ▪ Kingston Model <hr/> ▪ Land Banking Policy <hr/> ▪ Building Community Capacity 	<ul style="list-style-type: none"> ▪ Enhance housing services providing access to direct portable subsidies to those in need <hr/> ▪ Develop legislative and financial tools to encourage affordable housing development <hr/> ▪ Formalize land banking policy to reserve land for affordable housing development <hr/> ▪ Create strategic partnerships for affordable housing development 	<p>Completed</p> <hr/> <p>Completed Implementation ongoing</p> <hr/> <p>Ongoing</p> <hr/> <p>Completed</p>
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FOCUS KINGSTON STATUS SUMMARY

PRIORITY AREA	COMMUNITY	CITY	STATUS
#9 Support For Volunteers <ul style="list-style-type: none"> ▪ Recognition; annual gala event ▪ Support our volunteers 	<ul style="list-style-type: none"> ▪ Volunteer & Information Kingston's annual Volunteer Week ▪ Volunteer of the Week nominations ▪ Seniors Association's annual Senior of the Year award ▪ Chamber of Commerce's annual Volunteer of the Year award 	<ul style="list-style-type: none"> ▪ \$3,000 Healthy Community Fund grant to help reimburse the cost of Police Checks for volunteers ▪ 250 information brochures for Volunteer & Information Kingston to provide to volunteers and agencies for communication and training purposes 	<ul style="list-style-type: none"> ▪ Ongoing
#10 Promotion Of Neighbourhood Associations <ul style="list-style-type: none"> ▪ Develop guidelines to assist group start-ups 	<ul style="list-style-type: none"> ▪ Approximately 8 established neighbourhood associations in Kingston 	<ul style="list-style-type: none"> ▪ The City's Healthy Community Fund funded 4 neighbourhood related programs ▪ The United Way is reviewing potential of the <i>Action for Neighbourhood Change (ANC)</i> initiative. A feasibility study is underway 	<ul style="list-style-type: none"> ▪ Ongoing ▪ The United Way's participation in ANC will establish a framework to help to address this priority ▪ To be carried forward
#11 Our Young People <ul style="list-style-type: none"> ▪ Youth [16-29]: assist in transition from school to work <hr/> <ul style="list-style-type: none"> ▪ First years: support existing programs 	<ul style="list-style-type: none"> ▪ Variety of organizations offering employment/school/work transition assistance <hr/> <ul style="list-style-type: none"> ▪ Early years are supported by a number of community organizations ▪ Ongoing work by United Way to identify & address gaps for early years 	<ul style="list-style-type: none"> ▪ Cultural Services provide a wide range of programs for youth <hr/> <ul style="list-style-type: none"> ▪ Community & Family Services provides a number of child programs ranging from 0-12 years. 	<ul style="list-style-type: none"> ▪ On-going <hr/> <ul style="list-style-type: none"> ▪ On-going ▪ Process provided by United Way to Identify Gaps
#12 Our Elders <ul style="list-style-type: none"> ▪ Creation of a centre <hr/> <ul style="list-style-type: none"> ▪ Recognition as volunteers & mentors <hr/> <ul style="list-style-type: none"> ▪ Facilitation of live-at-home programs/transitional housing 	<ul style="list-style-type: none"> ▪ Seniors Centre provides a location where elders can enjoy leisure & social activities and services <hr/> <ul style="list-style-type: none"> ▪ See Support for Volunteers <hr/> <ul style="list-style-type: none"> ▪ A few organizations offering home based programs/assistance 	<ul style="list-style-type: none"> ▪ Joint venture with Seniors Association to purchase Portsmouth Public School as new Seniors Centre <hr/> <ul style="list-style-type: none"> ▪ See Support for Volunteers <hr/> <ul style="list-style-type: none"> ▪ The Kingston Model/Affordable Housing Strategy identified options to address seniors' housing needs (March 1, 2005) 	<ul style="list-style-type: none"> ▪ Complete <hr/> <ul style="list-style-type: none"> ▪ Ongoing <hr/> <ul style="list-style-type: none"> ▪ More housing & services required ▪ City adopted 44 options into its operations ▪ The United Way provides ongoing needs assessment

'GROUP OF SEVEN' PRIORITY AREAS	CITY	STATUS
Ravensview Upgrade	The upgrade will allow the City to embrace potential new growth and development while maintaining high environmental standards	Expected completion – 2009.
Regional Sports and Entertainment Centre	The centre will accommodate 6,800 seats and will be the new home of the Kingston Frontenacs and the Kingston and District Sports Hall of Fame.	Construction began in August '06 with completion in late 2007.
Multiplex	The complex will be energy-efficient and will feature four NHL-sized rinks, parking, pro shop, gym and cafeteria.	Construction is scheduled to begin early fall '06 with completion February 2008.
John Counter Blvd	Widening Counter from two to four lanes and adding a centre turn lane, bicycle paths, sidewalks, landscaped boulevards and improved intersections.	Expected to take 5 to 7 years to complete. The EA is complete.
Grand Theatre Restoration	Being renovated to improve audience and performer safety and comfort and to enhance the way it functions.	Expected reopening early 2008.
Market Square Restoration	Phase I – installation of new ice surface Phase II – upgrade of utility and sewer services and resurfacing of the square and surrounding streets Phase III – installation of fountain, lighting, benches and performance areas, courtyards.	Phase I – Complete Phase II – Completion end of June '06 Phase III – Initiated and in progress
K&P Trail	Will provide activities such as hiking, cycling, snowshoeing, cross-country skiing and equestrian uses.	In negotiation with Bell Canada to acquire the old Kingston & Pembroke Railway right-of-way. An offer to purchase the trail was submitted to Bell Canada at the end of July. Acquisition of land completed in August '06.

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1.0 PURPOSE

The intent of this document is to provide a comprehensive summary of the FOCUS Kingston Community Strategic Plan. This will include an overview of its development, deliverables, and implementation. FOCUS Kingston, initiated in 2000, involved the development of a community vision, the identification of 12 priority areas and the development of a 10 year framework to progress each of the priority areas closer to the community's vision. In 2004 Council identified 7 priority projects to advance the community's vision.

While intended as a 10 year plan, there is an enthusiasm within the community and city to assess the status of the FOCUS Kingston work, celebrate its successes, learn from its challenges, and turn the page towards a revitalization of the Community Plan. This compilation will provide a foundation on which to move forward towards the next cycle of community strategic planning.

This progress report will provide the following:

- a background of the development of the FOCUS Kingston Community Strategic Plan;
- a summary of the deliverables and current status for each of the 12 priority areas and the Council (2004) identified 7 priority projects.

