



COMMUNITY STRATEGIC PLAN

SITUATION ANALYSIS REFERENCE WORKBOOK

COMPILED BY:

STRATEGIC & LONG-RANGE PLANNING

ENDORSED BY:

COMMUNITY-BASED STEERING COMMITTEE

JUNE 12, 2000

SITUATION ANALYSIS

NOTE TO READER

THIS WORKBOOK WAS PREPARED IN THE FIRST PHASE OF THE KINGSTON COMMUNITY STRATEGIC PLAN PROJECT.

THIS WORKBOOK WAS INTIALLY DESIGNED TO PROVIDE SOME BASIC INFORMATION TO MEMBERS OF THE COMMUNITY. FACTUAL INFORMATION ON THE CITY, IN 11 SUBJECT CATEGORIES (SEE INDEX), IS FOUND ON THE LEFT COLUMN OF EACH PAGE OF THIS WORKBOOK. THIS FACTUAL INFORMATION WAS ASSEMBLED BY THE STRATEGIC AND LONG-RANGE PLANNING GROUP OF THE CITY OF KINGSTON. THE WORKBOOKS WERE PRINTED AND THEN DISTRIBUTED TO PERSONS ATTENDING THE FIRST PHASE OF THE COMMUNITY STRATEGIC PLAN PROJECT. APPROXIMATELY 750 INDIVIDUALS ATTENDED THE 15 FOCUS GROUP MEETINGS** AND THE 12 URBAN OR RURAL TABLE TALK SESSIONS. THE RESULTS OF THE PUBLIC'S INPUT FROM THESE 27 MEETINGS WERE REVIEWED BY THE COMMUNITY-BASED STEERING COMMITTEE AND SYNTHESIZED INTO RE-OCCURING STATEMENTS EXPRESSED BY THE COMMUNITY. THESE RESULTS ARE SHOWN IN THE SWOT (STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS) ANALYSIS FOUND IN THE RIGHT-HAND COLUMNS OF THIS WORKBOOK.

THE RESULTS OF THE SWOT ANALYSIS WERE USED IN PHASE II OF THE COMMUNITY STRATEGIC PLAN PROJECT TO ADVISE INDIVIDUALS OF THE COMMUNITY'S FINDINGS TO DATE. COMMUNITY FORUMS AND CITY STAFF FORUMS THEN IDENTIFIED "PRIORITIES FOR ACTION" IN THE COMMUNITY STRATEGIC PLAN PROGRAM. THE COMMUNITY-BASED STEERING COMMITTEE CONDUCTED A SERIES OF MEETINGS WITH REGARD TO THE "PRIORITIES FOR ACTION". BEFORE PROCEEDING WITH THE "PRIORITIES FOR ACTION" AND THE ACTION PLANNING GROUPS A PUBLIC MEETING WAS HELD BY THE COMMUNITY-BASED STEERING COMMITTEE.

THE INFORMATION CONTAINED IN THIS WORKBOOK WILL ALSO BE PROVIDED TO THE ACTION PLANNING TEAM MEMBERS FOR THEIR CONSIDERATION DURING THE ACTION PLANNING PHASE OF THE COMMUNITY STRATEGIC PLAN PROJECT. VERBATIM TRANSCRIPTIONS OF THE FOCUS GROUP TOPIC MEETINGS ARE AVAILABLE UPON REQUEST.

**THE 15 FOCUS GROUPS MEETINGS WERE AS FOLLOWS:

TOPIC NUMBER	FOCUS GROUP TOPICS	CO-HOST ORGANIZATION WITH THE COMMUNITY-BASED STEERING COMMITTEE
1	Arts, Culture & Recreation	Culture & Recreation Advisory Committee
2	Economic Development: Labour Market/Training	Advantage! Kingston
3	Our Neighbourhoods	Kingston District Community Information Centre
4	Community Services: Education, Health & Other Institutions	Queen's University
5	Environment & Sustainable Growth	Catarauqui Region Conservation Authority (CRCA)
6	Community Services: Role of Non-Government Agencies (NGO's)	Social Planning Council
7	Economic Development: Sectoral Development: (Tourism, Manufacturing, Telecommunications, etc.)	Chamber of Commerce
8	Youth	Mayor's Youth Working Group
9	Rural Life & Agriculture	Rural Affairs Advisory Committee
10	Seniors	Council on Aging
11	Access & Transportation	Kingston Independent Living Resource Centre
12	Housing	Kingston Not For Profit Housing Organization
13	Multiculturalism	Kingston Immigrant Services
14	Heritage	Board of the Museum of the Great Lakes
15	City Centre/Downtown	Downtown Kingston! BIA

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BACKGROUND

Key Facts

1. Creation of New City

- The new City was created on January 1, 1998
- New City boundaries resulted from the amalgamation of the former City of Kingston and the Townships of Kingston and Pittsburgh
- The population of the new city is approximately 113,000 persons
- The City covers a total of 52,772 hectares of which 15% is open water
- The former City of Kingston was a maturing inner urban area where raw land for new development was a scarce resource
- The former Townships had raw land available for development
- Uses within the new City include urban, suburban, agricultural and a variety of non-agricultural/rural uses
- A map showing the urban area and the rural area of the City is attached
- For more information on the urban/suburban characteristics see item #4
- Further information on agricultural/rural uses can be found under the topic headings "Agriculture" and "Rural Land and Communities"

2. Brief Area History

- The area was originally named Cataraqui by the Indians and explored by Samuel de Champlain as early as 1615
- Three centuries of existence have been filled with a wealth of history including the establishment of Fort Frontenac in 1673, the settlement of the United Empire Loyalists, its use as a British Seaport for Upper Canada during the War of 1812, the establishment of Fort Henry in 1836, the creation of the historic Rideau Canal in 1832, and Sir John A. Macdonald, the Father of Confederation & the first Prime Minister of Canada served as a Kingston Alderman
- Many buildings and structures have still been retained from the early years of Kingston as a military, administrative & shipping centre
- Over 370 buildings have been designated as being of historical and/or architectural significance under the Ontario Heritage Act. Most of these are in the former City of Kingston
- There are two Heritage Districts designated under the Ontario Heritage Act – the Market Square and Barriefield
- The Rideau Canal operates as a navigable waterway and is designated as a National Heritage Site
- The historic ambience and nature of the City attracts tourists & visitors

SWOT ANALYSIS

Strengths

MAJOR THEMES OF SWOT

- There is a "passion" for the area. Kingston is a gem of a city. One of the best in Canada. People love the ambience, the natural setting, the countryside, the waterfront the history, the heritage buildings and much more
- There is a strong sense of community. We are proud of our residents, our volunteers, our community organizations and our neighbourhoods
- Our people are knowledgeable, experienced and brimming with interesting and innovative ideas. The challenge is to make good use of this valuable resource

HERITAGE FOCUS GROUP

- Increasing awareness and appreciation of local heritage/national importance
- Strong organizations representing heritage interests
- Have retained large number of heritage buildings intact
- Recognize economic value: tourism, attract feature for new residents, relationship to waterfront

URBAN NEIGHBOURHOODS TABLE TALK

- Heritage buildings

ACCESS & TRANSPORTATION FOCUS GROUP

- Good transit personnel: friendly, knowledgeable, helpful
- Increasing number of accessible buildings, facilities, areas: curb cuts, accessible washrooms, ramps
- Some buildings with special equipment: audible indicators for elevators, etc.
- Good transit equipment: lots of it but is it being effectively used?
- Affordable transit
- Special services: Kingston Access Bus (KAB), accessible taxis, interhospital service, etc.
- Mobility study (1997) being implemented
- Kingston Independent Living Resource Centre
- Full range of good transportation facilities: airport, ferries, rail service, road system

Weaknesses

MAJOR THEMES OF SWOT

- There is a sense of entrenchment. As Will Rogers once said, "We all love progress, its change we hate!"
- Too much focus on issues and weaknesses

HERITAGE FOCUS GROUP

- Rural areas not as well protected

BACKGROUND (CONT'D)

Key Facts (Cont'd)

3. Regional/Provincial Context

The City is located

- Halfway between Canada's two largest cities – Toronto & Montreal
- On the north shore of Lake Ontario where the lake flows into the St. Lawrence River
- Ottawa, the nation's Capital is less than 2 hours away by car
- Highway No. 401, the major highway linking Toronto & Montreal passes through the City

4. Characteristics of the City

- The urban/suburban area is distinct from the rural areas. Further information on the rural area can be found under the topic headings "Agriculture" and "Rural Land and Community"
- The majority of residential, commercial, industrial and institutional land uses are located south of the 401 corridor in the former Township and City of Kingston
- The 401, natural features/green space and the limits of municipal services define the pattern of urban growth
- In the former Township of Pittsburgh suburban land uses are located in the south-western portion
- Given the significant amount of vacant land south of the 401, it is likely that Highway No. 401 will remain the north limit of urban development for some time
- The urban/suburban development follows an east-west pattern along Lake Ontario and the St. Lawrence River; therefore, there are a number of major roads that run in an east-west pattern that are interconnected by a number of roads running north-south
- Within the former City and Township of Kingston existing development south of the 401 is primarily on full municipal services
- Within the former Township of Pittsburgh – Barriefield, Royal Military College, Canadian Forces Base Kingston and the Rideau Community are on full municipal services while the St. Lawrence community north and south of Highway No. 2 is served only by municipal water
- The land uses systems include housing/residential development, commercial development, institutions, an airport, industrial development, open space, parks and recreation and waterfront

SWOT ANALYSIS (CONT'D)

Weaknesses (Cont'd)

HERITAGE FOCUS GROUP (Cont'd)

