



sustainable kingston

DESIGNING OUR COMMUNITY'S FUTURE... TOGETHER



Sustainable Kingston Plan

Version 1 - 2010

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MESSAGE FROM FOCUS KINGSTON

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Why all this talk about sustainable communities?

Over the last few years, the concept of what determines a sustainable community has been discussed by many municipalities in Canada. From large cities such as Vancouver and Toronto to rural neighbours, such as the County of Frontenac and the Township of Lanark Highlands, local leaders are thinking about the future that they want to see for themselves, their children, and their grandchildren.

Our communities are striving for sustainable development – “development that meets the needs of the present without compromising the ability of future generations to meet their own needs”.

Many progressive communities have adopted the concept of sustainability as a way to imagine and design a better future for all. Everyone wants a better future, the issue is how we build on the strengths that have shaped Kingston, and what do we need to change, to meet the challenges of an ever changing world.

Kingstonians are not alone in their desire to implement change to support sustainable development. The list of global challenges keeps growing: climate change; widening gaps between the rich and the poor (both globally and in Canada), dwindling non-renewable resources, shrinking natural habitats, diminishing biodiversity, and growing human population pressures.

Kingston is not immune to the changes that are taking place. Other parts of the world – areas in Africa, South Asia, Polar Regions, China and parts of the United States and Mexico and regions of Central America – will feel the impact of unsustainable practices sooner and on a larger scale. *Sustainable Kingston* recognizes that while we may have little influence on major global issues, we can all do our part to design a different future that becomes a focal point for being a sustainable community. If we have contributed to the problems, we can take responsibility for contributing to the solutions to create a positive future.

Achieving sustainability for Kingston will not be easy. We need to fundamentally change the way we live and to challenge long held assumptions about growth and consumption. This requires broad community engagement, consensus building and embracing a shared set of values based on open and extended discussions regarding changes in the cultural, economic, environmental, and social dimensions of our city.

Sustainable Kingston provides a way for all sectors of the community to focus on how to advance sustainability practices, in an integrated manner that becomes a source of innovation and community growth.

Whose job is it to ensure a Sustainable Kingston? Everyone's.

We all have a part to play, both as individuals and as participants in work, governing and community life. Becoming a sustainable community requires us to work on the following:

- How we use natural resources
- How we use the land on which Kingston is located
- How we ensure the availability of community services and activities
- How we make day-to-day decisions
- How we interact with our neighbours
- How we improve our economy and create employment opportunities for all

MESSAGE FROM FOCUS KINGSTON

Governments and organizations will play significant roles but, if we are going to reach this goal, everyone has to contribute – we are all accountable for our future.

In recent years, Kingston has taken some steps toward sustainability, including introducing recycling and composting programs, making spaces and communications more accessible to people with a variety of capabilities, and initiating a focus on poverty reduction. Kingston now has a new state-of-the-art Ravensview sewage treatment plant, the largest capital project in the history of the City, attracting international attention. Our new Calvin Park Library, which helps sustain the social and cultural life of its community, was built to Leadership in Energy and Environmental Design standards to be a space that welcomes people of all ages and backgrounds and fully accommodates those who use strollers, walkers, and wheelchairs. The development of Innovation Park spearheaded by Queen's University offers the potential for designing new "green economy" jobs that build on the strengths of the partners and of that in the community. But these three examples are not enough to make Kingston a sustainable city.

To become a truly sustainable city, Kingston must continue to generate publicly and privately-initiated sustainable projects and efforts.

Sustainable Kingston encourages all of us to be wise stewards of our community – for the benefit of our children, our grandchildren and the generations to come.

What is Sustainable Kingston?

Sustainable Kingston consists of three parts – this Plan, a Website, and a Governing Body. Each part complements and supports the others.

- This Plan sets out the long-term direction and framework, and acts as a standing invitation to the community to act on its ambition to make **Kingston Canada's Most Sustainable City**. It is specific about the community's vision of sustainability and the high level goals associated with fulfilling that vision.
- The Website offers a dynamic inventory of actions being taken by Community Partners. It is also the conduit for collecting and responding to Community Partnerships, Citizen Commitments, and the Community Action Inventory – a valuable tool for implementing the Plan.
- The Governing Body will drive the ongoing process, provide leadership and will need to be seen as truly community based as it supports, monitors, and reports on the implementation of *Sustainable Kingston*.

The Importance of Integration

Sustainable Kingston is an Integrated Community Sustainability Plan (ICSP). While it is convenient to organize sustainability in terms of the four pillars of cultural vitality, economic health, environmental responsibility and social equity, it is the integration between them that will drive sustainability, highlight opportunities for innovation and reduce duplication of efforts.

Ensuring the preservation of our environment and the responsible use of our natural resources are the right thing to do. Building the basis to enable social equity is good for all of us. Preserving and growing our cultural vitality contributes directly to the quality of life for all our citizens. Building our economic strength is necessary. We recognize that an integrated approach will bring forward differing opinions; but the recognition and resolution of these differences will result in decisions that contribute to a more sustainable community.

MESSAGE FROM FOCUS KINGSTON

A Comprehensive Community-Based Plan

The *Sustainable Kingston Plan* contains guiding principles, themes, theme statements, and goals that have been established by individuals and organizations in Kingston representing the four interactive pillars of sustainability. Input has been received through the Community Sustainability Charrette (May 2008), interviews, a Sustainability Summit (May 25-29, 2009), community conversations. Targeted sector and public consultations, and on-line surveys (fall 2009). An ever-growing network of Community Partners and individuals, who are committed to sustainability are continuing to contribute to this comprehensive community-based plan.

The Focus Kingston Steering Committee will continue to make presentations, have informal community conversations and actively seek potential Community Partners. Collecting actions by community organizations, institutions, businesses, and the municipality will be ongoing. The Community Action Inventory will help to show where Kingston stands in relation to the vision and goals outlined in this Plan.

If your organization is now taking an action that is aligned with any of the goals laid out in the *Sustainable Kingston Plan*, please contact *Sustainable Kingston* at sustainablekingston@cityofkingston.ca to learn how to become a Community Partner and begin sharing your vision with the community at www.sustainablekingston.ca.

Sustainable Kingston provides high-level strategic guidance and an integrated framework for achieving the vision – **Kingston - Canada's Most Sustainable City**.

On behalf of the FOCUS Kingston Steering Committee, Pillar Champions and the City of Kingston, thank you for your ongoing support and participation in the development of this community-owned *Sustainable Kingston Plan*.

Linda Whitfield

Chair, FOCUS Kingston Steering Committee

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The *Sustainable Kingston Plan* is accompanied by a Compendium. The Compendium provides a record of perceived issues and community suggestions for goals and actions that emerged during the development of the *Plan*. The contents of the Compendium will change over time as the *Plan* is implemented and as new perceived issues and community suggestions for goals and actions emerge. The Compendium will serve as a reference for future discussion of the *Plan*. To request a copy of the Compendium, please contact sustainablekingston@cityofkingston.ca.

INTRODUCTION

INTRODUCTION TO SUSTAINABLE KINGSTON

Kingston has a vision: **Kingston – Canada's Most Sustainable City**. A sustainable community is a place where people want to live and work; it meets the needs of its citizens, now and in the future. It is sensitive to the environment and reaches for a higher quality of life.

The Sustainable Kingston Plan serves to help us move towards sustainability in several ways:

- It reflects Kingstonians' desire to foster a sense of community ownership, stewardship, community resilience and self-sufficiency, now and in the future
- It expresses our willingness to be specific about how we preserve, bolster, utilize and protect our cultural, economic, environmental and social resources so they will be enjoyed by future generations
- It acknowledges the Kingston community's profound concern with the current management of the Earth's natural and human resources
- It demonstrates our intention to become an example to other Canadian communities as they seek to become more sustainable

A sustainable community is active, inclusive, safe, well planned and built, well run, well connected and thriving. A sustainable community offers equal opportunity(ies) and good services for all.¹

Sustainable Kingston, an Integrated Community Sustainability Plan (ICSP), is based on the cultural, economic, environmental, and social pillars of sustainability.

The high level objectives of Sustainable Kingston are to:

- Enhance awareness of community sustainability and encourage the adoption of more sustainable choices by our organizations, institutions, businesses, citizens, and visitors
- Develop a long-term plan that defines the guiding principles, themes, theme statements, indicators, and goals that will help Kingston work towards the vision: **Kingston – Canada's Most Sustainable City**
- Provide a framework for aligning, building on and integrating municipal and community actions (plans, policies, programs, processes, and initiatives) that are currently underway or being planned
- Provide strategic guidance for current and future municipal decision-making that leads towards a cleaner, more attractive, more sustainable future for the community of Kingston
- Raise awareness and solicit contributions through Community Partnerships and Citizen Commitments
- Establish monitoring, reporting, and community consultation practices so that Kingston's organizations, institutions, businesses, citizens, and visitors have up-to-date information
- Become a conduit for community input and a catalyst for discussion that will result in the development of a community owned and community involved process that is tailored to the unique needs and desires of Kingston
- Act as a living plan, subject to reflection and change through an annual process of community reporting, conferencing, and celebrating

¹ Adopted from the UK organization "Communities and Local Government". To learn more, please visit <http://www.communities.gov.uk/archived/general-content/communities/whatis/>

INTRODUCTION

Sustainable Kingston consists of three parts: a *Plan*, a *Website*, and a *Governing Body* (described in more detail in the Section “The Structure of *Sustainable Kingston*”). Many citizens and representatives have participated in community conversations and stakeholder engagements with municipal government, Kingston institutions, businesses, and community organizations (see **Appendix A**). This input was critical in shaping the *Sustainable Kingston Plan*.

