



CITY OF KINGSTON
INFORMATION REPORT TO COUNCIL

Report No.: 11-048

TO: Mayor and Council
FROM: Gerard Hunt, Chief Administrative Officer
RESOURCE STAFF: Judy Reichstein, Research & Policy Analyst
DATE OF MEETING: 2011-02-01
SUBJECT: Town and Gown Strategic Plan – Progress Report

EXECUTIVE SUMMARY:

The purpose of this report is to submit the progress to date on the Town and Gown Strategic Plan (TGSP) and to discuss the direction and priorities of town and gown relations, including a current rationale for this work. Direction for priorities and work has been developed by the strategic leadership team.

This report discusses status of work to date of ongoing programs, which is provided in Appendix A. It also offers an overview of town and gown priorities and the advantages of advancing the community in collaborative and cooperative ways in particular strategic areas. The details for the work that will be completed in 2011 to 2014 are included in Appendix B.

RECOMMENDATION:

There is no recommendation as this report is provided for information only.

AUTHORIZING SIGNATURES:

ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER
 Gerard Hunt, Chief Administrative Officer

CONSULTATION WITH THE FOLLOWING COMMISSIONERS:

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

(N/R indicates consultation not required)

OPTIONS/DISCUSSION:

Background

From 2007-2009 the work of town and gown relations focused on “finding solutions to shared problems”¹ as requested in a council motion passed in November of 2007. This motion highlighted these areas of concern: the Aberdeen Street event, student behaviour and housing standards. Four working groups, comprised mostly of staff from the city and Queen’s, were set up to address concerns about housing, urban planning, student relations and Aberdeen Street. Council asked the CAO to report regularly on progress of these groups. Of particular note was the work of the housing working group, which provided a special report in March 2009 to specifically respond to a request of council to “better understand student concerns about rental housing near campus, and to determine whether these concerns relate in any way to student behaviour”.² In this special report, staff reported that “the Group found a high level of satisfaction among students in terms of available student housing and nothing to suggest a link between student housing standards and student behaviour”.³ A list of recommendations was provided on page 18 of this report, which were later explored and implemented in 2009. This information, as well as progress by the other working groups, was provided to council on April 6, 2010 in the report titled [Joint Progress Report on Town/Gown Relations, 2007-2009](#).

Continuing Work

Many of the programs and initiatives that were reported in early 2010 continue to be successful. The information attached as Appendix A provides the current status of this work.

A New Focus

On April 6, 2010 council approved a report, which was endorsed by Queen’s and KEDCO, to begin work on a town and gown strategic plan. This report suggested a “need to change and broaden the areas in which the city and university have focused their efforts over the last three years” and council authorized staff “to develop a three to five year plan to enhance relationships, communications and policies among Queen’s University and its students, the City of Kingston, and the community by addressing areas of common concern including: quality of life, community planning, student engagement and economic development”.⁴

A strategic leadership team was established to set direction for the working groups.

City of Kingston

Chief Administrative Officer
 Commissioner, Sustainability & Growth
 Director, Corporate Affairs
 Research and Policy Analyst

Queen’s University

Provost and V.P. Academic
 V.P. Advancement
 V.P. Finance & Administration
 V.P. Research
 Director, Public and Government Affairs
 Coordinator, Special Projects

KEDCO

Director, Business Development

A vision and mission for town and gown strategic planning was drafted by the strategic leadership team and this was communicated to the working groups at a meeting to launch the TGSP in June. Staff members from a wide variety of backgrounds and experiences attended and were subsequently asked to join the working groups. The working groups represent each strategic focus area: quality of life, community planning, student engagement and economic development.

Working groups met to discuss the town and gown mission and vision and the strategies outlined in the April 6 council report. The working groups drafted a purpose for each strategic objective. Emerging priorities were documented as well as recommended actions. This information is attached as Appendix B.

¹ [Kingston City Council Minutes, November 20, 2007](#)

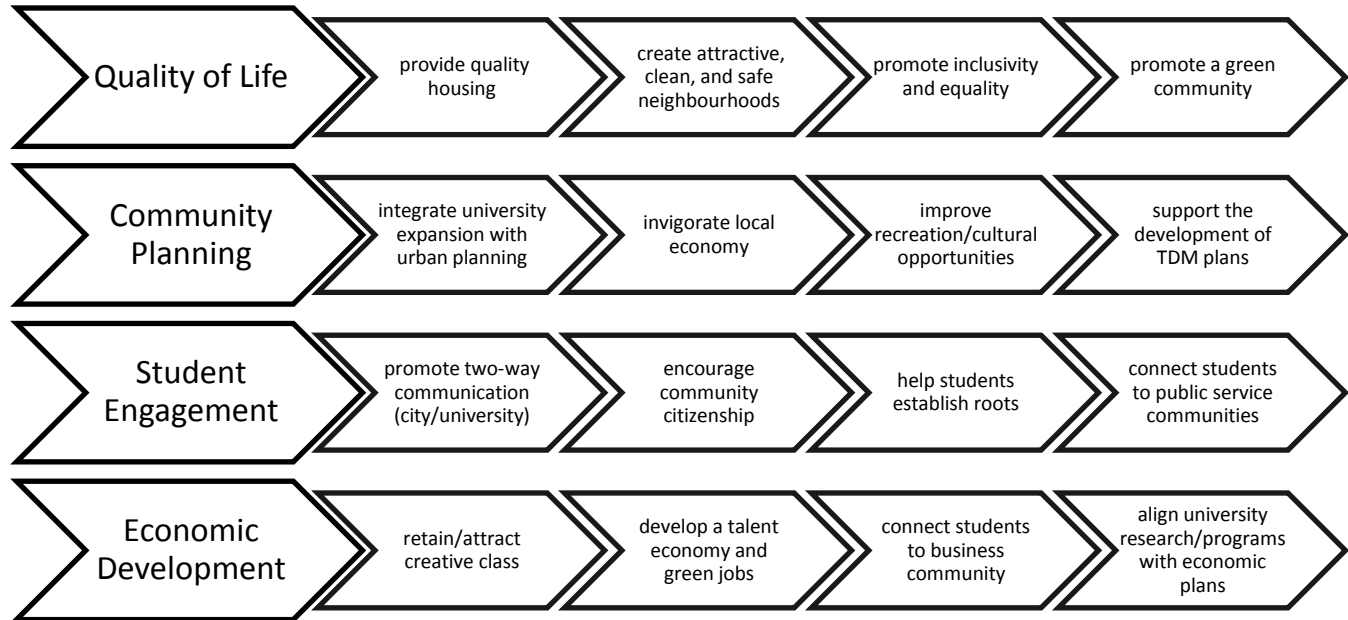
² [Kingston City Council Report, March 24, 2009](#)

³ Ibid

⁴ [Kingston City Council Report, April 6, 2010](#)

Strategies for Success

The strategic leadership team has finalized the following strategic focus areas and objectives for the TGSP:



Building Community

Peter Block is a consultant who has written several books about ways to create workplaces and communities that work for all. He describes community not as a place but as the experience of belonging. He explains that “the need to create a structure of belonging grows out of the isolated nature of our lives, our institutions, and our communities” and that “one aspect of our fragmentation is the gaps between sectors of our cities and neighbourhoods; businesses, schools, social service organizations, churches, government operate mostly in their own worlds. Each piece is working hard on its own purpose, but parallel effort added together does not make a community”⁵. It is with this knowledge that leaders from Queen’s University, KEDCO and the city have come together. They are working together to break down silos. They strive to set the right path for Kingston to ensure success for its future.

Toward a Creative Community

Creative communities have the ability to generate something new; the production by one or more people of ideas and inventions that are personal, original and meaningful. The town and gown strategic organizations have a distinct purpose within and for Kingston but through their desire to move our community forward they have discovered the common ground necessary to do so. A shared mission and vision gives evidence that they agree to be accountable for their part in creating a prosperous and sustainable community.

