



CITY OF KINGSTON
REPORT TO ARTS, RECREATION AND COMMUNITY
POLICIES COMMITTEE

Report No.: ARCP-12-001

TO: Chair and Members of Arts, Recreation and Community Policies Committee

FROM: Lanie Hurdle, Commissioner, Community Services

RESOURCE STAFF: Adele Lafrance, Director, Community and Family Services

DATE OF MEETING: January 26, 2012

SUBJECT: Community Poverty Reduction Plan

EXECUTIVE SUMMARY:

In 2010, The City of Kingston, the United Way serving KFL&A and the Kingston Community Roundtable on Poverty Reduction worked together to establish a Steering Committee to lead the development of a community based poverty reduction plan. A consultant was retained to support the efforts of the Steering Committee which had two representatives from each organization. The development process of the plan included a number of public consultations, interviews with key stakeholders, survey and workshops.

Five (5) areas of service have been identified by the community as priorities to reduce poverty:

1. Health Services
2. Social Services and Community Supports
3. Skill Development & Employment services
4. Housing Services
5. Community Supports for Education

Specific goals and objectives were identified for all service areas listed above. The first step of the implementation process will be to develop benchmarks and outcome measures for the community goals and objectives. These measures will focus community efforts and enable the community to track the implementation progress.

The poverty reduction plan is a community plan and not a City of Kingston plan. The City is one of the stakeholders that needs to play an important role in reducing poverty. The City's role will be more important in areas such as social services and housing services due to its service delivery responsibilities and its ability to lead more changes.

The implementation of this plan will require the involvement of a number of community agencies and organizations as well as people living in poverty. The implementation is to be done through a community based working group system, which is similar to the system that has been used to implement programs such as Success By Six. Working groups, except for Housing, are entirely

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community based and not directly reporting to the City of Kingston. The Framework proposes that the City's Housing and Homelessness Advisory Committee serve as the Housing working group in order avoid duplication of efforts in the community. United Way and the City of Kingston have committed to providing support to working groups. The Kingston Community Health Centres has also expressed an interest in supporting the Health Service working group.

The implementation of this Plan is action oriented and is a long term objective as it will require changes in policies and organizational cultural changes.

In late December, the Roundtable on Poverty withdrew its support to the plan. City staff and United Way will continue to work with former members of the Round Table to encourage their involvement in the appropriate working groups.

RECOMMENDATION:

1. **THAT** Council direct staff to continue to work with United Way and other community agencies/organizations to play a role in the implementation of the Community Poverty Reduction Plan; and
2. **THAT** Council direct staff to provide support to Community Poverty Reduction Plan working groups as required; and
3. **THAT** Council direct staff to report back at least once per year on the implementation progress of the Community Poverty Reduction Plan.

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AUTHORIZING SIGNATURES:

ORIGINAL SIGNED BY COMMISSIONER <hr/> Lanie Hurdle, Commissioner, Community Services
ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER <hr/> Gerard Hunt, Chief Administrative Officer

CONSULTATION WITH THE FOLLOWING COMMISSIONERS:

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

(N/R indicates consultation not required)

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OPTIONS/DISCUSSION:

In September 2010, a report to Council suggested a coordinated community strategy be used to reduce poverty and recommended the strategy be funded and supported by the City and United Way and developed through a steering committee composed of representatives from the City of Kingston, the United Way serving KFL&A and the Kingston Community Roundtable on Poverty Reduction.

In the early part of 2011, a series of community engagements were held to develop goals and objectives that would form the basis of a strategic plan to reduce poverty in Kingston.

The methodology was developed to allow the Project Steering Committee to consult widely with the community and ensure the voices of people who experience poverty were heard. The Committee completed the major steps in the methodology as follows:

- Implemented a survey to gather information about poverty in Kingston from the public.
- Researched leading practices and learnings from the past and other communities in North America.
- Conducted community consultations, conversations and focus groups.
- Facilitated a public workshop to develop goals and objectives for the strategic plan.

A number of city and community plans were also reviewed to ensure that final recommendations in the Poverty Plan are in line with other strategic directions of the City and the community. The Community Poverty Plan has strong linkages to the Sustainable Kingston Plan and, in particular, to the Poverty and Homelessness theme within the Sustainable Kingston Plan. The Community Reduction Plan provides a much more detailed examination of the Poverty and Homeless Theme than is provided by the Sustainable Kingston Plan and provides secondary strategic alignments to the Sustainable Kingston Plan in the following areas:

- Economic Pillar/Economic Development Theme:
 - Sustainable Kingston Goal: Address relationship between sustainable economic development and creating jobs necessary to reduce poverty.
- Economic Pillar/Labour Market Development Theme
 - Sustainable Kingston Goal: Provide a diversity of jobs with fair wages and safe working conditions.
 - Sustainable Kingston Goal: Support the adaptation of the labour force to new employment opportunities.
- Social Pillar/Education & Learning Theme
 - Sustainable Kingston Goal: Provide training and skills development designed to meet current and emerging market needs through our strong base of learning institutions.
- Social Pillar/Health and Wellness
 - Sustainable Kingston Goal: Provide every citizen with doctors, health care practitioners and health care services that are accessible and efficient.

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- Sustainable Kingston Goal: Provide and support affordable, accessible recreation and leisure opportunities that support healthy living and active lifestyles.
 - Social Pillar/Food & Nutrition Theme
 - Sustainable Kingston Goal: Promote the coordination of food providing services for low income residents.
 - Cultural Pillar/Active Citizenship Theme
 - Sustainable Kingston Goal: Strive for vibrant neighbourhoods that promote community development through accessible and available information, services, programs and community associations.
 - Sustainable Kingston Goal: Facilitate meaningful opportunities for members of the community to connect, engage in dialogue, and take action on issues that affect the community's sustainability and well being.

Five (5) strategic areas of service have been identified by the community in the as priorities to reduce poverty:

Housing

- A safe, stable, accessible and affordable home for everyone

Skills Development and Employment

- An economic plan that creates living-wage employment opportunities.
- A community that understands and embraces the benefits to the entire community of providing living wage jobs.
- Enhancing skills and employment potential of people to access living wage jobs.

Community Supports for Education

- Local education supports that expose students to all types of options and helps them make choices to reach their full potential.
- All children, families and neighbourhoods have access to the support and services they need to support their education.
- An awareness that equitable, inclusive education reduces poverty.

Social Services and Community Supports

- Programs and services are coordinated and meet the unique and changing needs of individuals and families.
- A social assistance system that provides all the eligible income security, programs and services to people in need.
- An integrated and compassionate community that recognizes and accepts responsibility to individuals and the community.

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Health

- The community at large understands that health is impacted by poverty, employment, housing, education, food security, income, social and physical environment and other determinants of health.
- A safe, reliable, local, healthy, and sustainable food supply for all Kingston residents.
- All citizens have equal opportunities for their best health potential.

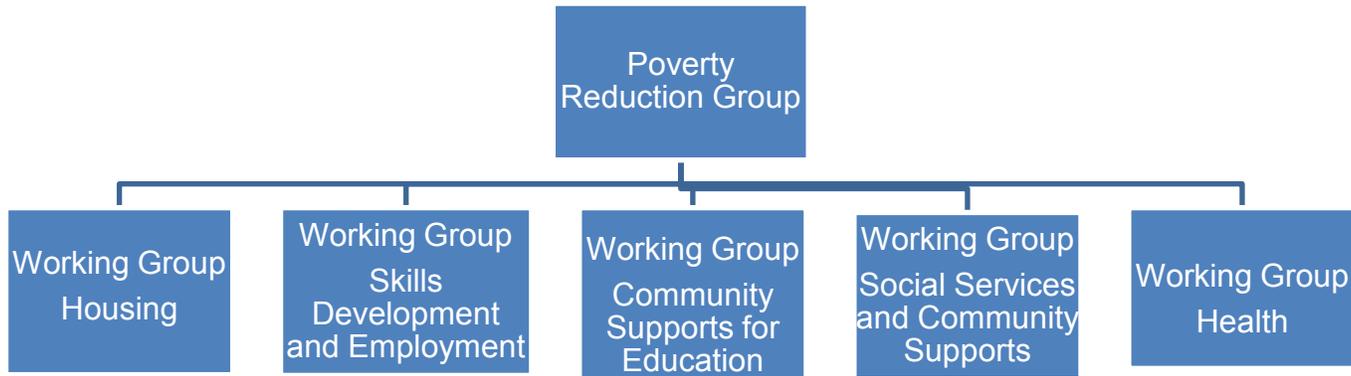
Implementation

The implementation of this plan will be done through a working group model which will include members of various community agencies/organizations. Proposed membership is included in the terms of reference attached in Exhibit B. It is proposed that the City have a representation on each working group. Chairs of the working groups will report to the Poverty Reduction Group, which will be the lead organization to ensure implementation of the Community poverty Reduction Plan. This concept is similar to the Success by Six model established by United Way. Both United Way and the City have identified resources to support working groups. The Kingston Community Health Centres have indicated an interest in supporting the Health Services working group.