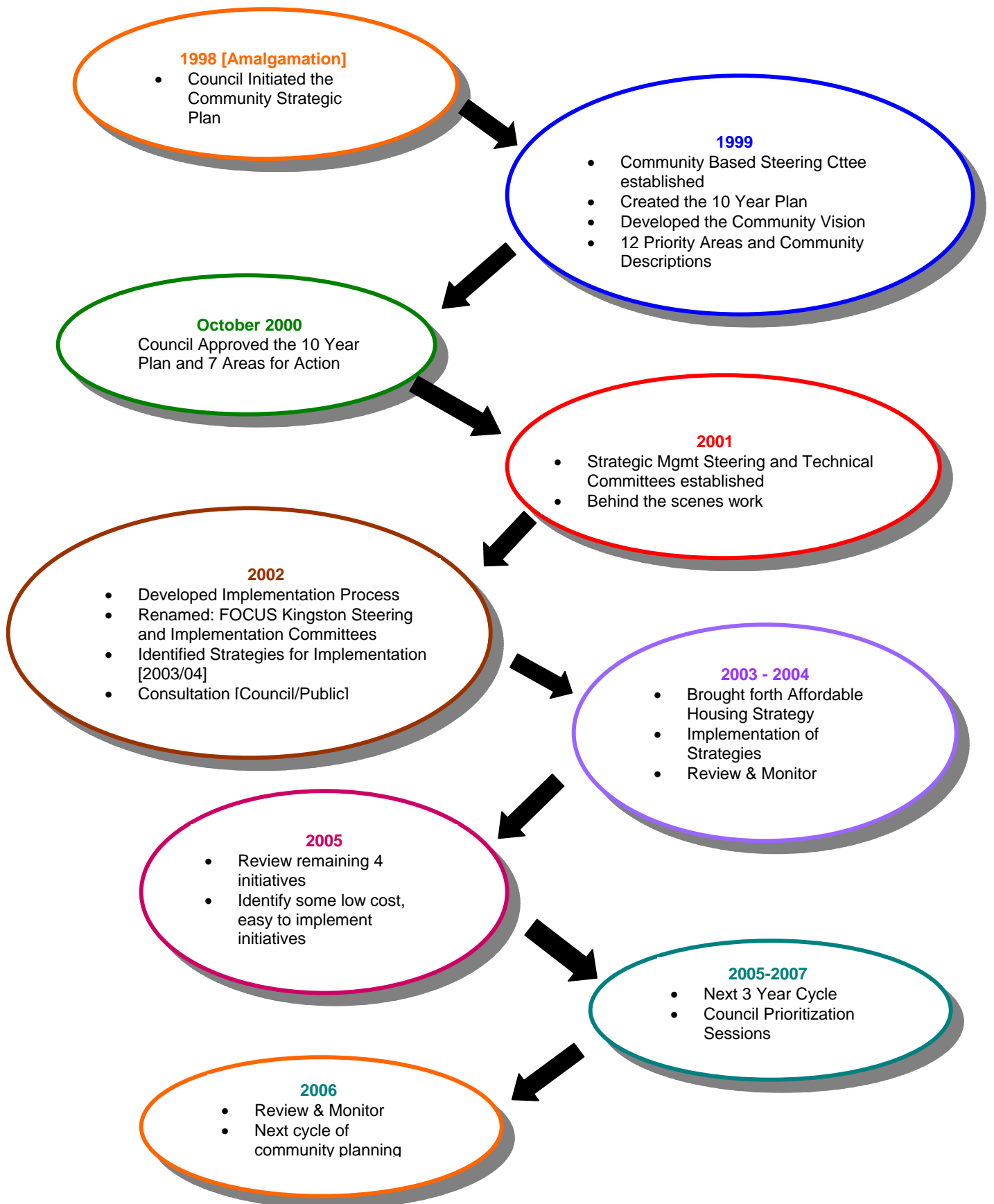
2.0 BACKGROUND

Shortly after the 1998 amalgamation, the first Council of the 'new City of Kingston' identified the need to develop a Community Strategic Plan. The development and implementation of this plan involved the following three milestones:

- Milestone I: Develop Community Vision and Identify Priority Areas
- Milestone II: Develop Implementation Plans
- Milestone III: Implement, Monitor and Report

Figure 1 provides a chronological summary of the FOCUS Kingston from 1998 to date.

FIGURE 1: FOCUS KINGSTON CHRONOLOGICAL SUMMARY (1998 TO PRESENT)



2.1 MILESTONE I: DEVELOP 10 YR COMMUNITY VISION AND IDENTIFY PRIORITY AREAS

Council established a community-based steering committee to guide and monitor the Community Plan and to promote ongoing communication and partnership with local organizations. This committee was comprised of members of Council and members of the community. Dillon/Clara Consulting were hired to assist with the facilitation of the community consultation process.

Community consultation played a pivotal role in the development of the FOCUS Kingston Strategic Plan. The Kingston Community Strategic Plan¹ provides a detailed report of the public consultation process. Fifteen theme areas were identified and in total, over 1000 citizens from the community provided their input through focus groups, table talk sessions and public forums.

Through this collaborative consultative process a 10 year community vision and 12 priority areas were developed and accepted by Council. Provided below is the 10 year community vision statement.

We respect and protect our built and natural environments in an environmentally sound and fiscally responsible manner.

As Canada's first capital, we are committed to protecting our cultural heritage for future generations.

We recognize, encourage and support the work of our citizens and community organizations. Our neighbourhoods are safe and our citizens benefit from our many health, education, community and institutional resources. Our urban and rural communities live in harmony.

Vision Statement
Kingston is a **healthy community** where **history and innovation thrive**. **People are our most valuable asset** so we **take pride in our local government** and **ensure prosperity is widely shared among our residents**.

Our local government provides strong leadership. Our citizens receive fair representation and have access to their elected representatives and municipal staff. We value the services we receive from municipal workers and support them.

We support business growth and seek new opportunities. Our skills training and life-long learning programs will see us recognized nationally and internationally for our imaginative and dynamic tourism and investment marketing strategies. We value our small business and rural and urban communities for their contributions.

2.1 MILESTONE I: DEVELOP 10 YR COMMUNITY VISION AND IDENTIFY PRIORITY AREAS [CONT]

The 12 priority areas identified by the public consultation process and supported through council resolution are:

1. Access – improved access to information and services
2. Culture – arts, recreation, parks and heritage
3. Economic Prosperity – a balanced approach to community prosperity
4. Infrastructure – long-range infrastructure planning
5. Environment – clean air, clean water, and clean land
6. Local Governance – “Getting Our House in Order”
7. Planning – the Official Plan and Transportation Master Plan
8. Affordable Housing Strategy – affordable and accessible housing
9. Support For Volunteers – recognition and support for community service
10. Promotion of Neighbourhood Associations – community building blocks
11. Our Young People – our future
12. Our Elders – addressing the needs of our elders

2.2 MILESTONE II: DEVELOP IMPLEMENTATION PLANS

Of the 12 priority areas identified, the first seven areas were approved by Council for immediate action. In the fall of 2002, the FOCUS Kingston Steering Committee noted that the community had identified affordable housing as a priority for our community. The Steering Committee recommended to City Council that this priority area be brought forward for immediate action. Therefore, Affordable Housing became the eighth priority area identified for immediate action. The remaining 4 priority areas (#9-#12) were to be addressed by the end of the life of the plan.