Based on input from stakeholder and community consultations, the following changes were made to the *Sustainable Kingston Plan*:

- Community Ownership was positioned as the integral part of the implementation plan. Based on feedback we heard, the Partnership Agreement was restructured as a letter of support. We invite potential partners to provide letters of support and to submit actions for inclusion on the *Sustainable Kingston Website*. Examples are available upon request
- The draft Governance Model was revised
- The draft Implementation Plan was revised
- Indicators were revised to align with themes
- Goals were revised to align with themes, perceived issues and actions
- Perceived issues and community suggestions for goals and actions that were identified during consultations have been relocated to a compendium accompanying the *Plan*. The compendium will continue to track perceived issues and suggestions for goals and actions for future reference and discussion

The Municipality and the *Sustainable Kingston Plan*:

A Partner in this Community-Based Plan

Sustainable Kingston will serve as an umbrella document and a framework for aligning municipal master plans that are currently underway or planned in the community. In anticipation of the development of *Sustainable Kingston*, the City of Kingston Official Plan² was prepared with the principles of community sustainability in mind. The City of Kingston Official Plan makes specific reference to how energy use, neighbourhood planning, transportation, water, and waste functions are to be considered from a municipal planning perspective in the context of sustainable development.

Kingston City Council will be presented with the final draft of the *Sustainable Kingston Plan* and supporting documentation for approval. As other community organizations are encouraged to do, the City of Kingston will begin a process of amending existing plans to provide greater alignment with the goals of *Sustainable Kingston*.

The City of Kingston is committed to sharing experiences with other municipalities through a Knowledge Sharing Report available on the *Sustainable Kingston Website*. The Knowledge Sharing Report provides other municipalities with clear documentation and understanding of the steps taken to develop *Sustainable Kingston* and shares insights, lessons learned, and resources that may be helpful to other municipalities undertaking community sustainability planning initiatives. The Knowledge Sharing Report will be made available on the City of Kingston’s public website, and staff from the City of Kingston will be available for discussion with colleagues from other municipalities to answer questions about the process.

² The City of Kingston Official Plan is available at: www.cityofkingston.ca/officialplan

COMMUNITY OWNERSHIP

COMMUNITY OWNERSHIP

We all accept accountability for our future

One of the strongest – and most challenging – elements of *Sustainable Kingston* is its commitment to community ownership. Typically, Integrated Community Sustainability Plans (ICSPs) and other similar large scale sustainability initiatives are “owned” by the municipality. Early on in the process, FOCUS Kingston recognized that a community-built/community-owned plan would better inspire sustainability plans and actions within community organizations, institutions, businesses, associations and individuals as well as the municipality.

Achieving the vision of being a bold, inspirational and sustainable community will require a strong commitment to changing the way we live and do business. We all have a part to play, both as individuals and as participants in work, governing and community life. Through relatively small changes in individual behaviour, the Kingston community collectively can make a difference.

Although several of the goals and actions may be undertaken by the City of Kingston, many fall outside of the City of Kingston’s scope of services and need to be addressed by the community at large. The City recognizes that organizations and individuals throughout the community are working towards sustainability and a plan that is solely owned by the City could create the false impression that the City can create a sustainable future all on its own. The many citizens and organizations who have participated in shaping the *Sustainable Kingston Plan* have contributed to building a stronger sense of ownership and a joint commitment to working together towards a sustainable future in Kingston. Community ownership is best enabled through community involvement in the process and implementation of the *Plan*. Insights, lessons learned and resources on community ownership are described in the Knowledge Sharing Report.

How Community Ownership of Sustainable Kingston can be achieved

Sustainable Kingston provides a high level indication of the themes and goals that our community can aspire to in order to become truly more sustainable. As organizations and individuals within Kingston go about their business, they can use the information within *Sustainable Kingston* to describe how they are contributing to and how their own strategic plans are aligned with the vision of community sustainability. In this way, it is the organizations and individuals of Kingston that become the partners to *Sustainable Kingston* and set priorities for actions through their own operations and strategic planning processes.

Organizations, institutions, businesses and, importantly, individual citizens are encouraged to become Community Partners or make Citizen Commitments and to consider how their own priorities and actions support the advancement of the goals outlined in *Sustainable Kingston*. Community Partners are invited to submit selected actions to the *Sustainable Kingston* Community Action Inventory where they can be shared and hopefully inspire others to contribute.

COMMUNITY OWNERSHIP

COMMUNITY PARTNERSHIP

Community Partners are organizations that have agreed to support *Sustainable Kingston* through a shared vision of sustainability and through their own actions.

Partners understand the importance of community sustainability and recognize the role that their organization can play toward achieving our shared vision. Partners support the *Sustainable Kingston Plan* in the way that is most appropriate to their organization and strive to contribute to the ongoing improvement and implementation of the *Plan* and to inform their employees about the role they and their families can play.

As a partner organization, partners are encouraged to support *Sustainable Kingston* by:

- Demonstrating a shared vision of sustainability through actions
- Participating in improving and implementing the *Sustainable Kingston Plan*
- Communicating about actions the partner organization is taking
- Sharing best practices and lessons learned

Community Partners are encouraged to examine their organization's strategic plans, goals, and actions and to seek alignment with *Sustainable Kingston*. In this way, Community Partners contribute to the vision: ***Kingston – Canada's Most Sustainable City.***

Organizations interested in becoming Community Partners need only indicate their support for the *Plan* to *Sustainable Kingston*. The Community Partnership and details about how you can become a Community Partner are included in **Appendix B.**

CITIZEN'S COMMITMENT

As members of the community, citizens recognize and take ownership for lifestyle choices that can have an impact on the sustainability of Kingston and the world. Citizens commit to help shape and implement the *Plan*.

As a community member, each citizen commits to:

- Take actions that contribute to moving Kingston toward a more sustainable future
- Assist with the improvement and implementation of the *Plan* on an ongoing basis
- Share in learning about sustainable practices and lifestyle choices
- Share stories about the actions they are taking

Individuals who are part of organizations that have completed the Community Partnership are also encouraged to make the Citizen's Commitment.

The proposed Citizen's Commitment and details about how you can sign on are included in **Appendix C.**

THE STRUCTURE

THE STRUCTURE OF *SUSTAINABLE KINGSTON*

Sustainable Kingston consists of three parts:

- A **Plan** – the document you are reading (the *Sustainable Kingston Plan*) provides the background and rationale for the development of *Sustainable Kingston* and provides the framework for achieving the vision: ***Kingston – Canada's Most Sustainable City***
- A **Website** – the on-line version of *Sustainable Kingston* provides an overview of the *Plan* and includes a dynamic Community Action Inventory for community partners to post actions they are contributing to the implementation of *Sustainable Kingston*. The Website provides detailed information about actions, action leads, targets (if applicable), and status
- A **Governing Body** – The *Plan* and corresponding actions (on the Website) will be implemented through Community Partnerships and Citizen Commitments. To coordinate and support implementation, an independent *Sustainable Kingston* governing body will be established

The *Sustainable Kingston Plan* was developed using the Adaptive Management Framework (AMF). This approach offered a systematic process of alignment and feedback between the various levels of the framework was used to inform the development of *Sustainable Kingston*. **Figure 1** shows the three parts of the *Sustainable Kingston* Framework in relation to the AMF. A detailed description of each layer can be found in the Knowledge Sharing Report accompanying the release of the *Sustainable Kingston Plan*.

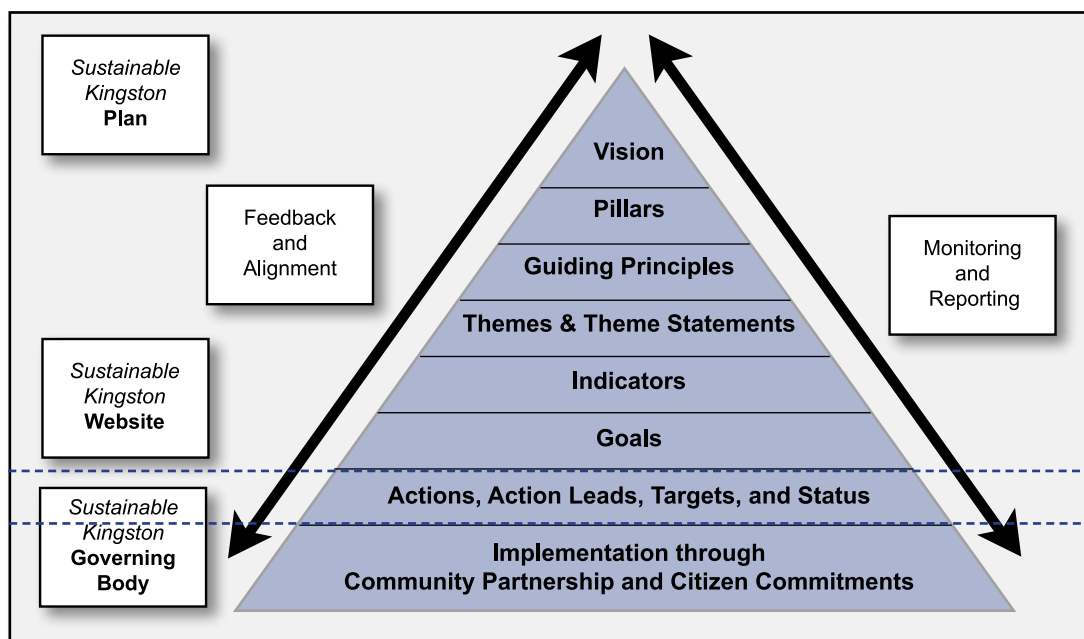


Figure 1. The *Sustainable Kingston* Framework

THE STRUCTURE

Sustainable Kingston is organized using the following four pillars of sustainability:

- Cultural vitality
- Economic health
- Environmental responsibility
- Social equity

These pillars should be considered to be cross-linked and, wherever possible, interactive rather than independent silos. This illustrates the need for integration that is fundamental to the process of becoming more sustainable.