It is important to note that the Housing working group has a different structure and terms of reference than the other four (4) working groups. It is recommended that the City's Housing and Homelessness Committee act as the Housing working group. The rationale for this recommendation is that the City's Housing and Homelessness Committee is already addressing most of the goals and objectives identified by the community. The City's Committee also has a wide community representation and there was some concern about duplicating membership and roles and responsibilities. It was recognized that sub working groups may be established to address some of the more specific issues and services such as tenant education. It is important to note that this Housing working group could be amended as necessary if it does not meet the community needs.

In late December, the Community Roundtable on Poverty informed the City and United Way that it was withdrawing its support to the plan. City staff and United Way will work with former members to encourage their involvement in new working groups either as representatives of community organizations such as the KFLA Public Health Unit and the Legal Clinic or as members of the community living in poverty.

The following diagram shows the proposed reporting structure. It is anticipated that other City departments may have to provide input from time to time depending on the topic (e.g. transit). The table below provides a diagram of the working group structure.



Next Steps:

United Way and City staff will recruit members of working groups through an open process, as described in the terms of references of each of the working group. Organizations/agencies, identified as members of working groups, will be asked to identify a representative to sit on working group and positions for members of the public living in poverty will be advertised. It is important that, once initially established, each working group has the ability to amend its membership as it sees fit to meet its needs.

Once members have been recruited, initial meetings will be established to start detailing measures for the goals and objectives identified by the community. Responsibility for measures to achieve goals and objectives will be assign to specific organizations and agencies, including the City. City staff will report back on a yearly basis on assignment of measurable as well as on the overall progress of the Plan. City staff will also set some internal indicators in order to track City of Kingston progress to contribute to the reduction of poverty. Staff will report back on these internal indicators.

EXISTING POLICY/BY LAW:

N/A

NOTICE PROVISIONS:

N/A

ACCESSIBILITY CONSIDERATIONS:

N/A

FINANCIAL CONSIDERATIONS:

N/A

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Mark VanBuren, Director, Engineering Services
Desiree Kennedy, Director, Financial Services & City Treasurer

EXHIBITS ATTACHED:

Exhibit A – Community Poverty Reduction Plan
Exhibit B – Community Poverty Reduction Plan Accountability Framework

Goals & Objectives For Poverty Reduction In Kingston



**Community Report –
November 2011**

**Prepared by:
City of Kingston
Kingston Community Roundtable on Poverty Reduction
United Way serving KFL&A**

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EXECUTIVE SUMMARY

Introduction

In the early part of 2011, a series of community engagements were held to develop goals and objectives that would form the basis of a strategic plan to reduce poverty in Kingston, and this report is a summary of the process and outcomes.

Over the past five years, the city of Kingstonⁱ has been focusing its attention on reducing poverty starting with the Mayor's Task Force on Poverty in 2007. Other initiatives addressed increasing public awareness of poverty, revitalizing neighbourhoods, eliminating homelessness and increasing housing supports, improving access to services, and highlighting inequality.

In September 2010, a report to Council suggested a coordinated community strategy be used to reduce poverty and recommended the strategy be funded and supported by the City and United Way and developed through a steering committee composed of representatives from the City of Kingston, the United Way serving KFL&A and the Kingston Community Roundtable on Poverty Reduction.

Methodology

The methodology was developed to allow the Project Steering Committee to consult widely with the community and ensure the voices of people who experience poverty were heard. The Committee completed the major steps in the methodology as follows:

- Implemented a survey to gather information about poverty in Kingston from the public.
- Researched leading practices and learnings from the past and other communities in North America.
- Conducted community consultations, conversations and focus groups.
- Facilitated a public workshop to develop goals and objectives for the strategic plan.

Findings

The survey results provided a starting point for community consultation and from this data, themes about causes of poverty and potential solutions emerged. The focus groups validated these themes and the community workshop brought these themes, causes and solutions together into areas of focus, goals and objectives. At each phase, the Committee reviewed the feedback and screened the input through a local community filter, focusing priority on areas that could be achieved through local community efforts.

From the survey, the Committee developed guiding principles based on what "community" meant to the respondents. Four components were central to the definition – participation, contribution, inclusion and supportive – and these were combined with the research to produce three themes for the guiding principles – inclusion, community wellbeing and local responsiveness and collaboration. The Committee used the guiding principles to direct decision making and plan development and will continue to use them to further shape the strategic plan.

Other findings from the survey indicated that as a community, Kingston could develop an action plan and engage the community to address these areas of focus: community supports and

services; education system and community supports for education; economic development, skills development and employment; housing; and changing systemic attitudes towards poverty.

The focus group results identified that the major causes of poverty were the need for more: affordable housing, social services and community supports, access to skills development and employment, community supports for education, and health supports. The workshop participants then drafted goals and objectives for these areas.

Goals and objectives

The Committee, building on the workshop outcomes and using the information gleaned from the literature review, which included the indicators of poverty and the deprivation index research results, refined the strategic focus areas and goals.



Strategic Focus Areas

Housing

- A safe, stable, accessible and affordable home for everyone

Skills Development and Employment

- An economic plan that creates living-wage employment opportunities.
- A community that understands and embraces the benefits to the entire community of providing living wage jobs.
- Enhancing skills and employment potential of people to access living wage jobs.

Community Supports for Education

- Local education supports that expose students to all types of options and helps them make choices to reach their full potential.
- All children, families and neighbourhoods have access to the support and services they need to support their education.
- An awareness that equitable, inclusive education reduces poverty.

Social Services and Community Supports

- Programs and services are coordinated and meet the unique and changing needs of individuals and families.
- A social assistance system that provides all the eligible income security, programs and services to people in need.
- An integrated and compassionate community that recognizes and accepts responsibility to individuals and the community.

Health

- The community at large understands that health is impacted by poverty, employment, housing, education, food security, income, social and physical environment and other determinants of health.
- A safe, reliable, local, healthy, and sustainable food supply for all Kingston residents.
- All citizens have equal opportunities for their best health potential.

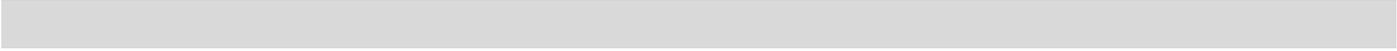
Next steps

The next steps in the development of the strategic plan will be to:

1. Validate the report by making it available to the community for review and comments.
2. Develop recommendations and action steps through consultation with those already working on the issues, subject-matter experts and others.
3. Establish an accountability framework that includes policies, guidelines and terms of reference and links to committees which are currently working on the issues.
4. Determine how the project will be evaluated and design tools and measures to create a robust process.

Thank you

Thank you to all of the community members, organizations, groups, businesses and government agencies who took such an active role in providing feedback to develop the strategic theme areas. Special thanks to the members of the Steering Committee and their respective organizations for their steadfast commitment to this project.



INTRODUCTION

Background

This report describes the process followed and the outcomes produced from a series of community engagements held during the first half of 2011 that were aimed at reducing poverty in Kingston. Kingston has been focusing attention on this issue over the past five years through a variety of interconnected and community-based plans, initiatives and reports relating to poverty reduction, all of which have helped define and inform this project. The following is a brief summary of those of particular significance:

In 2007

- The Mayor's Task Force on Poverty included a series of recommendations towards poverty reduction in Kingston.

In 2008

- The Kingston Community Roundtable on Poverty Reduction was formed as a response to one of the recommendations from the Mayor's Task Force with a mandate to increase public awareness of poverty and develop community resources related to poverty reduction
- United Way serving KFL&A and Community Response to Neighbourhood Concerns introduced Action for Neighbourhood Change. This is a place-based poverty-reduction initiative, which brings community groups and individuals together to engage residents and revitalize neighbourhoods.

In 2009

- The City of Kingston published its Corporate Strategic Plan (2009-2011) which included goals to reduce poverty.
- The United Way serving KFL&A published A Place First: A Community Plan on Housing & Homelessness in Kingston which contained recommendations to meeting housing and support needs.

In 2010

- United Way serving KFL&A worked closely with the City of Kingston and the neighbouring counties to introduce 211, a service that provides information and referral services, improving access.
- Focus Kingston Steering Committee published the Sustainable Kingston Plan which included poverty and homelessness as one of the themes to be addressed.
- The Sisters of Providence of St. Vincent de Paul (Kingston) and the Kingston Community Roundtable on Poverty Reduction sponsored the report, As Sharp as You Could Cut Them: Poverty and Inequality in Kingston.

Further to this work, a report to Council in September 2010 outlined the need to strengthen the social equity pillar of the *Sustainable Kingston Plan* and suggested that there was an opportunity to address the issues of poverty reduction through a coordinated community strategy that would build upon the accomplishments that volunteers and services organizations have achieved.

The report recommended the strategic plan be based on the research that identified four key approaches to poverty reduction: comprehensive thinking and action, multi-sector collaboration, community asset building, and community learning and change.