A FOCUS Kingston Steering Committee and an Implementation Committee (also referred to as the technical committee) were established, through Council direction, to guide and monitor the implementation phase. The implementation Committee was made up of a City staff person and at least one member of the community for each of priority areas (#1 to #8). These individuals became known as Champions and collectively functioned as the Implementation Committee. **Appendix A** provides a list of the membership of both the Steering Committee and the Implementation Committee.

The role of the Champions for each priority area was to identify the key issues that needed to be addressed in order to realize the community vision for each priority area. The Champions informally consulted with individuals and groups from the community. The champions of each of the priority areas identified strategies, outlined expected outcomes, estimated required resources, and developed high-level implementation plans. To facilitate synergies between the Steering and Implementation Committees two members of the Implementation Committee were members of the Steering Committee.

In 2004, the newly formed City Council established strategic priorities to guide the organization from 2005 to 2007. Based upon the priority areas in the FOCUS Kingston Community Strategic Plan, Council decided to focus efforts on Infrastructure, and Recreation and Culture, followed by tangible progress in Economic Prosperity, the Environment, and Affordable Housing.

2.2 MILESTONE II: DEVELOP IMPLEMENTATION PLANS [CONT]

Kingston City Council (2004) established 7 key projects, known as the “Group of 7”, for the Corporation to execute:

- Ravensview Sewage Plant Upgrade
- Large Venue Entertainment Centre
- Multiplex
- Widening of John Counter Blvd.
- Grand Theater Retrofit
- Market Square
- K&P trail

2.3 MILESTONE III: IMPLEMENT, MONITOR AND REPORT

The action plans for priority areas (#1-#8) developed by the Implementation Committee were assigned to the applicable group with the corporation to execute. It was determined that action plans identified within priority areas #1 -#8 had to be led and executed predominately by the City. Progress monitoring and reporting was conducted through the Strategic Initiatives office and presentation updates were made to the FOCUS Kingston Steering Committee and Council.

In the fall of 2005, the Steering Committee undertook a review of priority areas #9 -#12 to understand what the community was doing to support these initiatives. This review was lead by the Social Planning Council of Kingston and Area. The report was entitled, *Community Initiatives: Summary of Community Activity Supporting City of Kingston*, and was completed in March, 2005. To understand what the City was doing to support these priority areas, staff conducted a compilation study in April, 2006.

The 7 strategic projects identified in 2004 by City Council were assigned to the appropriate group within the City for development and execution.

3.0 METHODOLOGY

The development of this FOCUS Kingston progress report was based on a suite of reports and interviews. A list of these reports and interviews is provided in **Appendix B**.

- Information was collected from reports to Council, reports to the FOCUS Kingston Steering Committee, FOCUS Kingston quarterly status reports and from the 8 priority project status updates
- City champions from the former Implementation Committee were asked to provide updates on the status of initiatives for which they had responsibility.
- The Social Planning Council of Kingston was commissioned by the City in March, 2005 to conduct a compilation of community organizations and initiatives underway to address priority areas #9 to 12. To augment this study several community interviews were conducted by city staff to ground truth and validate this report. Complementary reports included the City Support for Volunteers report to the FOCUS Kingston Steering Committee and the seniors report provided by members of the FOCUS Kingston Steering Committee. A list of these reports is provided in **Appendix C**.

4.0 DESCRIPTION AND STATUS OF STRATEGIC INITIATIVES

4.1 CORPORATE LED PRIORITY AREAS (#1 TO #8)

The projects identified by the Implementation Committee to advance the community vision for priority areas #1-#8 were predominately led by the City. The community vision and the projects (deliverables and status) to realize that vision are presented for each priority area.

4.1.1 ACCESS TO INFORMATION AND SERVICES

Community Vision:

“Information technology now makes it possible for the community to better serve its residents and businesses. By creating a better coordinated information and referral system the City will offer people a wider range of information and direct persons to services offered by a broader variety of agencies. Effective use of information technology by a coalition of agencies is the key to effectively responding to community needs and increasing knowledge of existing programs. The first step is the partnering of community organizations, government and institutions to deliver a community information and referral service that is fully automated.”

Projects identified [by the Implementation Team] to meet the objectives of the Community Vision:

- 1a) Community Database Research [2002]
- b) Develop Information Protocols [2002]

Project Deliverable	Project Status
a) Complete an inventory of community databases and identify the type of information that is currently being collected by different agencies and groups in the community. b) As a component of the Database Research project, identify the various formats currently being used to store and maintain community information. This information helped identify an approach for developing a community portal.	Completed Council received the final report, Kingston Community Information Database Report ⁱⁱ , (September 2003)

- 2. Telephone & Personal Access 2-1-1 (Formerly 2-1-1 Feasibility Study) [2003]

Project Deliverable	Project Status
Research options and associated costs/benefits for implementing a 2-1-1 system in Kingston and area. 2-1-1 provides quick-dial, easy-to-remember telephone access to community information.	Completed Council received the final report, 211 Service for Kingston: Final Report ⁱⁱⁱ , (December 03, 2003) It was referred to budget deliberations where it received no funding for the implementation phase. Findhelp, Informontario & United Ways of Ontario are working together to begin implementation with funding from the Province.

ACCESS TO INFORMATION AND SERVICES [CON'TD]

3. Electronic Service Delivery [2002]

Project Deliverable	Project Status
Develop and implement applications to enable web and telephone transactions for parking and Provincial Offences information and payments. This is phase one of a long-term project that will lay the foundation for future e-service options.	Completed Services to date allow citizens to pay parking tickets, parking permit fees and Provincial Offences fines on-line through the City's website, www.cityofkingston.ca Additional services will be available in the future.

4. Enhanced 9-1-1 [2002]

Project Deliverable	Project Status
Upgrade the current 9-1-1 service to provide all citizens of the City 9-1-1 access to emergency services.	Completed

4.1.2 CULTURE, HERITAGE, PARKS AND RECREATION

Community Vision:

“Kingston is a major arts and cultural centre. Leisure activities are many and diverse, benefiting from the natural and man-made assets of the community. Arts, culture and leisure are recognized for their value to the well-being of residents as well as their economic value. However, the community believes that arts, culture and leisure are threatened by diminishing resources and that planning for the future of these assets is needed. The first step is the development of a strategy including:

- *Assessment of economic benefits and development of a marketing plan directed at tourists; and*
- *Review of facilities and programs in light of current and projected community needs”*

Projects identified [by the Implementation Team] to meet the objectives of the Community Vision:

1. Beautification - Communities in Bloom [2002]

Project Deliverable	Project Status
Use the Communities in Bloom program to develop and implement a sustainable community-based beautification plan in partnership with the City.	Completed This has been operationalized within the day-to-day operations of the City.

2. Assets and Opportunities [2002]

Project Deliverable	Project Status
Initiate the inventory of cultural assets, programs and community initiatives, as step one of the comprehensive needs assessment.	Incomplete Staff has undertaken considerable inventorying of various recreation and culture related programs and facilities. Work is not complete.

3. Community Partnerships and Coordination [2002]

Project Deliverable	Project Status
To research, recommend and establish a model for a community-based advisory committee that encompasses the interests of the cultural sector, as broadly defined to include the arts, entertainment, recreation, sports, leisure, parks and heritage.	Incomplete This was rolled into the terms of reference of the Cultural Framework Strategy. No progress made to date.

