

KINGSTON TODAY

COMMUNITY STRATEGIC PLAN SWOT ANALYSIS

Examining Our Strengths & Weaknesses, Opportunities & Threats

Strategic & Long-Range Planning
City of Kingston
March, 2000

A. BY MAJOR THEMES

1. There is a “passion” for the area. Kingston is a gem of a city. One of the best in Canada. People love the ambiance, the natural setting, the countryside, the waterfront, the history, the heritage buildings and much more.
2. There is a strong sense of community. We are proud of our residents, our volunteers, our community organizations and our neighbourhoods.
3. There is a sense of entrenchment. As Will Rodgers once said, “We all love progress, its change we hate!”
4. Nonetheless, we recognize the opportunity in pursuing fresh ideas/attitudes. There is a desire to create a new vision, plan for the future and coordinate efforts across the new municipality.
5. Too much focus on issues and weaknesses. 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.
6. 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.
7. There are specific issues that are foremost in our minds:
 - i) transportation and accessibility
 - ii) sustainable growth: infrastructure, protecting natural resources and rural life
 - iii) protecting our quality of life and addressing the well being of all residents.
8. 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.

9. Our people are knowledgeable, experienced and brimming with interesting and innovative ideas. The challenge is to make good use of this valuable resource.

B. BY TOPIC

1. ARTS, CULTURE & RECREATION

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

- Threats
- Aging of volunteers
 - Focus too much of local resources on Block D: negative affect on neighbourhood facilities
 - Federal/Provincial retreat: reduce funding, downsizing local operations, privatization

2. ECONOMIC DEVELOPMENT: LABOUR MARKET/TRAINING

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

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

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

- Threats
- Competitions for new employers - industries/businesses, with other communities
 - "Status Quo Thinking"

3. OUR NEIGHBOURHOODS

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

- Weaknesses**
- 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
- Opportunities**
- Linking neighbourhoods: public transportation, paths for cycling/walking
 - Neighbourhood level planning
 - Neighbourhood associations: events, planning, communications
- Threats**
- New transportation routes: cutting through neighbourhoods
 - Federal/Provincial retreat: reduce funding, downsizing local operations, privatization
 - Municipal decisions on where to spend tax dollars

4. COMMUNITY SERVICES: EDUCATION, HEALTH & OTHER INSTITUTIONS

- Strengths**
- Strong base of institutions and programs
 - New partnerships, roles & approaches
- Weaknesses**
- 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
- Opportunities**
- Aging 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 & support
 - Institutions reaching out to neighbourhoods

- Threats
- Restructuring, funding cuts to health & education
 - Privatization: loss of universality, quality control, coordination
 - Downloading responsibility for child care to municipalities

5. ENVIRONMENT & SUSTAINABLE DEVELOPMENT

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

- Opportunities
- Coordinated 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 401
 - Focus on clean economic sectors: technology-based, health, tourism

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

6. COMMUNITY SERVICES: ROLE OF NON-PROFIT ORGANIZATIONS

Strengths	<ul style="list-style-type: none">- People: volunteers, community organizations- Strong base of agencies- Generosity of community- A stable sector with coordination occurring- Seniors/early retirees: education, experience and skills to offer
Weaknesses	<ul style="list-style-type: none">- Aging population: can we meet needs? lose active volunteers- Gaps in meeting needs: lack of funding, lack of assessment of need, lack of coordination among organizations, "territorialism"- Lack of long range funding: no match of funding approach to preferred long-range planning and multi-year service delivery approach- Underestimating (not aware of magnitude of) needs of those in poverty: <i>The Kingston Report on Poverty: A Wake Up Call for the New Millennium</i>
Opportunities	<ul style="list-style-type: none">- Better coordination 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	<ul style="list-style-type: none">- 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 fund-raising

7. ECONOMIC DEVELOPMENT: SECTORAL DEVELOPMENT

Strengths	<ul style="list-style-type: none">- 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 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.
Weaknesses	<ul style="list-style-type: none">- Public sector downsizing and restructuring- Shortage of venture capital- Transportation & public transit- "Status Quo Attitude"- Lack of common vision and goals- 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- Aging infrastructure
Opportunities	<ul style="list-style-type: none">- Well positioned to take advantage of growth sectors- Larger size and resources of new City: can coordinate 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
Threats	<ul style="list-style-type: none">- Inertia of government; community resistance to change- "Brain Drain"