The report went on to outline that the development of the strategic plan would be funded and supported by the City and United Way and developed through a steering committee composed of representatives from the City of Kingston (the City), the United Way serving KFL&A (the United Way) and the Kingston Community Roundtable on Poverty Reduction (the Roundtable).

Project Steering Committee

Recognizing that the term of the Roundtable would soon be coming to a close, it was important to capture their insight, knowledge and experience. A Project Steering Committee (the Committee) was struck in order to ensure that the development of a strategic plan for the community be inclusive of the Roundtable's work to date. It is also important to build on the strengths and work of other community groups who are working on poverty reduction.

The Committee was made up of two representatives from each of the three organizations: the City, the United Way and the Roundtable. A project coordinator was assigned to the project through the City and the coordinator of the Roundtable joined as an ex-officio member in February 2011.

The Committee was recruited with the following role:

- Develop a project plan to ensure project timelines were met and project scope and objectives were clearly defined
- Determine the method of consultations
- Assign resources to various task groups and oversee activities
- Review, comment and provide expertise during the preparation of reports from research, data and statistical information as well as leading practices from other communities
- Analyze issues and generate options and recommendations concerning potential solutions
- Establish an accountability framework for the groups that will oversee implementation of the community plan

SECTION 1: METHODOLOGY AND DATA COLLECTION

Methodology overview

The methodology was developed to allow the Committee to consult widely with the community and ensure the voices of people who experience poverty were heard. The steps taken to collect data, analyze and compare the findings to the research, refine the results and then go back to the community for validation, helped confirm that the Committee was focusing on the priority needs of the community. After each community consultation, the Committee reached agreement on the interpretation of the findings before moving on to the next step. The project outline is shown below:

Table 1: Project Outline 2010/2011

Activities	Timeline
1. Recruit a project steering committee, with representatives from City staff in Community Services, the United Way and the Roundtable.	Oct. 2010
2. Implement a survey to gather information about poverty in Kingston from the public.	Oct. 2010 – Jan. 2011
3. Research leading practices and learnings from the past and other communities in North America.	Oct. 2010 – May 2011
4. Conduct community consultation, conversations or focus groups with: <ul style="list-style-type: none"> ▪ groups and organizations ▪ key informants ▪ general public and people who are living in poverty 	Oct. 2010 – Apr. 2011
5. Develop areas of focus from the community consultations that will be further explored through a workshop.	Apr. – May, 2011
6. Facilitate a one-day workshop to develop goals and objectives for the plan.	Apr. 2011
7. Research and recommend an accountability framework for achieving the goals and objectives.	May – June 2011
8. Prepare a report to document the work done to develop the areas of focus, goals, objectives and post to stakeholders for input.	July - Aug.2011
9. Project Steering Committee will receive comments, input from stakeholder group and finalize goals, objectives.	Aug.- Sep. 2011
Next Steps	Timelines
10. Validate the report by making it available for review and comments.	Summer 2011
11. Develop recommendations and action steps through consultation with those already working on the issues, subject-matter experts and others.	Fall 2011
12. Establish an accountability framework that includes policies, guidelines and terms of reference and links to committees which are currently working on the issues.	2011-2012

13. Determine how the project will be evaluated and design tools and measures to create a robust process.	2012
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The Committee used several techniques to gather information based on the experience, reality and solutions from community organizations, agencies and individuals. These were as follows:

- survey of individuals, social service organizations, institutions, organizations, community groups and coalitions regarding the causes of poverty and potential community solutions
- consultation with key informants from government, elected officials, service providers, organizations and groups who were identified from a stakeholder list developed by the Committee
- two public focus group sessions to further explore and prioritize causes identified by the survey and identified actions the community might take to reduce poverty
- five targeted focus groups sessions at social-service organizations to understand how individuals and families living in poverty are impacted and what actions the community could take to improve their quality of life
- a public workshop to develop goals and objectives that would be used to inform the report

Survey and key informant interviews

The Committee developed an online survey to understand the community’s views about the causes of poverty and what Kingston as a community can do to alleviate and reduce poverty.

Invitations to participate in the survey, including the online link, were distributed in December 2010 to a broad community stakeholder list, including aboriginal service providers, and accessibility service providers and to other contacts provided by the Committee. Information about the survey and how to access the link was posted on the City of Kingston, the United Way and the Roundtable’s websites and was available in both English and French. It was also advertised in local newspapers and promoted through social media. Key informants, identified early in the process, were interviewed by the co-chairs and their input included in the survey results.

The survey contained three main question types:

- Categorical questions asked if the respondent lived in Kingston and if the respondent was responding as an individual or on behalf an organization.
- Descriptive questions asked respondents to express their opinions and ideas about community, causes of poverty and what can be done about it.
- Contact information was requested if the respondent was interested in participating in a focus group or workshop.

Survey response numbers are shown in Table 2. Based on the 2006 population census data of 117,207, the survey was accurate 17 times out of 20 with a margin of error or 6.8% which corresponds favourably with the response rates of other community surveys that ask about poverty.

Table 2: Poverty in Kingston Survey Statistics

Respondents by Stakeholder Group	No. Responses
Individual	131
Social service organization	35
Institution or organization	29
Coalition or community group	7
Other	6
Total	208

Community focus groups

During the months of March and April 2011, the Steering Committee held seven focus groups that would further examine and prioritize the causes identified by the survey and identify the actions the community might take to reduce poverty.

- The public was invited to attend two general focus groups. Participation was sought using the contact list developed from the survey, a broad community stakeholder list, a media release and information posted on the City, United Way and Roundtable websites and local newspapers.
- Five focus groups were held at agencies that provide community programs or services. Participants, who included seniors, parents living in poverty, youth including those who may be marginalized, persons with a disability or their parents and guests of the Gathering Place, were recruited and registered by the hosting agency and attendance ranged from 1 to 15 participants per session.

The dates, locations and the number of participants for each focus group are shown in Table 3.

Table 3: General and Target Focus Group Information

Date	Location	No. Participants
2011-03-22	Salvation Army Rideau Heights Community Church, 183 Weller Avenue	32
2011-03-24	Gathering Place, 342 Patrick St.	15
2011-03-29	Better Beginnings for Kingston Children, 900 Montreal	8
2011-03-29	City Hall, Memorial Hall, 216 Ontario Street	44
2011-03-31	Artillery Park, 76 Ordnance St.	1
2011-03-31	Unison Place, 417 Bagot St.	14
2011-04-05	Independent Living Centre, 298 Concession St.	8
Total No. Participants		122

Focus group participants were:

- given a brief overview of the purpose and process of the poverty reduction plan
- reviewed the results of the survey and prioritized causes of poverty according to their experience
- developed action steps to address what they identified as the top three to five causes

The Committee analyzed the data from the focus groups to validate and prioritize the strategic focus areas. This analysis then formed the basis of the poverty-reduction workshop.

Workshop

The Committee hosted a public workshop, attended by 97 participants, to continue the community consultation. At the workshop, facilitated by the consultants and Committee members, participants developed goals and objectives for the focus areas.

Following the workshop the Committee analyzed the compiled workshop outputs and finalized the goals and objectives.

Document review

The Committee collected and reviewed information pertinent to the project such as: poverty reduction plans from provinces and other municipalities, items of interest from the news, reports and research relating to poverty reduction, indicators of poverty, deprivation indices and information about municipal and community initiatives taking place in Kingston and in other communities. The information from the document review was used to validate findings, update outputs and inform the next steps in the project outline. Findings that pertained to possible activities that could eventually be incorporated into the plan were noted.

Note on the methodology

The data collection and analysis processes relied solely on narrative responses (qualitative data) which were open to interpretation. Although the methodology provided community members several opportunities to provide input through general and targeted focus groups, using focus groups to prioritize causes of and solutions to poverty may not have accurately reflected the results that would have been achieved if a representative sample size had been used to collect quantitative data.

The analysis of the surveys, and focus group and workshop outputs, meant continually refining earlier findings as the methodology proceeded. Some areas that were initially identified as key themes and priorities were reviewed carefully to ensure that local community efforts could have an impact.

FINDINGS

The survey results provided the starting point for community consultation and from this data, themes emerged that would be explored further. Validation of the causes of poverty and potential solutions were provided by the focus groups and there was consistency of opinions and ideas among groups. The community workshop brought these themes, causes and solutions together into areas of focus, goals and objectives. The Project Steering Committee reviewed the feedback and as part of the analysis screened the input through a local community filter, focusing priority on areas that could be achieved through local community efforts. Like feedback was merged and blended with similar subject matter to reduce duplication.

Survey results

There were 208 responses to the surveys and after sorting and coding the responses, there were close to 2,000 ideas that were then consolidated into major categories for each of the questions.

Meaning of “community”

Of the 465 descriptions that answered the question, “What does 'belonging to community' mean to you?” four emerged as central components: participation, contribution, inclusion and supportive. Other frequently mentioned descriptors were: neighbourhood, being recognized, acceptance, equality and involvement.