4. Cultural Framework Strategy [2004]

Project Deliverable	Project Status
Establish a framework strategy that consolidates existing studies, identifies gaps and establishes a list of recommended priority actions. This is the first step in establishing the foundation for a future long term strategy or masterplan for cultural services.	Incomplete Terms of reference for Framework Study drafted but not approved.

4.1.3 ECONOMIC PROSPERITY *[COMMUNITY PROSPERITY]

Community Vision:

“Kingston can be a leader in innovation, which we must maintain. Efforts are needed on several fronts:

- *Our institutions, with their capacity for leading-edge research, can effectively partner with business to create new business opportunities for wealth and job creation*
- *‘Incubation’ of new businesses is a vital component of our strategy for economic prosperity and our support systems for mentoring and securing business capital must be among the best*
- *Deliberate action is needed to link our educational institutions with business to determine the skills needed and train our people to compete in the new economy*
- *Market Kingston to investors and tourists nationally and internationally*
- *Seek opportunities for life-long learning and for disadvantaged persons; and*
- *Plan for agriculture within the City of Kingston*

*** In 2003, Kingston City Council adopted a new vision for Economic Prosperity that spoke to a multi-dimensional approach where the environmental, social and economic agenda needed to result in a balanced approach. This new vision lead to a community prosperity focus for all citizens of Kingston.**

Projects identified [by the Implementation Team] to meet the objectives of the Community Vision:

1. Building Economic Linkages and Partnerships [2002]

Project Deliverable	Project Status
<p>Building upon our new vision of Economic Prosperity, we will grow government and private sector investment in our community by identifying the stakeholders targeted for growth for the purpose of:</p> <ul style="list-style-type: none"> ▪ Creating a consistent and constant understanding of the economic prosperity vision ▪ Influencing major stakeholders to integrate strategic initiatives and be committed to implementation ▪ Creating a Culture of working together ▪ Identify Stakeholder - Leaders ▪ Creating networks ▪ Developing partnerships ▪ Developing communications strategies ▪ Forming informal/formal infrastructures 	<p>Incomplete</p> <p>In March/06, the Kingston Area Social Planning Council, with support from KEDCO, hosted a meeting with civic leaders from eight major sectors in our community to explore the interest level to develop an inclusive community planning and action process that encourages community stakeholders to work together to identify priorities for improving the quality of life for all citizens of Kingston. They agreed to form a Community Planning Steering Committee to further discuss the development of a framework for integrated community planning.</p> <p>A similar summit was held in May involving leaders from across government, business, community and educational institutions. The summit was hosted by the business community to explore ideas and define actions to attract and retain creative people by developing authentic urban environments with strong community infrastructure and lively arts and entertainment scenes. Glen Murray, the keynote speaker reinforced the fact that by attracting creative people a community can generate wealth in an expanding knowledge economy.</p> <p>Both of these initiatives are strong indicators of the level of support in the community and the commitment to complement and reinforce City Council’s and Focus Kingston’s efforts in strategic community planning.</p>

ECONOMIC PROSPERITY [COMMUNITY PROSPERITY] (CONT'D)

2) Business Planning: New 3 Year Business Plan for 2004-2006 [2002]

Project Deliverable	Project Status
Develop a new 3-year business plan that reflects the new definition of Economic Prosperity as defined in the Visioning exercise and involves non-traditional stakeholders.	Completed The business plan was completed and has been updated in conjunction with restructuring at the administrative level and changes on the KEDCO board.

3) A New Vision for Economic Prosperity [2002]

Project Deliverable	Project Status
Conduct a community exercise to build consensus on the definition of Economic Prosperity in Kingston.	Completed June 2002, six weeks of public consultations were held city-wide.

4.1.4 Long-Range Infrastructure Plan

Community Vision:

“The well-being of residents and the economic prosperity of the community are directly affected by the quality of its infrastructure. Good planning is needed to ensure our roads, sewers, water mains, electrical, gas and broadband networking infrastructure is the best it can be.

The municipality is working on this initiative based on feedback from the community in the following areas:

- *Development and maintenance of an ongoing 10-year Capital Budget Forecast;*
- *Demonstrated fiscal responsibility*
- *A focus on water & sewers*
- *Providing Kingstonians access to broadband telecommunication services*
- *Adoption and use of appropriate environmental standards; and*
- *Appropriate balance in budgeting between maintenance of existing infrastructure and extension of new infrastructure”*

Projects identified [by the Implementation Team] to meet the objectives of the Community Vision:

1. Asset Management Framework – Phase 1 [2002]

Project Deliverable	Project Status
Gather the initial data required to develop a framework for an asset management system for all long-range municipal infrastructure. This is a multi-phase project that will lead to an asset management system which will enable the municipality to improve its financial planning and maximize the life expectancy of the infrastructure.	Ongoing Inventory complete for all utility infrastructure. In 2006, we will use the inventory framework to identify and ensure the implementation of all statutory required maintenance programs.

2. Capital Works Coordination [2002]

Project Deliverable	Project Status
Reduce the time it takes to design and tender approved capital projects. Conduct a process improvement review and implement management systems to increase the coordination of all capital works.	Ongoing Progress made through coordination of Engineering & Utilities Kingston annual work programs & through implementation of the Grand Theatre KPMG project assessment recommendations.

3. Develop policy for the establishment of reserve funds [2002]

Project Deliverable	Project Status
Development and maintenance of an ongoing multi-year capital plan and minimum 10-year budget forecast which demonstrates an appropriate balance in budgeting between routine maintenance, replacement of existing infrastructure and extension of new infrastructure.	Ongoing 2006 Work Plan Goal: Development of a 5 year infrastructure plan including new and replacement projects focusing on both condition assessments and growth requirements for all in right-of-way [Engineering, Planning, Transportation, Public Works, Growth & Initiatives].

4.1.5 The Environment

Community Vision:

“We will create a sustainable community by conducting ourselves, individually and collectively, in a manner such that the net effect of our actions is a positive one. This will be measured by the ability of present and future generations to use and enjoy the world. We respect and protect our man-made and natural environments and we manage them through a collective commitment. Our pledge is to achieve improvements in the quality of air, water, and land through the protection, prevention, and remediation of the environment. We recognize the importance of our ecology and we know that positive change will come about through increased community awareness of the environmental challenges that we face.”