Under each of the four pillars, a set of themes is defined. The themes in Sustainable Kingston are:

Cultural Pillar: Cultural Vitality

- Theme CU 1: Arts, Creativity and Entertainment
- Theme CU 2: History and Heritage
- Theme CU 3: Active Citizenship
- Theme CU 4: Diversity

Environmental Pillar: Environmental Responsibility

- Theme EN 1: Energy, Air and Climate Change
- Theme EN 2: Water
- Theme EN 3: Solid Waste
- Theme EN 4: Natural Areas
- Theme EN 5: Land Use and Built Environment

Economic Pillar: Economic Health

- Theme EC 1: Economic Development
- Theme EC 2: Community Economic Development
- Theme EC 3: Labour Market Development
- Theme EC 4: Infrastructure
- Theme EC 5: Tourism
- Theme EC 6: Agriculture

Social Pillar: Social Equity

- Theme SO 1: Education and Learning
- Theme SO 2: Health and Wellness
- Theme SO 3: Food and Nutrition
- Theme SO 4: Poverty and Homelessness
- Theme SO 5: Comfort, Safety and Inclusion

Each of the theme pages in the *Sustainable Kingston Plan* includes:

- A Theme Statement
- Goals
- Indicators

Actions that are currently underway or planned are not included on the theme pages that follow given that these are constantly changing. In order to keep the *Sustainable Kingston Plan*, a “living document”, the *Sustainable Kingston Website* includes a Community Action Inventory that tracks actions which are currently underway or planned and offers a dynamic forum in which the community can receive and provides regular updates.

The Community Action Inventory provides the following information about actions being taken by Community Partners:

- Actions³
- Action Leads⁴
- Targets (if applicable)⁵
- Status⁶

3 An action is any project, program, or policy that contributes to making Kingston a more sustainable community. Actions may be currently underway or planned. To share information about the actions you are taking, visit www.sustainablekingston.ca.

4 An action lead is the Community Partner, individual, organization, or group of organizations responsible for implementing actions.

5 Targets are set by Community Partners and are specific, measurable, achievable, realistic, and time bound objectives.

6 The status of an action provides an update to other Community Partners and members of the community about the implementation of the action.

GOVERNANCE

PROPOSED GOVERNANCE MODEL

Sustainable Kingston is committed to the long-term cultural, economic, environmental, and social sustainability of the community. It is intended to provide high level strategic guidance to Kingston organizations, institutions, businesses, community partners, and citizens interested in making **Kingston - Canada's Most Sustainable City**.

Community ownership is a core principle of *Sustainable Kingston* and will be fundamental to its success. The *Sustainable Kingston Plan* will be implemented within the community and is not a project or program of the City of Kingston – though the City will be a partner in pursuing its goals. Although striving for community ownership adds to the complexity of implementing the *Plan*, ultimately it will make it stronger.

With its emphasis on community ownership and participation, the successful implementation of the *Sustainable Kingston Plan* will require the work of an organization that is:

- Community-based and arm's length from municipal government
- Adequately resourced
- Effective and accountable

The governance of such an organization is critical to its success and to ensuring that the expectations of the community are met. Its governance structure must be flexible and welcoming of innovation, and facilitate relationships among partners, provide a framework for strategic decision making and define accountability for the work and actions related to *Sustainable Kingston*.

Recommended Structure of the Sustainable Kingston Organization

A governance structure that consists of an incorporated non-profit organization with a governing board of directors is recommended. A suitable organization may already exist within the community or it may require creation. The inclusive and community-owned organization and its governing board will be driven by the vision articulated in the *Sustainable Kingston Plan* and the commitment to a community ownership model (including the City as an equal partner among many others). The structure of the *Sustainable Kingston* organization will enable inclusive, broad-based involvement of the community and lead a process that builds trust and ownership through involvement.

The *Sustainable Kingston* organization will require resources (funding) to undertake the work of implementing the first stage of the *Sustainable Kingston Plan* and to leverage additional funding opportunity for ongoing implementation.

The organization must be initially resourced to the extent that it can carry out the task of implementing the *Sustainable Kingston Plan* through:

- Creating awareness of the *Plan* and the opportunities for citizen commitment and community partnership
- Maintaining a dynamic inventory of partner actions and their status
- Continuously improving the *Sustainable Kingston Plan* through consultation with the community and partners.
- Reporting out on the state of sustainability within Kingston

The mandate of the *Sustainable Kingston* organization will be to:

- Advance community sustainability within the City of Kingston
- Advance the reputation of Kingston as a sustainable city nationally, and internationally
- Raise awareness within Kingston of community sustainability and the *Sustainable Kingston Plan*
- Engage the community and advocate for community action
- Leverage the resources of *Sustainable Kingston* to help facilitate community initiatives and actions
- Consult with the community to continuously improve the *Sustainable Kingston Plan*

Initial Governance of the Sustainable Kingston Organization

Governance of the *Sustainable Kingston* organization will be provided by a Board of Directors composed of dedicated individuals with the qualifications to strategically lead the mandate of *Sustainable Kingston* while providing balanced representation from all four pillars of sustainability.

If the option for an existing organization is not available, a board of “First Directors” will be required. The tasks of the “First Directors” shall be to:

- Draft Bylaws/Terms of Reference
- Establish a legally incorporated not-for-profit entity (governance structure for first SK board)
- Develop agreements between potential early funders and the *Sustainable Kingston* organization for the implementation of the *Sustainable Kingston Plan*
- Select and recommend a Board of Directors

The role of “First Directors” will be time-limited with the desire to have the formal Board of Directors of the *Sustainable Kingston* Organization in place within 6 months of commencement.

The “First Directors” shall have experience in:

- Directorship of organizations
- Establishment of partnerships
- Communications and public awareness
- The process undertaken to develop the *Sustainable Kingston Plan*

The development of the bylaws and terms of reference must consider the following:

- Resources and funds
- Coordination and staffing
- Office/work location(s)
- Communication and representation
- Balance, integration and dispute resolution

GOVERNANCE

The role of the Board of Directors of *Sustainable Kingston* is described in **Table 1**.

Table 1: Overview of Proposed Responsibilities – *Sustainable Kingston* Board of Directors

Responsibility	Description
Representation	<ul style="list-style-type: none"> • Represent the funders, partners, committed citizens and the community • Carry the public trust
Decision-making and leadership	<ul style="list-style-type: none"> • Commitment to vision: development and/or custodianship of the organizational purpose, mandate, and identity • Strategic Direction: provide vision for the future; develop and implement the long-term plan; set or approve the general direction and financing of the organization; ensure that the organizational mission remains responsive to changes • Partnership: Revise requirements for partnership or membership in the organization from time to time • Financial Stewardship: Trusteeship of financial resources to ensure that funds are expended for the purposes intended • Managing transitional phases and critical events: act as organizational safety net; risk management • Represent <i>Sustainable Kingston</i> to the community
Accountability	<ul style="list-style-type: none"> • Ensure transparency of the process • Monitor and evaluate performance • Responsibility and reporting to the public at the annual sustainability conference • Act as the ultimate source of accountability under the law for the performance and actions of the organization that is incorporated and one that might seek charitable status in the future

The make-up and criteria for members of the Board of Directors shall be determined within the bylaws and terms of reference of the *Sustainable Kingston* organization and drawn up by the First Directors.

The *Sustainable Kingston* organization will not have a formal reporting relationship with City Council beyond that required by any potential agreements related to funding and deliverables. It will report out to the community through an annual sustainability report. *Sustainable Kingston* may at times be requested to provide advice to Kingston City Council, as part of an agreement with the City of Kingston.

PROPOSED IMPLEMENTATION APPROACH

The intention of *Sustainable Kingston* is to educate, motivate and support partner organizations and citizens in establishing, implementing and achieving their goals in support of community sustainability in Kingston.

Partner organizations can assist in implementing the *Plan* by using the pillars, theme statements and goals as guides in the development and establishment of their sustainability priorities. *Sustainable Kingston* has not set specific targets for goals within the various theme areas. Actions and targets are the responsibility and agency of participating Community Partners (including the City of Kingston) and individual citizens.

Implementation of the *Sustainable Kingston Plan* is predominantly associated with raising awareness of community sustainability and enabling Community Partners to achieve their goals in support of community sustainability in Kingston. Implementation of the *Sustainable Kingston Plan* will be composed of the following main areas of activity:

- Creation of a community-based *Sustainable Kingston* Organization and an associated governance structure
- Raising awareness of community sustainability and the *Sustainable Kingston Plan*
- Soliciting participation in the *Sustainable Kingston Plan* from partner organizations and from individual citizens
- Publishing of an annual community sustainability report (or State of Sustainability Report) including the indicators contained within the *Sustainable Kingston Plan*
- Organization and hosting of an annual or bi-annual community sustainability conference

The resources required to undertake the implementation of the *Sustainable Kingston Plan* will ideally come from a diverse range of sources within our community.

Once in place, the *Sustainable Kingston* Organization will work on further developing the implementation priorities identified during stakeholder and public consultation:

- Supporting the Governance Structure
- Funding
- Setting up office space and equipment
- Partner Recruitment and Coordination
- Citizen Participation
- Communication and engagement
- Public education and case studies
- Monitoring and Reporting
- Annual conference
- Recognition and awards program

IMPLEMENTATION

The *Sustainable Kingston Plan* contains a number of indicators that speak to the progress of work towards the 20 theme statements, and their associated goals. Ultimately, when achievable targets have been set for these indicators, *Sustainable Kingston* will be able to frame an annual community sustainability report for Kingston.

It is the contributions of our Community Partners, including the citizens of Kingston, through their actions now and in the future that will help us attain our goal – a sustainable community.

The Community Action Inventory on the *Sustainable Kingston Website* contains actions contributed by a diversity of Community Partners who understand how their work contributes to the sustainability of Kingston. Collection of these actions will be ongoing. Please visit www.sustainablekingston.ca for more information about what our community partners are doing now and in the future that will help us attain our vision: ***Kingston – Canada's Most Sustainable City.***

THE SUSTAINABLE KINGSTON PLAN

Vision

Kingston has a vision: **Kingston – Canada’s Most Sustainable City**. *Sustainable Kingston*, an Integrated Community Sustainability Plan (ICSP) is based on the cultural, economic, environmental, and social pillars of sustainability.

The Pillars of Sustainability

Sustainable Kingston uses a four pillar approach to sustainability: cultural vitality, economic health, environmental responsibility and social equity.

Within each pillar, themes have been identified through consultation. Although themes are organized by pillars, it is the linkages and integration among themes and, ultimately, within pillars that will support Kingston in becoming more sustainable. As *Sustainable Kingston* is implemented and as Kingston becomes more sustainable, the emphasis on integration between the four pillars must increase; if successful, the pillar model may no longer serve the *Plan*. Our focus and intention, in Kingston, is to have a balanced integration and alignment of these pillars that affect our overall process to be a sustainable community.