Guiding principles

Using the responses to meaning of community, Kingston’s sustainable plan and lessons learned from other communities, the Committee’s analysis produced three themes: inclusion, community wellbeing, local responsiveness and collaboration. The Committee then used these themes to develop principles to direct decision making and the plan development. As the report is shared with, and implemented by community partners, the guiding principles will provide context and values that will help create ways of working together and solutions that are based on interactive problem solving, focused on the same goals and make best use of existing community assets.

Survey responses: causes and solutions regarding poverty

The survey asked three questions about the causes and solutions to poverty:

1. What do you believe causes poverty?
2. What do you think needs to be done to reduce poverty?
3. What can we do, as a community, to reduce poverty in Kingston?

The themes that emerged are shown in Tables 4, 5 and 6. The “other” category represents answers in the lowest percentages and which did not fit with the major themes. Percentage totals that do not add to 100% are due to rounding.

Table 4: “What do you believe causes poverty?”

Barriers to access to:	Percent of answers
Healthcare system	23
Improving socio-economic status	19
Education system and community supports for education	16
Skills development and employment	12
Community supports and services	7
Housing	7
Other (family status, government policy, systemic, transportation, did not answer)	15.5
Total	99.5

Table 5: “What do you think needs to be done to reduce poverty?”

Areas that needed improvement	Percent of answers
Community supports and services	31
Education system and community supports for education	24
Housing	13
Increase income levels	13
Economic development, skills development and employment	10
Other (tax reform, best practices, financial service regulation, did not answer)	9
Total	100

Table 6: “What can we do, as a community, to reduce poverty in Kingston?”

Actions	Percent of answers
Develop an action plan	16
Engage community	9
Areas of focus	
Community supports and services	20
Education system and community supports for education	12
Economic development, skills development and employment	11
Housing	11
Change systemic attitudes towards poverty	10
Other (change tax laws, control spending, transportation, provide technology, do not know, did not answer)	11
Total	98

Poverty reduction in Kingston focus group results

Several participants noted the causes of poverty are interrelated and it was difficult to single out only major ones. However, there was consistency among the results. Major causes of poverty in Kingston were identified as:

- need for more affordable housing
- social services and community supports
- access to skills development and employment
- need for community supports for education

- health

In addition it was recommended that an overarching theme to address systemic and attitudinal barriers would be included in all five focus areas.

Community plan for poverty reduction workshop

The areas of focus for the workshop were:

- housing
- skills development and employment
- community supports for education
- social services and community supports
- systemic attitudes and barriers surrounding poverty
- health

Indicators of poverty and deprivation index research results

Health is one reason to reduce poverty, but it is mutually beneficial to consider the connection that exists between all of the determinants of health, health outcomes and poverty. It is impossible to separate poverty from health, or education, or housing, or employment, each is integrally linked. Most of the determinants of health are negatively impacted by living in poverty and opportunities to improve most of these determinants, including health outcomes, while living in poverty are limited and often extend across generations. This is why it is imperative to think about poverty reduction by way of improving the determinants of health.

This community report, built upon community feedback, highlights the understanding and the need to improve in several key areas of the determinants of health – social and physical environments, income, employment, education, literacy, and social support networks.

Staff from the City of Kingston and the Roundtable gathered data about poverty that was informative in shaping the areas of focus. Highlights of their findings are shown here while more extensive findings are contained in the appendices.

Housing

In Kingston, one out of every two renters is in need of adequate, suitable and affordable housing, which is comparable to the overall housing need in Ontario.ⁱⁱ However, Kingston's 2010 vacancy rate of 1.0 % is well below provincial (2.9%) and federal (2.6%) averages which negatively affects affordability.ⁱⁱⁱ In 2006, Kingston's vacancy rate was 2.1% and forecasted at 1.2% for 2011.^{iv} Kingston has had persistent low vacancy rates for several years. Twenty percent of renters spend at least half their income on housing, double the national average.^v For the most vulnerable residents, finding and maintaining housing is even more difficult. The average apartment in Kingston is priced well beyond the means of people on assistance and the average wait for social housing can be five to eight years for a one bedroom unit.^{vi}

Employment and income

In 2006, the unemployment rate for the City of Kingston and surrounding areas was up from 6.6% in 2001 to 6.9%, which, while lower than the provincial average, is slightly higher than the national average.^{vii} A finer breakdown of the data shows that unemployment rates in the Rideau Heights neighbourhood was at 15.9%.^{viii}

In 2006, 12.3% (3,794) of families in Kingston lived under the Statistics Canada Low Income Cut off (LICO) compared to 11.4% nationally. This represents 9,792 adults and 2,762 children.^{ix} Based on Ontario Works and Ontario Disability Kingston beneficiary caseload data for 2006,^x it was estimated that 2,501 people were living under the LICO but not in receipt of social assistance.

Education

School-readiness results for 2008/09 varied according to neighbourhoods. The scores for the north-central part of the City showed that 37.1% of children scored low on at least one of the indicators compared to 15.5% in the west part of the City, while provincially 28.5% of children showed low scores. Provincially tested scores show that those from the Limestone Board of Education are generally below the provincial average, but these scores are on an upward trend.^{xi}

Level of education reached also varied by neighbourhood. In Alwington, 82% have university education; compared with Rideau Heights at 8%. Additionally, 32% of its residents do not have a diploma or high-school certificate.^{xii}

Social Services and Community Supports

In Kingston, over 10% of the population receive social assistance. The Partners in Mission Food Bank reported that 2009 was its second busiest year, with 10,247 hampers distributed and it was the biggest single-year increase since the food bank's inception in 1986.^{xiii} In 2010, the Partners in Mission Food Bank saw an increase over 2009, reporting the distribution of 10,551 hampers.^{xiv}

Health

Income impacts the health of individuals on a multitude of levels.^{xv} Those who live in poverty have significantly worse health outcomes and shorter life expectancies. The Determinants of Health, as defined in the Ontario Public Health Standards 2008,^{xvi} includes:

- income and social status,
- social support networks,
- education and literacy,
- employment and working conditions,
- social and physical environments,
- personal health practices and coping skills,
- healthy child development,
- biology and genetic endowment,
- health services,
- gender,
- culture, and
- language.

POVERTY REDUCTION REPORT: GUIDING PRINCIPLES

Inclusion

- Solutions and services need to be accessible to everyone, providing residents with a sense of belonging and living free of prejudice and discrimination.
- We believe that those living in poverty have an active role in planning and decision making.
- All voices are respected and all processes and systems are compassionate and sensitive to the needs of all in the community.

Community Wellbeing

- We want to continue to work on solutions that benefit the entire community, recognizing that this is the start of an ongoing process of engagement and shared ownership.
- Solutions will work towards being integrated, balanced and accountable, building on our strengths as a community.

Local Responsiveness and Collaboration

- We recognize that all individuals and organizations have assets to offer and we acknowledge that no one group bears the responsibility of addressing the issue of poverty.
- We all need to move collectively towards a common goal, abandoning blame and acknowledging that those who live in poverty, service providers and the community at large play an active role in creating solutions.
- We want to build awareness among members of the community, so they realize that we are all responsible and that preventing and reducing poverty has a positive impact on the entire community.

SECTION 2: GOALS AND OBJECTIVES FOR POVERTY REDUCTION

During the public workshop, each group worked on creating a vision for their area of focus and from that vision, they developed goals and objectives. Once the outputs from the workshop were compiled and edited, the Committee established the final areas of strategic focus and the goals and objectives that would address each area.

Suggestions for action and recommendations identified during the session were noted and will be reviewed and refined during the consultations with key informants and others in the community who are currently working on these strategic focus areas.

Strategic Focus – Housing

Goals	Objectives
1. A safe, stable, accessible and affordable home for everyone.	1. Increase the number of residential units that are mixed-income, integrated (social and affordable housing) for all (singles, families, seniors and youth).
	2. Reduce wait times for those on the list for social housing by increasing the number of portable rent supports.
	3. Increase vacancy rates by increasing the number of residential units available within 5 years.
	4. Increase engagement and empowerment of low income residents in neighbourhoods.
	5. Increase coordination and accessibility of client-focused programs and services for residents who require support.
	6. Increase awareness and knowledge for both tenants and landlords of human rights in housing to remove barriers caused by discrimination.
	7. Increase community acceptance of mixed-income housing neighbourhoods.

Strategic Focus – Skills Development and Employment

Goals	Objectives
1. An economic plan that creates living-wage employment opportunities.	1. Increase access to living-wage employment by increasing focus on the new economy and emerging and growing labour market opportunities.
	2. Develop networks to support community economic development and promote the use of local suppliers, growers, manufacturers, distributors and retailers.