Projects identified [by the Implementation Team] to meet the objectives of the Community Vision:

1. Improve Water Quality [2002]

Project Deliverable	Project Status
<p>a) Stormwater Management Protect and improve surface water quality by improving the quality of stormwater run-off, providing education and promoting the appropriate use of these systems by the public.</p>	<p>On-going</p> <p>1. Fish and Frogs Program: A Community Outreach program has been underway for several years to educate the public about the impact of their actions on the quality of surface water.</p> <p>2. Storm Water Sampling Program: A stormwater sampling program has been underway for 3 years.</p> <p>3. Storm Sewer Camera Investigation: A camera survey of select storm water systems has been conducted to identify and act on cross-connections.</p>
<p>b) Rural Groundwater Quality [2002] Protect and improve surface water quality by improving the quality of storm water run-off and developing and implementing management plans to protect sensitive ground water resources.</p>	<p>1. Western Cataraqui Region Groundwater Study: Ongoing</p> <p>2. Rural Severance Hydrogeological Standard: Ongoing</p>
<p>c) Salt Management Program [2003] Conduct an operational review to assess the current winter control salt usage practice and to develop a Salt Management Program to better manage the entire winter control salt usage process.</p>	<p>Ongoing The development of the Salt Management Plan is complete and the implementation of the plan is underway.</p>

4.1.5 THE ENVIRONMENT [CONT'D]

2. Improve Air Quality [2002]

Project Deliverable	Project Status
<p>a) Partners in Climate Protection Program (Greenhouse Gas Emissions) Implement municipal management practices and standards at the corporate and community level which reduce greenhouse gas emissions and pollution.</p> <p>b) Green Power Procurement In partnership with the Federation of Canadian Municipalities, the International Council for Local Environmental Initiatives and Hearthmakers, the City will conduct a baseline energy inventory on City owned buildings to identify selected buildings for more detailed energy audits that will lead to further identification of buildings for energy retrofits.</p>	<p>1. Complete: PCP milestones 1 (Green House Gas Emission Inventory) and 2 (Reduction Targets) have been completed for both the corporation and the community.</p> <p>2. Ongoing: The corporation has adopted a Leadership in Energy and Environment Design (LEED) policy for corporate facilities. The Kingston Brownfield Plan provides incentives for the private sector to build LEED. The new Police Headquarters is designed as a LEED compliant facility.</p> <p>3. Ongoing: Corporate Retrofit Program</p> <p>4. Complete: One-Tonne-Challenge (OTC): Kingston was selected as 1 of 41 Canadian municipalities to pilot the OTC. The OTC engaged the corporation and the community to combat climate change, save money and protect the environment by modifying behaviors on the road, at work and at home.</p> <p>Complete: The baseline inventory of city buildings has been completed. This work provided the background for the Retrofit Project for City owned facilities.</p>

3. Improve Land Quality [2002]

Project Deliverable	Project Status
<p>a) Brownfield Redevelopment Strategy Develop a Brownfield Strategy to encourage clean-up and redevelopment of public and private sector lands within the municipality. The strategy will deal with underutilized or contaminated lands and transform them into safe and usable properties through the development of municipal policies and tax-based incentives that encourage clean-up.</p>	<p>The Brownfield Redevelopment Strategy has been completed and a Brownfield program is in place. The city is actively marketing this program and several developers are engaged in the program.</p>

4.1.5 THE ENVIRONMENT [CONT'D]

b) Greenspace Master Plan [2002]

Project Deliverable	Project Status
Improve the health, appearance and function of all lands within the municipality by developing a master plan to improve and increase greenspace.	Not complete

c) Source Separated Organics

Project Deliverable	Project Status
Research the costs and benefits of implementing a municipal collection program for kitchen waste and other household compostables. Otherwise known as a source separated organics program, this program will complement the existing blue box and other waste management programs.	Ongoing A solid waste task force was formed and it was determined that a source separated organics program would be developed. Staff provided to council a preferred option and a service provider for a source separated organics program. Council has asked staff to review source separated organics within a broader context of waste management.

4. Environmental Assessment and Awareness [2002]

Project Deliverable	Project Status
To compile, document and distribute, on an on-going basis, environmental information to facilitate a healthy environment by increasing the community's knowledge, and encourage the quality and quantity of access to information and citizen participation.	Ongoing 1. The City is working with KEAF to develop a State of the Environment Report. 2. Community outreach to educate the public about the benefits of energy efficiency and sustainable lifestyle choices. 3. Partner with community agencies and organizations to deliver programs and develop events to engage the public on environmental issues.

5. Develop Environmental Policy [2002]

Project Deliverable	Project Status
Work with KEAF to develop policies that will enhance and protect our environment.	Ongoing KEAF is consulted on select policy developments (i.e. Pesticide Policy).

4.1.6 Local Governance - Getting Our House In Order

Community Vision:

“Amalgamation is behind us, so establishing an effective and integrated new Municipal Corporation is a necessity. Council is working with residents to build a sense of belonging to the new City of Kingston and to:

- a. *Ensure that citizens and committees can be heard by City Council*
- b. *Maintain district representation on City Council to ensure at least one of the districts (more if population justifies) remains as primarily rural in nature. Districts were established to make certain all areas of the community had a voice at Council*
- c. *Emphasize service to the public among staff*
- d. *Take steps to improve morale, recognize performance and promote teamwork by Council and staff.*

Residents are interested in municipal efforts, so communications with the public will focus on progress and successes as well as identifying ongoing challenges in the process of getting our house in order.

Projects identified [by the Implementation Team] to meet the objectives of the Community Vision:

- 1a) Organizational Assessment and 3-Year Plan [2002]
- b) Develop an “Excellence” plan for our organization [2002]

Project Deliverable	Project Status
<p>a) Assess the corporation against the National Quality Institute’s (NQI) standards for Canadian public service excellence.</p> <p>b) Develop an Organizational Effectiveness program to meet or exceed NQI standards towards achieving an NQI award for public service excellence. This defined a new corporate direction based upon a Vision, Mission and Values and Corporate Objectives.</p>	<p>Ongoing</p> <p>Getting Our House in Order, as defined in the Community Strategic Plan, can be summarized into: “Organizational Effectiveness and Community Access & Involvement. Several initiatives were undertaken under the objective of organizational effectiveness.</p> <p>The challenge with the GOHO area has been the tendency to view this as a project with a beginning and an end when in reality “Getting Our House In Order” permeates everything we do. GOHO could not occur in isolation of the Community’s other Focus areas. As well, the Community Access/Input objectives were not emphasized due to the efforts placed on Organizational Effectiveness. However, in 2006, 4 Standing Committees were established by function rather than by department. Citizens can be heard through a delegation / presentation process to the appropriate Standing Committee.</p> <p>GOHO is an ongoing evolution. Municipal organizations must continually assess where they are at and adapt to the ever-changing requirements of the community. A re-organization came into effect in January 2006 in order to become more results oriented and customer focused. An actual “Organizational Effectiveness” Department was established to help create the culture that will position this organization to realize its full potential.</p>

4.1.7 Planning: Official Plan and Transportation Master Plan

Community Vision:

Official Plan: The new City inherited several Official Plans. The community believes that these plans remain fundamentally sound and that their policies should be enforced. Building on these strengths, a single integrated Official Plan will be developed within a reasonable time-frame, which includes:

- *A Heritage Strategy featuring design guidelines for heritage buildings/districts and the downtown*
- *Environmental Policies*
- *A Growth Management Plan*
- *A Waterfront Strategy*
- *An Open Space Plan; and*
- *Policies appropriate to rural and urban needs.*

The Official Plan will allow the community to build upon its strengths while protecting our assets for future generations.