8. YOUTH

Strengths	<ul style="list-style-type: none">- Youth: diverse, educated with new skills and 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 and beverage/hospitality/tourism sector- City is listening
Weaknesses	<ul style="list-style-type: none">- Lack of affordable housing including emergency shelter- Lack of training & access to well paid work- Transportation & public transit: access to services and facilities can be too expensive or just not available- Lack of understanding & trust of our young people by general public- Reduced programming and funding for supports to youth: counseling, health care- Youth divided: by income, experience and age sub-groups- Poor co-ordination among services, organizations, government, etc.- Lack of vision that recognizes importance of youth to Kingston's future
Opportunities	<ul style="list-style-type: none">- Focus on local needs & sustainable development- Redirect local tax dollars to youth needs- Link educational/training services and facilities to youth- Use existing buildings for emergency housing- Take advantage of youth skills: technology, creative arts- Match older workers with youth as mentors/advocates- Increasing federal focus on youth
Threats	<ul style="list-style-type: none">- Increasing gap between "Haves and Have-Nots"- Increasing homelessness among youth- Federal/Provincial program/funding cuts- Institutional inertia- Too many other agendas taking precedence

9. RURAL LIFE & AGRICULTURE

Strengths	<ul style="list-style-type: none">- People: volunteers, spokespersons, family life, children/youth- Rural organizations and institutions: OFA, 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	<ul style="list-style-type: none">- 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	<ul style="list-style-type: none">- 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 and create vision for urban/rural balance
Threats	<ul style="list-style-type: none">- 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.

10. SENIORS

Strengths	<ul style="list-style-type: none">- People: friendly, cultured and diverse- Quality of Life: natural and 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
Weaknesses	<ul style="list-style-type: none">- Lack of targeted facilities for recreation & leisure: need seniors' centre- Transportation: lack of parking, cost of taxis and special services, access in 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 coordination of information: senior services and programs, cultural activities, etc.
Opportunities	<ul style="list-style-type: none">- Integrated transit system: meet special needs within main system- Promote healthy alternatives to car: cycling, walking paths- More opportunities for age integration at facilities and in programs/services- Increasing number of seniors means an increasing base of potential volunteers for community groups and activities- 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 and pay for services, products- Seniors extend time in work force: use expertise in consulting field, etc.- Integrated housing: more options and better standards and enforcement, local control available as federal/provincial agencies withdraw from sector- Build on base of existing communication networks: newsletters, etc.

- Threats
- Incidence of poverty among older seniors and particularly women growing
 - 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

11. ACCESS AND TRANSPORTATION

- Strengths
- 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, inter-hospital 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
- Insufficient coordination 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**
- 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
- Threats**
- Loss of subsidies for accessible taxis
 - Standards are being reduced: Ontario Building Code changes are not stringent enough and undermine accessibility

12. HOUSING

- Strengths**
- Diversity of housing options; Good quality housing
 - Affordable for large segment of population including lower middle income households
 - Knowledge and expertise of individuals and organizations
 - Partnerships in use to meet needs
 - Small but successful demonstration of non-profit housing operating without government subsidies
 - Land available for housing development
 - Good urban transportation
- Weaknesses**
- 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
 - "Can't expect housing to take care of itself"
 - Need more private sector participation in affordable projects
 - Poor distribution of affordable housing within Kingston/ghettoizing

- Poor attitudes towards affordable housing/ NIMBY
 - 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
- Opportunities
- Develop a Kingston Housing Strategy with 10-15 year horizon
 - Make good use of local expertise (i.e., Task Force) to develop and 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.
- Threats
- Federal/provincial downloading: RGI component of projects in danger
 - Instability caused by forced restructuring and amalgamations of organizations
 - 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
 - Aging Infrastructure

13. MULTICULTURALISM

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| Strengths | <ul style="list-style-type: none">- Diversity enriches cultural life of community, adds to vibrancy- Organizations such as KDIS, Folk Arts Council, churches working to support newcomers and to promote participation in community life- People: a helping community, knowledgeable persons- Migration adds new professionals and business persons to community |
| Weaknesses | <ul style="list-style-type: none">- 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 | <ul style="list-style-type: none">- Use media - community television - to reach/integrate ethnic groups- Proactive economic strategy for employment and entrepreneurship among newcomers |
| Threats | <ul style="list-style-type: none">- Other cities/larger urban areas are more attractive to newcomers |