While the economic, environmental, and social pillars have been well defined and documented in community sustainability planning, inclusion of the cultural pillar is a relatively new phenomenon in sustainable development. Kingston has included the cultural pillar because of the important role that culture plays in defining our attitudes, values, and behaviours. This four-pillar approach to sustainable development recognizes that a community’s vitality and quality of life are closely related to the vitality and quality of its cultural engagement, expression, dialogue, and celebration. More and more, governments, business, and organizations are using the arts as a tool to foster social inclusion, cultural diversity, rural revitalization, public housing, health, ecological preservation, and sustainable development. Sustainable development increasingly involves creating cultural frameworks that operate at the same level as do economic, social, and environmental models.

Guiding Principles

Guiding Principles describe values that Kingston will hold in working towards its vision: **Kingston – Canada’s Most Sustainable City**. The guiding principles do not define sustainability, nor do they decide what is or is not included in the structure of *Sustainable Kingston*. The Guiding Principles describe values that are relevant and important to uphold when considering both the process to develop a community owned sustainability plan and the content which it includes. **Table 2** summarizes the values identified and the revised guiding principles.

THE PLAN

Table 2. Values associated with Guiding Principles

Value	Guiding Principle
Community Well-being	Ensure well-being – Our vision will create a sustainable community where all members of the community are able to meet their needs, advance their potential, and improve well being through healthy, safe, and fulfilling work and play.
Community Ownership and Participation	Facilitate Community Ownership and Participation – Our plan will build on the actions of Community Partners and citizens and align them with the themes and goals. Alignment is a key aspect of community ownership. Our planning process will enable participation for all interested parties; our implementation process will create and promote opportunities for organizations, institutions, businesses, citizens, and visitors to participate; and, our governance structure will provide opportunities for Community Partners and citizens to take responsibility for implementing sustainability in Kingston.
Integration and Collaboration	Encourage Integration and Collaboration – Our decision making processes will encourage integration by considering aspects from all four pillars of sustainability. Our actions and targets will be supported and implemented through collaboration with local and regional Community Partners and citizens.
Strategy and Efficiency	Be Strategic and Efficient – Our plan will be strategically and efficiently built on the current strengths and assets of individuals and organizations. We will position ourselves to seize future opportunities.
Resiliency and Self Sufficiency	Be Resilient and Self-sufficient – A sense of enduring resiliency and self-sufficiency will help us maximize security and minimize risk.
Respectful, Accessible, and Inclusiveness	Be Respectful, Accessible, and Inclusive – Our goals and actions will respect, include and consider the diversity of people and places in Kingston. Our actions and implementation plan will promote accessibility and equity in order to address the diversity of needs based on age, gender, cultural backgrounds, and abilities.
Learning from Others and Leading by Example	Learn from Others and Lead by Example – Our actions and targets will reflect and build on lessons learned and best practices in other communities. Where best practices do not exist or can be improved, we will seek to develop innovative and systemic solutions. Our community partners will lead by example, share lessons learned, and engage others in sustainability on an ongoing basis.
Transparency and Accountability	Monitor Progress – Our indicators will track positive and negative changes in community sustainability. Technically sound and measurable results will be communicated with partners, individuals, and organizations. They will be used to ensure transparency and accountability while enabling us to continuously improve our plan.

Themes

Themes are specific focus areas of *Sustainable Kingston*. Examples of themes in *Sustainable Kingston* are History and Heritage, Economic Development, Energy, Air and Climate Change, and Education and Learning.

Theme statements

Theme statements describe what each theme would look like in the future if the vision **Kingston – Canada's Most Sustainable City** was achieved. Theme statements direct thinking toward areas for action.

Indicators

The *Sustainable Kingston Plan* will include indicators to illustrate and quantify performance in each of the theme areas at a high level. Indicators are linked to themes (rather than to theme statements, goals, or actions), to emphasize the objective of becoming more sustainable in these key areas. Indicators within the *Sustainable Kingston Plan* will be revisited annually and used to identify areas for community action.

There are also a myriad of detailed indicators used by various community organizations to measure progress within their respective areas of activity. In addition to its core set of indicators, the *Sustainable Kingston Plan* will reference many indicators collected, analyzed, and reported by community organizations to provide a fulsome picture of sustainability trends within Kingston. Community Partners are invited to use this information to help set their own organizational priorities as well as associated actions, targets, and indicators.

Throughout the development of *Sustainable Kingston*, we received excellent feedback about the indicators and many suggestions for alternative indicators. All suggestions for alternative indicators were reviewed against the indicator selection criteria:

- Within the influence/control of the City
- Data are (or could be) available
- Stable and reliably measured
- Understood by a broad range of audiences
- Comparable to indicators used in other jurisdictions
- Meaningfully speaks to *Sustainable Kingston's* theme statements, goals, and suggested actions

The selected indicators provide good information, are collected regularly, and are freely available to *Sustainable Kingston*. Indicators will be reported and reviewed during the annual sustainability conference. Refer to **Appendix D** for details about the selected indicators including the measurement unit, data source, rationale for selection, the reporting timeframe, and the suitability for benchmarking.

Goals

The high-level goals presented in *Sustainable Kingston* are intended to provide strategic guidance to the community, and are intended to influence actions by Community Partners. Community Partners are invited to contribute their own existing and planned actions using the *Sustainable Kingston* Community Action Inventory where they feel that they have achieved alignment with the goals of the *Sustainable Kingston Plan*.



The Cultural Pillar Champions, advising on behalf of the Cultural Vitality Pillar, are Brian Osborne and Harry Symons. Throughout the development of Sustainable Kingston, Brian and Harry have provided updates to the Arts Advisory Council.

CULTURAL PILLAR: CULTURAL VITALITY

Thoughts from the Cultural Vitality Pillar Champions

The fundamental objective of any sustainable community is the promotion of human well-being through enhancing both Quality of Life and Quality of Place. This is the focus of the Cultural Pillar.


To this end, the basic role of art, culture, and heritage has long been to bring beauty, depth and meaning into our daily lives. But these also nurture individual and community identity, promote social cohesion, and contribute to the creation of social capital. Where social capital is strong, communities exhibit high rates of volunteerism and citizen involvement as well as greater inclusion of all sectors of society in the social and cultural fabric. Also, a community that is rich in social capital provides a wealth of intelligence, sensitivity, and wisdom that will underpin and support appropriate ecological, economic, and social sustainability strategies.

Further, such creative, vibrant, and resilient places are attractive to investors in industry, business, and tourism and thus create employment opportunities, expand the tax-base, and generally add real wealth to the community. Thus, the Cultural Pillar demonstrates the core of the four pillars approach to sustainability: each pillar must not stand alone; all pillars must benefit from the strength of the others; and to do this, they must be bound together by a shared vision of what it is they are supporting.

Themes

The Themes in the Cultural Pillar (Cultural Vitality) are:

- Theme CU 1: Arts, Creativity and Entertainment
- Theme CU 2: History and Heritage
- Theme CU 3: Active Citizenship
- Theme CU 4: Diversity



Action	Action Lead	Target	Status
Cultural Master Plan	City of Kingston; Sustainability and Growth Group	Completed and presented to City Council by August 2010	Underway

This is only one example of an action that Community Partners are taking. Go online to www.sustainablekingston.ca to find out about other actions that are happening or contact *Sustainable Kingston* at sustainablekingston@cityofkingston.ca to learn how your organization can become a Community Partner and contribute to this *Plan*.

THEME CU1: ARTS, CREATIVITY AND ENTERTAINMENT

Theme Statement

Kingston is a place where all forms of creative expression and public entertainment are nurtured, celebrated, and valued as important contributors to the city's cultural, social, and economic life.

Indicators

- Employment in Occupations Related to Arts, Culture, Recreation and Sport (Percentage of the employed labour force).⁷

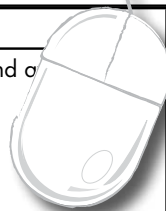
Goals

- Nurture, broaden and enhance established and emerging arts, artists, and cultural organizations.
- Recognize and enhance the social value, economic potential, and community vitality of arts, creativity, and entertainment.
- Encourage people to be creators of and participants in diverse cultural activities.
- Ensure that the community's cultural vitality is sustainable through secure financial support and infrastructure.
- Encourage initiatives that ensure that the plans and priorities of the arts community are effectively integrated and represented by "umbrella" arts organizations.

Actions

The *Sustainable Kingston* Website includes a dynamic Community Action Inventory for community partners to post the actions they are contributing to the implementation of *Sustainable Kingston*. The Website provides detailed information about actions, action leads, targets (if applicable), and status.

⁷ Measuring the "sustainability" of culture is difficult. While employment in the cultural sector is important to measure, it is also important to gather information about the number of producers and consumers of culture. This concern will be addressed in the Kingston Community Cultural Policy Plan. For a list of cultural organizations in Kingston, please visit, www.kingston.cioc.ca



Action	Action Lead	Target	Status
Create Heritage Walking Tours Program and Sir John A Macdonald Audio Walking Tours	City of Kingston	Brochures and audio podcasts to support informative walking tours of Kingston for those interested in Sir John A Macdonald and heritage buildings of Kingston	Completed and ongoing
This is only one example of an action that Community Partners are taking. Go online to www.sustainablekingston.ca to find out about other actions that are happening or contact <i>Sustainable Kingston</i> at sustainablekingston@cityofkingston.ca to learn how your organization can become a Community Partner and contribute to this Plan.			

THEME CU2: HISTORY AND HERITAGE⁸

Theme Statement

By including, protecting, respecting, and sharing our community's unique cultural heritage⁹, rich and diverse narratives, and local history, Kingstonians will have a better understanding of ourselves, others, and our world.

Indicators

- Assets in City's Heritage Register (Total number of registered and designated heritage assets).¹⁰

Goals

- Continue to identify, protect, and promote¹¹ Kingston's cultural heritage resources such as its natural, built, and archaeological heritages that have contributed to Kingston's uniqueness, identity, and sense of place.
- Build local identity through increased public awareness and appreciation of Kingston's non-tangible heritage assets represented in indigenous knowledge, shared experiences, oral history, traditional practices and skills, and local sense of place.
- Define appropriate indicators for measuring heritage.