Goals	Objectives
	<p>3. Widen access to information about occupations that are expected to grow rapidly, will have large numbers of job openings or are new and emerging occupations. (E.g. Queen's and St. Lawrence College, KEDCO libraries, studies and reports and professional association resources.)</p> <p>4. Increase job creation and economic development opportunities by working with all levels of government.</p>
2. A community that understands and embraces the benefits to the entire community of providing living wage jobs.	<p>1. Increase community education and awareness of the advantages and benefits of reducing poverty through hiring people who are unemployed and underemployed at a living wage.</p> <p>2. Increase awareness of all citizens and employers regarding the barriers to employment that people in poverty face, the importance to removing barriers and how everyone can benefit and contribute.</p> <p>3. Encourage employers to pay living wage salaries and benefits.</p>
3. Enhancing skills and employment potential of people to access living wage jobs.	<p>1. Motivate children to stay in school and inspire them to be the best they can be.</p> <p>2. Increase career and skills development programs that provide the proper support at any stage in a person's employment.</p> <p>3. Increase access and effectiveness of employment supports programs that provide job screening services that match people with disabilities with the right employer.</p> <p>4. Increase advocacy and outreach to local employers to improve attitudes regarding the employment potential of people living in poverty.</p>

Strategic Focus – Community Supports for Education

Goal	Objectives
1. Local education supports that expose students to all types of options and helps them make choices to reach their full potential.	<p>1. Increase the number of students who, upon leaving school, have the skills to lead productive lives.</p> <p>2. Improve resources for students to learn, according to their abilities.</p> <p>3. Help students learn better in school through the increased engagement of parents/caregivers and teachers.</p>
2. All children, families and neighbourhoods have access to the support and services they need to support	<p>1. Increase availability and access to local community programs that meet the needs of students and their families.</p> <p>2. Increase after-school programs that integrate curriculum requirements with enrichment activities, in smaller groups with one-on-one attention.</p>

Goal	Objectives
their education.	3. Increase awareness and provide opportunities for parents, caregivers and other community members to be spokespeople and advocates for their children and their schools.
	4. Improve integration of school board enrolment planning/ facility closure & expansion with the City's neighbourhood development and planning processes.
3. An awareness that equitable, inclusive education reduces poverty.	1. Implement a "system navigators" program to guide parents and caregivers to the services they need to keep students in school.
	2. Increase awareness of opportunities to access adult literacy programs.

Strategic Focus – Social Services and Community Supports

Goals	Objectives
1. Programs and services are coordinated and meet the unique and changing needs of individuals and families.	1. Increase the opportunities for individuals and families to provide feedback on how they want programs and services to be accessed and provided.
	2. Increase the coordination and integration of programs and services by adopting a "wrap around" approach to ensure needs are met.
	3. Reduce the complexity of accessing programs and services through the development of system navigation supports.
	4. Increase system capacity to provide a client-centred delivery model that meets the unique needs of clients.
	5. Keep programs and services updated and relevant to meet the individual and changing needs of clients and their families.
2. A social assistance system that provides all the eligible income security, programs and services to people in need.	1. Increase awareness of the need for proper income supports, programs and services for today and the future.
	2. Reduce barriers to accessing eligible income assistance, benefits and supports.
	3. Increase the awareness of organizations and services providers to inform clients about their rights and enable them to access the assistance and supports they are eligible to receive.
3. An integrated and compassionate community that recognizes and accepts responsibility to individuals and the community.	1. Increase opportunities for every resident to participate in all aspects of life and activities in Kingston.
	2. Strengthen existing neighbourhood associations and promote and encourage new neighbourhood groups and associations.
	3. Promote and advocate that social inclusion be considered by all services and businesses in Kingston.

Strategic Focus –Health

Goals	Objectives
1. The community at large understands that health is impacted by poverty, employment, housing, education, food security, income, social and physical environment and other determinants of health.	1. Increase community awareness of the health impacts of poverty.
	2. Increase community awareness of policies and actions that can improve health outcomes by reducing poverty.
	3. Increase the number of organizations and municipal departments utilizing health and health equity impact assessment tools in their planning process and policy writing.
2. A safe, reliable, local, healthy, and sustainable food supply for all Kingston residents.	1. Increase the availability and affordability of nutritious food for all income levels.
	2. Increase the number of residents who are food-secure.
3. All citizens have equal opportunities for their best health potential.	1. Increase the number of residents who have access to services they require.
	2. Increase community involvement with a focus on neighbours helping neighbours.
	3. Enhance access to programs and services for all citizens, including persons with a disability, youth, children, persons with mental health issues and seniors.
	4. Coordinate system navigation supports with other social services and community support agencies to make it easier for people to know what services are available and how to access them.

NEXT STEPS

Validation

The report will be made available over the summer for review and comments. The Steering Committee will review the input and finalize the goals and objectives and complete its mandate as a committee.

Developing Recommendations and Action Steps

The months following this will be spent developing recommendations and action steps in the five strategic focus areas.

This will involve consultations with those already working on these issues, subject matter experts and conversations with groups and individuals. This process will serve to validate goals & objectives, identify what's working well in these areas, discuss what else can be done locally and document any plans or initiatives in existence or in the process of being created.

Accountability Framework

Simultaneously, it will be important to establish the accountability framework and develop the guidelines and terms of reference. It is hoped that this process will build on the work already being done by various groups, expanding membership in existing committees and working in collaboration.

Evaluation

Developing an evaluation process will be important to inform community-wide efforts to reduce poverty. It is recommended that a robust evaluation process be built in right from the start. This will help to better understand and evaluate the outcome of collaborative efforts. It will be important to measure population-level change, evaluate processes that are constantly evolving and use multiple data at different phases to guide evaluation choices.

THANK YOU

Thank you to all of the community members, organizations, groups, businesses and government agencies who took such an active role in providing feedback to develop the strategic theme areas. Your involvement in completing the survey, participating in the focus group sessions and attending the workshop contributed greatly to the overall quality of the goals and objectives developed to date. As a community we look forward to working hand in hand with you all as we continue our efforts to reduce poverty. Special thanks to the members of the Steering Committee and their respective organizations for their steadfast commitment to this project

ⁱ Reference to City of Kingston includes geographic boundaries within the City of Kingston and does not include the County of Frontenac

ⁱⁱ Statistics Canada, 2006 as cited by Federation of Canadian Municipalities Quality of Life Reporting System

ⁱⁱⁱ Canada Mortgage and Housing Rental Market Survey, Kingston, 2010

^{iv} Canada Mortgage and Housing Corporation, Rental Market Report – Kingston CMA, Fall 2010, http://www.cmhc-schl.gc.ca/odpub/esub/64671/64671_2010_A01.pdf?fr=1316455086858

^v Statistics Canada, 2006 as cited by Federation of Canadian Municipalities Quality of Life Reporting System

^{vi} City of Kingston, Community & Family Services, Social Housing Registry Statistics

^{vii} Statistics Canada, 2006 as cited by Federation of Canadian Municipalities Quality of Life Reporting System

^{viii} Statistics Canada, 2006 as cited in City of Kingston Neighbourhood Profiles, 2006

^{ix} Statistics Canada, 2006 as cited by Federation of Canadian Municipalities Quality of Life Reporting System

^x Ministry of Community & Social Services, Quarterly Reports, December 2006

^{xi} United Way-Kingston, Frontenac Lennox and Addington, Children and Youth Community Profiles, 2010

^{xii} Statistics Canada, 2006 as cited in City of Kingston Neighbourhood Profiles, 2006

^{xiii} Kingston Community Roundtable on Poverty Reduction, 2010 Deprivation Index

^{xiv} Partners in Mission Foodbank, July 2011

^{xv} Mikkonen, J., & Raphael D., 2010. Social Determinants of Health: The Canadian Facts, Toronto: York University School of Health Policy and Management.

^{xvi}

http://www.health.gov.on.ca/english/providers/program/pubhealth/oph_standards/ophs/progstds/pdfs/ophs_2008.pdf

Poverty Reduction In Kingston



**Accountability Framework -
November 2011**

**Prepared by:
City of Kingston
United Way serving KFL&A**

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ACCOUNTABILITY FRAMEWORK

Background

A 2010 City Council report stated that the community strategic plan would address the need for the ongoing allocation of resources and capacity along with clear lines of community accountability and monitoring of the plan.

An accountability framework is a critical element for successful implementation of community poverty reduction plans because it oversees the implementation of the plan, ensures tasks are completed and monitors and evaluates performance against goals and objectives.

Implementation of poverty reduction initiatives requires unique elements to enable multiple community stakeholders from different sectors to work collaboratively towards a common goal.

The following elements are essential in moving forward:

- A structure that enables communication, collaboration and the building or strengthening of community relationships and partnerships from all sectors.
- Representation for each of the strategic focus areas, giving voice not only to those typically marginalized from larger community decisions, but also business people, university professors and members of service clubs.*
- Leaders who are able to influence and engage their sector in implementation.
- Documentation that defines roles and responsibilities, guides decision making, describes how work gets done and provides clear terms of reference for the accountability body and its working groups
- A structure that provides processes for reviewing goals and objectives, measuring and reporting on progress, providing an ongoing evaluation that allows the necessary course correction as required.