- Official Plan policies are not always followed as intended
- Need greater long range planning
- Not an important "political" issue
- Attitude that heritage issues are "status quo" interest; a hurdle to be overcome

URBAN NEIGHBOURHOODS TABLE TALKS

- Loss of heritage sites

ACCESS & TRANSPORTATION FOCUS GROUP

- Insufficient co-ordination of what is available
- Funding reductions and insufficient funding for special services: Access Bus; more accessibility equipment
- Lack of transit integration to meet special needs in the main transit fleet; Use of special accessibility equipment: scheduling issues
- Elimination of Access Advisory Committee by City
- Playgrounds and children's areas still inaccessible
- Insufficient information on what services/programs are available: lack of awareness by residents/consumers of services/programs

Opportunities

MAJOR THEMES OF SWOT

- We need to promote our strengths among ourselves. Then, we will be better able to present our strengths to visitors and others outside our community
- We recognize the opportunity in pursuing fresh ideas/attitudes. There is a desire to create a new vision, plan for the future and co-ordinate efforts across the municipality
- There are strengths to build upon and opportunities to pursue
 - i) economic growth sectors such as tourism, knowledge-based industries/technologies, health and education
 - ii) arts, culture, recreation & leisure
 - iii) heritage
 - iv) co-ordinating the talents and energies of our people to achieve a common vision
- There are specific issues that are foremost in our minds:
 - i) transportation and accessibility

BACKGROUND (CONT'D)

Key Facts (Cont'd)

4. Characteristics of the City (Cont'd)

- There are 44,405 residential units in the new City of which almost 50% are single family dwellings
- 50% of the dwelling units in the former City area are in the form of apartments while 70% of the dwelling units in the former Townships are single family dwellings
- There is 9.5 million square feet of commercial space in the new City of Kingston. The majority (62%) is within the former City, 37% is in the former Kingston Township and less than 2% is in the former Pittsburgh Township
- In the former City the major commercial development is the downtown area along Princess Street while in the former townships there are retail malls with parking lots at grade level. This commercial development is served by a transportation system which includes municipal transit, pedestrian sidewalks, street parking, and municipal parking lots and parking structures
- Transportation within the former Kingston and Pittsburgh Township is oriented towards the movement of people by private automobile
- Institutions within the new City include hospitals, Queen's University, St. Lawrence College, Royal Military College, prisons, Department of National Defence facilities and homes for the aged
- Norman Rogers Airport is located in the southwest section of the former Kingston Twp.
- Kingston has several large industries and several industrial parks
- Over 300 acres of serviced industrial land is available for new development
- Kingston's open spaces, parks, recreation facilities and waterfront are important resources and contribute significantly to the quality of life of the City's citizens and visitors
- Tourism is an important component of the economy of Kingston
- An estimated one million visitors are annually drawn by Old Fort Henry, the St. Lawrence River, boat tours, museums, the historic nature and ambience of the City, hotels, restaurants, shopping areas, the waterfront, some of the best fresh water sailing conditions in the world, and marinas

SWOT ANALYSIS (CONT'D)

Opportunities (Cont'd)

- ii) sustainable growth: infrastructure, protection natural resources and rural life
- iii) protecting our quality of life and addressing the well being of all residents

HERITAGE FOCUS GROUP

- promote 'First' Capital
- Could do better at evaluating the potential economic benefit of heritage: market heritage as tourism opportunity
- Develop a heritage strategy for all of the new, larger area of the City of Kingston: urban/rural integration
- Co-ordinate heritage groups
- Integrate business/development interests to achieve balanced review of proposals affecting heritage buildings/sites: heritage policy
- Do much more with waterfront: cycling paths, boating/sailing, linking facilities such as museums and Fort Henry

ACCESS & TRANSPORTATION FOCUS GROUP

- Integrated transit service: can now address rural/urban integration as well
- Look at healthy alternatives: pathways for cycling, walking, wheelchairs
- Re-evaluate transit flows/planning/marketing and dispatch systems
- Many transit/transportation options have been developed in other countries/provinces that should be reviewed for use in Kingston
- Ensure that accessibility needs are being considered in the current transportation study being conducted (integrate 1997 Mobility Study)
- Reinstate Access Advisory Committee
- Municipality take greater role in ensuring development of accessible, affordable housing

URBAN NEIGHBOURHOODS TABLE TALKS

- Strategic Plan for all of new municipality that has broad support of citizens
- Blending heritage and modern technology: 'smart city'

Threats

MAJOR THEMES OF SWOT

- We are concerned with the size and scope of federal and provincial downloading of responsibilities. Substantial funding support has been lost. We are not sure how to respond to this challenge at the community level

HERITAGE FOCUS GROUP

- Decreasing funding from federal/provincial levels

BACKGROUND (CONT'D)

Key Facts (Cont'd)

SWOT ANALYSIS (CONT'D)

Threats (Cont'd)

- "Abandonment" of heritage policies by provincial government
- Development proposals take too long to deal with: frustration by all interests
- Unnecessary conflict between heritage and development interests: could be reduced by closer attention to comprehensive policies for heritage and downtown/waterfront development

ACCESS & TRANSPORTATION FOCUS GROUP

- Loss of subsidies for accessible taxis
- Standards are being reduced: Ontario Building Code changes are not stringent enough and undermine accessibility

OUR PEOPLE

Key Facts (1996 Census Data)

- 112,785 persons reside in the new City of Kingston of which 57,375 also work within the City
- 88% of the population reside in the City's urban area which represents 21% of the City's land base
- 12% of the population reside in the City's rural area which represents 78% of the City's land base
- Other demographic information as follows:

Former Municipality	Population Distribution	New City – Total Households 44,430 (100%)	Average # of Persons per household	% of households which are lone parent families
Old City of Kingston	50%	58%	2.1%	22%
Kingston Township	39%	34%	2.8%	12%
Pittsburgh Township	11%	9%	2.9%	7%
Rural area		10% of the total		

- Families both with & without children make up the largest proportion of the households
- From 1986-1996 the number of households grew by:
 2. 52% in the former Kingston Township
 2. 33% in the former Pittsburgh Township and
 2. 10% in the former City
- Growth Projections for the population of the new City to the year 2011 range from a population of 145,200 (a 29% increase) to 200,200 (a 77% increase)
- There is enough vacant land designated for residential development in the Official Plans of the three former municipalities to accommodate even the largest growth projection
- Other demographic information is as follows:

Former Municipality	Age Group			
	0-19	20-39	40-59	60+
Old City of Kingston	21% of the population	36%	21%	22%
Kingston Township	29%	29%	28%	14%
Pittsburgh Township	27%	36%	24%	13%
New City total number and percent of the population	27,805 or 25%	37,675 or 33%	27,084 or 24%	20,221 or 18%

SWOT ANALYSIS

Strengths

YOUTH FOCUS GROUP

- Youth; diverse, educated with new skill & involved in helping each other
- Supportive community organizations; many programs, Kingston Youth Shelter Project, Boys & Girls Club, Youth Net
- Social, cultural, recreational facilities are good: drop in centre
- Economy offers many entry level jobs: food & beverage/hospitality/tourism sector
- City is listening

SENIORS FOCUS GROUP

- People: friendly, cultured & diverse
- Quality of Life: natural & man-made beauty, vibrancy of community, services and programs, people and family life
- Organizations & volunteers
- Good health care
- Good transportation: at least in urban area
- Political power of Seniors

MULTICULTURALISM FOCUS GROUP

- Diversity enriches cultural life of community, adds to vibrancy
- Organizations such as Kingston District Immigrant Services, Folk Arts Council, churches working to support newcomers and to promote participation of community life
- People: a helping community, knowledgeable persons
- Migration, adds new professional and business persons to community

URBAN NEIGHBOURHOODS TABLE TALKS

- People: volunteers, sense of community and helping hands
- Multiculturalism, socio-economic mix

Weaknesses

YOUTH FOCUS GROUP

- Lack of affordable housing including emergency shelter
- Lack of training & access to well paid work
- Transportation & public transit: access to services & facilities can be too expensive or just not available
- Lack of understanding and trust of our young people by general public
- Reduced programming & funding for supports to youth: counselling, health care
- Youth divided: by income, experience and age sub-groups
- Poor co-ordination among services, organizations, government, etc.

OUR PEOPLE (CONT'D)

Key Facts (Cont'd)

	Population by Mother Tongue		
	English	French	Non-Official language
New City percent of the population	86%	3%	10%

- There is an extensive network of community-based groups which support Federal, Provincial or Municipal Programs or which represent special interest groups
- **Information on Education can be found in the Key Facts on Community Services and Assets. Information on Income and Labour Market Participation can be found in the key facts on Economic Development.**

SWOT ANALYSIS (CONT'D)

Weaknesses (Cont'd)

- Lack of vision that recognizes importance of youth to Kingston's future

SENIORS FOCUS GROUP

- Lack of targeted facilities for recreation & leisure: need senior's centre
- Transportation: lack of parking, cost of taxis and special services, access to rural areas
- Winter Blahs: what to do?
- Not enough supportive housing
- Contributions of seniors to community not recognized and appreciated
- Not enough home care
- Not enough co-ordination of information: senior services & programs, cultural activities, etc.