Actions

The *Sustainable Kingston* Website includes a dynamic Community Action Inventory for community partners to post the actions they are contributing to the implementation of *Sustainable Kingston*. The Website provides detailed information about actions, action leads, targets (if applicable), and status.

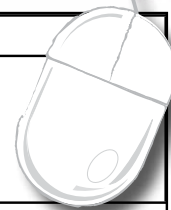
⁸ Heritage properties were discussed in both the Cultural Pillar meeting and the Environmental Pillar meeting. Please refer to the theme EN 5 Land Use and Built Environment for additional consideration of heritage properties.

⁹ Cultural Heritage includes both material and non-material heritage. The City of Kingston's heritage program has won several awards for its heritage program including its efforts at policy and guidelines.

¹⁰ Attention should be directed to the 'deep-mapping' of Kingston's intangible heritage that consists of qualitative accounts of the essence of this place as recorded in art, literature, narratives, and personal memories and reflections.

¹¹ Cultural heritage tourism is considered a major component of the City's tourism program. Please refer to the theme EC 5 Tourism for goals related to tourism.

Action	Action Lead	Target	Status
City of Kingston committee system	City of Kingston; Clerk's Office	Provide opportunities for interested citizens to participate in municipal governance through serving on a variety of committees	Ongoing
This is only one example of an action that Community Partners are taking. Go online to www.sustainablekingston.ca to find out about other actions that are happening or contact <i>Sustainable Kingston</i> at sustainablekingston@cityofkingston.ca to learn how your organization can become a Community Partner and contribute to this Plan.			



THEME CU₃: ACTIVE CITIZENSHIP

Theme Statement

Kingston fosters a participatory environment where citizens can contribute information, ideas, and opinions to decision-making processes and help lead our community towards its full potential as **Kingston - Canada's Most Sustainable City**.

Indicators

- Voter turnout (Percentage of electoral list who cast a ballot).

Goals

- Strive for vibrant neighbourhoods that promote community development through accessible and available information, services, programs, and community associations.
- Ensure that all neighbourhoods are served by diverse cultural facilities and appreciate their distinctive role in the collective heritage of Kingston.
- 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.
- Develop capacity within neighbourhoods to foster political engagement, civic involvement, volunteer opportunities and governance models.
- Work collaboratively to raise awareness about voting, remove barriers to voting, and encourage residents to vote.

Actions

The *Sustainable Kingston* Website includes a dynamic Community Action Inventory for community partners to post the actions they are contributing to the implementation of *Sustainable Kingston*. The Website provides detailed information about actions, action leads, targets (if applicable), and status.

Action	Action Lead	Target	Status
The Newcomers Web Portal Project	City of Kingston in partnership with KEDCO and the Kingston Community Health Centres	A website that provides critical information to new immigrants to Kingston and those considering settling in Kingston	Launched February 2010 Improvements in April, 2010

This is only one example of an action that Community Partners are taking. Go online to www.sustainablekingston.ca to find out about other actions that are happening or contact *Sustainable Kingston* at sustainablekingston@cityofkingston.ca to learn how your organization can become a Community Partner and contribute to this Plan.

THEME CU4: DIVERSITY

Theme Statement

Collectively, Kingstonians strive to develop positive relationships between persons of differing races, ethnicities, cultural backgrounds, socioeconomic status, genders, sexual orientations, physical abilities, and/or religions. Kingston embraces diversity and values acceptance and understanding of differences, the reduction of prejudice and intolerance, and the importance of building a better society grounded in a common understanding of the ideals we share.

Indicators

- Residents by ethnic background (Percentage of the population that is member of a visible minority).

Goals

- Welcome, support, and foster awareness and understanding about people of differing races, ethnicities, cultural backgrounds, socioeconomic status, sexual orientations, genders, physical abilities, and/or religions.
- Develop consciousness about the nature and occurrence of racial, ethnic, cultural, socioeconomic, sexual, gender, physical, and/or religious discrimination and abuse.
- Provide people of diverse backgrounds with opportunities to know, understand, and appreciate each other.
- Accept and respect our diversity of beliefs, values, and faiths.
- Encourage, honour and accept the need for freedom of expression.
- Support and nurture organizations that develop capacity, empower, and provide a network for racial, ethnic, cultural, socioeconomic, gender, sexual, physical, and/or religious groups.
- Develop indicators that measure quality of relationships, understanding, or acceptance between groups.

Actions

The *Sustainable Kingston* Website includes a dynamic Community Action Inventory for community partners to post the actions they are contributing to the implementation of *Sustainable Kingston*. The Website provides detailed information about actions, action leads, targets (if applicable), and status.



The Economic Pillar Champion, advising on behalf of the Economic Health Pillar, is John-Paul Shearer. Throughout the development of Sustainable Kingston, John-Paul has provided updates to the Kingston Economic Development Corporation (KEDCO).

ECONOMIC PILLAR: ECONOMIC HEALTH

Thoughts from the Economic Health Pillar Champion

Kingston is a city that is a vital, dynamic, and sustainable economic centre where research, innovation, investment, and business enterprises thrive together and where a variety of people want to visit, live, work, and do business.

Developing an economy depends on building many relationships and partnerships with businesses, industry leaders, educational institutions, not-for-profit organizations, and the community at large. Our economy relies upon, and is built upon, a strong cultural, social, and environmental foundation.

We must continue to enhance quality of place and quality of life, to continue to attract and retain talented people and quality businesses. Our social values – as expressed by our educational opportunities, crime rate, levels of poverty, access to housing, doctors and daycare – should strive to make Kingston the most desirable location to live and work. Our environmental principles, along with associated activities, should set a world standard and make Kingston a place where people and businesses want to locate.


The Economic Pillar is focused on the attraction of new businesses and people to Kingston. This is critical to the city's growth and sustainability and assists us in building a strong and vibrant local community. The retention of talented people in the public, private, and non-profit sectors in Kingston is fundamental to achieving this. Existing businesses, and the jobs they create, are critical components of a strong, sustainable economy.

Together we can achieve and be the difference that makes the difference.

Themes

The Themes in the Economic Pillar (Economic Health) are:

- Theme EC 1: Economic Development
- Theme EC 2: Community Economic Development
- Theme EC 3: Labour Market Development
- Theme EC 4: Infrastructure
- Theme EC 5: Tourism
- Theme EC 6: Agriculture



Action	Action Lead	Target	Status
Promotional program of Kingston as a wise choice for Green Technology business location	Kingston Economic Development Corp. (KEDCO)		Ongoing
This is only one example of an action that Community Partners are taking. Go online to www.sustainablekingston.ca to find out about other actions that are happening or contact <i>Sustainable Kingston</i> at sustainablekingston@cityofkingston.ca to learn how your organization can become a Community Partner and contribute to this <i>Plan</i> .			

THEME EC1: ECONOMIC DEVELOPMENT

Theme Statement

Kingston focuses on strengths and opportunities for a vibrant, diverse, and dynamic economy which attracts and retains businesses and skilled employees, contributes to global knowledge, incubates innovation, and brings new goods and services to market.

Indicators

- Unemployment Rate (Percentage of Employment Force that is unemployed).
- Job Creation (Total employed Labour Force).

Goals

- Establish Kingston as a leader in Green Technology (wind, solar, bio fuel) and build on the city's existing core strengths and assets in this area while positioning Kingston and Frontenac County as the Green Capital of Canada.
- Attract innovative Advanced Manufacturing businesses which can benefit from existing incentive programs, the local supply chain, and Kingston's convenient access to markets.
- Become a hub for Research and Development companies which will benefit from leveraging our institutional and academic research base, highly skilled population, and integrated incubation space.
- Deliver essential services which support the development, growth and retention of public, private, and non-profit businesses in Kingston.
- Attract and retain talented researchers, incubate innovation, and bring new goods and services to market.
- Provide resources for the business community which can help build the business case for and support the transition towards more sustainable practices.
- Address the relationship between sustainable economic development and creating jobs necessary to reduce poverty.

Actions

The *Sustainable Kingston* Website includes a dynamic Community Action Inventory for community partners to post the actions they are contributing to the implementation of *Sustainable Kingston*. The Website provides detailed information about actions, action leads, targets (if applicable), and status.

Action	Action Lead	Target	Status
Kingston Entrepreneurship Centre - help to develop new business in Kingston	Kingston Economic Development Corporation (KEDCO)	Help create and develop business in Kingston	Ongoing
SEE Green Sustainable Procurement Initiative	City of Kingston: Environment Division	100 members by 2010	Ongoing

This is only one example of an action that Community Partners are taking. Go online to www.sustainablekingston.ca to find out about other actions that are happening or contact *Sustainable Kingston* at sustainablekingston@cityofkingston.ca to learn how your organization can become a Community Partner and contribute to this *Plan*.

THEME EC2: COMMUNITY ECONOMIC DEVELOPMENT

Theme Statement

Kingston has a resilient and diverse economy¹² that fosters local commerce and entrepreneurial growth. Community Economic Development initiatives that create economic opportunities and better social conditions will contribute to the overall well-being of the community.

Indicators

- Entrepreneurship (Percent of Labour force that is self-employed - incorporated and unincorporated).
- Employment by Sector (Distribution of Labour force in Top 3 sectors).


Goals

- Drive entrepreneurship start-up and small-business growth to stimulate jobs and wealth creation.
- Support a coordinated approach to community initiatives to attract and retain new migrants/immigrants to further grow Kingston's population and develop our labour market and cultural diversity.
- Support a "creative cities" approach based on cultural development as a strategy for community economic development.
- Support and implement green procurement policies.

Actions

The *Sustainable Kingston* Website includes a dynamic Community Action Inventory for community partners to post the actions they are contributing to the implementation of *Sustainable Kingston*. The Website provides detailed information about actions, action leads, targets (if applicable), and status.

¹² The local economy consists of private, public, cooperative and not-for-profit business, institutional and organizational enterprises.