Our Mission

We are a creative community with opportunities for families, students, individuals and businesses, to grow and prosper and enjoy a high quality of life.

Our Vision

We work together to make Kingston a magnet for creative people.

⁵ Peter Block, *Community: The Structure of Belonging*, 1st Edition, (San Francisco: BK Publishers Inc., 2008) 1-2.

What is a Creative Community?

A creative community encompasses and supports the pillars of sustainability: social, cultural, environmental, and economic. Creative cities can be described as “vibrant, humanizing places, nurturing personal growth, sparking cultural and technological breakthroughs, producing jobs and wealth, and accepting a variety of lifestyles”⁶ or “one that exploits the vital linkages between art, culture and commerce, and in the process consciously invests in human and financial resources to prepare its citizens to meet the challenges of the rapidly evolving post-industrial, knowledge-based economy and society”⁷ Kingston is on the right path: research intensive schools and hospitals, technologically driven manufacturing companies, alternative energy companies involved in research and development, commercialization and development in wind and solar farms, the Grand Theatre, the development of a performing arts centre, a vibrant arts community and a historical appeal.

Quality of Life and Economic Prosperity

There is a strong co-relation between a community’s quality of life and its economic prosperity: “Quality of life can best be described as the degree to which people have a sense of well-being in relation to the space in which they live, work and play. Generally, communities that are safe, attractive, environmentally sound, diverse and culturally rich are not only desirable places to live, but tend to thrive economically”.⁸ Economic prosperity and quality of life are mutually supportive.

Setting a Path for the Future

The strategic leadership team examines current and future challenges for Kingston. They believe that using our collective talents, assets and efforts will make our community successful. Working together in all possible areas is a key to community prosperity.

The provincial and federal government, supported by academic research, are recognizing and responding to the evolving shift in our economy from the industrial age to the creative age. The Martin Prosperity Institute describes this as a transformation that is “based fundamentally on human intelligence, knowledge and collaboration” and is “leading us into uncharted territory that is full of opportunity”.⁹

“What other city this size can boast having three post-secondary institutions that in their unique way - but more importantly by working together - have such a significant and positive impact on the life, economy and future of the community”.
Principal Daniel Woolf, Queen’s Community Breakfast, Nov 2010

Embracing Opportunities

KINGSTON AS A TALENTED AND CREATIVE COMMUNITY

In 2005 the Province of Ontario established the Ministry of Research and Innovation and stated “Ontario is investing in an aggressive innovation agenda to ensure we are one of the winning economies in the 21st century... this agenda builds on the strength of Ontario’s creative environment, diverse culture, highly skilled workforce, world-class educational system and internationally recognized research community”.¹⁰ We believe that Kingston can join Ontario to build “an innovative, creative and inclusive society that is a magnet for talented people”.¹¹

In a recent interview Glen Murray, Minister of Research and Innovation stated that “80% of new jobs created in Ontario are in the knowledge economy”.¹² The looming shortage in the labour force due to aging baby boomers added to new skills needed in the creative economy will mean that Kingston must attract and retain young professionals from diverse backgrounds.

⁶ City of London, [The Creative City Task Force Report](#), (2005), 4

⁷ The California Institute for Smart Communities , [The Creative Community White Paper](#), (2003), 4

⁸ Ministry of Municipal Affairs and Housing, [Quality of Life for Economic Prosperity: Building Strong Communities](#), (2005), 4

⁹ Martin Prosperity Institute: [Ontario in the Creative Age](#), (2009), 5

¹⁰ Ministry of Research and Innovation: [Seizing Global Opportunities: Ontario Innovation Agenda](#), (2005), 3

¹¹ Ibid, 7

¹² Ontario’s Innovation Agenda, [The Agenda with Steve Paikin](#), TVO, 29 November 2010

A 2008 Queen's/KEDCO collaborative study produced two key results about the challenges Kingston faces on student retention:

1. Employment prospects are critical to retaining students locally
2. Students are more likely to stay in Kingston if they feel like they are part of the community

Attracting

For some, Kingston has a reputation of having an aging and declining population that lacks opportunities for employment. We must work together to market Kingston in a new way that will attract people to our community. Families, young professionals, retirees and businesses must see Kingston as an exciting place to live, work, visit and do business.

Young professionals are attracted to cities that offer:

- employment (full and summer employment, internships, mentorships)
- innovation, research and technology
- quality environment (green space, waterfront, trees, air etc.)
- interconnected city (blurred lines between campus and community)
- opportunities for a healthy lifestyle and social cohesion (transit routes, walking and cycling paths, recreation etc)
- physical health and social interaction (a well connected city using transit, walking trails and green space)
- culture, heritage and the arts
- quality near campus neighbourhoods and housing (including spaces to play, gather, work, shop etc)

Retaining

Our community has potential access to a pool of talent within the student body at Queen's University. It is estimated that out of the 96% of students who come to study at Queen's University from outside the city, 92% leave the city upon graduation. "While students and alumni both indicate employment prospects are the most important factor in deciding where to live, both groups express strong dissatisfaction with Kingston's employment prospects".¹³ A Queen's student offered this comment: *"I have looked for employment as an undergraduate student in Kingston and had a very difficult time securing any sort of meaningful employment. I will not be looking in Kingston for employment after my PhD, as there are simply very few opportunities here. Additionally, I dislike the city and not satisfied with the amount of diversity of culture present outside (and to a lesser extent inside) the academic community"*¹⁴. Evidence suggests early interaction with students and promotion of the economic, environmental, social and cultural principles is critical to showcasing a city's potential.

Welcoming

Town and gown working groups have made progress in recent years on helping students feel welcome in our city. Even though it is believed that most students do feel welcome there is a perceived negative attitude of the Kingston community toward Kingston students. A Queen's student offered this comment: *"To be honest, part of the lack of desirability to remain in Kingston after graduation stems from the inhospitable and often hostile attitude that some Kingston residents have towards Queen's students. Their perception of us as outsiders and disturbances undermines our economic and community contributions to the city and make us feel wholly unwelcome here. Very little of me desires to remain in a community that has been so hostile and derisive of my presence"*.¹⁵

The tendency for community members to portray students as a sub-group of the community can make students feel marginalized and unwelcome. It could be argued that students who don't feel like a part of the community do not feel responsible to the community. Enforcement strategies are tools used to manage student behaviour but this is not the only solution. We need to foster a positive relationship between students and the community so that they take pride in their school, neighbourhoods, and city. This is vital not only to improve student retention rates but also to improve student behaviour in historically troubled neighbourhoods.

¹³ The Monieson Centre, [Creative Economy Challenges: Retention of Queen's Graduates in the Greater Kingston Area](#), (2008), 4

¹⁴ Ibid, 8

¹⁵ The Monieson Centre, [Creative Economy Challenges: Retention of Queen's Graduates in the Greater Kingston Area](#), (2008), 13

KINGSTON AS A DIVERSE COMMUNITY

We must work together to ensure that Kingston is an open and inclusive city. Statistics Canada predicts that beginning this year all new labour market growth will rely 100% on immigration. The number of immigrants arriving in Canada is expected to increase significantly over the next two decades. A recent report on Canada's diversity projections states that "By 2031, up to 28% of the population could be foreign-born, surpassing the 20th century record set between 1911 and 1931, when 22% of the population was born outside the country".¹⁶ Kingston, through its recently launched immigration strategy, must ensure that it attracts its share of these immigrants in order to stay vibrant and economically stable. Kingston will also need to draw upon the diversity of its people such as seniors, newcomers, gays and lesbians, aboriginals and persons with disabilities to meet various community needs.