MULTICULTURALISM FOCUS GROUP

- Elitism
- Lack equal opportunity/access to jobs: need strategy/policies to recruit newcomers into local jobs
- Need to promote multicultural activities /events
- Too many small pockets of people not melding into larger community life

Opportunities

YOUTH FOCUS GROUP

- Focus on local needs & sustainable development
- Redirect local tax dollars to youth needs
- Link educational/training services & facilities to youth
- Use existing buildings for emergency housing
- Take advantage of youth skills; technology, creative arts
- Match older workers with youth as mentor/advocates
- Increasing federal focus on youth

SENIORS FOCUS GROUP

- Integrated transit system: meet special needs within main system
- Promote healthy alternatives to car: cycling, walking paths
- More opportunities for age integration at facilities & in programs/services
- Increasing number of seniors means an increased base of potential volunteers for community groups and activities

OUR PEOPLE (CONT'D)

Key Facts (Cont'd)

SWOT ANALYSIS (CONT'D)

Opportunities (Cont'd)

SENIORS FOCUS GROUP (Cont'd)

- Rideaucrest: great new facility with potential to meet program/service needs (i.e. health) as well as housing
- Economic growth: increasing number of seniors who can demand & pay for services, products
- Seniors extend time in work force: use expertise in consulting field, etc.
- Integrated housing: more options & better standards & enforcement, local control available as federal/provincial agencies withdraw from sector
- Build on base of existing communications networks: newsletters, etc.

MULTICULTURALISM FOCUS GROUP

- Use media- community television – to reach/integrate ethnic groups
- Proactive economic strategy for employment & entrepreneurship among newcomers

Threats

YOUTH FOCUS GROUP

- Increasing gap between “Haves and Have-Nots”
- Increasing homelessness among youth
- Federal/Provincial program/funding cuts
- Institutional inertia
- Too many other agendas taking precedence

SENIORS FOCUS GROUP

- Incidence of poverty growing among older seniors and in particular, women
- Lack of access to family doctors: practices full and insufficient increase in availability of family practitioners
- Provincial downloading and reduced funding from senior levels of government for services, programs and facilities at a time of increasing demand
- Lack of long term focus/vision in the community: what do we know about future of this demographic group
- Increased sense of loneliness among seniors as support networks weaken among families, friends, neighbourhoods

MULTICULTURALISM FOCUS GROUP

- Other cities/larger urban areas are more attractive to newcomers

AGRICULTURE

Key Facts

1. Former Pittsburgh Township

- 15% of the land is considered as good or good-to-fair, 39% is fair-or fair-to-poor and the balance is either poorer or unsuitable for cultivated crops
- There are 114 farms covering an area of 11,000 ha. (21,170 acres) of which 50% is cropped
- Cattle & calves are the major activity on 75% of the farms with over 7,000 head of livestock
- 1991 **total** farm capital was in excess of \$55 million, gross farm receipts were in excess of \$12 million, and total expenses of \$11 million
- Average gross farm receipts per farm are double the average of Frontenac County
- 190 persons are employed in Agriculture & related activities (1996 Census Canada)
- Three areas are designated as municipal agricultural drains under the Drainage Act, namely the Pittsburgh Drain, the Cochrane Drain and the Pierce-Blasko Drain
- The Pittsburgh Drain covers over 8,000 acres while the others are much smaller
- There is an agricultural component at the Joyceville/Pittsburgh Corrections Facility run by Corrections Canada

2. Former Kingston Township

- Described as having small pockets of good quality land dispersed throughout
- The large pockets of good quality lands near Glenburnie and south of Hwy. 401 have been developed for non-agricultural purposes
- 230 persons are employed in Agriculture & related activities (1996 Census Canada)
- The Frontenac Institution is located on a 932-acre track of land south of Bath Road and produces milk and eggs for other institutions in Ontario and Quebec. Based on market value this institution produced over \$1. 8 million worth of food products in 1992.

3. Former City of Kingston

- 100 persons are employed in Agriculture & related activities
- The Farmer's Market is held in the historic Market Square 3 days a week in the spring, summer & fall. Market vendors are not only from the new City but also from the outlying areas
- The Kingston and District Agricultural Society hosts the Kingston Exhibition in the Fall at the Kingston Memorial Centre

SWOT ANALYSIS

Strengths

RURAL LIFE AND AGRICULTURE FOCUS GROUP

- People: volunteers, spokespersons, family life, children/youth
- Rural organizations and institutions: Ontario Federation of Agriculture, volunteer fire fighters, 4H, Women's Institute, schools, churches, etc.
- Quality of life
- Natural assets: open spaces, waterways, prime agricultural land
- Economic strength of agriculture
- Self-reliant way of life

Weaknesses

RURAL LIFE AND AGRICULTURE FOCUS GROUP

- Groundwater quality and quantity
- Smaller voice in political decisions
- Limited amount of prime agricultural land
- Loss of events such as fall fairs
- Lack of recognition of role and importance of agriculture by public/politicians

Opportunities

RURAL LIFE AND AGRICULTURE FOCUS GROUP

- Education about value of local food supply
- Improved land use controls for new City: better direction of urban growth to urban areas and away from prime-agricultural land
- For new City, share information & create a vision for urban/rural balance

Threats

RURAL LIFE AND AGRICULTURE FOCUS GROUP

- Decreased supply of good water
- Continued urban "sprawl"
- Taxation not related to services used: too high, not fair, threatens farming
- Rural voice lost politically in new, larger City government
- Environmentally sensitive areas not protected
- Deterioration of valued services: roads, schools, etc.

AGRICULTURE (CONT'D)

Key Facts (Cont'd)

4. New City of Kingston

- There are a number of small-scale commercial and industrial activities (ranging from small farm business use to farm implement sales and services) which support agriculture.
- Institutional residents were not included in the Census Canada statistics
- 1996 Census data identifies that 524 persons are employed in Agriculture and related activities (from the 3 former municipalities)
- These 524 persons represent 0.9% of the new City's total work force

SWOT ANALYSIS (CONT'D)

RURAL LAND & COMMUNITY

Key Facts

- 78% of the land area of the new City of Kingston is in the rural area
- 12% of the population of the new City is in the rural area
- Uses within the rural area consist of agricultural and non-agricultural activities, and significant creeks & wetlands
- Agricultural activities include livestock operations (beef cattle, dairy farming and pig operations), cash cropping, hobby farms, horse stables, maple syrup production, nurseries, greenhouses, tree farming and wood lots
- Within the agricultural community there are a number of small scale commercial & industrial uses that are related to the rural economy which support agricultural activities
- Non-agricultural uses include historic settlement areas, non-farm residential uses, commercial, industrial, and institutional uses, a waste disposal area, open space, recreational/tourism uses, public uses, and pit and quarrying operations
- Residential development consists of historic settlement areas (hamlets) and permanent and seasonal dwellings outside of settlement areas
- In the former Kingston Township the settlement areas consist of Westbrook, Kingston Mills, Glenburnie, Elginburg, Kepler, Glenvale & Sharpton
- In the former Pittsburgh Township the settlement areas include Joyceville, Washburn, Brewers Mills, Code's Corners and Kilbirnie. Some of these early settlement areas are recognized as Hamlets
- Some estate residential development has occurred in pockets in the rural area. This development has occurred through plans of subdivision with internal roads. In the former Kingston Township this type of development is located north of Kingston Mills along the Rideau Canal System and between County Roads No. 9 & 10 south of Unity Road. In the former Pittsburgh Township estate residential development is located primarily south of Highway No. 2 with some development located south of Middle Road.
- The remaining residences scattered throughout the remaining area are associated with farming operations or considered to be non-farm residential (with no affiliation to agricultural activities)
- Within the hamlets there is a concentration of development which includes commercial (general stores, gas stations) industrial and institutional uses (churches, schools) which serve the community and the outlying area
- There are various commercial, industrial and institutional uses which are scattered throughout the rural areas of the two former Townships

SWOT ANALYSIS

Strengths

RURAL TABLE TALKS

- Quiet, rural ambience
- Stable, long-time residents: care about area, friendly, self-reliant, close knit communities
- Little Cataraqui Creek Conservation Area/Authority
- Grass Creek Park
- Natural areas: open spaces, privacy
- Community and volunteer groups such as fire-fighters, Women's Institute, 4H, residents
- Fairmount Home
- Agricultural land and local food production
- Improved policing: response time
- Buried infrastructure: hydro lines

Weaknesses

RURAL TABLE TALKS

- Groundwater supply/lack of piped water services
- Concerns with changes to drainage patterns
- Attitude that Kingston stops at 401: rural residents are citizens too, representation on Council is too small, do bureaucrats understand rural issues, need one-stop centres for municipal services
- Poor public transit
- Costs of Kingston Access Bus
- Distance to medical services in an emergency
- Safety issues relating to hunting: with guns and bows
- Road improvements and maintenance (i.e. snowplowing needs to be improved)
- Taxes too high for services received
- Government policies that undermine farming
- Pressure for urban development
- Severances
- Conflicts between traditional farm practices and expectations of new residents: smells from livestock operations
- Lack of community focal points for people to meet and talk: community centres
- Garbage dumped along roads

RURAL LAND & COMMUNITY (CONT'D)

Key Facts (Cont'd)

- In the former Township of Pittsburgh an active waste disposal site is located north of Hwy. 401 near the eastern boundary
- Public uses include the roads, the Howe Island Ferries, the mainline CNR tracks, telephone lines, hydro lines, gas pipelines and cemeteries
- The historic Rideau Canal System separates the rural areas of the former Townships of Pittsburgh and Kingston. This system forms a unique recreational corridor. Other recreational uses include the Little Cataraqui Region Conservation Area, golf courses and tourist camps.
- Institutional uses include the Joyceville/Pittsburgh Corrections Facilities and part of the Gananoque Airport
- Pit (removal of sand deposits) and quarry (removal of bedrock) operations are scattered throughout both of the former Townships
- Private wells and septic systems largely serve lands within the rural area
- There are a number of private roads in the rural area

SWOT ANALYSIS (CONT'D)