Action	Action Lead	Target	Status
Newcomers Web Portal Project	City of Kingston with partners	Provide a web based location for information that welcomes newcomers, provides easy access to useful information and showcases Kingston as an attractive place to settle	Website was launched February 26, 2011
This is only one example of an action that Community Partners are taking. Go online to www.sustainablekingston.ca to find out about other actions that are happening or contact <i>Sustainable Kingston</i> at sustainablekingston@cityofkingston.ca to learn how your organization can become a Community Partner and contribute to this Plan.			

THEME EC₃: LABOUR MARKET DEVELOPMENT

Theme Statement

Kingston's labour market offers, attracts, and retains skilled, employable talent for fulfilling jobs with safe working conditions, a living wage, and a satisfying lifestyle.

Indicators

- Employment by occupation (Distribution of the labour force by occupation type - percent of labour force).

Goals

- 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.
- Attract and retain graduates, migrants, new immigrants, and skilled professionals, retiring armed forces personnel, alumni, general labourers, and trades.
- Provide a diversity of jobs with fair wages and safe working conditions.
- Support the adaptation of the labour work force to new employment opportunities.

Actions

The *Sustainable Kingston* Website includes a dynamic Community Action Inventory for community partners to post the actions they are contributing to the implementation of *Sustainable Kingston*. The Website provides detailed information about actions, action leads, targets (if applicable), and status.

Action	Action Lead	Target	Status
Princess Street Reconstruction Project	City of Kingston & Utilities Kingston	A coordinated reconstruction of lower Princess Street (Lake Ontario to King Street) to replace the road and side-walk systems, improve the streetscape and modernize underlying sewer, water and other utilities	Scheduled start in March 2010. Completion by 2010
My Ride public transit trip planner	Kingston Transit	Make using public transit easier	Online and available
This is only one example of an action that Community Partners are taking. Go online to www.sustainablekingston.ca to find out about other actions that are happening or contact <i>Sustainable Kingston</i> at sustainablekingston@cityofkingston.ca to learn how your organization can become a Community Partner and contribute to this Plan.			

THEME EC4: INFRASTRUCTURE

Theme Statement

Kingston's well-maintained infrastructure and facilities meet the needs of residents, businesses, and visitors and provides a flexible platform for strategic infrastructure investments in the future.

Indicators

- Infrastructure Condition
 - Number of wastewater main backups per 100 km of wastewater main in a year.
 - Number of water main breaks per 100 km of water pipeline per year.
- Transit (Ridership per capita - trips per person).
- Commuting Mode (Percentage of Labour Force travelling to work on bike, bus and foot).

Goals¹³

- Invest strategically in municipal infrastructure and services to ensure that it meets the goals of all pillars, in a balanced manner.
- Plan, construct and maintain safe, secure, convenient, efficient, and attractive transportation infrastructure to encourage pedestrian, cycling and public transit modes of transportation.
- Increase the number of passengers using public transit.
- Improve local, regional, national, and international linkages between different types of transportation and transportation hubs.
- Reduce single occupancy and short distance motor vehicle use.
- Develop an interconnected regional trail network.
- Promote the use of vehicles that are electric, hybrids, or in top fuel efficiency class.

FAST FACT

If each Kingston driver walked or biked to work one week in a year, there would be a reduction in annual greenhouse gas emissions of 523.32 tonnes. (Walk and Bike for Life, Trails for Active Transportation: Kingston, 2009, Page 16)

Actions

The *Sustainable Kingston* Website includes a dynamic Community Action Inventory for community partners to post the actions they are contributing to the implementation of *Sustainable Kingston*. The Website provides detailed information about actions, action leads, targets (if applicable), and status.

¹³ Goals for drinking water, waste water, and sewage are addressed in EN 2 Water.

Action	Action Lead	Target	Status
The Tourism Kingston Website	Tourism Kingston - a division of KEDCO	Attraction of domestic and international tourism and tourism investment to Kingston	Available and consistently updated

This is only one example of an action that Community Partners are taking. Go online to www.sustainablekingston.ca to find out about other actions that are happening or contact *Sustainable Kingston* at sustainablekingston@cityofkingston.ca to learn how your organization can become a Community Partner and contribute to this *Plan*.

THEME EC5: TOURISM

Theme Statement

Kingston develops and enhances the tourism sector through the positioning of Kingston as a preferred destination for visitors, sports events, and businesses while supporting sustainable tourism for local residents.

Indicators

- Annual Tourism Revenues (Revenues from tourism-related expenditures/categories including lodging, food, and beverages, transportation, entertainment, and retail).¹⁴

Goals


- Attract Tourism investment to further develop year-round product offerings and augment the existing community and visitor assets.
- Market leisure activities that highlight Kingston's unique heritage, culture¹⁵, culinary, and natural resources.
- Develop niche tourism markets including sport tourism, business tourism, leisure travel, cultural tourism, and eco-tourism.
- Increase visitation from the Travel Trade, Meetings and Conferences sectors.
- Maximize Kingston's capability to host local, national, and international sport events.
- Develop existing products, services, and activities to retain residents and keep visitors continually coming back.

Actions

The *Sustainable Kingston* Website includes a dynamic Community Action Inventory for community partners to post the actions they are contributing to the implementation of *Sustainable Kingston*. The Website provides detailed information about actions, action leads, targets (if applicable), and status.

¹⁴ If data is available, replace current measure with hotel occupancy rates.

¹⁵ Cultural heritage tourism is considered major component of the City's tourism program.



Action	Action Lead	Target	Status
The Agricultural Study	City of Kingston- Department of Planning and Development	Completion of a study of agricultural conditions in Kingston that makes recommendations for policy improvements to be considered for the new Official Plan	The Agricultural Study completed in March and recommendations used to allow for protection of prime agricultural lands and other aspects of agriculture within Kingston's New Official Plan
This is only one example of an action that Community Partners are taking. Go online to www.sustainablekingston.ca to find out about other actions that are happening or contact <i>Sustainable Kingston</i> at sustainablekingston@cityofkingston.ca to learn how your organization can become a Community Partner and contribute to this Plan.			

THEME EC6: AGRICULTURE¹⁶

Theme Statement

Kingston has a secure, coordinated and integrated ecological and regional farm and food system based on sustainable farming practices.

Indicators

- Preservation of Agricultural Land (Percentage of land designated for agricultural purposes that was not re-designated - annual and from base year).
- Agricultural Intensity (Gross Farm Receipts per hectare land farmed).¹⁷

Goals

- Raise appreciation of the importance of local food production, celebrate the agricultural industry and establish farming as an economically viable lifestyle.
- Develop food production, processing, distribution, and retailing businesses/facilities.¹⁸
- Identify, designate, or secure prime agricultural land to develop adequate farm capacity for the Kingston community. Ensure that farmers have an adequate income.
- Encourage and support local food production in developed areas.

Actions

The *Sustainable Kingston* Website includes a dynamic Community Action Inventory for community partners to post the actions they are contributing to the implementation of *Sustainable Kingston*. The Website provides detailed information about actions, action leads, targets (if applicable), and status.

¹⁶ Please refer to the theme SO 3 – Food and Nutrition for additional goals related to agriculture.

¹⁷ Replace indicator with Realized Net (farm) Income from the markets (RNI is with subsidies subtracted out) per hectare, if data is available at the municipal scale.

¹⁸ Under SO 3 – Food and Nutrition, a similar goal appears: Promote a local organic food industry with supported retailing businesses and facilities



The Environmental Pillar Champions, advising on behalf of the Environmental Responsibility Pillar, are Ian Dubin and Harold Pickering. Throughout the development of Sustainable Kingston, Ian and Harold have provided updates to the Kingston Environmental Advisory Forum (KEAF).

ENVIRONMENTAL PILLAR: ENVIRONMENTAL RESPONSIBILITY

Thoughts from the Environmental Pillar Champions

The essential spirit of the *Sustainable Kingston Plan* is described by the American naturalist and preservationist John Muir: “When one tugs at a single thing in nature, he finds it attached to the rest of the world.”

This quote has particular relevance for the environmental pillar, as all human activities have an impact on the environment. Conversely, the relative health of the environment will determine and will contribute to the nature and scale of activities in the other pillar areas of this plan: economic, cultural, and social. While all of the pillars have the same standing in *Sustainable Kingston*, the environment does have a first principal position in that without a life-sustaining environment, the other three pillars cease to exist.

Earlier in this plan, we noted some of the major global environmental challenges: climate change, dwindling nonrenewable resources, shrinking natural habitats, diminishing biodiversity, ocean acidification, and increasing human population pressures. Clearly, all of these issues have economic, social, and cultural elements.

By acknowledging the prominence of the environmental pillar, we do not mean that the other pillars are less important. To the contrary, this prominence reinforces the need for an integrated approach to all of the themes in this plan. The foundational challenges and origins of sustainability may be environmental, but it will take a holistic approach engaging all pillars to deal with these challenges.

Themes

The themes in the Environmental Pillar (Environmental Responsibility) are:

- Theme EN 1: Energy, Air, and Climate Change
- Theme EN 2: Water
- Theme EN 3: Solid Waste
- Theme EN 4: Natural Areas
- Theme EN 5: Land Use and Built Environment

Action	Action Lead	Target	Status
Greenhouse Gas Emissions Inventory for Municipal Operations	City of Kingston	Update GHG emissions inventory for the City of Kingston operations (garbage collection, snowplowing, building operation, etc.)	Inventory for year 2008 completed. Inventory for year 2009 is in progress.

This is only one example of an action that Community Partners are taking. Go online to www.sustainablekingston.ca to find out about other actions that are happening or contact *Sustainable Kingston* at sustainablekingston@cityofkingston.ca to learn how your organization can become a Community Partner and contribute to this Plan.

THEME EN1: ENERGY, AIR AND CLIMATE CHANGE

Theme Statement

Kingston is capable of producing all of the energy that residents and industry consume, and is responsible for offsetting all greenhouse gas emissions created by the community. Kingston has clean, fresh, and breathable air because the community has minimized emissions that could be harmful to the health of the community, the environment, or the atmosphere.