14. HERITAGE

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| Strengths | <ul style="list-style-type: none">- Increasing awareness and appreciation of local heritage/national importance- Strong organizations representing heritage interests- Good heritage designation process with guidance/advice to owners- Have retained large number of heritage buildings in tact- Recognize economic value: tourism, attractive feature for new residents, relationship to waterfront |
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- Weaknesses**
- Rural areas not as well protected
 - Official Plan policies are not always followed as intended
 - Need greater long range planning
 - Not always doing best job of integrating new development with heritage buildings
 - Not an important "political" issue
 - Attitude that heritage interests are "status quo" interests: a hurdle to be overcome
- Opportunities**
- 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 more with waterfront: cycling paths, boating/sailing, linking facilities such as museums and Fort Henry
- Threats**
- Decreasing funding from federal/provincial levels
 - "Abandonment of heritage policies by provincial government"
 - Development proposals take too long to deal with: frustration by all interests
 - Lack of professional heritage planning staff at City Hall
 - Unnecessary conflict between heritage and development interests: could be reduced by closer attention to comprehensive policies for heritage and downtown/waterfront development

15. CITY CENTRE/DOWNTOWN

- Strengths**
- 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!
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- Safe & Livable
 - Attractive Streetscapes
 - Unique, niche shopping: independent shop owners
 - Events
- Weaknesses
- 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 preeminent role as the retail hub of the City
 - Need better enforcement of planning policies & design guidelines for historic area
 - Transportation problems: pedestrian/auto conflicts, road maintenance, traffic bottlenecks and planning
 - Seasonal shifts: winter blahs
- Opportunities
- People: living, working and 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
- Threats
- 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 aging/maintenance requirements
 - Vision for waterfront: will new developments detract from downtown?

C. By Neighbours Talking

1. RURAL NEIGHBOURHOODS

- Strengths
- Quiet, rural ambiance
 - 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 firefighters, Women's Institute, 4H, resident associations, etc
 - Fairmount Home
 - Agricultural land and local food production
 - Improved policing: response times
 - Buried infrastructure: hydro lines
- Weaknesses
- 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
 - Cost 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., snow plowing) needs to be improved
 - Taxes too high for services received
 - Government policies that undermine farming
 - Pressure for urban development
 - Severance's
 - 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

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- Opportunities**
- 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
 - Need new strategy for dealing with garbage
 - Better policies to balance rural/urban realities
 - Go to GPS system for fire/medical emergencies: get rid of 911
 - 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 developments
 - Support volunteers to improve neighbourhoods
 - Improve transit with 'Park & Go' at Fairmount Home
- Threats**
- Limited funding 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

2. URBAN NEIGHBOURHOODS

- Strengths**
- 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 & cultural
 - People: volunteers, sense of community and helping hands,
 - Multi-culturalism, socio-economic mix
 - Community organizations: Salvation Army, Better Beginnings, Boys & Girls Club, North Kingston
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- Community Health Centre, Pathways, churches
 - Location: within 2 hours driving time of larger urban centres – Toronto, Montreal, Ottawa
 - Open Spaces such as Lemoine Point
 - People: volunteers
 - Queen's University and St. Lawrence College
 - Employers such as penitentiaries
 - Usefulness of neighbourhood associations for communication and consultation
- Weaknesses
- Negative image of some neighbourhoods: affects services by city, police
 - Poor maintenance of neighbourhood recreational facilities
 - Need to address safety of neighbourhoods: Neighbourhood Watch
 - Loss of heritage sites
 - Hospitals: split authority; restructuring, lack of doctors
 - No large conference/entertainment facility
 - Not enough parking downtown
 - Traffic congestion in downtown
 - Inadequate bus service: need smaller shuttle buses and more frequent service, shorter routes
 - Sewage problems: overflows into harbour
 - Need more connections from airport
 - Building high rise building along waterfront that block views
 - Absentee landlords not maintaining their buildings
 - Welfare costs high
 - City Council divisive: lack focus
- Opportunities
- More tourism: more marketing (i.e., videos, CD-Rom, internet)
 - Support existing businesses to stay and grow
 - Bicycle paths / market / theatre / restaurants in downtown core
 - Access to "Rails to Trails" therefore cross-country trails and bicycle trails
 - More information on activities in Kingston and less assumption of local knowledge (to aid increased tourist participation)
 - Blending heritage and modern technology: 'smart city'
 - Performing Arts Centre on Block 'D': "a public use for a public space"
 - Improve existing recreational facilities
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- Strategic Plan for all of new municipality that has broad support of citizens
- Official plans for neighbourhoods such as Portsmouth Village (1980's special study, involve community)
- Increase tree plantings
- Build on strengths in health and educational to create jobs: knowledge-based industries

Threats

- Under-funded home care
- Provincial/Federal cutbacks: services, housing, job training
- Private control of waterfront
- 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
- Hospital restructuring: reduced hospital sites to one
- Infrastructure: address sewage overflows into harbour
- Urban sprawl



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