

Poverty Reduction In Kingston



**Accountability Framework -
November 2011**

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Table of Contents

ACCOUNTABILITY FRAMEWORK	3
Background	3
CONDITIONS FOR SUCCESS – KEY THEMES	5
Structure	6
Recruitment and Nominations	6
Poverty Reduction Group	8
Community Supports for Education Working Group	9
Health Working Group	11
Housing Working Group	13
Skills Development & Employment Working Group	14
Social Services and Community Supports Working Group	16
Appendix 1: Relevant Elements of Other Plans	18
Housing	18
Skills Development and Employment	19
Community Supports for Education	19
Social Services and Community Supports	20
Health	20

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.

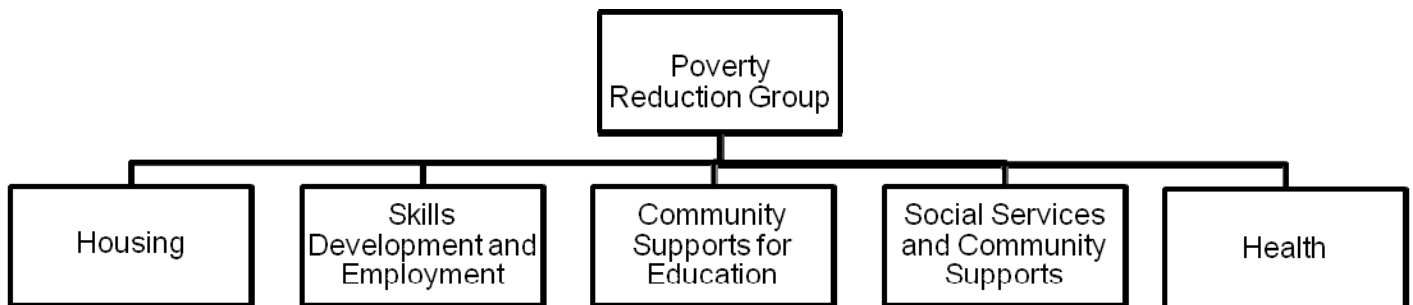
Poverty Reduction Group:

- 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:

- 4 community members with lived experience (3 members currently living in poverty)
- Representative(s) from
 - Algonquin Lakeshore Catholic School Board
 - Limestone School Board
 - Queen's University
 - St Lawrence College
 - Pathways to Education
 - Unions
 - Kingston Literacy
 - City of Kingston
 - United Way
 - Recreational Youth Social Services Provider
 - Early Years Sector
 - Students
- 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
 - 4 community members with lived experience (3 members currently 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
 - 4 community members with lived experience (3 members currently 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
 - St. Lawrence College
 - 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:

- 4 community members with lived experience (3 members currently 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 planning for all new housing developments in the City.

Housing	
Intersecting Plans	Plan Elements
	<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.
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

Housing	
Intersecting Plans	Plan Elements
	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 health in Ontario. ▪ Foundational Standard – population health assessment includes measuring, monitoring, and reporting on the

Housing	
Intersecting Plans	Plan Elements
	<p>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.</p> <ul style="list-style-type: none"> ▪ 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. ▪ 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

Housing	
Intersecting Plans	Plan Elements
	<p>community recreation centres, libraries, schools and community hubs.</p> <ul style="list-style-type: none"> ▪ 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.