In May of 2010 Jason Kenney, the Minister of Citizenship, Immigration and Multiculturalism reported that "The number of foreign students who came to Canada grew by seven percent last year, resulting in the highest number of foreign students ever admitted to Canada" and that "Attracting more international students is a priority of our government".¹⁷

The provincial government recognizes the need to attract international students to Ontario. The Ontario Trillium Scholarship announced by the province in 2010 will "provide 75 of the world's best students with \$40,000 each year for up to four years to pursue doctoral studies at an Ontario university. During the initial four years, Ontario will invest \$20 million to support the program, with participating universities contributing a further \$10 million. Offering scholarships to the world's brightest students will help Ontario universities compete with top international universities. This will help keep Ontario at the forefront of the global knowledge economy and strengthen academic, cultural and business ties with key markets around the world".¹⁸

The Queen's 2002 Campus Plan emphasizes the goal to "continue to attract and retain students with outstanding potential and diverse backgrounds from across Canada and around the world".¹⁹

KINGSTON AS A SUSTAINABLE COMMUNITY

In spring 2010, Queen's University, KEDCO and the City of Kingston became community partners to the newly created Sustainable Kingston Plan, an integrated community sustainability plan based on the cultural, economic, environmental, and social pillars of sustainability. By doing so, we have joined a network of community partners committed to the vision of Kingston as Canada's most sustainable community. To achieve this goal, Queen's University, KEDCO and the city have embraced a shared set of values and have taken on the challenge of embedding sustainable thinking and sustainable planning practices into the fabric of their organizations. This enables us to initiate specific actions that foster innovation and community growth and focus on the goals identified under each pillar of the Sustainable Kingston Plan.

In October 2010 the Queen's Journal reported that Queen's sustainability grade was upgraded from a B- to B by The Annual College Sustainable Report Card. The article reported that "For the past few years, sustainability has been a hot topic around campus. There have been clubs formed, documents signed and policies written".²⁰

The Sustainable Kingston Plan provides the leadership partners of the TGSP with a planning framework and a road map to reach their vision and mission of Kingston as a creative community.

¹⁶ National Post, [Canada's foreign-born population expected to boom: Statistics Canada diversity report](#), 9 March 2010

¹⁷ Government of Canada News Centre, [Government of Canada maintains historically high rate of immigration in 2009](#), 13 May 2010

¹⁸ Province of Ontario Newsroom, [Ontario to Attract More International Students](#), 4 November 2010

¹⁹ Queen's University Campus Planning and Development, [Queen's Campus Plan 2002](#)

²⁰ Queen's Journal, [Upgrading sustainability at Queen's](#), 29 October 2010

KINGSTON AS A GLOBAL LEADER IN RESEARCH AND INNOVATION

Kingston can become a global leader in research and innovation by fostering an environment that promotes investment in research, technologies, and skilled workers. Industry Canada believes that becoming more productive and competitive in the global economy will improve “the economic and social well-being of Canadians”.²¹

Queen’s has a goal to “strengthen an environment that stimulates exceptional research and teaching” and to support them “with up-to-date facilities, information, resources, and technology”.²² In his speech at the recent Queen’s Community Breakfast, Principal Daniel Woolf said that “Queen’s is one of the most research-intensive universities in Canada” and that “There is so much potential to create more successes through collaboration”.

Innovation Park at Queen’s University is a community of innovators and specialists where academic, industrial and government researchers work together to cultivate ideas, identify and transform important technological discoveries and, with the aid of commercialization and market development experts, propel innovations into the marketplace. The primary purpose of Innovation Park is to stimulate commercialization and economic development in the South Eastern Ontario region by fostering interaction among the participants in the research and innovation system.



Town and Gown Priority Areas

In discussing priorities for the development of the TGSP, the leadership team agreed that success will greatly depend on the degree to which they can connect and communicate with each other and other organizations in the community. The following provides an overview of emerging priorities and opportunities for collaboration and further engagement.

- KEDCO-CITY-QUEEN'S relationship/integration
- Talent engagement and retention
- Innovation Park
- Creative economy study
- Leverage “green” research/jobs/talent
- Student housing/Williamsville project
- Queen’s Campus Plan
- Kingston Cultural Plan
- Transportation Demand Management
- Integrate student and community philanthropic activities
- Student citizenship
- Outreach to St. Lawrence and RMC

²¹ Industry Canada Mission and Mandate, [Government of Canada Website](#)

²² Queen’s University Campus Planning and Development , [Queen’s Campus Plan 2002](#)

Appendix B provides an outline on how the working groups will work to achieve some of these objectives. The strategic leadership team will meet as needed to discuss and monitor their strategies and objectives. This information will be reported to council quarterly.

EXISTING POLICY/BY LAW:

Not applicable

NOTICE PROVISIONS:

Not applicable

ACCESSIBILITY CONSIDERATIONS:

Not applicable

FINANCIAL CONSIDERATIONS:

There are no financial considerations at this time; however, budgets may be required to implement certain objectives determined through the strategic planning process.

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EXHIBITS ATTACHED:

Appendix A – Status of ongoing programs
Appendix B – Town and Gown Strategic Plan
Appendix C – Queen's Community Breakfast Speech

Status of Ongoing Programs (new information has been highlighted for 2010-2011)

OBJECTIVE (formerly housing working group)	ACTION ITEM	WHO	TIMELINE	STATUS
1) Improve near campus enforcement of property standards and noise bylaws.	institute overnight noise control in the summer of 2008 in coordination with campus security	CITY QUEEN'S	Q2/08	complete
	employ 2 additional PT by-law enforcement officers (8 p.m. until 3 a.m. Thurs to Sat)	CITY	Q2/08	complete
	hire 4th property standards officer to increase enforcement levels	CITY	2005	complete
2) Expand efforts to encourage students to meet property standards by using property inspections offered by the city.	implement door-to-door inspection program through the AMS, university and city property standards officers.	CITY AMS QUEEN'S	Q1/08	complete ¹
3) Educate students on their rights and responsibilities as residents of the city and connect them to the resources available through the city's by-law enforcement department.	stress civic responsibility to students during orientation week	QUEEN'S AMS CITY	Q3/07	complete
	provide resources for students on the topic of safety and community responsibility	AMS QUEEN'S CITY	Q3/09	ongoing
4) Develop streamlined program for emailing of deficiency notices granting extended compliance timelines where landlords volunteer to have units inspected.	invite landlords to take part in the voluntary inspection program (VIP)	CITY QUEEN'S LANDLORDS	Q1/09	complete ²
5) Continue efforts to educate landlord association members regarding: <ul style="list-style-type: none"> • their responsibility to provide rental housing that meets housing standards • the importance of effective self-regulation 	continue regular meetings with landlords to share and discuss issues of mutual concern presentation to Landlord Association regarding property standards and by law enforcement	LANDLORDS CITY CITY LANDLORDS	ongoing Q3/11	in progress in progress

Status of Ongoing Programs (new information has been highlighted for 2010-2011)

OBJECTIVE (formerly housing working group)	ACTION ITEM	WHO	TIMELINE	STATUS
<p>6) Ensure that the housing needs of Queen's students are met by maintaining a balance of university-owned rental units and privately-owned rental units.</p>	<p>provide leadership and guidance on programs such as the accommodation listing service, Queen's contract, and landlord best practices</p>	<p>QUEEN'S</p>	<p>ongoing</p>	<p>in progress</p>
<p>7) Implement policies and procedures to permit the city to exercise control over the exterior design elements of development proposals in order to address issues related to the scale and appearance of new construction and additions/renovations to existing buildings.</p>	<p>urban design policies included in the OP - Council approved amendments to Site Plan Control By-Law to allow for control over exterior building elements</p>	<p>CITY</p>	<p>Q3/09 and Q4/10</p>	<p>complete³</p>
<p>8) Consider implementing a public nuisance by-law to regulate inappropriate public behavior.</p>	<p>consider regulating the number of bedrooms per unit through the zoning by-law review process</p>	<p>CITY</p>	<p>2011-12</p>	<p>ongoing⁴</p>
<p>9) Consider designating a special service area or developing a community improvement plan for the area adjacent to the university to:</p> <ul style="list-style-type: none"> • enhance city services to address some specific needs of residents • make physical improvements to lighting/sidewalks/streetscaping • promote a sense of pride in the area 	<p>passed council motion 11/25/08 requesting staff consider a public nuisance by-law, it was presented but not approved. No further action is underway unless directed by council</p> <p>under review by combined housing and urban planning working group</p>	<p>CITY</p>	<p>Q4/10</p>	<p>complete</p>
<ol style="list-style-type: none"> 1. This ongoing program operates by having AMS and Queen's representatives visit student properties offering inspections. The last inspection taking place Feb 27/09. SPAT trained in Nov/09. 2. Over 200 inspections completed since Feb/09. 3. Urban design guidelines have been approved in principle by council in September 2010 4. This will be part of the 2010 zoning by-law review 5. This objective requires a funding source and leadership before any further action can be taken. 		<p>CITY</p>		<p>Incomplete⁵</p>