Opportunities

RURAL TABLE TALKS

- Build 'one city' attitude starting at City Hall and with media
- Hold Town Hall meetings in rural location
- Need a balanced budget from City Hall
- Need new strategy for dealing with garbage
- Better policies to balance rural/urban realities
- Go to Global Positioning System for fire/medical emergencies: get rid of 9-1-1
- Growth of farm operations to serve urban population
- Rural tourism
- More economic growth: home-based businesses
- Integrate community facilities into malls and other private sector development
- Support volunteers to improve neighbourhoods
- Improve transit with 'Park & Go' at Fairmount Home

Threats

RURAL TABLE TALKS

- Limited funds for conservation
- Lack of infrastructure – water & sewer – and at what cost to build?
- Do not extend Sir John A Blvd north of 401: limit overpasses along 401 that will divide neighbourhoods
- Urban "sprawl"
- Tax increases
- Erosion of resources such as groundwater
- Decision-makers who do not understand/appreciate rural heritage and strengths
- Traffic and policing issues
- Expropriations of land for public uses: utilities

OUR NEIGHBOURHOODS

Key Facts

- The City includes inner-urban, suburban, and rural neighbourhoods
- Approximately 88% of the population lives in inner-urban and suburban neighbourhoods, and 12% lives in rural neighbourhoods
- Rural neighbourhoods can take many forms including historic settlement areas such as hamlets, and informal groupings of permanent and seasonal residences in both farming and non-farming areas
- The inner-urban neighbourhoods house a greater proportion of young adults and seniors, and the suburban and rural neighbourhoods house a greater proportion of households with children
- The inner-urban neighbourhoods house a larger proportion of lone-parent households, accounting for 22% of the inner-urban neighbourhood population
- Reduction in the size of the average household is a common trend in all neighbourhoods
- The neighbourhoods planned for long-range expansion include the Rideau and St. Lawrence Communities, Cataraqui North and West and the Miles Square Block, and the Alcan District
- Of the 44,400 dwelling units in City neighbourhoods, less than half are single unit dwellings – approximately 35% are apartment units
- A significant proportion of inner-urban neighbourhood housing – approximately 25% - is occupied by post-secondary students
- Inner-urban neighbourhoods also include all of the City's "group homes"
- Our neighbourhoods include about 180 parks with over 2,500 acres of maintained grounds – in the inner-urban neighbourhoods, waterfront lands are a significant part of the park system
- The neighbourhood parks network includes 13 outdoor rinks, 53 ball diamonds, 36 soccer fields, 29 tennis courts, and 80 locations with play structures
- In the past thirty years inner-urban neighbourhoods have experienced significant public and private investment in up-grading and improvement
- Some inner-urban neighbourhoods have a higher proportion of lower-income families, higher average unemployment rates, and lower levels of school attendance
- Inner-urban neighbourhoods include most of the City's social housing – the waiting lists for social housing are increasing

SWOT ANALYSIS

Strengths

OUR NEIGHBOURHOODS FOCUS GROUP

- Neighbourhood identities & strong traditions
- People: diversity, helping organizations, good mix of age, income and interest
- Facilities: affordable housing, recreational facilities, neighbourhood level retail, family-oriented services
- Aesthetics: historic buildings, parks, nature

HOUSING FOCUS GROUP

- Diversity of housing options: Good quality housing
- Affordable for large segment of population including middle income households
- Knowledge and expertise of individuals and organizations
- Partnerships in use to meet need
- Small but successful demonstration of non-profit housing operating without government subsidies
- Land available for housing development
- Good urban transportation

URBAN NEIGHBOURHOODS TABLE TALKS

- Open spaces such as Lemoine Point
- People: volunteers
- Usefulness of neighbourhood associations for communication and consultation

Weaknesses

OUR NEIGHBOURHOODS FOCUS GROUP

- Increasing costs leading to affordability problem
- Growing gap between "Haves and Have Nots"
- Limited public transportation
- Lack of common vision/goals: between old and new neighbourhoods
- Poor development controls and property standards enforcement
- Lack of vibrant year-round neighbourhood associations who can assist with communications, information services

HOUSING FOCUS GROUP

- Lack of seed capital for affordable housing projects
- Not serving poorest households, households with special needs, certain age groups such as youth & seniors

OUR NEIGHBOURHOODS (CONT'D)

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SWOT ANALYSIS (CONT'D)

Weaknesses (Cont'd)

HOUSING FOCUS GROUP

- No growth in stock of affordable non-profit housing despite increased demand
- "Can't expect housing to take care of itself"
- Need more private sector participation in affordable project
- Poor distribution of affordable housing within Kingston/ghettoizing
- Poor attitudes toward affordable housing/'Not In My Back Yard'
- Knowledge of general population of housing needs and issues is poor
- Slow approval processes/regulatory requirements a barrier
- University students consume a large quantity of older urban housing: demand drives up prices, maintenance is poor

URBAN NEIGHBOURHOODS TABLE TALKS

- Negative image of some neighbourhoods: affects services by city, police
- Poor maintenance of neighbourhood recreational facilities
- Need to address safety of neighbourhoods: Neighbourhood Watch
- Absentee landlords not maintaining their buildings

Opportunities

OUR NEIGHBOURHOODS FOCUS GROUP

- Linking neighbourhoods: public transportation, paths for cycling/walking
- Neighbourhood level planning
- Neighbourhood associations: events, planning, communications

HOUSING FOCUS GROUP

- Develop a Kingston Housing Strategy with 10-15 year horizon
- Make good use of local expertise (i.e. Task Force) to develop & implement strategy
- Explore success stories in other jurisdictions for options
- Build partnerships between private and non-profit landlords to address common issues and better serve low income households
- Downloading allows local control of issue/decision making
- Land available
- Develop more alternative transportation options: cycling path, etc.

URBAN NEIGHBOURHOODS TABLE TALKS

- Improve recreational facilities
- Official Plans for neighbourhoods such as Portsmouth Village (1980's special study, involve community)
- Increase tree planting

OUR NEIGHBOURHOODS(CONT'D)

SWOT ANALYSIS (CONT'D)

Threats

OUR NEIGHBOURHOODS FOCUS GROUP

- New transportation routes: cutting through neighbourhoods
- Federal/Provincial retreat: reduce funding, downsizing local operations, privatization
- Municipal decisions on where to spend tax dollars

HOUSING FOCUS GROUP

- Federal/provincial downloading: Rent geared to income (RGI) component of projects in danger
- Instability caused by forced restructuring and amalgamation of organizations
- Increasing demand for housing that must be affordable/meet special needs: demographic trend to older age groups, economic restructuring migration
- Ageing infrastructure

URBAN NEIGHBOURHOODS TABLE TALKS

- Building new facilities (i.e. arenas) without adequate parking
- Urban "sprawl"

THE DOWNTOWN

Key Facts

- Commercial development began along the shores of Lake Ontario and the Great Catarqui River – the first retail shopping district grew along Store Street (now Princess Street)
- The Downtown draws in people from a broad area
- The Downtown is the City's dominant area for department store merchandise, restaurants, banking facilities, and offices, and is complemented by the concentration of retail space in the shopping centres and "big-box" stores of the former Kingston Township
- The Downtown has a feeling of historic charm which is important to the tourism prospects for the City
- The Downtown accounts for 28% of the commercial space in the City, a total of 2.7 million square feet, and is the job-site for over 10,000 employees
- The Downtown also includes about 1,500 residential units, and is the home of about 3,000 persons
- The people who live and work downtown make up the majority of its primary users
- The Downtown has historic ties to the waterfront – these ties are manifested today in the concentration of hospitality services in the district
- The Downtown draws in people from a broad area
- The Downtown is the commercial service area for, and is supported by, the neighbourhoods to the north and south
- The Downtown is very much a pedestrian-oriented district
- The Downtown is the site of City Hall, the Market Square, and Confederation Park, all of which are important to the civic history of Kingston
- Over the years the Downtown has seen significant public investment in beautification, infrastructure, and parking facilities to ensure the continued health of the district

SWOT ANALYSIS

Strengths

CITY CENTRE/DOWNTOWN FOCUS GROUP

- Vibrant/vital area: day and night
- Economic, cultural and social hub
- Connections: waterfront and unique services such as ferries, role in tourism, heritage
- People: experienced and committed business persons, friendly customer service, young and old live in and use downtown
- Organizations: BIA/Downtown Kingston!
- Safe and Liveable
- Attractive streetscapes
- Unique, niche shopping: independent shop owners
- Events

URBAN NEIGHBOURHOODS TABLE TALKS

- Heritage buildings
- Compact downtown shopping area
- Beautiful waterfront: open to residents and tourists to enjoy
- Tourist district along Ontario Street
- Events such as those held in Confederation Park, buskers, arts and cultural

Weaknesses

CITY CENTRE/DOWNTOWN FOCUS GROUP

- Need better control of signage, 'friendly' parking controls
- Lack of: parking, big meeting facilities, appropriate waterfront development, transit
- Lack long-range vision/action statement for downtown that recognizes its pre-eminent role as the retail hub of the City
- Need better enforcement of planning policies and design guidelines for historic area
- Transportation problems: pedestrian/auto conflicts, road maintenance, traffic bottlenecks and planning
- Seasonal shifts: winter blahs

URBAN NEIGHBOURHOODS TABLE TALKS

- Not enough parking downtown
- Traffic congestion in downtown
- Inadequate bus service: need smaller shuttle buses and more frequent service, shorter routes
- Building high rise building along waterfront that block views

THE DOWNTOWN (CONT'D)

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SWOT ANALYSIS (CONT'D)

Opportunities

CITY CENTRE/DOWNTOWN FOCUS GROUP

- People: living, working & playing downtown, increase social/cultural activity
- Greater international tourism: expand to year round, seen as cultural/heritage destination
- Move ahead with developments: Kingston Museum, Block 'D', outdoor theatre, convention centre, etc.
- More pathways for walking, cycling
- Better transportation/transit planning and service
- Expand entertainment district

URBAN NEIGHBOURHOODS TABLE TALK

- Bicycle paths/market/theatre/restaurants in downtown core

Threats

CITY CENTRE/DOWNTOWN FOCUS GROUP

- Transportation/transit does not keep up with demand
- Dispersal of activities: too many malls, convention & entertainment facilities outside of downtown
- Loss of independent shopkeepers/unique product lines/quality of downtown shopping
- Infrastructure ageing/ maintenance requirements
- Vision of waterfront: will new developments detract from downtown?