Indicators

- Energy Use (Total and per capita energy use).
- GHG Emissions (Total and per capita GHG emissions).
- Air Quality Index (AQI) (Number of days per year where the AQI is greater than 50).

Goals

- Reduce the amount of energy that residents, businesses and industry consume.
- Generate enough local renewable energy to meet all of our needs.
- Reduce and/or mitigate our greenhouse gas (GHG) emissions to become carbon neutral.
- Minimize aerial emissions including volatile organic compounds (VOCs)¹⁹.
- Minimize noise pollution.
- Work within our power to reduce the number of smog days to zero. Recognizing our limitations in achieving this goal, we will encourage neighbouring communities to do the same.

FAST FACT

Kingstonians emit about 12 tonnes of greenhouse gases per person per year. (Based on total community emissions, Kingston Community Greenhouse Gas Inventory for the Year 2000, ICLEI, 2005)

Actions

The *Sustainable Kingston* Website includes a dynamic Community Action Inventory for community partners to post the actions they are contributing to the implementation of *Sustainable Kingston*. The Website provides detailed information about actions, action leads, targets (if applicable), and status.

¹⁹ See EC 4 Infrastructure for transportation goals related to public transportation use, networks, and linkages, fuel efficient vehicles, and reduction of single occupancy vehicles.

Action	Action Lead	Target	Status
Creation and enforcement of Water Restrictions Bylaw 2006	City of Kingston : Building and Licensing Division	Reduction in treated water demand during the summer months	An ongoing annual
This is only one example of an action that Community Partners are taking. Go online to www.sustainablekingston.ca to find out about other actions that are happening or contact <i>Sustainable Kingston</i> at sustainablekingston@cityofkingston.ca to learn how your organization can become a Community Partner and contribute to this Plan.			

THEME EN2: WATER

Theme Statement

Kingston has an abundance of clean, safe and potable water that is used responsibly and is returned to the local environment in as clean, safe, and potable condition as possible.

Indicators

- Residential water consumption per capita (Average residential liters per capita per day).
- Beach Water Quality (Number of beach days closed per year).

Goals

- Minimize discharge of untreated sanitary sewage to natural water bodies.
- Minimize pollution and sediment deposits from stormwater runoff to natural water bodies.
- Restore and improve water quality at public beaches.
- Preserve and enhance streams, wetlands and riparian areas to enhance runoff water quality and provide aquatic habitat.
- Reduce the number of malfunctioning septic systems and private water wells.
- Reduce per capita treated water consumption for non-potable uses from all users (residential, industrial, commercial, and institutional).
- Encourage the use of municipal water as a healthy and affordable beverage choice.

FAST FACT

Kingston has three municipally operated water treatment facilities. Annual water quality reports for each facility are available from Utilities Kingston at www.utilitieskingston.com.

Actions

The *Sustainable Kingston* Website includes a dynamic Community Action Inventory for community partners to post the actions they are contributing to the implementation of *Sustainable Kingston*. The Website provides detailed information about actions, action leads, targets (if applicable), and status.

Action	Action Lead	Target	Status
Green Bin Program. A program that converts source separated organic waste into valuable high quality compost	City of Kingston - Solid Waste Division	Contributes to an overall target of a residential diversion from landfill rate of 60%	Successful. Over 2 tonnes of organic landfilled since /
This is only one example of an action that Community Partners are taking. Go online to www.sustainablekingston.ca to find out about other actions that are happening or contact <i>Sustainable Kingston</i> at sustainablekingston@cityofkingston.ca to learn how your organization can become a Community Partner and contribute to this <i>Plan</i> .			

THEME EN3: SOLID WASTE

Theme Statement

Solid waste in Kingston is treated as a potential resource and Kingstonians are continuously making choices that lead towards becoming a zero waste community.

Indicators

- Residential Diversion Rate (Rate of residential diversion from landfill - as a percentage of total weight of residential waste materials collected) – recycling and compost.
- Residential solid waste (Total tonnes of residential solid waste disposed per capita).

Goals

- Reduce solid waste in the industrial, commercial, institutional (IC&I)²⁰, and residential sectors.
- Establish a culture of reusing materials and expanding the useful life of products.
- Utilize waste as a resource that can be recycled for new uses, composted for soil enhancement, incinerated for fuel etc.
- Reduce solid hazardous wastes from all sectors.
- Keep Kingston clean by reducing litter present within our community.

Actions

The *Sustainable Kingston* Website includes a dynamic Community Action Inventory for community partners to post the actions they are contributing to the implementation of *Sustainable Kingston*. The Website provides detailed information about actions, action leads, targets (if applicable), and status.

²⁰ Industrial, commercial, and institutional (IC&I) waste includes construction, renovation, and demolition (CR&D) waste.

Action	Action Lead	Target	Status
Reforestation (tree-planting) at Lemoine Point Conservation Area	Friends of Lemoine Point and CRCA	Restore natural woodland on areas previously cleared for farming	An ongoing annual
This is only one example of an action that Community Partners are taking. Go online to www.sustainablekingston.ca to find out about other actions that are happening or contact <i>Sustainable Kingston</i> at sustainablekingston@cityofkingston.ca to learn how your organization can become a Community Partner and contribute to this <i>Plan</i> .			

THEME EN4: NATURAL AREAS

Theme Statement

Kingston is actively conserving, protecting, restoring, enhancing, and expanding natural areas and green space for public enjoyment, community health, and ecosystem resiliency.

Indicators

- Dense treed areas (Tree Canopy cover as a percentage of total City land area).
- Greenspace (Total hectares of parkland and protected areas as a percentage of total municipal area).

Goals

- Preserve the most environmentally-valuable natural areas in the City.
- Increase the amount of natural areas within Kingston including natural corridors, shorelines, and significant woodlots.
- Protect local biodiversity through habitat and riparian area protection.
- Restore and remediate degraded natural areas where possible.
- Enhance the environmental aspects of park management.
- Increase the number of trees in park areas and in the City.

Actions

The *Sustainable Kingston* Website includes a dynamic Community Action Inventory for community partners to post the actions they are contributing to the implementation of *Sustainable Kingston*. The Website provides detailed information about actions, action leads, targets (if applicable), and status.

Action	Action Lead	Target	Status
Brownfields Community Improvement Plan	City of Kingston	General reduction in brown-field properties in Kingston	4 brownfield prop remediated and

This is only one example of an action that Community Partners are taking. Go online to www.sustainablekingston.ca to find out about other actions that are happening or contact *Sustainable Kingston* at sustainablekingston@cityofkingston.ca to learn how your organization can become a Community Partner and contribute to this *Plan*.

THEME EN5: LAND USE AND BUILT ENVIRONMENT²¹

Theme Statement

Kingston adopts land use and built environment measures that strategically consider location, use, reuse and extent of natural areas, community spaces, employment lands, commercial areas and brownfield sites while making efficient use of land, infrastructure, and resources.

Indicators

- Mix of Land Use (Proportion of land in different uses: agriculture, commercial, industrial, parks, residential, vacant, roads, other).
- Dwelling Growth Location (Percentage of new residential units located within settlement areas).
- Dwelling Unit Density (Dwelling units/ha of municipal land).²²

Goals

- Reduce urban sprawl through promotion of compact development, increased density, mixed use development and restoration and appropriate reuse of brownfield sites.
- Preserve and enhance existing rural areas within the City boundaries.
- Plan residential developments to encourage walking, cycling and public transit and connectivity.
- Be a leader in development and use of sustainable building standards for design, construction, and operation.²³
- Maximize the use of existing building stock and building heritage.
- Conserve and restore designated heritage properties and integrate them into the community through appropriate uses.²⁴

Actions

The *Sustainable Kingston* Website includes a dynamic Community Action Inventory for community partners to post the actions they are contributing to the implementation of *Sustainable Kingston*. The Website provides detailed information about actions, action leads, targets (if applicable), and status.

²¹ Issues related to Land Use are also described in detail under EN 5 Land Use and Built Environment, EC 4 Infrastructure, and SO 2 Health and Wellness.

²² For future consideration: Change 'dwelling growth location' measure to 'dwelling growth inside and outside the urban growth boundary'. Currently, this measure requires additional research and time to report however and will track whether the OCP goals of directing growth inside the UGA is being met.

²³ The City of Kingston Municipal Green Building Policy requires new municipal buildings to achieve a minimum Leadership in Energy and Environmental Design (LEED®) Silver certification and a minimum energy efficiency level of 42 per cent, and all major retrofits to undertake a feasibility assessment to achieve LEED® certification and an energy efficiency level of 33 per cent better than the Model National Energy Code. The policy is part of the city's Energy Management Plan to reduce greenhouse gas emissions by 10 per cent (2000 baseline year) by 2014.

²⁴ CU 2 History and Heritage defines goals and Perceived Issues related to Kingston's built, cultural, and archaeological resources.



The Social Pillar Champion advising on behalf of the Social Equity Pillar is Ross Cameron. Throughout the development of Sustainable Kingston, Ross has provided updates to the Social Planning Council.

SOCIAL PILLAR: SOCIAL EQUITY

Thoughts from the Social Equity Pillar Champion

The Social Equity Pillar will help social agencies and residents to raise awareness about social needs and to engage both citizens and community partners to plan and act in response to these needs. The end result will be to improve the well-being of the whole community. Together, we will build social capital in the community between individuals and groups in order to enable collaborative action on projects of common interest.

Though Social Equity is often hard to quantify, measures which evaluate income, employment, literacy, access to housing and health care among many others, are both available and useful. There are several organizations within Kingston such as the Community Foundation, the Social Planning Council, the United Way and others that produce broad based reports which provide both general and detailed perspectives on social equity in Kingston.

With this, we stress the importance of personal and group well-being and security, including full access to effective health care, housing, food, and education services – these being the essential prerequisites for full participation in cultural, environmental, and economic activities.

Sustainable Kingston provides an opportunity to focus on the complex issues of Quality of Life and Quality of Place using the integrated four-pillar framework. Readers and users of this document are encouraged to make continual reference to all four sectors to underscore the synergies that underlie this whole effort.