**Involving these individuals in community conversations can help raise awareness about inclusion as well as create opportunities for training, employment and volunteer participation. (Social Inclusion in the City of Hamilton, The Caledon Institute of Social Policy, 2011)*

A review of poverty reduction plans from selected cities and counties was completed and provided insight into frameworks that worked well and could be adapted for Kingston. While a variety of different accountability frameworks have been developed in other plans and were reviewed by the Steering Committee, Hamilton's Plan includes a comprehensive accountability framework which has been a contributing factor to the successful outcomes Hamilton has achieved.

The City of Hamilton's accountability framework has successfully focused the community's attention on poverty reduction and has helped leverage funding to support poverty reduction priorities. Its approach is considered a leading practice in poverty reduction, reducing the poverty rate in Hamilton from 20% to 18.1% over four years. The Hamilton Poverty Reduction Roundtable has also been recognized nationally for its approach:

- The Vibrant Communities network has recognized Hamilton nationally for its collaborative, policy-level approach to tackling complex social issues.

- Winner of the 2009 Canadian Urban Institute's David Crombie Award that recognized its ability to work collaboratively on solutions to address the complex problems of poverty.
- The Nunavut government has announced its poverty-reduction strategy will follow Hamilton's lead.

The United Way has found that the accountability framework used with its Success By 6 initiative is an effective resource. Its framework includes:

- Council of Partners that sets direction, develops policy, acts as the initiative champion and identifies and leverages resources.
- Leadership Committee, whose members chair working committees, fundraise, allocate resources, increase awareness and community outreach and are responsible for evaluation and monitoring of the initiative.

From Many Voices: Learnings from the MISWAA Project Multi-Stakeholder Process (Wellesley Institute, 2006) is a report that brings together original research and a review of the current literature on the experience with multi-stakeholder processes to support social policy change. The report contains a concise summary of the conditions for success with multi-stakeholder processes and cites the need for an accountability framework.

CONDITIONS FOR SUCCESS – KEY THEMES

Place leadership at the centre

Promote leadership at many levels of collaboration and support both formal and informal leaders who, as facilitators, help participants understand how they are interdependent and resolve conflicts in an environment where the level of conflict is traditionally high among more and less powerful partners.

Practice active community-based inclusion/mix “usual suspects and strange bedfellows”

Create an inclusive community of participation that develops a sense of belonging, while recognizing that power differentials among members will affect the quality of their participation, belonging, influence, perceived and actual competence, and satisfaction and must be mitigated.

Planning/establish common and uncommon ground early

Develop a shared vision of goals, objectives, actions, and roles/responsibilities, documenting and making strategic use of stakeholders’ diverse interests, strengths and challenges to build trust, capacity, and sustainability.

Vision/practice looking “up and out”

Develop a shared vision grounded in the notion of interdependency – “collaboration agreements” documenting shared interests that lead to a common purpose beyond the reach of individual partners and require mutual effort to achieve. Ensure that a shared vision extends across the preplanning, planning, development, and action phases of the work.

Trust

Be transparent and create collective learning to “define the problem, identify the data gaps, and develop a strategy to close the gaps” to encourage innovation before confrontation; communicate the real political, financial, and technical constraints; collaborate on an accountability framework that tracks and improves results of the work.

The framework will include:

- All working groups and committees will have representation from individuals living in poverty
- Processes should enable all community stakeholders to work together collaboratively to address the causes of poverty
- A Poverty Reduction Group that includes representation from decision makers from each of the strategic focus areas and those who have the expertise to support the work of the Poverty Reduction Group and the Working Groups
- Working Groups for each strategic focus area will be chaired by a representative from that sector who is a member of the Poverty Reduction Group

- Initiatives will be supported by the City of Kingston, United Way and other funders
- Members of the public living in poverty will be solicited through advertisement.

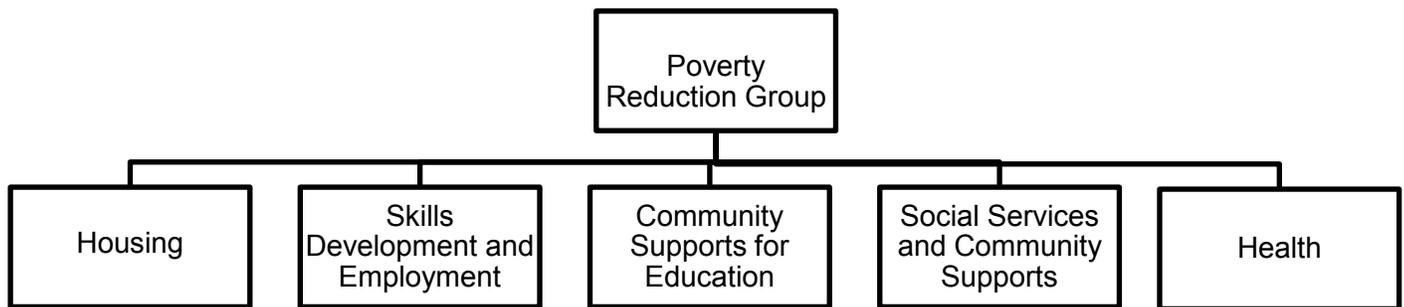
Poverty Reduction Group:

- Drives action plans and evaluation
- Recruits chairs of working groups
- Oversees and monitors progress of all groups
- Communicates and provides report back to community
- Facilitates the engagement and contributions of private sector, public sector, not for profit organizations, funders in the plan

Working Groups

- Develop work plans with achievable actions, timelines and responsibility centres to achieve goals & objectives
- Develop measures of success, performance targets and evaluation mechanisms
- Reports to Poverty Reduction Group

Structure



Recruitment and Nominations

The guiding principles identified in Section 1 of this document will be adhered to ensuring accessibility and inclusivity.

Initial terms of reference for the Poverty Reduction Group and the working groups have been developed and are included in Appendix 1. The Poverty Reduction Group will develop a recruitment and nominations process that is open and transparent.

Individuals who are representing specific sectors or organizations will be appointed by their respective organizations. All working groups will include at least 3 members who are individuals

currently living in poverty. Additional agencies and individuals can be added to the working group list of members as agreed upon by the groups. There will be an open call for individual nominees.

The Poverty Reduction Group will be made up of chairs and co-chairs of working groups. This composition should include individuals living in poverty.

The City of Kingston and the United Way KFL&A will provide coordination and support to the groups to start with. However, the City and United Way will offer other agencies (with appropriate capacity) an opportunity to provide the administration and coordination support to working groups if they express an interest in doing so. Currently, Kingston Community Health Centres has expressed an interest in facilitating the working group on Health.

The coordinating organization will ensure that support is available to all working group members such as transportation, child care and training. Documents will be available in various formats and are easy to comprehend for all members of the working groups.

The Poverty Reduction Group will provide an information update to City Council and United Way Board at least once a year.

Poverty Reduction Group

Purpose:

The Poverty Reduction Group is made up of co-chairs of working groups, including individuals living in poverty. The Group will:

- Drive action plans and evaluation
- Oversee a comprehensive plan and ensure implementation
- Oversee and monitors progress of all working groups
- Communicate and provides report back to community, including City Council
- Facilitate the engagement, leadership and contribution of private sector, public sector, not for profit organizations, funders and individuals living in poverty

Membership: 12 – 15 members

- Chair(s) of this group will be individuals who encourage inclusivity, dialogue and open conversations and participation.
- The Group will include Chairs/Co-Chairs) of the working groups:
 - Health, Community Supports for Education, Skills Development & Employment, Housing, Social Services & Community Supports
- The Group will have representation for each of the strategic focus areas and will include business, individuals living in poverty and individuals who are able to influence and engage their sector
- The City of Kingston will have representation on the Group to ensure their strategic role in this partnership

Coordination and administrative support

- Provided through the United Way

Objectives:

- The Poverty Reduction Group will ensure the structure and processes enable communication, collaboration and the building or strengthening of community relationships and partnerships from all sectors.
- Develop and implement open recruitment and nominations process that is inclusive and accessible
- Develop and implement process to recruit chairs of working groups
- Oversee the development of action plans and evaluation processes for working groups
- Identify deliverables, measures, indicators of success
- Monitor action plans and ensure coordination and communication between working groups
- Ensure engagement of public sector, private sector, those living in poverty and agencies in conversations regarding poverty reduction plans
- Develop and implement processes for reviewing goals and objectives, measuring and reporting on progress, providing an ongoing evaluation that allows the necessary course correction as required,
- Report back annually to community, including City Council, on progress

Meetings: 3-4 times a year, with more meetings if required

Community Supports for Education Working Group

Purpose and Goals:

To develop and implement action plans, develop measures of success and evaluation plans to achieve the following goals & objectives:

- Local education supports that expose students to all types of options and help them make choices to reach their full potential.
- All children, families and neighbourhoods have access to the support and services they need to support their education.
- Awareness that equitable, inclusive education reduces poverty.