URBAN NEIGHBOURHOODS TABLE TALKS

- Private control of waterfront

ECONOMIC DEVELOPMENT

Key Facts

- The Kingston economy has historically had strong government support – the top employers continue to be in the public sector – many of these employers export their service outside the local economy
- The major employers operate in the areas of health and social services, government services, education, retail trade services, hospitality services, and manufacturing
- The total labour force in the City is approximately 57,000 persons
- The total post-secondary student population is approximately 18,000 persons
- The participation rate of persons in the local economy has generally been lower than the national and provincial rates – the participation rate declined between 1995 and 1996
- The unemployment rate has generally been lower than the national and provincial rates – the unemployment rate increased between 1995 and 1996, and exceeded the national and provincial rates
- In 1997, the unemployment rate for persons 15-24 was about twice as high as it was for older adults – it was about 30% for males under 19
- Between 1976 and 1991 the average employment growth rate was 2.2% annually (compounded)
- Since 1986 the manufacturing sector has reduced total employment due to downsizing and capital intensive investments
- Since 1991 Kingston's economy has been influenced by significant downsizing of government activities and employment
- Tourism is an important component in the Kingston area economy – an estimated two million visitors spend 170 million dollars annually in the City and the former Frontenac County
- Agriculture is a viable industry in the City, and employs more than 500 persons
- The City-owned airport is evolving as a regional service centre connected to national and international networks
- The City has sufficient land designated in its Official Plan for retail commercial growth for the next 20 years
- In 1991, the average household income was about \$35,000 which was slightly above the national average, but below the provincial average
- The average male income was about \$38,000, and the average female income about \$26,000
- 35% of Kingston households had incomes below \$30,000, and 19% of households had incomes above \$70,000

SWOT ANALYSIS

Strengths

ECONOMIC DEVELOPMENT LABOUR MARKET/TRAINING FOCUS GROUP

- People: educated, diverse, young
- "World Class" institutions: educational, research facilities
- Public/Private partnerships & new approaches in use
- Community networks and organizations

ECONOMIC DEVELOPMENT SECTORAL DEVELOPMENT FOCUS GROUP

- Strong, stable base of institutional employers (despite recent downsizing)
- Knowledge base & technology: CFB Kingston is hub of armed forces communications, Queen's, etc.
- Affordable place to live and work
- Quality of life is an attractive selling feature
- Educated, skilled workforce
- Location on 401 corridor between Toronto and Montreal
- Tourism: strong international reputation
- New infrastructure available: fibre optic cable
- Strong economic organizations: KEDCO, Chamber, BIA, GKTC, etc.

URBAN NEIGHBOURHOODS TABLE TALKS

- Location: within 2 hours driving time of larger urban centres – Toronto, Montreal, Ottawa
- Queen's University and St. Lawrence College
- Employers such as penitentiaries

Weaknesses

ECONOMIC DEVELOPMENT LABOUR MARKET/TRAINING FOCUS GROUP

- Federal/Provincial downsizing and restructuring
- Lack of broad vision and common goals
- Not addressing needs of neediest
- Lack of linkages: between training agencies and employers, matching supply and demand

ECONOMIC DEVELOPMENT SECTORAL DEVELOPMENT FOCUS GROUP

- Shortage of venture capital
- Transportation & public transit
- "Status Quo" attitude
- Lack of common vision and goals

ECONOMIC DEVELOPMENT (CONT'D)

Key Facts (Cont'd)

- The estimated average household expenditure in 1997 was about \$42,000
- The Kingston Economic Development Corporation (KEDCO) is a non-profit corporation with a mandate to stimulate community partnerships which strengthen the local economy and generate prosperity
- In 1998 KEDCO, Advantage Kingston and the City organized Summit '98 which identified the following economic development priorities:
 - Direct access air service link to a major US airport
 - Streamlined site servicing, and competitively priced and reliable utility services
 - Centres of excellence, building on existing strengths in criminal justice, health care and education
 - A community human resources plan
 - Partnerships in co-generation, fibre optics, film, recreation, and culture
 - Creation and growth of Knowledge Based Industries
 - A marketing plan for the City of Kingston
 - Clusters in advanced materials
 - A multi-use facility
- The 1999 KEDCO strategic projects include:
 - Knowledge-based economy including assistance to knowledge-based start-ups, targeted marketing, industrial land strategy, creation of KANnet for telecommunication providers, continued financial support for KTEC, and development of call centres
 - Small and medium-sized business mentorship
 - Tourism information
 - Targeted tourism marketing

Labour Force Information is as follows:

Former Municipality	Total Number in Labour Force	Labour Force Participation		
		15 years & over	15-24 years	Over 25 years
Old City of Kingston	26,825	59%	66%	57%
Kingston Township	23,520	71%	65%	72%
Pittsburgh Township	7,030	74%	81%	71%
New City Total Number	57,375			

*Participation Rate is the total labour force expressed as a percentage of the population aged 15 years & over (Census Canada, 1996)

SWOT ANALYSIS (CONT'D)

Weaknesses (Cont'd)

- Increasing gap between: skills of labour force, incomes, "Haves versus Have-Nots"
- Too many youth not participating in local economy
- Tourism not year round
- Municipal government perceived as being too slow in providing development approvals
- Media not supportive: poor messages
- Ageing infrastructure

URBAN NEIGHBOURHOODS TABLE TALKS

- No large conference/entertainment facility
- Inadequate bus service: need smaller shuttle buses and more frequent service, shorter routes

Opportunities

ECONOMIC DEVELOPMENT LABOUR MARKET/TRAINING FOCUS GROUP

- Focus on small business
- Focus on growth sectors: tourism, technology
- Increased partnership activity: refocus/expand role of existing educational facilities, build stronger links with business community
- Diverse population

ECONOMIC DEVELOPMENT SECTORAL DEVELOPMENT FOCUS GROUP

- Well positioned to take advantage of growth sectors
- Larger size and resources of new City: can co-ordinate efforts and planning
- Labour force: can convert displaced public sector workers into private entrepreneurs
- Quality of life as attractor
- Build partnerships and networks among government, institutions & business

URBAN NEIGHBOURHOODS TABLE TALKS

- More tourism: more marketing (i.e. videos, CD-Rom, internet)
- Support existing businesses to stay and grow
- More information on activities in Kingston and less assumption of local knowledge (to aid increased tourist participation)
- Build on strengths in health and education to create jobs: knowledge-based industries

ECONOMIC DEVELOPMENT (CONT'D)

Key Facts (Cont'd)

Labour Force Information (Cont'd)

Former Municipality	Total Number in Labour Force	Labour Force Participation			
		Male 15-24 Years	Female 15-24 Years	Male 25 Years & Over	Female 25 Years & Over
	15 Years & Over				
Old City of Kingston	26,825	68%	53%	65%	51%
Kingston Township	23,520	63%	67%	78%	67%
Pittsburgh Township	7,030	86%	67%	77%	66%
New City Total Number	57,375	5,845 in the labour force	5,380 in the labour force	23,825 in the labour force	22,320 in the labour force

*Participation Rate is the total labour force expressed as a percentage of the population aged 15 years & over (Census Canada, 1996)

SWOT ANALYSIS (CONT'D)

Threats

ECONOMIC DEVELOPMENT LABOUR MARKET/TRAINING FOCUS GROUP

- Competitions of new employers – industries/businesses, with other communities
- “Status Quo” thinking”

ECONOMIC DEVELOPMENT SECTORAL DEVELOPMENT FOCUS GROUP

- Inertia of government: community resistance to change
- “Brain Drain”

URBAN NEIGHBOURHOODS TABLE TALKS

- Provincial/Federal cutbacks: services, housing, job training
- Small merchants can't compete with large corporations
- Too many prisons with prisoners' and families moving into city, resulting in increase in crime per capita
- Building new facilities (i.e. arenas) without adequate parking

THE ENVIRONMENT AND SUSTAINABLE GROWTH

Key Facts

- The City covers 52,772 hectares – 85% is land area, including wetlands, and 15% is open water
- Most of the City is on a limestone plain – the northern and eastern parts of the City lie within a southerly extension of the Canadian Shield
- The City has significant water features including Lake Ontario and the St. Lawrence shoreline, the Cataraqui River and valleylands, and the Little Cataraqui Creek and valleylands
- The inner-urban area is built on a limestone plain shaped like an upside-down saucer – the City's drainage pattern and water and sewer systems are linked to this topography
- In the rural areas, 15% of the land in the former Pittsburgh Township is classified as good or good-to-fair cropland – in the former Kingston Township small pockets of good cropland are found throughout the area
- The pattern of growth has been determined by these natural features, and by the physical boundary of Highway 401 – given the significant amount of vacant land south of the Highway, it is planned that the Highway will remain the northern limit of urban growth
- Commercial and industrial development began along the Great Cataraqui River and Lake Ontario in the 19th Century in accordance with the prevailing approach to the environment at that time
- The City's development policies include intensification of the inner-urban area, continued planned expansion of the suburban areas, and a sustainable mix of rural activities
- The City operates two water purification/waste-water treatment systems – the potential to link these systems is being examined
- The rural areas of the City are serviced by private wells and septic tanks – in some areas groundwater supply constrains further development
- Solid waste from the former City and Kingston Township is exported to the Richmond Landfill – solid waste from the former Pittsburgh Township is deposited in the former township landfill site
- The City operates curb-side blue-box pick-up, and contributes to three composting facilities
- The City provides public transit service Monday to Saturday with reduced service on Sundays and some holidays, supplemented by Access Bus service