Status of Ongoing Programs (new information has been highlighted for 2010-2011)

OBJECTIVE (formerly urban planning working group)	ACTION ITEM	WHO	TIMELINE	STATUS
<p>1) Collaborate and discuss urban planning issues of mutual interest to:</p> <ul style="list-style-type: none"> • avoid duplication of effort • ensure the likelihood that long term goals/initiatives are aligned where possible 	<p>update the working group with the status and purpose of the city's new OP</p>	CITY	2009 – 2010	complete ¹
	<p>update the working group with the current status and purpose of the QCMP</p>	QUEEN'S	2010	in progress ²
	<p>review recommendations from the working group for possible inclusion in the OP</p>	CITY	Q3 / 09	complete
	<p>review recommendations from the working group for possible inclusion in the QCMP</p>	QUEEN'S	ON HOLD	incomplete ²
<p>2) Review outstanding recommendations of the Downtown Residential Review Committee with the purpose of improving quality of housing stock.</p>	<p>review recommendations from the working group for possible inclusion in future zoning by-laws</p>	CITY	2011 – 2012	in progress
	<p>prepare a secondary plan for the area north of the main campus</p>	QUEEN'S CITY	ON HOLD	in progress ³
<p>3) Consider consolidating this working group with the Urban Planning Working Group to integrate future work on issues such as:</p> <ul style="list-style-type: none"> • urban planning/OP • housing strategies • campus/community planning • neighbourhood rejuvenation 	<p>prepare urban design guidelines</p>	CITY QUEEN'S	Q2 / 10	in progress
	<p>consolidate working groups and arrange meeting in early 2010 to discuss mandate</p>	CITY QUEEN'S	Q1 / 10	complete
<p>1. The OP was given final approval by the MMAH by August 16, 2010</p> <p>2. Queen's is in the process of updating their campus master plan.</p> <p>3. The School of Urban and Regional Planning has completed a study of the area north of campus that was presented to planning committee January 21, 2010.</p>				

Status of Ongoing Programs (new information has been highlighted for 2010-2011)

OBJECTIVE (formerly student relations working group)	ACTION ITEM (HOW)	WHO	TIMELINE	STATUS
<p>1) Improve city communications to students by:</p> <ul style="list-style-type: none"> • identifying points of contact for city/university for delivering information • developing info sharing systems to ensure continuity and clarity during transitioning elected executives of student groups (AMS, ASUS, SGPS etc.). • identifying/determining methods (tools) of communication preferred by students • identifying what service info is most important to students • identifying what key city messages are to be communicated on a regular basis to students 	<p>Continued use of <i>student component</i> in communication plan template</p> <p>Ongoing updates of student section on the city's website with input from students.</p> <p>conduct My New Home survey to determine preferred method of communication between city and students</p> <p>Updated orientation binder for student government and administration</p> <p>Updated student email list serve for delivering all relevant information to students</p> <p>Cooperate and assist with university orientation week. Tour of the town feature includes welcome at City Hall and City material.</p> <p>Continued communications on Solid Waste, Public Works, Bylaw and Transit issues for students.</p>	<p>CITY</p> <p>CITY</p> <p>CITY AMS</p> <p>CITY QUEEN'S AMS</p> <p>CITY</p> <p>CITY QUEEN'S</p> <p>AMS CITY</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Q3/2008</p> <p>2010</p> <p>2010</p> <p>2010</p> <p>2010</p> <p>2010</p>	<p>complete</p> <p>complete¹</p> <p>complete</p> <p>complete</p> <p>complete²</p> <p>complete³</p> <p>complete⁴</p>
<ol style="list-style-type: none"> 1. www.cityofkingston.ca/mynewhome (content pages and the mailing list sign-up page) averages 900 page views a month. 2. List serve has 608 followers as of January 11, 2011, up from 147 in one year. 3. Participated in: Tour of Town, Graduate Students Orientation Day, and Queen's in the Park Event, Queen's Sidewalk Sale, sustainable grocery bags with City logo. 4. Transit Trip Planner remains popular with students with most-popular routes related to Queen's/St. Lawrence areas. 				



2011-2014

TOWN AND GOWN STRATEGIC PLAN

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Introduction

In 2010 Kingston City Council approved a recommendation, which was endorsed by Queen's and KEDCO, to begin work on a town and gown strategic plan. The town and gown strategic leadership team, co-chaired by the Chief Administrative Officer of the City of Kingston and the Provost and Vice-Principal (Academic) of Queen's University, has led the development of the information contained in this plan. In order to facilitate the development of the strategic plan, four working groups were established, each representing a strategic focus area: quality of life, community planning, student engagement and economic development. These working groups were asked to recommend to the strategic leadership team actions for consideration or implementation during the life of the strategic plan. The following pages provide the framework for how the strategic plan will be implemented and how the relationship between the city, university, and KEDCO will evolve over the coming years. Each working group has established a mission, objectives and actions, which are provided in this plan.

Town and Gown Mission and Vision

The strategic leadership team developed the mission and vision for the town and gown strategic partnership.

Mission

We are a creative community with opportunities for families, students, individuals and businesses, to grow and prosper and enjoy a high quality of life.

Vision

We work together to make Kingston a magnet for creative people.

Town and Gown Priority Areas

In aligning itself with the strategic direction of the city, the university, and KEDCO, the strategic leadership team has established the following focus areas, which support the focus areas of the strategic planning working groups, to guide the implementation of the strategic plan:

FOCUS AREA ONE	QUALITY OF LIFE
FOCUS AREA TWO	COMMUNITY PLANNING
FOCUS AREA THREE	STUDENT ENGAGEMENT
FOCUS AREA FOUR	ECONOMIC DEVELOPMENT

In discussing priorities for the development of the strategic plan, the strategic leadership team agreed that success would greatly depend on the degree to which they can connect and communicate with each other and other organizations in the community. Outreach to other stakeholders and organizations will be a key to realizing the potential of this strategic plan.

During the strategic planning process a number of topics and issues emerged as priorities for consideration by the leadership team. The following provides an overview of emerging priorities and opportunities for collaboration and further engagement:

- KEDCO-CITY-QUEEN'S relationship/integration
- Talent engagement and retention
- Innovation Park
- Creative economy study
- Leverage green research/jobs/talent
- Student housing/Williamsville project
- Queen's Campus Plan
- Kingston Cultural Plan
- Transportation Demand Management
- Integrate student and community philanthropic activities
- Student citizenship
- Outreach to St. Lawrence and Royal Military College

In discussing these priorities, the leadership team recognized that the complexity of the town and gown relationship present challenges and opportunities. While these emerging priorities are not all encompassing, they do touch a number of key areas that will directly impact the strategic focus areas outlined above and reflect the intersection of a number of priorities that each partner individually has identified as either a critical, necessary or pending action.

Implementation Structure: Leadership Team and Working Groups

The working groups established during the town and gown strategic planning process proved useful at focusing discussion on priority areas and at integrating the talented staff of the various partners. Therefore the strategic leadership team, on the recommendation of the working groups, has permanently established four working groups that will serve under the direction of the strategic leadership team.