Reporting to: Poverty Reduction Group

Membership: 8-10 members

Co-Chairs will be knowledgeable of education-related issues and will serve on the Poverty Reduction Group.

Members will include:

- 3 community members living in poverty
- Representative(s) from
 - Algonquin Lakeshore Catholic School Board
 - Limestone School Board
 - Queen's University
 - St Lawrence College
 - Kingston Literacy
 - City of Kingston
 - United Way
 - Recreational Youth Social Services Provider
 - Early Years Sector
- Other individuals and representatives of organizations may be added as deemed appropriate by the committee

Coordination and administrative support

- Provided through United Way

Objectives:

- Local education supports that expose students to all types of options and helps them make choices to reach their full potential.
 - a. Increase the number of students who, upon leaving school, have the skills to lead productive lives.
 - b. Improve resources for students to learn, according to their abilities.
 - c. Help students learn better in school through the increased engagement of parents/caregivers and teachers.
- All children, families and neighbourhoods have access to the support and services they need to support their education.

- a. Increase availability and access to local community programs that meet the needs of students and their families.
 - b. Increase after-school programs that integrate curriculum requirements with enrichment activities, in smaller groups with one-on-one attention.
 - c. Increase awareness and provide opportunities for parents, caregivers and other community members to be spokespeople and advocates for their children and their schools.
 - d. Improve integration of school board enrolment planning/ facility closure & expansion with the City's neighbourhood development and planning processes.
- An awareness that equitable, inclusive education reduces poverty.
 - a. Implement a "system navigators" program to guide parents and caregivers to the services they need to keep students in school.
 - b. Increase awareness of opportunities to access adult literacy programs.

Meetings:

- 6 times a year & more, if required

Health Working Group

Purpose and Goals:

To develop and implement action plans, develop measures of success and evaluation plans to achieve the following goals & objectives:

- The community at large understands that health is impacted by poverty, employment, housing, education, food security, income, social and physical environment and other determinants of health
- A safe, reliable, local, healthy, and sustainable food supply for all Kingston residents
- All citizens have equal opportunities for their best health potential

Reporting to: Poverty Reduction Group

Membership: 8-10 members

Chair: Member of Poverty Reduction Group, knowledgeable of health-related issues

Members will include:

- Community members
 - 3 individuals living in poverty
 - 2-3 from private sector, possibly research-based industry;
 - 2 health professionals
- Representative(s) from
 - Food Providers Network
 - Kingston Community Health Centres
 - KFL&A Public Health
 - Hospitals (administration, unions, social workers)
 - Mental Health Services
 - City of Kingston
 - United Way
- Other individuals and representatives of organizations may be added as deemed appropriate by the committee

Coordination and administrative support

- Provided through United Way/Kingston Community Health Centres

Objectives:

Awareness:

- Increase community awareness of the health impacts of poverty.
- Develop and promote list of policies and actions that can improve health outcomes by reducing poverty.
- Increase the number of organizations and municipal departments utilizing health and health equity impact assessment tools in their planning process and policy writing.

Food security:

- Increase the availability and affordability of nutritious food for all income levels.
- Increase the number of residents who are food-secure.
- Increase the number of residents who have access to services they require.
- Increase community involvement with a focus on neighbours helping neighbours.

Access to programs and services

- Enhance access to programs and services for all citizens, including persons with a disability, youth, children, persons with mental health issues and seniors.
- Coordinate system navigation supports with other social services and community support agencies to make it easier for people to know what services are available and how to access them.

Meetings:

- 6 times a year & more, if required

Housing Working Group

Goals: To develop and implement action plans, develop measures of success and evaluation plans to achieve the following goals & objectives:

- The Community has access to a safe, stable, accessible and affordable home for everyone

Reporting to: Poverty Reduction Group

Membership: 11 members

Chair: Member of Poverty Reduction Group, knowledgeable of housing-related issues
It is proposed that the City's Housing and Homelessness Advisory Committee act as the working group to provide advice to the Poverty Reduction Group. This approach is to bring a consistent approach to issues related to housing and homelessness.

Membership includes:

- 2 members of City of Kingston Council
- 1 representative from the County of Frontenac
- 1 representative from Kingston Economic Development Corporation (KEDCO)
- 1 representative from Kingston Home Builders Association (KHBA)
- 1 representative from the Kingston Not for Profit Housing Association
- 1 representative from homelessness service providers (involved with Community Advisory Board on Homelessness)
- 1 representative from United Way KFLA
- 1 tenant of social/affordable housing services
- 2 members of the public at large

Coordination and administrative support

- City of Kingston

Objectives:

Safe, stable, accessible and affordable home for everyone:

- Increase the number of units that are mixed-income, integrated (social and affordable housing) for all (singles, families, seniors and youth).
- Reduce wait times for those on the list for social housing by increasing the number of portable rent supports.
- Increase vacancy rates by increasing the number of units available within 5 years.
- Increase engagement and empowerment in neighbourhoods.
- Increase coordination and accessibility of client-focused programs and services for residents who require support.
- Increase awareness and knowledge for both tenants and landlords of human rights in housing to remove barriers caused by discrimination.
- Increase community acceptance of mixed-housing neighbourhoods.

Meetings: 6 times a year & more, if required

Skills Development & Employment Working Group

Goals:

To develop and implement action plans, develop measures of success and evaluation plans to achieve the following goals & objectives:

- An economic plan that creates living-wage employment opportunities.
- A community that understands and embraces the benefits to the entire community of providing living wage jobs.
- Enhancing skills and employment potential of people to access living wage jobs.

Reporting to: Poverty Reduction Group

Membership: 8-10

Chair: Member of Poverty Reduction Group, knowledgeable of skills development, employment issues

Members will include:

- Community members
 - 3 individuals living in poverty
 - 2-3 from private sector
 - 2 HR professionals
- Representative(s) from
 - KEDCO
 - KEYS, ACFOMI
 - Ministry of Training, Colleges & Universities
 - Service Canada
 - Kingston & District Labour Council
 - City of Kingston
 - United Way
- Other individuals and representatives of organizations may be added as deemed appropriate

Coordination and administrative support

- Provided through the City of Kingston

Objectives:

Economic Development, Job Creation

- Increase access to living-wage employment by increasing focus on the new economy and emerging and growing labour market opportunities.
- Develop networks to support community economic development and promote the use of local suppliers, growers, manufacturers, distributors and retailers.
- Widen access to information about occupations that are expected to grow rapidly, will have large numbers of job openings or are new and emerging occupations. (E.g. Queen's and St. Lawrence College, KEDCO libraries, studies and reports and professional association resources.)

- Increase job creation and economic development opportunities by working with all levels of government.

Awareness

- Increase community education and awareness of the advantages and benefits of reducing poverty through hiring people who are unemployed and underemployed at a living wage.
- Increase awareness of all citizens and employers regarding the barriers to employment that people in poverty face, the importance to removing barriers and how everyone can benefit and contribute.
- Encourage employers to pay living wage salaries and benefits.
- Motivate children to stay in school and inspire them to be the best they can be.
- Increase advocacy and outreach to local employers to improve attitudes regarding the employment potential of people living in poverty.

Skills development programs

- Increase career and skills development programs that provide the proper support at any stage in a person's employment.
- Increase access and effectiveness of employment supports programs that provide job screening services that match people with disabilities with the right employer.

Meetings:

- 6 times a year & more, if required

Social Services and Community Supports Working Group

Goals:

To develop and implement action plans, develop measures of success and evaluation plans to achieve the following goals & objectives:

- Programs and services are coordinated and meet the unique and changing needs of individuals and families.
- Provides a social assistance system that provides all the eligible income security, programs and services to people in need.
- Provides an integrated and compassionate community that recognizes and accepts responsibility to individuals and the community.

Reporting to: Poverty Reduction Group

Membership: 8-10

Chair: Member of Poverty Reduction Group, knowledgeable of social and community support issues

Members will include:

- 3 community members living in poverty
- Representative(s) from
 - Kingston Community Health Centres
 - Legal Clinic
 - City of Kingston
 - United Way
 - Community Living Kingston
 - ODSP or March of Dimes
 - Salvation Army
 - Kingston & District Immigrant Services
 - Corrections Canada
 - Children Aid Society
- Other individuals and representatives of organizations may be added as deemed appropriate by the committee

Coordination and administrative support

- Provided through City of Kingston

Objectives:

- Programs and services are coordinated and meet the unique and changing needs of individuals and families.
 - d. Increase the opportunities for individuals and families to provide feedback on how they want programs and services to be accessed and provided.
 - e. Increase the coordination and integration of programs and services by adopting a “wrap around” approach to ensure needs are met.
 - f. Reduce the complexity of accessing programs and services through the development of system navigation supports.