SWOT ANALYSIS

Strengths

ENVIRONMENT & SUSTAINABLE DEVELOPMENT FOCUS GROUP

- Knowledge Base: ongoing research, institutional support
- Community support for: programs such as recycling
- Natural and man-made assets: waterfront, open spaces, Rideau Trail, TransCanada Trail, etc.
- Compact development to-date: not made mistakes of larger cities

Weaknesses

ENVIRONMENT & SUSTAINABLE DEVELOPMENT FOCUS GROUP

- Transportation and public transit
- Suburban growth: into rural/agricultural/environmentally important lands
- Pollution: air, water
- Groundwater resource threatened
- Lack of common vision/goals for sustainable development

URBAN NEIGHBOURHOODS TABLE TALKS

- Sewage problems overflow into harbour

Opportunities

ENVIRONMENT & SUSTAINABLE DEVELOPMENT FOCUS GROUP

- Co-ordinated planning for and stewardship of larger area of new City
- Green wedges: along natural watercourses and rock ridges
- New technology to reduce pollution: car emissions
- Healthy lifestyles support green environment: cycling & improved trails
- New approaches to development/construction: recycled materials in use, compact and intensified development
- Direct growth in east-west direction, south of Hwy. 401
- Focus on clean economic sectors: technology-based, health, tourism

URBAN NEIGHBOURHOODS TABLE TALKS

- Increase tree plantings

THE ENVIRONMENT AND SUSTAINABLE GROWTH (CONT'D)

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SWOT ANALYSIS (CONT'D)

Threats

ENVIRONMENT & SUSTAINABLE DEVELOPMENT FOCUS GROUP

- Funding cuts and government downsizing
- Province not interested in protecting environment
- Pollution of water from recreational and tourism activities

URBAN NEIGHBOURHOODS TABLE TALKS

- Infrastructure: address sewage overflows into harbour

COMMUNITY SERVICES

Key Facts

1. SOCIAL PLANNING

- The unemployment rate in Kingston has tended to be higher in Kingston than the rest of the province for the past few years
- When we include employable people on social assistance, 30% of the labour force is not able to find work
- In 1991, the unemployment rate for both sexes 15+ years of age north of Princess Street was 13%, compared to 7.5% for Kingston as a whole
- Between 1992 and 1996 the number of people in Kingston receiving social assistance increased by more than 25 times – the number of people on the waiting list for social housing increased by 138% between 1993 and 1996
- In 1998 the waiting list for safe and affordable social housing was almost 2 years long
- There is a higher proportion of families with incomes under \$20,000 north of Princess Street
- Between 1992 and 1996 the number of people committing suicide increased by 49%
- Between 1993 and 1996 the number of bankruptcies, both personal and business, increased by 53%
- In 1991, 46% of the 15-24 year old population north of Princess Street were attending school full-time, compared to 61% in Kingston as a whole
- 13% of the north of Princess Street population 15+ years old has less than Grade 9 education, compared to 7% for Kingston as a whole
- In 1996, 10.3% of persons in the urban core had less than Grade 9 education, compared to 7% of persons 25+ years of age in the City as a whole
- in 1995, lone-parent families mostly headed by women constituted 16% of all families

SWOT ANALYSIS

Strengths

ROLE OF NON-GOVERNMENT AGENCIES FOCUS GROUP

- People: volunteers, community organizations
- Strong base of agencies
- Generosity of community
- A stable sector with co-ordination occurring
- Seniors/early retirees: education, experience and skills to offer

URBAN NEIGHBOURHOODS TABLE TALKS

- Community organizations: Salvation Army, Better Beginnings, Boys & Girls Club, North Kingston Community Health Care, Pathways, churches

Weaknesses

ROLE OF NON-GOVERNMENT AGENCIES FOCUS GROUP

- Ageing population: can we meet needs? Lose active volunteers
- Gaps in meeting needs: lack of funding, lack of assessment of need, lack of co-ordination among organizations, "territorialism"
- Lack of long-range funding: no match of funding approach to preferred long-range planning a multiyear service delivery approach
- Underestimation (not aware of magnitude of) needs of those in poverty *The Kingston Report on Poverty: A Wake Up Call for the New Millennium*

URBAN NEIGHBOURHOODS TABLE TALKS

- Welfare costs too high

Opportunities

ROLE OF NON-GOVERNMENT AGENCIES FOCUS GROUP

- Better co-ordination due to larger area of new City
- Community work by students: get them into community service at earlier age
- Corporate giving has no place to go but up

Threats

ROLE OF NON-GOVERNMENT AGENCIES FOCUS GROUP

- Dumping of government responsibilities onto non-profit organizations
- Loss of funding and restructuring/downsizing of institutions
- Limited understanding/poor opinion of this sector by municipal government: should be advocate for sector to other levels of government
- Low return of "usable" funds from fund-raising efforts: cynicism of givers about system of fundraising

COMMUNITY SERVICES

Key Facts

2. EDUCATION AND HEALTH

- The Kingston Frontenac Public Library operates 5 urban libraries and 14 rural libraries – the Central Library is the municipal reference centre for the region, and the Isabel Turner Branch is a full-service community resource branch
- The Boards of Education provide elementary and secondary education in both Official Languages
- Post-secondary education is provided by St. Lawrence College, Royal Military College, and Queen's University – the total post-secondary student population is approximately 18,000
- 5,890 persons 15 years of age and older have less than grade 9 education – over 27,000 persons have a university degree
- In 1991, 46% of the 15-24 year old population north of Princess Street were attending school full-time, compared to 61% in Kingston as a whole
- 13% of the population 15+ years old north of Princess Street has less than Grade 9 education, compared to 7% for Kingston as a whole
- The major employers in Kingston provide health and social services (14.4% of the workforce), and educational services (13.5%) – this includes over 4,100 persons in health occupations, 1,600 childcare and home support workers, and 4,100 teachers and professors
- The four local hospitals are in the process of re-structuring – the expected community contribution to this program has been estimated to be approximately \$30million
- Hotel Dieu Hospital serves approximately 325,000 patient visits per year, and supports or provides space for the Detoxification Centre, Geaganano House for native patients, H'Art Studio, Kingston Youth Shelter, Partners in Mission Food Bank, Street Health Centre, and the Streetsmart Project
- In 1997/98, Kingston General Hospital recorded 139,286 total patient days, and 47,819 emergency visits – KGH is a tertiary care hospital for the Kingston region, and is a partner in the Southeastern Ontario Health Sciences Centre along with Queen's University, Hotel Dieu Hospital, Providence Continuing Care Centre, Kingston Psychiatric Hospital, the Community Care Access Centre, and the Health Unit

SWOT ANALYSIS

Strengths

COMMUNITY SERVICES: EDUCATION, HEALTH & OTHER INSTITUTIONS FOCUS GROUP

- Strong base of institutions and programs
- New partnerships, roles and approaches

Weaknesses

COMMUNITY SERVICES: EDUCATION, HEALTH & OTHER INSTITUTIONS FOCUS GROUP

- Working in "Silos"
- Not communicating with "Ordinary People"
- Not connecting with neighbourhoods
- Accessibility: transportation, cost
- Funding cuts and downsizing
- Not focusing on children early enough: infant and pre-school programming lacking: need parenting supports

URBAN NEIGHBOURHOODS TABLE TALKS

- Hospitals: split authority, restructuring, lack of doctors

Opportunities

COMMUNITY SERVICES: EDUCATION, HEALTH & OTHER INSTITUTIONS FOCUS GROUP

- Ageing population: skills and experience can be tapped
- New partnerships, roles & approaches
- Evaluate planning, programs and policies from health perspective: use a "health filter"
- Increased focus on early years of life: parenting skills and support
- Institutions reaching out to neighbourhoods

Threats

COMMUNITY SERVICES: EDUCATION, HEALTH & OTHER INSTITUTIONS FOCUS GROUP

- Restructuring, funding cuts to health and education
- Privatization: loss of universality, quality control, co-ordination
- Downloading responsibility for child care to municipalities

URBAN NEIGHBOURHOODS TABLE TALKS

- Under-funded home care
- Hospital restructuring: reduced hospital sites to one

ARTS, CULTURE & RECREATION

Key Facts

- Arts community includes representation from the fields of music, literature, theatre, dance, visual arts
- The Culture community also includes heritage, museum and archaeology interests and commercial enterprises whose business is art
- The City labour force includes 775 professional persons in art and culture occupations
- The City organizes and facilitates events, festivals, exhibitors, workshops and other activities
- The City operates and manages cultural venues such as the Grand Theatre and the Tett Centre, as well as museums and other cultural activities
- The City has supported cultural groups and community arts institutions through its annual grant program
- There is a need to articulate a cultural policy for the Kingston community and develop a cultural plan
- Outstanding arts and culture issues include:
 - the role of government in cultural development
 - how to put in place a municipal arts and culture policy
 - investigation of opportunities, including partnerships, for cultural planning
 - an action plan for City support for not-for-profit cultural organizations
 - development of a long-term funding strategy and an arms-length system for distributing City funds
- There are 180 parks, including over 2,500 acres of maintained grounds, in the new City
- There are 13 outdoor rinks, 53 ball diamonds, 36 soccer fields and 29 tennis courts
- The City maintains a golf course, campground and the Memorial Centre which includes the arena, ball diamonds, a skateboarding facility, outdoor pool, and play structures
- There are three arenas/community centres in the inner-City, and two in Kingston West. In Kingston East an arena and swimming pool are accessible at CFB Kingston.
- The City has an almost-continuous public waterfront pathway extending from Cataraqui Bay to the Great Cataraqui Marsh
- Major public open spaces are accessible at Lemoine Point, the Little Cataraqui Conservation Area, Kingston Mills and Grass Greek Park
- The City's Culture and Recreation Services group has an events and programs component that delivers neighbourhood parks programs, day camps, youth events, and community development support