Mission: Quality of Life Working Group

We work together to develop programs and initiatives that will improve quality of life for individuals living on campus and in near campus neighbourhoods. This will include a focus on the following issues: living conditions and housing standards, neighbourhood beautification and cleanliness, personal safety and property security, the environment and social cohesion.

Mission: Community Planning Working Group

We work together to shape and advance built environment policies in order to create healthier, more equitable, and more sustainable communities, develop potential policy solutions that go beyond current practice using a sustainability lens, establish concrete next steps to further built environment policy initiatives that will lead to sustainable communities and create new partnerships to support improvements in the built environment in our neighbourhoods and community.

Mission: Student Engagement Working Group

We work together to connect students and staff with the Kingston community, by placing an emphasis on citizenship, engagement, and future opportunities to live and work.

Mission: Economic Development Working Group

We work together with key local and regional strategic partners to achieve community prosperity by developing and promoting economic advantages to sustain and grow the economy of Kingston.

Process for Reporting

In 2011 the working groups will determine the resources and timelines needed to achieve the actions in their respective areas. The chairs of each working group will join the strategic leadership team. This will ensure good communication between leadership and the working groups. It will also provide a way for the working groups to update the strategic leadership team on the progress of their work. The leadership team will report this information quarterly to council through the CAO and to the Queen's community through the Provost and Vice-Principal (Academic).

Role of Strategic Leadership Team

STRATEGIC LEADERSHIP TEAM

Members

City of Kingston

Chief Administrative Officer
 Commissioner, Sustainability & Growth
 Director, Corporate Affairs
 Research & Policy Analyst

Queen’s University

Provost and V.P. Academic
 V.P. Advancement
 V.P. Finance & Administration
 V.P. Research
 Director, Public and Government Affairs
 Coordinator, Special Projects

KEDCO

Director, Business Development

The leadership team will act as stewards for the town and gown relationship, while providing guidance and support for the working groups. The leadership team will act as a conduit for new priorities and generally support the implementation of the strategic plan.



Objectives and Actions of Working Groups

QUALITY OF LIFE WORKING GROUP

Mission

We work together to develop programs and initiatives that will improve quality of life for individuals living on campus and in near campus neighbourhoods. This will include a focus on the following issues: living conditions and housing standards, neighbourhood beautification and cleanliness, personal safety and property security, the environment and social cohesion.

FOCUS AREA ONE OBJECTIVES	PURPOSE
1) Provide quality housing	to ensure that students, and the broader community have access to housing they can afford and is of a reasonable standard of quality
2) Create attractive, clean and safe neighbourhoods	to foster within neighbourhoods a shared responsibility for its well-being and development by focusing on improving the attractiveness, cleanliness and safety of near campus areas
3) Promote inclusivity and equality	to facilitate neighbourhood development to ensure they are welcoming and inclusive for potential and current residents
4) Promote a green community	to facilitate actions and initiatives that lead to more environmentally sustainable neighbourhoods in the near campus area

FOCUS AREA ONE OBJECTIVE	ACTION
<p>Objective 1: Provide quality housing</p>	<p>Create a landlord database and develop an outreach plan to more fully engage landlords</p> <p>Continue using new city email address that allows students to email anonymous housing complaints directly to the city. The email is sent from the city to the landlord with a request to fix the problem.</p> <p>Document procedures to formally establish IMET (integrated municipal enforcement team)</p> <p>Offer and promote restorative justice options, which aim to resolve minor offences outside of the formal court process (first offences) through: a) Resolve Kingston and/or b) Queen's law school.</p>
<p>Objective 2: Create attractive, clean and safe neighbourhoods</p>	<p>Set up meetings with key stakeholders (near campus landlords and non-student residents) to gain input and insight on issues such as: student behavior, safety and security (crime), housing standards, cleanliness/attractiveness, walk-ability, environment, racism, accessibility, poverty</p> <p>Conduct a survey of community members in near campus neighbourhoods to measure the perceived feeling of personal safety, neighbourhood cleanliness and satisfaction of municipal services</p> <p>Increase enforcement to have garbage and recycling containers removed within bylaw required timelines</p> <p>Provide orientation session for newly appointed appeals committee on property standards bylaw</p> <p>Review existing by-laws that impact the near campus area and determine trends of infractions over the past several years</p> <p>KPF to continue its increased presence and enforcement practices during orientation, move in/out, school breaks, late fall</p> <p>Explore the viability and sustainability of a neighbourhood watch program</p> <p>Continued partnership with KPF, Kingston F&R, AGCO, and licensees to identify / early identification / compliance with Ontario Fire Code, Ontario Liquor License Act and other applicable legislation</p>

FOCUS AREA ONE OBJECTIVE	ACTION
<p>Objective 3: Promote inclusivity and equality</p>	<p>Increase city participation and interaction with the Queen's Aboriginal Council</p> <p>Create and promote mechanisms that bring awareness to support services available to visible minorities</p> <p>Based on feedback from students, faculty and university staff, review relevant policies and practices to ensure city and university services are inclusive and, from an equity standpoint, are meeting the needs of the community</p>
<p>Objective 4: Promote a green community</p>	<p>As both Queen's and the city are engaged in climate action planning to set greenhouse gas reduction targets, and are developing strategies that support these goals, city and university staff will explore matching, or closely linking, targets so that we are working towards common goals</p> <p>Train interested Queen's students go out into the public, either residences or small businesses, and offer advice and tips on improved environmental sustainability. Such a program would not only raise sustainability awareness but may also provide for improved relationships with our surrounding community.</p> <p>Explore the city and Queen's establishing common waste reduction and diversion goals, followed by collaboration on particular projects that achieve the targets</p>

COMMUNITY PLANNING WORKING GROUP

Mission

We work together to shape and advance built environment policies in order to create healthier, more equitable, and more sustainable communities, develop potential policy solutions that go beyond current practice using a sustainability lens, establish concrete next steps to further built environment policy initiatives that will lead to sustainable communities and create new partnerships to support improvements in the built environment in our neighbourhoods and community.

FOCUS AREA TWO OBJECTIVES	PURPOSE
1) Integrate university expansion with urban planning	to collaboratively plan for the development of the built environment by, considering the continual growth of the student population, promoting and enabling the development of a range of good quality mixed housing options in suitable and sustainable locations, building healthy housing environments, providing healthy and sustainable transportation choices, developing physical and social infrastructure, building safe communities for the prevention of injury and violence and providing access to healthy food
2) Invigorate the local economy	to include retail and commercial space in intensification strategies to create a more mixed use environment in our neighbourhoods, which will provide services and employment on and near campus as well as change the look and feel of student housing areas.
3) Improve recreation and cultural opportunities	to improve access to recreation and cultural space in the built environment, which will improve opportunities for social interaction, health and wellbeing and active transportation modes that connect students with other places in the city
4) Support the development of TDM plans	to reduce SOV rates, traffic volumes and parking demand and to change transportation behavior on and near campus considering individual and institutional activities, land use strategies, housing strategies, transit strategies, and parking management strategies

FOCUS AREA TWO OBJECTIVES	ACTION
<p>Objective 1: Integrate university expansion with urban planning</p>	<p>Assist with the development of strategies resulting from the Williamsville study. Specifically explore the area as a location for student housing and the potential for creating a stronger connection between the Main Campus and Innovation Park.</p> <p>Review and present existing studies on the impact that post secondary enrolment has had on the local housing market based on historical enrolment to identify future projected trends and related impacts in order to determine the demand for quality housing in the community</p> <p>Investigate the options for increasing the supply of new student housing and non-student multi residential rental housing (such as housing for seniors and low-income users) in the near and outside campus and downtown areas, including public and private sector delivery options to increase supply of purpose built student housing</p> <p>Undertake an urban design/architectural exercise of selected properties (at least one from each of the city and university) owned by the university and the city to indicate how student housing supply can be increased while balancing related variables of sustainability, accessibility, inclusivity, and affordability</p> <p>Create a common inventory and assessment of paving systems, housing locations, parking (surface and underground) sidewalks, design consistency, service vehicle access, heritage properties, accessibility, health and safety and environmental concerns to create a planning tool that will assist with finding commonalities, providing design consistency, streamlining work etc.</p> <p>Explore creation/use of university based consultancy groups for design and planning projects. This would be beyond project courses and instead link external consultancy with academic work.</p>
<p>Objective 2: Invigorate the local economy</p>	<p>Ensure opportunities exist for providing retail space in housing expansion plans</p>