- g. Increase system capacity to provide a client-centred delivery model that meets the unique needs of clients.
 - h. Keep programs and services updated and relevant to meet the individual and changing needs of clients and their families.
- A social assistance system that provides all the eligible income security, programs and services to people in need.
 - e. Increase awareness of the need for proper income supports, programs and services for today and the future.
 - f. Reduce barriers to accessing eligible income assistance, benefits and supports.
 - g. Increase the awareness of organizations and services providers to inform clients about their rights and enable them to access the assistance and supports they are eligible to receive.
 - An integrated and compassionate community that recognizes and accepts responsibility to individuals and the community.
 - c. Increase opportunities for every resident to participate in all aspects of life and activities in Kingston.
 - d. Strengthen existing neighbourhood associations and promote and encourage new neighbourhood groups and associations.
 - e. Promote and advocate that social inclusion be considered by all services and businesses in Kingston.

Meetings:

- 6 times a year & more, if required

Appendix 1: Relevant Elements of Other Plans

Housing	
Intersecting Plans	Plan Elements
City of Kingston Corporate Strategic Plan	<ul style="list-style-type: none"> ▪ Expand capacity of affordable housing ▪ Develop plan to rejuvenate North End
Community Plan on Housing & Homelessness in Kingston	<ul style="list-style-type: none"> ▪ Protect existing beds, develop and implement a Kingston Housing First model and ensure that there is a process for a coordinated case management approach ▪ Create a Community Leadership Group to develop strategic long-term action plans for a Housing First model in Kingston and oversee its development and implementation ▪ All levels of government, funding agencies, shelter providers, developers and the private sector need to work together to find new, innovative ways to increase the housing supply to eliminate homelessness ▪ Recruit a Coordinated Case Management group to develop a process where everyone had access to coordinated case management
Municipal Housing Strategy for the City of Kingston and County of Frontenac	<ul style="list-style-type: none"> ▪ Manage the housing agenda – creating a clear, visible direction for housing that aligns efforts ▪ Create a complementary regulatory environment – establishing a conducive environment the creates opportunities and minimizes barriers ▪ Leverage resources and tools – using and maximizing available resources to help generate positive outcomes ▪ Build housing capacity – increasing knowledge, resources and support to better respond
Sustainable Kingston: Designing our community's future together	<ul style="list-style-type: none"> ▪ Ensure a range of affordable and efficient housing choices with varying levels of care. ▪ Support the inclusion of affordable housing in new developments.
Town and Gown Strategic Plan: 2011-2014	<ul style="list-style-type: none"> ▪ Provide quality housing ▪ Create attractive, clean and safe neighbourhoods ▪ Promote inclusivity and equality ▪ Integrate university expansion with urban planning
City of Kingston Official Plan	<ul style="list-style-type: none"> ▪ City's key land use planning document ▪ Mandatory under provincial legislation and involved extensive public consultation and was approved by the Ministry of Municipal Affairs and Housing under the Planning Act. ▪ Guides the location of, infrastructure for, and general

Housing	
Intersecting Plans	Plan Elements
	<p>planning for all new housing developments in the City.</p> <ul style="list-style-type: none"> Includes numerous policies promoting sustainability within the city, and includes policies promoting a target of 25% of all new housing as affordable, as defined by the Province. All capital projects within the City are required by law to conform with the City's Official Plan.
Skills Development and Employment	
Intersecting Plans	Plan Elements
Sustainable Kingston: Designing our community's future together	<ul style="list-style-type: none"> Develop labour market strategies to support and assist local employers seeking to connect with potential employees, retain graduates from our institutions (Queen's University, Royal Military College of Canada, St. Lawrence College), grow and retain skilled trades-people, and attract qualified employees to our city. Improve and grow the local economy through labour market initiatives designed to facilitate current business expansion and new business attraction. Provide a diversity of jobs with fair wages and safe working conditions. Support the adaptation of the labour work force to new employment opportunities. Provide training and skills development designed to meet current and emerging market needs through our strong base of institutions. Become a world leader in the education and training of professionals in the health care and education sectors. Address the relationship between sustainable economic development and creating jobs necessary to reduce poverty.
Town and Gown Strategic Plan: 2011-2014	<ul style="list-style-type: none"> Align university research/programs with economic plans
Community Supports for Education	
Intersecting Plans	Plan Elements
Sustainable Kingston: Designing our community's future together	<ul style="list-style-type: none"> Develop the potential, passions, and gifts of students of all ages so that they can make significant contributions to their communities, wherever they may end up in the world.

Housing	
Intersecting Plans	Plan Elements
Full Day Early Learning	<ul style="list-style-type: none"> The Ministry of Education is updating elementary and secondary school curricula in areas suggested by the focus groups such as literacy, numeracy and financial literacy, and it is piloting a project to bring healthier food to school cafeterias. The Ministry is also providing intensified education through the introduction of full day early learning in kindergarten.
Limestone District School Board – Five Year Strategic Plan	<ul style="list-style-type: none"> Five-year strategic plan to address the educational needs of the district. Limestone Community Education’s mandate is to create academic and workforce training that meets the needs of diversified client groups.
Social Services and Community Supports	
Intersecting Plans	Plan Elements
City of Kingston Corporate Strategic Plan	<ul style="list-style-type: none"> Introduce strategies to reduce poverty in our community
Sustainable Kingston: Designing our community’s future together	<ul style="list-style-type: none"> Work with local partners to reduce poverty in Kingston households. Reduce reliance on food bank usage. Increase public awareness of poverty. Empower, engage, and leverage neighbourhoods as a strategy to reduce poverty. Identify, advocate, and provide services that serve to overcome barriers experienced by all members of our community. Establish more neighbourhood associations to monitor safety and engage the community. Agencies such as the school boards, the police and Children’s Aid Society work together and apart to inform citizens about services which enhance community safety and comfort.
Town and Gown Strategic Plan: 2011-2014	<ul style="list-style-type: none"> Encourage community citizenship Connect students to public service communities
Health	
Intersecting Plans	Plan Elements
Ontario Public Health Standards 2008	<ul style="list-style-type: none"> Addressing the determinants of health and reducing health inequities are fundamental to the work of public

Housing	
Intersecting Plans	Plan Elements
	<p>health in Ontario.</p> <ul style="list-style-type: none"> ▪ Foundational Standard – population health assessment includes measuring, monitoring, and reporting on the status of a population’s health, including the determinants of health and health inequities. The board of health shall use population health, determinants of health and health inequities information to assess the needs of the local population. ▪ Chronic Disease Prevention – The board of health shall work with schools, community partners, municipalities and workplaces to support healthy public policies and the creation or enhancement of supportive environments. The board of health shall increase awareness of health inequities that contribute to chronic diseases. The board of health shall monitor food affordability in accordance with the Nutritious Food Basket Protocol 2008 (or as current) and the Population Health Assessment and Surveillance Protocol, 2008 (or as current). The board of health shall provide opportunities for skill development in the areas of food skills and healthy eating practices for priority populations.
Healthy Communities Partnership	<ul style="list-style-type: none"> ▪ Community Picture Report ▪ Policies to establish a sustainable food strategy, identify healthy food options, and use of local foods at recreation centres. Key to this would be the development of a Food Coalition and Food Charter. ▪ Policies that address the built environment to ensure access to healthy eating and physical activity, and to prevent injuries. ▪ The development of policy, protocols and engagement to support integration of mental health and related agency services was frequently identified. ▪ Alcohol Strategy Working group is continuing to engage community partners regarding the need for supportive environments and healthy public policy around alcohol, and preparing a report that will help to inform alcohol policy options for KFL&A.
Sustainable Kingston: Designing our community’s future together	<ul style="list-style-type: none"> ▪ Promote and enhance the physical, mental, and spiritual well-being of individuals and families. ▪ Increase opportunities for those wishing to age in place. ▪ Establish a Kingston Regional Food Policy Council ▪ Encourage the development of urban agriculture and community gardens.

Housing	
Intersecting Plans	Plan Elements
	<ul style="list-style-type: none"> ▪ Promote food skills including food production, selection, storage, preparation, and nutrition through establishment of urban agriculture, community gardens, school gardening, community kitchens, and cooking programs in community recreation centres, libraries, schools and community hubs. ▪ Increase public awareness about poverty. ▪ Empower, engage, and leverage neighbourhoods as a strategy to reduce poverty.
Other Plans	<ul style="list-style-type: none"> ▪ The South East Local Health Integration Network has developed a three-year plan, which responds directly to health-care service needs within the communities it serves. ▪ The Ministry of Health Promotion and Sport has partnered with a variety of provincial and community organizations in priority neighbourhoods to deliver after-school programs and services. ▪ South East Community Care Access Centre has implemented Search 310CCAC, a program to help people find health care and community services. ▪ Kingston Community Health Centres began a community needs assessment to identify current community health needs and strengths in north Kingston in order to guide KCHC's planning and programming.
2009 Annual Report of the Chief Medical Officer of Health "Public Health – Everyone's Business"	<ul style="list-style-type: none"> ▪ We simply cannot afford not to reduce health inequities. ▪ Strategic plans being released in 2011.