SWOT ANALYSIS

Strengths

ARTS, CULTURE & RECREATION FOCUS GROUP

- Community spirit and civic pride
- People: diverse population with a tradition of volunteering their time and talent for the benefit of the community
- Resources: strong base of community groups, artists and events, waterfront, downtown, heritage buildings/districts, institutions and neighbourhood facilities
- History: Canada's first national capital
- International reputation: for arts, culture, tourism and recreation

Weaknesses

ARTS, CULTURE & RECREATION FOCUS GROUP

- Reduced public funding for programs, events and maintenance of facilities
- Increasing user fees & taxation
- Lack of broad vision, policy and leadership for culture & recreation
- Limited neighbourhood opportunities: recreation, public transportation
- Uneven distribution of facilities among neighbourhoods & urban/rural
- Knowledge of residents about events is poor: need better communication to public
- Volunteer burnout
- Opposition to Block "D" proposal

URBAN NEIGHBOURHOODS TABLE TALKS

- Poor maintenance of neighbourhood recreational facilities

Opportunities

ARTS, CULTURE & RECREATION FOCUS GROUP

- Tourism: marketing the larger area of new City
- Planning and developing facilities for larger area of new City
- Linking economic, cultural and recreation goals
- New partnerships/approaches
- Acquiring waterfront property (i.e. Lemoine Point) and extending trails (i.e. Trans-Canada Trail)

URBAN NEIGHBOURHOODS TABLE TALKS

- Performing Arts Centre on Block 'D': a "public use for a public space"

ARTS, CULTURE & RECREATION (CONT'D)

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SWOT ANALYSIS (CONT'D)

Threats

ARTS, CULTURE & RECREATION FOCUS GROUP

- Ageing of volunteers
- Focus too much of local resources on Block "D": negative effect on neighbourhood facilities
- Federal/Provincial retreat: reduced funding, downsizing local operations, privatization

URBAN NEIGHBOURHOODS TABLE TALKS

- Building new facilities (i.e. arenas) without adequate parking

CITY GOVERNMENT

Key Facts

- As a local government, the City is mandated by statute to provide a number of infrastructure services – the City also provides services deemed important by Council on behalf of the Kingston community – these services, and their generally accepted community purposes, include:
 1. Public health
 - Water purification and distribution
 - Waste water collection and treatment
 - Waste management
 - Environmental protection
 2. Public health, safety, and community development
 - Housing, shelter, and day care facilities

SWOT ANALYSIS (INFORMATION SOURCE - ALL FOCUS GROUPS & TABLE TALK SESSIONS)

1. PUBLIC HEALTH

Weaknesses

- Sewage problems overflows into harbour
- Ageing infrastructure
- Groundwater resource threatened (quality and quantity)
- Groundwater supply/lack of piped water services
- Garbage dumped along roads in rural area

Opportunities

- Need new strategy for dealing with garbage

Threats

- Decreased supply of good water
- Ageing infrastructure/maintenance requirements
- Infrastructure: address sewage overflows into harbour
- Lack of funding for conservation
- Lack of infrastructure- water and sewer – and at what cost to build?
- Erosion of resources such as groundwater

2. PUBLIC HEALTH, SAFETY, AND COMMUNITY DEVELOPMENT

Strengths

- Housing affordable for large segment of population including lower middle income households
- Land available for housing development
- Facilities: affordable housing, recreational facilities, neighbourhood level retail, family oriented services
- Compact development to date: not made mistakes of larger cities
- Downtown is safe and liveable
- Affordable place to live and work
- Quiet rural ambience
- Negative image of some neighbourhoods: affects services by city, police
- City is listening to youth

CITY GOVERNMENT (CONT'D)

Key Facts (Cont'd)

- 2. Public health, safety and community development
 - Housing, shelter and day care facilities, continued

SWOT ANALYSIS (INFORMATION SOURCE - ALL FOCUS GROUPS & TABLE TALK SESSIONS) (CONT'D)

Weaknesses

- Not enough supportive housing
- Lack of SEED capital for affordable housing projects
- Not serving poorest households, households with special needs, certain age groups such as youth & seniors
- No growth in stock of affordable, non-profit housing despite increasing demand
- Poor distribution of affordable housing within Kingston/ghettoizing
- Knowledge of general population of housing needs and issues is poor
- Slow approval processes/regulatory requirements a barrier
- University students consume a large quantity of older, urban housing: demand drives up prices, maintenance is poor
- Poor development controls and property standards enforcement
- Need greater long range planning University students consume a large quantity of older, urban housing: demand

Opportunities

- Municipality take greater role in ensuring development of accessible affordable housing
- Develop a Kingston Housing Strategy with 10-15 year horizon
- Explore success stories in other jurisdictions for options
- Redirect local tax dollar to youth needs
- Use existing buildings for emergency housing
- Official Plans for neighbourhoods such as Portsmouth Village (1980's special study, involve community)
- Direct growth in east-west direction, south of 401
- Integrated housing: more options and better standards and enforcement, local control available as federal/provincial agencies withdraw from sector
- Rideaucrest: great new facility with potential to meet program/service needs (i.e. health) as well as housing
- Land available

Threats

- Suburban development form does not address affordability
- Increasing demand for housing that must be affordable/meet special needs: demographic trend to older age groups, economic restructuring, migration
- Increasing homelessness among youth

CITY GOVERNMENT (CONT'D)

Key Facts (Cont'd)

- 3. Public safety and protection to property
 - Fire
 - Police
 - Stormwater management
 - Rural drainage works
 - Emergency response

SWOT ANALYSIS (INFORMATION SOURCE - ALL FOCUS GROUPS & TABLE TALK SESSIONS)

3. PUBLIC SAFETY AND PROTECTION TO PROPERTY

Strengths

- Improved policing: response times

Weaknesses

- Concerns with changes to drainage patterns

Opportunities

- Go to Global Positioning System for fire/medical emergencies: get rid of 9-1-1

Threats

- Too many prisons with prisoners' and families moving into city, resulting in increase in crime per capita
- Traffic and policing issues
- Hospital restructuring: reduced hospital sites to one

CITY GOVERNMENT (CONT'D)

Key Facts (Cont'd)

4. Energy utilities
 - Hydro-electric distribution system
 - Gas distribution system

5. Public safety, access and transportation
 - Roads and sidewalks
 - Transit

SWOT ANALYSIS (INFORMATION SOURCE - ALL FOCUS GROUPS & TABLE TALK SESSIONS)

4. ENERGY UTILITIES

- Hydro-electric distribution system
- Gas distribution system

Strengths

Weaknesses

Opportunities

Threats

- Expropriations of land for public uses: utilities

5. PUBLIC SAFETY, ACCESS AND TRANSPORTATION

- Roads and sidewalks
- Transit

Strengths

- Good transportation: at least in urban area
- Quality of life: natural and man-made beauty, vibrancy of community, services and programs, people and family life
- Good transit personnel: friendly, knowledgeable, helpful
- Increasing number of accessible buildings, facilities, areas: curb cuts, accessible washrooms, ramps
- Some buildings with special equipment: audible indicators for elevators, etc.
- Good transit equipment: lots of it but is it being effectively used?
- Affordable transit
- Special services: Kingston Access Bus (KAB), accessible taxis, interhospital service, etc.
- Mobility Study (1997) being implemented
- Full range of good transportation facilities: airport, ferries, rail service, road system
- Good urban transportation

Weaknesses

- Not enough parking downtown
- Traffic congestion in downtown
- Inadequate bus service: need smaller shuttle buses and more frequent service, shorter routes
- Need more connections from airport
- Limited public transportation
- Transportation & public transit: access to services and facilities can be too expensive or just not available

CITY GOVERNMENT (CONT'D)

Key Facts (Cont'd)

5. Public safety, access and transportation (cont'd)
 - Roads and sidewalks
 - Transit

SWOT ANALYSIS (INFORMATION SOURCE - ALL FOCUS GROUPS & TABLE TALK SESSIONS) (CONT'D)

Weaknesses (Cont'd)

- Transportation: lack of parking, cost of taxis and special services, access in rural areas
- Insufficient co-ordination of what transportation is available
- Funding reductions and insufficient funding for special services: Access Bus: more accessibility equipment
- Lack of transportation integration to meet special needs in the main transit fleet: use of accessibility equipment: scheduling issues
- Elimination of Access Advisory Committee by City
- Transportation problems: pedestrian/auto conflicts, road maintenance
- Poor public transit
- Cost of Kingston Access Bus
- Road Improvements and maintenance (i.e. snowplowing) needs to be improved
- Playgrounds and children's areas still inaccessible
- Need better control of signage, 'friendly' parking controls (downtown)