FOCUS AREA TWO OBJECTIVES	ACTION
<p>Objective 3: Improve recreation and cultural opportunities</p>	<p>Kingston Cultural Plan (KCP) Recommendation #25: limit excessive commercial land use development outside the downtown to protect the retail viability of the downtown and strengthen and revitalize neighbourhoods adjacent to the downtown as a way to support cultural vitality</p> <p>Kingston Cultural Plan Recommendation #29: reference the "Place making for Cultural Vitality" checklist when developing the KCP and/or reviewing applications for development</p> <p>Kingston Cultural Plan Recommendation #33: identify opportunities to create community-based cultural infrastructure in neighbourhoods adjacent to or associated with the University</p> <p>Kingston Cultural Plan Recommendation #21: ensure the successful development of an "arts campus" that includes the Isabel Bader Centre for the Performing Arts and the J.K. Tett Centre, including expedited decision making around land use planning, program development and shared facility issues</p> <p>Kingston Cultural Plan Recommendation #37: develop a public art policy This could include a "1% for Public Art" program associated with community-based expansion projects and/or working together to identify sites and commission public art projects for the enjoyment of the wider Kingston community</p> <p>Kingston Cultural Plan #56: development of a comprehensive performing arts strategy to address programming and infrastructure requirements and support</p> <p>Incorporate spaces into the built environment to create more pedestrian friendly areas on campus and make pedestrian connections to other neighbourhoods, the downtown and other key areas by:</p> <ul style="list-style-type: none"> • putting street benches in high pedestrian areas • removing barriers to pedestrian traffic (poor or lack of sidewalks, poor lighting, crossings, sidewalk cleaning in winter, cars) and try to • conducting pedestrian traffic audits to determine where high use areas exist • considering business needs and how catchment areas for cars and buses will be designed so people can access pedestrian hubs • providing a safe pedestrian crossing on King Street to promote usage of waterfront (Breakwater Park)

FOCUS AREA TWO OBJECTIVES	ACTION
<p>Objective 4: Support the development of TDM plans</p>	<p>Identify opportunities to develop satellite facilities in the downtown core as a way to integrate students, faculty and staff more actively into the daily life of the city and to support intensification, economic development and cultural vitality.</p>
	<p>Create physical space for community gardens in near campus neighbourhoods</p>
	<p>Explore opportunities to share recreational facilities and combine recreational/wellness programs</p>
	<p>Create physical space for immigrant friendly areas on campus and near neighbourhoods i.e. housing, gathering places, recreation, green spaces, cultural spaces and international centres</p>
	<p>Manage parking space demand that will accommodate campus expansion and support TDM strategies</p>
	<p>Consider opportunities to expand public transit usage by students, staff and faculty including examination of routes linking main campus, west campus, midtown and downtown areas</p>
	<p>Consider opportunities to expand the BUS-IT program or develop a trans-pass program (reduced monthly transit passes, payroll deduction, etc.) for Queen's University faculty and staff. This program would also benefit KGH and could take pressure off the parking for both the KGH and Queen's campuses</p>
	<p>Consider opportunities to create a car-sharing program for university faculty and staff (Zipcars or other)</p>
<p>Consider opportunities to create a bike sharing program to encourage cycling and decrease SOV rates on campus. Build secure bike structures with nearby shower/locker facilities</p>	

STUDENT ENGAGEMENT WORKING GROUP

Mission

We work together to connect students and staff with the Kingston community, by placing an emphasis on citizenship, engagement, and future opportunities to live and work.

FOCUS AREA THREE OBJECTIVES	PURPOSE
1) Promote two way communication	to further develop existing and explore new effective communication tools to connect students and faculty to support services (municipal, legal, economic, social, health), opportunities (culture, employment, volunteerism, citizenship), ways to become involved in community development
2) Encourage community citizenship	to develop programs and opportunities that help students feel like Kingstonsians (not just temporary residents), promote active citizenship (how to get involved) and promote pride in our community (schools, neighbourhoods, city)
3) Help students establish roots	to develop programs that reach out to new students and faculty to connect them to support services (municipal, legal, economic, social, health), opportunities (culture, employment, volunteerism, citizenship) and recreation
4) Connect students to public service communities	to develop programs that will help students volunteer and/or participate in the community with altruistic, cultural, academic or economic opportunities and recreational, coaching, mentoring or fostering opportunities

FOCUS AREA THREE OBJECTIVE	ACTION
<p>Objective 1 Promote two way communication</p>	<p>Invite representatives from SLC and the RMC to join working group</p> <p>Develop a student survey with focus on preferred methods of communication, safety issues and safety awareness and develop communication plan for survey in time for student orientation.</p> <p>Develop a comprehensive communications and marketing plan for student safety which covers fire and crime prevention as well as personal safety. Use data collected from fire and crime prevention survey to develop and implement a communication plan, including seasonal and targeted messages</p> <p>Develop targeted marketing communications campaign to raise awareness of post graduate opportunities in Kingston for new grads/recent grads.</p>
<p>Objective 2 Encourage community citizenship</p>	<p>Develop Community Ambassador Program to welcome and support students during their academic life in Kingston.</p> <p>Provide advance relocation information on the City of Kingston to new students with acceptance packages</p> <p>Interaction between City/KEDCO with student groups and associations – development of an Association Visit program to raise awareness of opportunities and better understand student issues.</p> <p>To bring city residents to campus, encourage the scheduling of community meetings/town hall forums at campus locations.</p> <p>Promote/highlight student successes that benefit/promote the City of Kingston (ex. volunteerism)</p> <p>Develop a Welcome Back Campaign to be delivered by KEDCO/City/community associations in conjunction with Queen's activities – include traditional communication channels, social media, downtown banners and signage</p> <p>Civic participation in Convocation Ceremonies/Graduation – letters to new grads, presence at events</p>

FOCUS AREA THREE OBJECTIVE	ACTION
<p>Objective 3 Help students establish roots</p>	<p>Execute annual Career/Experience Day at Queen's University to connect students/grads with local employers and resources</p>
	<p>Partnership with Queen's Career Services to have dedicated KEDCO staff person onsite to support Labour Market Development activities.</p>
<p>Objective 4 Connect students to public service communities</p>	<p>Identify ways to facilitate student engagement with the community by creating linkages based on common interest – sport, philanthropic, avocation, career etc.</p>
	<p>Develop dedicated website within kingstoncanada.com and related social media sites specifically for student information of services and opportunities within Kingston</p>

ECONOMIC DEVELOPMENT WORKING GROUP

Mission

We will work collaboratively with key local and regional strategic partners to achieve prosperity by developing and promoting economic advantages to sustain and grow the economy of Kingston.