Transportation Master Plan: The community believes that a good quality transportation system is necessary to achieve good quality of life. A plan for the transportation system will direct road development and address:

- *A Transit Strategy that stabilizes the service, markets the service to current and potential clients and builds the service as demand grows*
- *A City-wide network of paths and trails serving walkers, joggers, and cyclists which links neighbourhoods*
- *Accessibility for mobility impaired users*
- *Safety issues; and*
- *Needs of rural and urban users, businesses and visitors.*

Work is underway on this initiative. The challenge is to ensure that the plan being developed is consistent with the community's Vision for Kingston in 2010."

Projects identified [by the Implementation Team] to meet the objectives of the Community Vision:

1. Heritage Plan for Buildings [2003]

Project Deliverable	Project Status
Develop a plan that provides guidelines and incentives for the preservation, inventory and improvement of historic buildings.	Ongoing Recent changes to the legislative framework and the Provincial Policy Statement guiding heritage planning in this province has brought more attention to this area of work. Staff have recommended some new processes to guide the protection of cultural heritage resources across our city, and in particular, are retaining consultants to undertake the Downtown and Harbour Area Architectural Guidelines which will provide more specific direction for new development and renovations in the core area.

4.1.7 Planning: Official Plan and Transportation Master Plan [Cont'd]

2. Downtown Action Plan [2002]

Project Deliverable	Project Status
Develop a downtown action plan with a 10 year capital plan for infrastructure including street furniture, paving, lighting, road cross sections and open space.	Action Plan Completed Implementation Ongoing The Core committee meets regularly to guide the implementation of the Downtown Action Plan, and a recent "Report Card" was compiled by the various stakeholders to summarize accomplishments made in 2005. Staff is meeting to review the work plan and ensure it is included in the Capital work plan for the City.

3. Waterfront Planning Strategy [2002]

Project Deliverable	Project Status
Develop a strategy to implement the waterfront vision for future preservation and development.	Ongoing Staff are finalizing the background report for the Waterfront Strategy, and will be bringing this document to Planning Committee in the near future.

4. Urban Growth Strategy [2002]

Project Deliverable	Project Status
Determine where, when and how the urban area of Kingston should develop over the next 25 years.	Strategy Completed Its implementation will guide growth across the city for many years to come. This study is a critical component of the new Official Plan, and much effort has been put into finding a policy framework which will meet both private development interests and the public good as set out in provincial policy.

5. Cycling and Pathways Study [2002]

Project Deliverable	Project Status
Develop a plan for a city-wide, non-motorized pathway system that is accessible to all citizens. Design a multi-use pathway system that is connected, safe and accessible.	Plan Completed While the study is complete, implementation of the study is critical, and this continues with work on signage along the Lake Ontario Waterfront Trail, acquisition of the K&P Trail, improved cycling and pedestrian facilities on new road links such as Counter, Centennial and Wellington Street Extension, and improvements on other various links intended to extend the overall on and off-road trail network across the City.

4.1.7 Planning: Official Plan and Transportation Master Plan [Cont'd]

6. Transportation Master Plan [2002]

Project Deliverable	Project Status
Develop a long-term strategy that identifies all types of transportation and how they connect with each other.	<p>Plan Completed</p> <p>While the Kingston Transportation Master Plan (KTMP) has been completed and adopted by Council, implementation will continue into the future. The Parking Advisory Committee analyzed the important issues of supply and demand in the core area, and the Operational Review for Kingston Transit focused on the changes needed over the next five years to implement the Strategic Direction of the KTMP. Most recently, the Core Area Transportation Strategy has examined the transportation issues affecting a larger core area including Hotel Dieu, Kingston General Hospital, and Queen's University. Improved facilities for pedestrians and cyclists are promoted whenever road improvements are considered. Concerted efforts will be needed to continue to ensure that the Strategic Direction is implemented over the twenty year time frame of the Plan.</p>

7. Official Plan Consolidation: [2004]

a) Official Plan Consolidation

Project Deliverable	Project Status
Upon amalgamation, the City inherited three Official Plans. Although it is recognized that the existing Plans' policies are essentially sound, there are concerns that the Plans are aging in terms of the physical, social and demographic changes that have occurred over time within the City. The three Plans vary in their respective content, format, policies, and philosophies as Official Plan documents.	<p>Ongoing</p> <p>One of the key 2006 deliverables - a consolidated draft official plan for the city - builds on the many projects which staff have been carrying out since amalgamation. Consultants have been retained to conduct this project as well as to prepare the Zoning By-law, which is the related planning document. A range of studies will be implemented in the Official Plan, including the Urban Growth Strategy, the Kingston Transportation Master Plan, the Cycling and Pathways Study, the Commercial Area Study Update, the City-Owned Industrial Land Study, the Waterfront Study, and the Natural Heritage Study, etc.</p>

7. b) Agricultural Land Use Analysis

Project Deliverable	Project Status
This study is a component of the necessary background information for preparation of a new Official Plan as required by the Provincial Planning Act.	<p>Ongoing</p> <p>This study has been commissioned in order to provide an analysis of the agricultural issues as required by the Provincial Policy Statement, to provide guidance to the consultants retained to prepare the Official Plan and Zoning By-law.</p>

4.1.7 PLANNING: OFFICIAL PLAN AND TRANSPORTATION MASTER PLAN [CONT'D]

7. c) Natural Heritage Strategy

Project Deliverable	Project Status
The purpose of this project is to map areas of natural heritage features and functions as required by the Province of Ontario Provincial Policy Statement, which the municipality must have regard for when preparing an Official Plan. Staff of the Cataraqui Region Conservation Authority undertook this study in cooperation with the City and Loyalist Township.	Ongoing A second round of public consultation has been completed, and the maps and recommended policies will be forwarded for comprehensive review and incorporation into the new planning documents.

4.1.8 Affordable Housing Strategy

Community Vision:

“The community has the knowledge and experience to address the need for more affordable housing. Awareness of the necessity is spreading throughout the community. Innovative partnerships are developing to address the need for affordable and accessible housing. Accommodations for youth, seniors, persons with special needs and low income families are required. The challenge is to find the resources to develop and maintain affordable housing. To tackle this important project the community recommends a task force approach be used to initiate a city-wide review of affordable housing needs, resulting in a strategy for action.”

Projects identified [by the Implementation Team] to meet the objectives of the Community Vision:

1. Direct Portable Subsidies Program [2004]

Project Deliverable	Project Status
Enhance housing services providing access to direct portable subsidies to those in need of an affordable, safe and secure home.	Completed

2. Kingston Model [2004]

Project Deliverable	Project Status
Develop legislative and financial tools to encourage affordable housing development.	Completed Implementation Ongoing

3. Land Banking Policy [2004]

Project Deliverable	Project Status
Formalize land banking policy to reserve land for affordable housing development	Ongoing

4. Building Community Capacity [2004]

Project Deliverable	Project Status
Create strategic partnerships for affordable housing development.	Completed

4.2 COMMUNITY LED PRIORITY AREAS (#9 TO #12)

The priority areas #9 to #12 were predominately led by the Community. The community vision for each of these priority areas and community and city initiatives to advance this vision are presented.