Opportunities

- Integrated transit service: can now address rural/urban integration as well
- More pathways for walking, cycling
- Better transportation/transit planning and service
- Re-evaluate transit flow/planning/marketing and dispatch systems
- Many transit/transportation options have been developed in other countries/provinces that should be reviewed for use in Kingston
- Ensure that accessibility needs are being considered in the current transportation study being conducted (integrate 1997 Mobility Study)
- Reinstate Access Advisory Committee
- Improve transit with 'Park & Go' at Fairmount Home
- Integrated transit system: meet special needs within the main system
- Promote healthy alternatives to car: cycling, walking paths
- Linking neighbourhoods: public transportation, paths for cycling/walking

CITY GOVERNMENT (CONT'D)

Key Facts (Cont'd)

5. Public safety, access and transportation (cont'd)

- Roads and sidewalks
- Transit

6. Quality of life

- Parks
- Recreation facilities
- Libraries
- Arts, cultural, entertainment and museum facilities

SWOT ANALYSIS (INFORMATION SOURCE - ALL FOCUS GROUPS & TABLE TALK SESSIONS) (CONT'D)

Threats

- Do not extend Sir John A. Blvd north of 401: limit overpasses along 401 that divide neighbourhoods
- Building new facilities (i.e. arenas) without adequate parking
- Loss of accessible taxis
- Transportation does not keep up with demand
- Deterioration of valued services: roads, schools, etc.
- New transportation routes: cutting through neighbourhoods

6. QUALITY OF LIFE

- Parks
- Recreation facilities
- Libraries
- Arts, cultural, entertainment and museum facilities

Strengths

- Aesthetics: historic buildings, parks, nature
- Natural and man-made assets: waterfront, open spaces, Rideau Trail, TransCanada Trail, etc.
- Spaces, waterways, prime agricultural land
- Natural areas: open spaces, privacy of rural area
- Quality of life: natural and man-made beauty, vibrancy of community, services and programs, people and family life

Weaknesses

- Poor maintenance of neighbourhood recreational facilities
- Reduced public funding for programs events & maintenance of facilities
- Limited neighbourhood opportunities: recreation, public transportation
- Uneven distribution of facilities among neighbourhoods and urban/rural
- Volunteer burnout
- Lack of targeted facilities for recreation & leisure: need senior's centre
- Lack of community focal points for people to meet and talk in rural area: community centres

CITY GOVERNMENT (CONT'D)

Key Facts (Cont'd)

6. Quality of life (Cont'd)

- Parks
- Recreation facilities
- Libraries
- Arts, cultural, entertainment and museum facilities

7. Economic support

- Business park land banks
- The airport

SWOT ANALYSIS (INFORMATION SOURCE - ALL FOCUS GROUPS & TABLE TALK SESSIONS) (CONT'D)

Opportunities

- Bicycle paths/market/theatre /restaurants in downtown core
- Access to "Rails to Trails" therefore cross-county trails and bicycle trails
- Performing Arts Centre on Block 'D': "a public use for a public space"
- Improve existing recreational facilities
- Integrate community facilities into mall and other private sector developments

Threats

- Focus too much of local resources on Block 'D': negative affect on neighbourhood facilities

7. ECONOMIC SUPPORT

- Business park land banks
- The airport

Strengths

- Compact downtown shopping area
- Waterfront: open to residents and tourist to enjoy
- Quality of life attractive selling feature
- New infrastructure available: fibre optic cable
- Tourism: strong international reputation
- Strong economic organizations: KEDCO, Chamber, BIA, GKTC, etc.
- Increasing awareness and appreciation of local heritage/national importance
- Good heritage designation process with guidance/advice to owners
- Have retained large number of heritage buildings in tact
- Recognize economic value: tourism, attractive feature of new residents, relationship to waterfront
- Downtown- vibrant/vital area: day and night
- Connection waterfront and unique services such as ferries, role in tourism, heritage
- Downtown – attractive streetscape
- Buried infrastructure: hydro lines
- Agricultural land and local food production

CITY GOVERNMENT (CONT'D)

Key Facts (Cont'd)

7. Economic support

- Business park land banks
- The airport

- For corporate planning purposes, the City has chosen the following four strategic priorities:
 - Fiscal health
 - Service review
 - Utilities issues and opportunities
 - Corporate culture
- The City has initiated the Community Strategic Plan to identify the strategic priorities for the Kingston community

SWOT ANALYSIS (INFORMATION SOURCE - ALL FOCUS GROUPS & TABLE TALK SESSIONS) (CONT'D)

Weaknesses

- Lack long range vision/action statement for downtown that recognizes its pre-eminent role as the retail hub of the City
- Lack of recognition of role and importance of agriculture by public/politicians
- Lack of: parking big meeting facilities, appropriate waterfront development, transit

Opportunities

- More tourism: more marketing (i.e. videos, CD-ROM, internet)
- Focus on clean economic sectors: technology-based, health, tourism
- Develop more alternative transportation options: cycling path, etc.
- Promote "First Capital"
- Could do better at evaluating the potential economic benefit of heritage: market heritage as tourism opportunity
- Rural tourism
- More economic growth: home-based businesses
- Blending heritage and modern technology: smart city
- Quality of life as attractor
- Build partnerships and networks among government, institutions & business
- Focus on local needs and sustainable development
- people: living, working and playing downtown, increase social/cultural activity
- Greater international tourism: expand to year round: seen as cultural/heritage destination

Threats

- Taxation not related to services used: too high, not fair, threatens farming

Opportunity

- Strategic Plan for all of new municipality that has broad support of citizens
- For new City, share information and create vision for urban/rural balance

CITY GOVERNMENT (CONT'D)

Key Facts (Cont'd)

- The Official Plan deals with service infrastructure and standards – the City's actions must conform with the Official Plan – the Provincial *Planning Act* requires the City to have regard for the following responsibilities:
 - The protection of ecological systems
 - The protection of agricultural resources
 - The conservation and management of natural resources
 - The conservation of features of significant architectural, cultural, historical, archaeological or scientific interest
 - The supply, efficient use and conservation of energy and water
 - The adequate provision and efficient use of communication, transportation, sewage and water services and waste management
 - The orderly development of safe and healthy communities
 - The adequate provision of educational, health, social, cultural and recreational facilities
 - The adequate provision of a full range of housing
 - The adequate provision of employment opportunities
 - The protection of public health and safety
 - The appropriate location of growth and development

SWOT ANALYSIS (INFORMATION SOURCE - ALL FOCUS GROUPS & TABLE TALK SESSIONS)

Strengths

- Heritage buildings

Weaknesses

- Loss of heritage site
- Attitude that heritage interests are "Status quo" interests: a hurdle to be overcome
- Building high-rises building along waterfront that blocks view
- Limited amount of prime agricultural land
- Rural areas are not well protected from a heritage aspect
- Official Plan policies are not always followed as intended
- Not always doing best job of integrating new development with heritage buildings
- Need better enforcement of planning policies & design guidelines for historic area
- Pressure for urban development in rural area
- Severances in rural area
- Conflicts between traditional farm practices an expectation of new residents: smell from livestock operation

Opportunities

- Neighbourhood level planning
- Green wedges: along natural watercourses and rock ridges
- Improved land use controls for new City: better direction of urban growth to urban areas and away from prime agricultural land
- Develop a heritage strategy for all of the new, larger area of the City of Kingston: urban/rural integration
- Better policies to balance rural/urban realities

Threats

- Continued urban "sprawl"
- Unnecessary conflict between heritage and development interest: could be reduced by closer attention to comprehensive policies for heritage and downtown/waterfront development
- Vision for waterfront: will new development detract from downtown

CITY GOVERNMENT (CONT'D)

KEY FACTS (CONT'D)

SWOT ANALYSIS (INFORMATION SOURCE - ALL FOCUS GROUPS & TABLE TALK SESSIONS)

OTHER COMMENTS ON GOVERNMENT

Strengths

- People: diverse population with a tradition of volunteering their time and talent for the benefit of the community

Weaknesses

- City Council divisive: lack focus
- Municipal government perceived as being too slow in providing development approvals
- Poor co-ordination among services, organizations, government
- Lack of vision that recognizes importance of youth to Kingston's future
- Attitude that Kingston stops at Hwy. 401: rural residents are citizens too, representation on Council is too small, do bureaucrats understand rural issues, need one-stop centres for municipal services
- Taxes too high for services received in rural area

Opportunities

- Increase tree planting
- Larger size and resources of new City: can co-ordinate efforts & planning
- Downloading allows local control of issue/decision making
- Build 'one city' attitude starting at City Hall and with media
- Hold town hall meetings in rural locations
- Need a balanced budget from City Hall
- Larger size and resources of new City: can co-ordinate efforts & planning

Threats

- Funding cuts and government downsizing
- Limited understanding/poor opinion of non-profit organizations by municipal government: should be advocate for sector to other levels of government
- Federal/Provincial program/ funding cuts
- Rural voice lost politically in new, larger City government
- Provincial downloading and reduced funding from senior levels of government for services, programs and facilities at a time of increasing demand
- Federal/Provincial downloading: Rent geared to income (RGI) component of housing projects in danger

CITY GOVERNMENT (CONT'D)

KEY FACTS (CONT'D)

SWOT ANALYSIS (INFORMATION SOURCE - ALL FOCUS GROUPS & TABLE TALK SESSIONS) (CONT'D)

Threats (Cont'd)

- Instability caused by forced restructuring and amalgamations of organizations
- Decreasing funding from federal/provincial government
- Development proposals take too long to deal with: frustration by all interest
- Lack of professional heritage planning staff at City Hall
- Tax increases
- Decision-makers who do not understand/appreciate rural heritage and strengths
- Private control of waterfront