FOCUS AREA FOUR OBJECTIVES	PURPOSE
1) Retain/attract creative class	to increase the community's ability to attract and retain individuals, in particular graduates from our local education institutions, to choose Kingston as a place to work and live and to bridge communication and increase awareness of current labour market demands and current labour market supply, which will assist in responding to the needs of local employers and provide valuable opportunities to students
2) Develop a talent economy and green jobs	to become a hub for the development and delivery of green technology, innovation, and commercialization. Municipalities and businesses therein that become leaders in green innovation, design, and technology development are more likely to retain and create new green jobs. The community already has significant assets, including educational programs that are producing the graduates of the future to provide a sustainable workforce to support this industry
3) Connect students to business community	to make students more aware of companies in Kingston (by dealing directly with the perception that no key employers exist) and help students see employment prospects and advantages to staying in Kingston
4) Align university research/programs with economic plans	to encourage, where appropriate, local connections between research activities/programs at our educational institutions and Kingston businesses, which is critical to developing our economy

FOCUS AREA THREE OBJECTIVE	ACTION
<p>Objective 1 Retain/attract creative class</p>	<p>Economic impact of Queen's University study to be undertaken to better understand impact of students on local economy and value of them staying (retention), or later returning, to live and work in Kingston</p> <p>Increase the number of career fairs open to all students in the city</p> <p>Work with Queen's, RMC, SLC and key employers for the further development of graduate programs that align with mutually identified areas of opportunity</p> <p>Develop central portal to provide access to all knowledge economy jobs</p>
<p>Objective 2 Develop a talent economy and green jobs</p>	<p>Increase knowledge/accessible resources to existing market assets</p> <p>Encourage development of start-ups, growth and retention of existing organizations and attraction of new businesses that have green focused research, development and commercialization capabilities</p> <p>Selectively target areas of green research that could be the basis for development of a cluster (i.e. green chemistry)</p>
<p>Objective 3 Connect students to business community</p>	<p>Explore creating an event during the initial two weeks of university/college to introduce students to employers</p> <p>Provide a bridge of communication between labour market demand and supply in terms of knowledge, skills and abilities of graduating students</p> <p>Develop employer profiles for students so they are aware of who they are, what they do, positions available and opportunities that exist</p>

FOCUS AREA THREE OBJECTIVE	ACTION
<p>Objective 4 Align university research/programs with economic plans</p>	<p>Provide companies that operate in Kingston and researchers from our educational institutions the opportunity to collaborate and identify a company specific problem they could solve by working in a research partnership</p> <p>Foster the development of new research partnerships between academic researchers and companies</p> <p>Create industry/university advisory boards as an important means of connecting research and industry strengths and fostering research partnerships</p> <p>Embrace the notion that faculty and students engage in commercially relevant research and provide real world experience for students</p> <p>Link industry and research to leverage the attraction of new business to Kingston</p>

Performance Measurement

An important element of this strategic plan will be to develop performance indicators and targets. They will be used to measure success of the work that is being done to advance the strategies of this plan. Selecting performance indicators will be a next step in town and gown efforts. The following is a list of possible indicators, which will be further examined by the working groups in 2011.

Possible Quantitative Indicators

- student retention rates
- number of jobs available in the knowledge economy
- number of students employed during the summer months
- total jobs in Kingston
- number of new jobs created (quarterly/yearly) by sector
- average and median full-time employment income in Kingston
- annual population growth
- housing affordability in Kingston
- amount of research dollars allocated to Kingston from other levels of government
- number of international students attending Queen's
- crime rates by type (robberies, break and enters, personal assaults)
- percentage of single-family homes in near campus neighbourhoods
- student enrolment numbers at public schools in near campus neighbourhoods
- property values in near campus neighbourhoods
- supply of student beds vs. demand and impact on private housing sector
- number of university owned student beds
- number of commercial/residential buildings on and near campus
- number of new businesses on and near campus
- environmental indicators (air quality, green space, number of trees)
- single occupancy vehicle rates (SOV)
- number of parking spaces on campus
- distance in km of cycling paths, walking trails
- immigration rates

Possible Qualitative Indicators (survey)

- feeling of being welcome in Kingston of new and existing students
- feeling of personal safety among community residents in near campus neighbourhoods
- attractiveness and safety of near campus neighbourhoods
- satisfaction of municipal services
- perception of employment prospects in Kingston
- social media presence
- media coverage

Principal's Community Breakfast

Thursday, Nov. 25 2010

This is the first Queen's - Kingston community breakfast since 2008. It was important to me to reinstate this event. Since I came back to town, a year ago this past summer, one of my priorities has been to re-establish Queen's presence in government circles, and to enhance and expand the Queen's-city relationship. This will be an important focus in the months and years ahead.

A particular welcome to Mayor Rosen and Mayor-elect Gerretsen and my colleagues from RMC and St Lawrence College. What other city this size can boast having three post-secondary institutions that in their unique way – but more importantly by working together – have such a significant and positive impact on the life, economy and future of the community.

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The relationship between Queen's and Kingston, over the past several years, has been defined to a great extent by 'Aberdeen', and I'd like to dispatch this issue at the outset.

I announced two days ago that I would not bring fall homecoming back for another three years.

The numbers showing up on Aberdeen have continued to trend down in the past two years. But I am of the view – as are the mayor and the police chief – that the cycle of dangerous street parties that has become regrettably synonymous with a great university tradition is not yet well and truly broken.

I remain concerned about the safety of students, alumni and Kingston residents, which is paramount and I remain concerned about the reputational impact that Queen's and Kingston, by extension, have suffered.

I believe the potential consequences of the return of dangerous street gatherings far outweigh those of delaying the return of homecoming for another few years. I trust this decision will keep us on a path of progress. I certainly appreciate the leadership and efforts of the Alma Mater Society, the Society of Graduate and Professional Students and the Queen's University Alumni Association in this regard.

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The functions, responsibilities and knowledge base at Queen's are extremely complex.

I believe that the relationship between the University and the City – both the corporation and the community - has to be, accordingly, more sophisticated. We need to establish much stronger relationships in ways and areas that we haven't in the past.

I've heard it said that Kingston is Queen's host city – but in fact, Kingston is our home city.

To that end, Queen's is engaged with the City and KEDCO on a strategic plan for university-city relations. I'd like to thank City CAO Gerard Hunt and Provost Bob Silverman for their leadership, and everyone from City Hall and from Queen's who are involved.

A three- to five-year framework for action is being developed to address:

- quality of life
- community planning
- student engagement, and
- economic development.

This morning, I want to talk about economic development. I want to talk about the shared opportunities that Queen's and Kingston have, to work together, to make our community more innovative, vibrant, attractive and sustainable.

I will discuss three key areas:

- The university's impact on the local economy and the benefits of enticing more students to stay and more alumni to return
- Current research innovation and opportunities for more commercialization and partnerships, and
- Sustainability and the green economy.

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We know that Queen's and Queen's students contribute to the local economy and the life of the community.

In 2003, it was estimated that the presence of Queen's contributed more than \$1 billion annually to the local economy and supported more than 8,000 jobs. Since then, between new buildings and major renovations, Queen's has built the equivalent of a K-Rock Centre every year, with 75% of our labour costs spent locally.

But we need to think about the long-term economic and resulting social benefits of having Queen's in the city and about maximizing those benefits.

Keeping students and Graduates in the city

Attracting and retaining talent is a challenge for a city this size and in this location, and the community needs to create and grow businesses. I believe we can make progress on both these fronts, most effectively, if we work in partnership.

A 2008 study by KEDCO and the Monieson Centre at Queen's School of Business examined the retention of Queen's alumni in Kingston.

Queen's attracts top students in an array of fields, but most don't stick around after they get their degrees. Fewer than 3% of students and just over 5% of alumni surveyed said that they were "very satisfied" with employment prospects in Kingston. Almost 50% of alumni surveyed said they did not even consider Kingston when looking for work.

The fact that both students and alumni don't see many employment prospects in Kingston does not mean that some wouldn't want to live and work here if they could.

We know that when there are strong links between a university program and local employers (as with our School of Nursing and the local hospitals), our graduates apply for local jobs.

Imagine if we were able to create more job opportunities to meet the professional interests and skills of the students we are educating and training. Imagine if local employers in a wide range of sectors had their pick of top graduates from which to recruit.

By the time they finish their studies at Queen's, more than 80% of students have volunteered in the community – teaching kids to read, delivering food to shelters, spending time with seniors.