Volunteers, Neighbourhoods, Our Young People and Our Elders [Seniors] are ongoing and evolving priority areas. The intent of this summary is to provide a compilation of initiatives that are currently underway within the community and the City. During the next cycle of community strategic planning, there will be an opportunity to revisit these areas.

4.2.1 Support for Volunteers

Community Vision:

“Kingston is served by a large number of community and volunteer organizations. The benefits to the community are substantial. Recognition and support for the neighbourhood associations, community organizations and volunteers who serve this community is important to the ongoing vitality of this sector. Recognition can take many forms and will include an annual gala event for all volunteers.”

Through the compilation study, *Summary of Community and Corporate Actions To Support Strategic Priorities*, April 6, 2006, the following City and community volunteer initiatives were identified:

Community	City	Status
Recognition: <ul style="list-style-type: none">▪ Volunteer & Information Kingston’s annual Volunteer Week▪ Volunteer of the Week nominations▪ Seniors Association’s annual Senior of the Year award▪ Chamber of Commerce’s annual Volunteer of the Year award	Support: <ul style="list-style-type: none">▪ \$3,000 Healthy Community Fund grant to help reimburse the cost of Police Checks for volunteers▪ 250 information brochures for Volunteer & Information Kingston to provide to volunteers and agencies for communication and training purposes	Ongoing

4.2.2 Promotion of Neighborhood Associations

Community Vision:

“Neighbourhoods are a basic building block of our community. Neighbourhood associations will play a greater role in improving the quality of life of residents. Working in partnership with the City, neighbourhood associations will take a lead role in identifying and resolving neighbourhood issues. Associations provide leadership in assessing local needs such as the requirement for recreational facilities. A first step for the City is to work with representatives of existing associations to develop guidelines which assist new neighbourhood groups to easily get started.”

Community	City	Status
<ul style="list-style-type: none"> Approximately 8 established neighbourhood associations in Kingston 	<ul style="list-style-type: none"> The City's Healthy Community Fund funded 4 neighbourhood related programs The United Way is reviewing potential of the <i>Action for Neighbourhood Change (ANC)</i> initiative. A feasibility study is being written for their Board and should be completed by end of summer 	<ul style="list-style-type: none"> Ongoing The United Way's participation in ANC will establish a framework to help to address this priority To be carried forward

4.2.3 Our Young People

Community Vision:

"Our young people are our future. The community believes that there are segments of this population that need particular attention – teenagers, young adults and newborns/infants:

- Work with youth (ages 16-29) who need assistance to make the transition from school to work, moving into employment opportunities that are progressive and career-oriented; and*
- Support existing programs and promote new programs that focus on parents and children in their first years of life.*

There are community organizations that are working on this area today. The challenge is to focus local efforts and coordinate community and government resources to make a greater impact.

The needs of our young people also will be addressed by several of the other initiatives including: economic development; affordable housing; transportation improvement; and better access to information and services."

Community	City	Status
<ul style="list-style-type: none"> Variety of organizations offering employment /school/work transition assistance 	<ul style="list-style-type: none"> Cultural Services provide a wide range of programs for youth 	<p>Ongoing</p> <hr/> <ul style="list-style-type: none"> On-going Process provided by United Way to Identify Gaps
<ul style="list-style-type: none"> Early years are supported by a number of community organizations Ongoing work by United Way to identify & address gaps for early years 	<ul style="list-style-type: none"> Community & Family Services provides a number of child programs ranging from 0-12 years. 	

4.2.4 Our Elders *[Seniors]

Community Vision:

“The community has successfully addressed many of the needs of our elders. Much of this success has been possible through the growth of organizations of seniors serving seniors. Success is also attributed to the increasing use of partnerships between organizations and government. The strategic plan has identified three areas requiring further partnership work by the community:

- *Creation of a centre where our elders can enjoy leisure opportunities and social activities, and receive services;*
- *Recognition of seniors as volunteers and mentors to the community; and*
- *Facilitation of live-at-home programs and development of a range of transitional housing.*

The needs of our elders also will be addressed by several of the other initiatives including: volunteer recognition; affordable housing; transportation plan; and access to information and services.”

***In recognition that the terms ‘Elders’ and ‘Seniors’ are both used throughout the community. It has been noted that some citizens prefer ‘Seniors’ and others prefer ‘Elders’.**

Community	City	Status
<ul style="list-style-type: none"> ▪ Seniors Centre provides a location where elders can enjoy leisure & social activities and services 	<ul style="list-style-type: none"> ▪ Joint venture with Seniors Association to purchase Portsmouth Public School as new Seniors Centre 	<ul style="list-style-type: none"> ▪ Complete
<ul style="list-style-type: none"> ▪ See Support for Volunteers 	<ul style="list-style-type: none"> ▪ See Support for Volunteers 	<ul style="list-style-type: none"> ▪ Complete/Ongoing
<ul style="list-style-type: none"> ▪ A few organizations offering home based programs/assistance 	<ul style="list-style-type: none"> ▪ The Kingston Model/Affordable Housing Strategy identified options to address seniors’ housing needs (March 1, 2005) 	<ul style="list-style-type: none"> ▪ More housing & services required ▪ City adopted 44 options into its operations ▪ The United Way provides ongoing needs assessment

5.0 2004 COUNCIL'S "GROUP OF 7" PRIORITY PROJECTS

5.1 RAVENSVIEW UPGRADE

Status: Tenders closed May 31st for the expansion of the Ravensview sewage treatment plant. When the \$115 million project is complete in 2009, Ravensview will have made the city an international leader in the sewage treatment field for incorporating an unusual number of environmentally advanced tools and systems in its upgrades. One of its buildings is expected to receive a coveted Silver certificate for Leadership in Energy and Environmental Design from the Green Building Council. The upgrade will allow the City to embrace potential new growth and development while maintaining high environmental standards.

5.2 REGIONAL SPORTS AND ENTERTAINMENT CENTRE

Status: The centre will accommodate 6,800 seats, [5,000 in the arena bowl with another 1,800 on the floor for concerts and shows]. It will be the new home of the Kingston Frontenacs and the Kingston and District Sports Hall of Fame. The largest gathering place in the corridor between Oshawa and the Quebec border, it will make Kingston a natural stopping point for major artists touring Eastern Canada and reinforce the City's role as the leading community in Eastern Ontario. Construction began in August '06 with completion in late 2007.

5.3 MULTIPLEX

Status: Construction on the City's new community recreation centre will begin early fall '06 with an expected completion date of February 2008. The complex will be energy-efficient and will feature four NHL-sized rinks, three with room for 300 spectators and the fourth for 750 spectators. It will include lots of parking, a pro shop, gym and cafeteria. The location chosen will allow for future expansion that could include other facilities such as a pool, field house, playing fields and tennis courts.

5.4 JOHN COUNTER BOULEVARD

Status: This project will consist of widening John Counter from two to four lanes and adding a centre turn lane, bicycle paths, sidewalks, landscaped boulevards and improved intersections. The project will also include a new bridge over the CN line that currently intersects John Counter at a level crossing. The Province has approved the environmental assessment and the City is now in the process of retaining an engineering firm to complete the design and oversee construction. The project is expected to take five to seven years to complete.

