

Goals & Objectives For Poverty Reduction In Kingston

Community Report Update –
September 2011



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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 Kingston¹ 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 the 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.



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 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 to 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 in Table 1.

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

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 St.	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 and 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.

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.

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.

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
<p>1. An economic plan that creates living-wage employment opportunities.</p>	<p>1. Increase access to living-wage employment by increasing focus on the new economy and emerging and growing labour market opportunities.</p>
	<p>2. Develop networks to support community economic development and promote the use of local suppliers, growers, manufacturers, distributors and retailers.</p>
	<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>
<p>2. A community that understands and embraces the benefits to the entire community of providing living wage jobs.</p>	<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>
<p>3. Enhancing skills and employment potential of people to access living wage jobs.</p>	<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.	1. Increase the number of students who, upon leaving school, have the skills to lead productive lives.
	2. Improve resources for students to learn, according to their abilities.
	3. Help students learn better in school through the increased engagement of parents/caregivers and teachers.
2. All children, families and neighbourhoods have access to the support and services they need to support their education.	1. Increase availability and access to local community programs that meet the needs of students and their families.
	2. Increase after-school programs that integrate curriculum requirements with enrichment activities, in smaller groups with one-on-one attention.
	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
<p>1. Programs and services are coordinated and meet the unique and changing needs of individuals and families.</p>	<p>1. Increase the opportunities for individuals and families to provide feedback on how they want programs and services to be accessed and provided.</p>
	<p>2. Increase the coordination and integration of programs and services by adopting a “wrap around” approach to ensure needs are met.</p>
	<p>3. Reduce the complexity of accessing programs and services through the development of system navigation supports.</p>
	<p>4. Increase system capacity to provide a client-centred delivery model that meets the unique needs of clients.</p>
	<p>5. Keep programs and services updated and relevant to meet the individual and changing needs of clients and their families.</p>
<p>2. A social assistance system that provides all the eligible income security, programs and services to people in need.</p>	<p>1. Increase awareness of the need for proper income supports, programs and services for today and the future.</p>
	<p>2. Reduce barriers to accessing eligible income assistance, benefits and supports.</p>
	<p>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.</p>
<p>3. An integrated and compassionate community that recognizes and accepts responsibility to individuals and the community.</p>	<p>1. Increase opportunities for every resident to participate in all aspects of life and activities in Kingston.</p>
	<p>2. Strengthen existing neighbourhood associations and promote and encourage new neighbourhood groups and associations.</p>
	<p>3. Promote and advocate that social inclusion be considered by all services and businesses in Kingston.</p>

Strategic Focus –Health

Goals	Objectives
<p>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.</p>	<p>1. Increase community awareness of the health impacts of poverty.</p>
	<p>2. Increase community awareness of policies and actions that can improve health outcomes by reducing poverty.</p>
	<p>3. Increase the number of organizations and municipal departments utilizing health and health equity impact assessment tools in their planning process and policy writing.</p>
<p>2. A safe, reliable, local, healthy, and sustainable food supply for all Kingston residents.</p>	<p>1. Increase the availability and affordability of nutritious food for all income levels.</p>
	<p>2. Increase the number of residents who are food-secure.</p>
<p>3. All citizens have equal opportunities for their best health potential.</p>	<p>1. Increase the number of residents who have access to services they require.</p>
	<p>2. Increase community involvement with a focus on neighbours helping neighbours.</p>
	<p>3. Enhance access to programs and services for all citizens, including persons with a disability, youth, children, persons with mental health issues and seniors.</p>
	<p>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.</p>

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 plans to rejuvenate the Old Industrial Area
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

Housing	
Intersecting Plans	Plan Elements
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. ▪ 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 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 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. ▪ Promote food skills including food production, selection, storage, preparation, and nutrition through establishment of

	<p>urban agriculture, community gardens, school gardening, community kitchens, and cooking programs in 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.

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.

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- 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/progs_tds/pdfs/ophs_2008.pdf