Imagine what that would mean for local programs and services if more of these outstanding young people stayed in Kingston and continued to contribute to the community, as well as to their professions.

I ask you all to consider three first steps (one on its own won't be sufficient!):

- Connect with the Queen's program, department or unit that aligns with your field.
- Bring in a Queen's student in the next 12 months if you can – as an intern, in a co-op placement or plain hire them!
- Come to the job fair that Queen's Career Services is organizing for February.

Come not only with information about your organization, but with opportunities that meet your hiring needs and perhaps – hopefully! - the needs of some of the incredibly talented undergraduate and graduate students who want to work in Kingston.

This is how we can start strengthening our talent economy to make Kingston a magnet for creative people to grow, prosper and enjoy a high quality of life. Please contact Jennifer Massey in Career Services to get started.

R & D and Innovation

I'd like now to talk a bit about some of the research and innovation underway at Queen's that is contributing to the local economy.

Queen's is one of the most research-intensive universities in Canada. We just moved up in the recent *Research Infosource* ranking; in 2009, Queen's attracted \$178.1 million in research funding.

One of Queen's unique attributes is that we successfully balance research and teaching, while providing an unparalleled student experience. We remain among the top 5 medical-doctoral universities in Canada according to *Macleans* magazine, and we scored more "A" marks from students than any other large, medium or small university in Canada in last month's *Globe and Mail University Report*.

Queen's is increasingly expanding partnerships with local organizations, as well as with the city, St Lawrence College and RMC, to maximize the impact of discovery and innovation and position Kingston as a leader, nationally and internationally.

Just last week, Queen's and RMC hosted 250 participants from across Canada at a forum on Military and Veteran Health research. The forum launched a national research agenda to support current and former military personnel and their families. Kingston is the perfect place for this initiative. Not only do we have Queen's, RMC, CFB Kingston, our hospitals and our history, but we have one of the highest veteran populations in Canada.

There is so much potential to create more successes through collaboration.

Last month, the federal government announced new funds for Queen's and St. Lawrence College, to help us work with small- and medium-sized enterprises. This funding can be used for applied research, engineering design, technology development, product testing, and certification.

Queen's is actively looking to build on our research strengths, and partner with the local business community to put innovative ideas into practice in our region. Here are 2 examples:

- Dr. Amir Fam in Civil Engineering is reinventing the way bridges are constructed and maintained, using a stronger, more durable replacement for steel reinforcement. Dr. Fam is working with Anchor Concrete, a local company to improve its competitiveness.
- Dr. Pascale Champagne, also in Civil Engineering, is developing a process to transform waste biomass into valuable chemicals and biofuels. Utilities Kingston is partnering with Dr. Champagne in her work.

Our researchers – and those of you in business - know there is no guarantee that a great idea will work, that a great product will be a commercial success, or that the market will remain steady.

Whether you run a chemistry lab or a construction company, there is always a risk of failure. But academics, like entrepreneurs, are driven to try. We have a much better chance of success through collaboration, and through sharing ideas and resources.

Commercialization and Partnership

For the past 20 years, led by PARTEQ Innovations—the country's most advanced university tech-transfer office -- Queen's has placed its discoveries in the marketplace with great success.

The potential benefit for Kingston is when these leading-edge commercial products or services remain based here, but sometimes it is difficult to make this happen:

- Venture capital companies want these spin-offs to move closer to their headquarters;
- Appropriate land and buildings aren't readily available on the local market; and
- The pool of management talent may be more concentrated elsewhere.

We are trying to change these dynamics.

Innovation Park –originally a partnership between Queen's and the province - is now a hub of academic and industrial R &D in Kingston. The industry anchor and strategic research partner is Novelis, and there are more than 20 organizations working in concert to stimulate commercialization and economic development across South Eastern Ontario.

Here are a few of the exciting start-ups associated with Innovation Park:

- ENDETEC began at Queen's in 2003 in the wake of the Walkerton water contamination tragedy. The company was founded to commercialize a novel method of automating water testing that's now being used globally.
- GreenCentre Canada is a national commercialization facility, funded by the federal and provincial governments, that has experts working to develop clean, less energy-intensive alternatives to traditional chemical products and manufacturing processes. It has attracted internationally-trained talent to Canada and Kingston.
- In partnership with Queen's, the Novelis Global Technology Centre is developing a breakthrough concept in air filtration that has the potential to significantly reduce the spread of infectious diseases, like influenza.

I ask you to consider how your organizations and businesses could get involved with Queen's, St Lawrence College, RMC, other businesses and industry. We need to get creative and compete together to bring more government funding and private investment to Kingston. Other cities, like London, Ontario and Waterloo, are already moving forward with broad-based partnerships. We need to do more of that here in Kingston.

Queen's Vice-Principal (Research) Steven Liss and Innovation Park Director Janice Mady would be pleased to talk with you and discuss any idea you have and you can visit www.queensu.ca/industry. This is the time for us all to think strategically about new ways to drive economic activity and innovation in our community.

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The potential for transformative partnerships is not limited to science and technology. The City and Queen's are also working together to solidify Kingston's reputation as a cultural hub in Eastern Ontario.

Queen's is grateful for the City's financial support, along with funding from the federal and provincial governments and the generosity of private donors, for the Isabel Bader Centre for the Performing Arts. Construction is set to begin next spring. The project steering committee now includes the City's cultural director Brian McCurdy. This will ensure a tighter integration among events and programming across all Kingston facilities.

The City's new Cultural Plan identifies Queen's arts and other programs as potential engines of cultural growth. Presenting coordinated and complimentary programming in our arts and music venues is one key piece. This could generate new events and enhance cultural tourism in Kingston. If you have an idea to support this important sector of the local economy, let's build on it together. Gordon Smith, Associate Dean in the Faculty of Arts and Science, is your first point of contact.

The Green Economy

Finally, Kingston envisages becoming Canada's most sustainable city. Queen's shares that vision.

We are ranked third among Ontario universities for our sustainability activities on and off campus. With our older historic buildings, we certainly have some challenges, as we strive to meet the city's heritage requirements, while aligning with LEED standards and watching our budget. Our relationship with the City is key in achieving a reasonable balance that preserves the heritage aspects of our buildings and maximizes energy conservation and operational efficiency.

There are many opportunities for enhanced partnerships between the university and the community that can help us all contribute to a healthier planet.

I'll take a few minutes to talk about one particular area – solar energy.

Queen's is currently looking at adding solar panels on main and west campus and at our Biological Field Station, north of the city on Lake Opinicon. Researchers Joshua Pearce and Stephen Harrison are working with Associate V-P (Facilities) Ann Browne on that initiative

We are in great company. St. Lawrence College is implementing the largest solar photovoltaic rooftop installation at any post-secondary institution in Canada. I congratulate President and fellow alum Chris Whitaker for leading the way on this initiative.

SWITCH Kingston's network of businesses, research and educational institutions, professionals, volunteers, and students demonstrates that we are a community working together towards a common goal. SWITCH is based at Innovation Park and working to make the city the first community of its size to install 1,000 solar energy systems. If you aren't involved already, you can find out more at switchkingston.ca.

Dr. Praveen Jain, with PhD student John Lam, in our department of Electrical and Computer Engineering has invented a new greener lightbulb. Dr. Jain has also invented a microinverter that improves the efficiency of solar electrical systems, even in snow or shade. The microinverter is being refined by his start-up, SPARQ Systems at Innovation Park, with plans to have it on the market next year.

Queen's is also part of the New Energy Project that aims to position and market the KFL&A area as a "green" region. By working together, we can market this region's opportunities to like-minded businesses and organizations and bolster the local and regional economy.

We can also link up all parts of supply chains to stimulate economic and community development in target sectors. This week we've seen some good news in this regard.

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I hope that you will follow up with me, and share your ideas, questions and suggestions on how we can work together to develop our economy. I hope this inspires more collaborations and connections across our great community.