5.5 GRAND THEATRE RESTORATION

Status: Located in the heart of downtown, the Grand Theatre has been sorely in need of updating and renovating to improve audience and performer safety and comfort and to enhance the way it functioned. The mechanical, electrical and safety systems require upgrading; the auditorium and fly tower roofs required repair; the lobbies' bar and public areas need upgrading; the main auditorium needs better sightlines, acoustics, redesign and more comfortable seats and the stage need upgrading. The Baby Grand is to be enlarged. The Grand Theatre is expected to re-open early 2008.

5.0 2004 COUNCIL'S 7 PRIORITY PROJECTS [CONT'D]

5.6 MARKET SQUARE RESTORATION

Status: Phase I of this project was the installation of the new ice surface on the City's historic market square. Phase II began in the spring '06 and completion is expected by the end of June. Phase II involves upgrades of utility and sewer services around the square as well as resurfacing of the square and surrounding streets using paving stones and granite curbs appropriate for the square's 19th century ambiance.

Phase III, initiated in August '06, will see the market's area enlarged and enhanced and the installation of a special fountain with a stone base that can be converted into a stage/platform for outdoor performances. Lighting, benches and performance areas in the courtyards will provide additional reasons for people to gather from across the community.

5.7 K&P TRAIL

Status: The City negotiated with Bell Canada to acquire the old Kingston and Pembroke Railway right-of-way, which Bell owned. An offer to purchase the right-of-way was submitted to Bell Canada at the end of July and acquisition of the land was completed in August '06. As a rural trail system that ambles from Little Cataraqui Creek near Sydenham Road north to Orser Road, it has the potential to link urban and rural areas for such activities as hiking, cycling, snowshoeing, cross-country skiing and equestrian uses. The trail could be a significant benefit to the City's eco-tourism industry, especially as it could also extend to connect with other prominent trails in the region.

**APPENDIX A:
FOCUS KINGSTON
STEERING AND IMPLEMENTATION COMMITTEE MEMBERS
2001 - 2006**

City of Kingston

Mayor Harvey Rosen
Mayor Isabel Turner
Councillor Bill Campbell
Councillor Leonore Foster
Councillor Beth Pater
Councillor George Sutherland
Councillor George Stoparczyk
Mr. Bert Meunier, CAO
Mr. Glen Laubenstein, CAO
Ms. Cynthia Beach
Mr. Greg Grange
Ms. Mila Kolokolnikova
Mr. Denis Leger
Mr. Paul MacLatchy
Mr. Mark Segsworth
Ms. Nancy Taylor
Mr. Lance Thurston

Community Participants

Mr. Jay Abramsky	Mr. Dave Jackson
Mr. Ashlin Alexander	Mr. Steven Kelly
Mr. John Armitage	Ms. Lorraine Kenney
Ms. Wendy Bellamy	Mr. Darren Lockhart
Mr. Ross Cameron	Mr. Rolf Lund
Mr. Roy Conacher	Mr. David Malcolm
Ms. Deborah Defoe	Dr. Ken Reimer
Ms. Thais Donald	Mr. William Richard
Mr. Leon Doucet	Mr. Daniel Rickards
Mr. Stephen Foster	Ms. Hersh Sehdev
Mr. Doug Haight	Mr. Peter Walker
Mr. George Harris	Ms. Linda Whitfield
Ms. Patricia Hodge	Mr. John Wilson
Ms. Kathy Horton	Mr. Mike Zanibbi

APPENDIX B: BACKGROUND REPORTS

Reports are available on the City of Kingston's website: www.cityofkingston.ca or click on the following link: <http://www.cityofkingston.ca/cityhall/strategic/backgrounder.asp>

1. FOCUS Kingston Community Strategic Plan 2000-2010: Prepared by Strategic Initiatives and Corporate Communications, City of Kingston, February, 2003.
2. Community Strategic Plan; Project Action Plans, Prepared by the FOCUS Kingston Implementation Committee, City of Kingston, December 2002.
3. Community Strategic Plan; Implementation Plans, Prepared by the FOCUS Kingston Implementation Committee, City of Kingston, May 23, 2002.
4. Strategic Plan Working Document, Prepared by Strategic Initiatives and Corporate Communications, City of Kingston, May, 2002
5. Kingston Community Strategic Plan; Prepared by the Community-Based Steering Committee and adopted by Kingston City Council, October 25, 2000.
6. Situation Analysis Reference Workbook; Prepared by Strategic & Long-Range Planning, City of Kingston, June 12, 2000.
7. Kingston in 2010: Our Vision: A Working Draft. Prepared by Strategic & Long-Range Planning, City of Kingston, March 2000.
8. Kingston Today: Community Strategic Plan SWOT Analysis; Examining our Strengths & Weaknesses, Opportunities & Threats. Prepared by Strategic & Long-Range Planning, City of Kingston, March 2000.

APPENDIX C: RESOURCES FOR STAFF REPORT ON PRIORITY AREAS #9 TO #12

1. Summary of Community and Corporate Actions To Support Strategic Priorities, Appendices to Report No. FKSC-06-01, April 6, 2006, Beth Sills, Manager, Strategy & Sustainability
2. Community Initiatives: Summary of Community Activity Supporting City of Kingston, Social Planning Council of Kingston and Area, March 1, 2005
3. Support For Volunteers, Report No. FKSC-05-01, September 22, 2005, Sheila Hickey: Director, Strategic Initiatives & Corporate Communications
4. How Is Our Community Doing In Priority Areas Chosen By Council? Priority #12: Our Seniors, December 15, 2005, Mr. Ross Cameron and Mr. John Wilson, FOCUS Kingston Steering Committee
5. Cheryl Mastanuono, Manager, Policy Development, Community & Family Services
6. Robin Etherington, Manager, Culture & Heritage, Culture & Recreation
7. Laura Austin, Supervisor, Childcare Programs, Ontario Works, Administration
8. Mila Kolokolnikova, Supervisor, Research & Housing Policy, Community & Family Services
9. Bill Reason, Community Development, Culture & Recreation
10. Bhavana Varma, President, United Way, Kingston, Frontenac, Lennox & Addington:
 - ⁽¹⁾ Success by 6: A Position Paper On Priorities To Help All Children In Kingston, Frontenac, Lennox & Addington Succeed For Life, October 2005
 - ⁽²⁾ Update on the Report Card on Homeless in Kingston, August 2004
 - ⁽³⁾ Community Plan on Homelessness and Housing Issues in Kingston, August 2004.

ⁱ Kingston Community Strategic Plan, Prepared by the Community-Based Steering Committee, Adopted by Kingston City Council October 24, 2000

ⁱⁱ Kingston Community Information Database Report, September 2003, prepared by Jean Pfleiderer, Project Manager. Sponsored by the City of Kingston, the Kingston & District Community Information Centre and the Kingston Frontenac Public Library

ⁱⁱⁱ 2-1-1 Service for Kingston: Final Report, December 03, 2003, prepared for the 211 Advisory Group by 8020 Info Inc. - Consultants