Themes

The themes identified in the Social Equity Pillar (Social Equity) are:

- Theme SO 1: Education and Learning
- Theme SO 2: Health and Wellness
- Theme SO 3: Food and Nutrition
- Theme SO 4: Poverty and Homelessness
- Theme SO 5: Comfort, Safety and Inclusion

Action	Action Lead	Target	Status
The Kingston Sustainability Centre at 193 Princess Street, Kingston, Ontario	The Kingston Sustainability Centre	Provide a location to educate and encourage the community to embrace and apply sustainable consciousness in the various aspects of life	Open to the public through Saturday, 5 pm
This is only one example of an action that Community Partners are taking. Go online to www.sustainablekingston.ca to find out about other actions that are happening or contact <i>Sustainable Kingston</i> at sustainablekingston@cityofkingston.ca to learn how your organization can become a Community Partner and contribute to this Plan.			

THEME SO1: EDUCATION AND LEARNING

Theme Statement

Kingston is a community where lifelong learning is valued, high quality education is provided, and all individuals have the opportunity to develop their full social, intellectual, economic, cultural, and physical potential.

Indicators

- Composite Learning Index (Composite Learning Index rating).
- Education Attainment (Percentage of population with post-secondary education including University, College, Apprenticeship, and trades degrees, certificates, or diplomas).
 - High school graduation rate (Percentage of population who have graduated from high school).

Goals

- 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.
- 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.
- Model sustainability in elementary, secondary, post-secondary schools through curriculum, teaching and operations.
- Raise awareness about sustainability through informal learning channels such as media, signage, etc.
- Build and nurture capacity among all *Sustainable Kingston* partners to participate in a lifelong learning process about sustainability issues, and engage (though not exclusively) educational institutions and partners in this task in particular. This may involve developing or fostering roles for Community Partners to enrich sustainability education in our schools.

Actions

The *Sustainable Kingston* Website includes a dynamic Community Action Inventory for community partners to post the actions they are contributing to the implementation of *Sustainable Kingston*. The Website provides detailed information about actions, action leads, targets (if applicable), and status.

Action	Action Lead	Target	Status
PRO Kids - Positive Recreation Opportunities for Kids	City of Kingston: Recreation and Leisure Department	Provide financial assistance to children in need so that they may participate in recreation and sports activities	Ongoing
This is only one example of an action that Community Partners are taking. Go online to www.sustainablekingston.ca to find out about other actions that are happening or contact <i>Sustainable Kingston</i> at sustainablekingston@cityofkingston.ca to learn how your organization can become a Community Partner and contribute to this <i>Plan</i> .			

THEME SO2: HEALTH AND WELLNESS

Theme Statement

Kingstonians live, work, and play in a community that promotes, protects, and enhances the physical, mental, and spiritual well-being of individuals and families by providing high quality health and wellness services including recreational facilities and programs.

Indicators

- Access to Physicians (Physicians per 100,000 persons).
- Percentage of residents that are obese or overweight (Percentage of residents reported as obese or overweight, by age cohorts).
- Recreation Program Hours (Total participant hours for recreation programs per 1,000 persons).

Goals

- Provide every citizen with doctors, health care practitioners and health care services that are accessible and efficient.
- Advance Family Physician Recruitment & Retention activities to ensure every resident of Kingston has access to primary care in the community.
- Provide and promote affordable, accessible recreation and leisure opportunities that support healthy and active lifestyles.
- Promote and enhance the physical, mental and spiritual well-being of individuals and families.
- Increase opportunities for those wishing to "age-in-place".

Actions

The *Sustainable Kingston* Website includes a dynamic Community Action Inventory for community partners to post the actions they are contributing to the implementation of *Sustainable Kingston*. The Website provides detailed information about actions, action leads, targets (if applicable), and status.

Action	Action Lead	Target	Status
Local Foods - Local Chefs Initiative	Downtown Kingston Business Improvement Area (DBIA) with partners	To increase sales of local food at the Kingston Farmers Market. To increase the number to downtown restaurants and shops featuring local food	Ongoing and success
This is only one example of an action that Community Partners are taking. Go online to www.sustainablekingston.ca to find out about other actions that are happening or contact <i>Sustainable Kingston</i> at sustainablekingston@cityofkingston.ca to learn how your organization can become a Community Partner and contribute to this Plan.			

THEME SO₃: FOOD AND NUTRITION

Theme Statement

People in Kingston have access to healthy and affordable food that is available through locally sustainable agriculture, local markets, and community gardens.

Indicators


- Community Gardens (Total number of community gardens or garden area/dwelling).
- Household spending on nutritious food (Cost of a nutritious food basket).

Goals

- Enhance access to healthy food choices.
- Establish a Kingston Regional Food Policy Council.
- Establish a distribution system for local foods at the wholesale as well as retail level.
- Encourage the development of urban agriculture and community gardens.
- Promote the consumption of locally grown food through local food markets.
- Promote food skills including food production, selection, storage, preparation, and nutrition through the establishment of urban agriculture, community gardens, school gardening, community kitchens, and cooking programs in community recreation centres, libraries, schools, and community hubs.
- Promote the coordination of food providing services for low income residents (i.e. hot meal programs, food banks, and shelters).

Actions

The *Sustainable Kingston* Website includes a dynamic Community Action Inventory for community partners to post the actions they are contributing to the implementation of *Sustainable Kingston*. The Website site provides detailed information about actions, action leads, targets (if applicable), and status.



Action	Action Lead	Target	Status
The Mayor's Task Force on Poverty	Kingston Community Roundtable on the Poverty Reduction	Recommendations on poverty reduction ends statements	Report completed Roundtable funded operating
This is only one example of an action that Community Partners are taking. Go online to www.sustainablekingston.ca to find out about other actions that are happening or contact <i>Sustainable Kingston</i> at sustainablekingston@cityofkingston.ca to learn how your organization can become a Community Partner and contribute to this Plan.			

THEME SO₄: POVERTY AND HOMELESSNESS

Theme Statement

All citizens have a way to meet their basic needs. The community is working towards long-term solutions that break the cycle of homelessness and poverty.

Indicators

- Low Income Households (Percent of households below the low income cut-off).
- Housing Affordability (Households spending 30% or more of household income on gross rent, and on owner's major payment).

Goals

- Work with local partners to reduce poverty in Kingston households.^{25,26}
- Reduce reliance on food bank usage.
- Increase public awareness of poverty.
- Ensure a range of affordable and efficient housing choices with varying levels of care.
- Support the inclusion of affordable housing in new developments.
- Empower, engage, and leverage neighbourhoods as a strategy to reduce poverty.

Actions

The *Sustainable Kingston* Website includes a dynamic Community Action Inventory for community partners to post the actions they are contributing to the implementation of *Sustainable Kingston*. The Website provides detailed information about actions, action leads, targets (if applicable), and status.

²⁵ Poverty is defined as more than a third of income spent on basic needs.

²⁶ Local initiatives include the Roundtable of Poverty Reduction and provincial initiatives such as "Breaking the Cycle".

Action	Action Lead	Target	Status
Newcomers Web Portal Project	City of Kingston with partners	Provide a web based location for information that welcomes newcomers, provides easy access to useful information and showcases Kingston as an attractive place to settle	Website was launched February 26, 2017

This is only one example of an action that Community Partners are taking. Go online to www.sustainablekingston.ca to find out about other actions that are happening or contact *Sustainable Kingston* at sustainablekingston@cityofkingston.ca to learn how your organization can become a Community Partner and contribute to this Plan.

THEME SO5: COMFORT, SAFETY AND INCLUSION

Theme Statement

All Kingstonians feel welcomed, safe and connected in their communities.

Indicators

- Municipal Crime Rate (Violent and property crimes per 1,000 residents).
- Total Crime Rate (Total criminal code offences, excluding traffic, per 1000 residents).²⁷

Goals

A collaborative effort to achieve the following goals will move Kingston towards the theme statement for Comfort, Safety and Inclusion.

- Identify, advocate, and provide services that serve to overcome barriers experienced by all members of our community.
- Increase the awareness and emergency preparedness level of individuals, organizations, municipality and community through engagement in mitigation, preparedness, response and recovery activities in order to successfully respond to and recover from an emergency.
- 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.
- Reduce violent and property crime in our neighbourhoods.

Actions

The *Sustainable Kingston* Website includes a dynamic Community Action Inventory for community partners to post the actions they are contributing to the implementation of *Sustainable Kingston*. The Website provides detailed information about actions, action leads, targets (if applicable), and status.

²⁷ Municipal performance measurement reported by the Kingston Police Force.

APPENDIX A: ACKNOWLEDGEMENTS

Sustainable Kingston represents the hard work of many people. The process of developing *Sustainable Kingston* has been stewarded by FOCUS Kingston. The project management team would like to thank the members of FOCUS Kingston who had the courage to adopt a strong vision statement and the commitment to work through the details.

Current members of FOCUS Kingston include:

- Councillor Leonore Foster
- Councillor Dorothy Hector
- Linda Whitfield
- Kathy Horton
- Dan Corbett
- Dan Hendry
- Genevieve Landis

Past members of FOCUS Kingston include:

- Councillor Mark Gerretsen
- Councillor Joyce MacLeod-Kane
- Councillor Rob Matheson
- Richard Moller
- Venicio Rebelo
- Alec Ross
- Dr. Harry Cleghorn
- Kelsey Jensen

The project management team would like to extend sincere appreciation to Pillar Champions who have volunteered to act as conveners of community and organizational consultation on matters specific to one of the four pillars (economic, environmental, social and cultural) of community sustainability. To date, Pillar Champions have used their knowledge of the issues associated with their respective pillar and their peer networks to solicit participation from anyone within the community with an interest in one or more pillars of sustainability. They have also played an important role in the development and review of *Sustainable Kingston*.

Pillar Champions include:

- Ross Cameron, Social Planning Council
- Ian Dubin, Kingston Environmental Advisory Forum
- Brian Osborne, Grand Theatre Advisory Committee
- Harold Pickering, Kingston Environmental Advisory Forum
- John-Paul Shearer, Kingston Economic Development Corporation
- Harry Symons, Arts Advisory Council

On behalf of the Pillar Champions and the Project Management Team, we want to acknowledge and thank all of the organizations who have supported the development of *Sustainable Kingston*. Through the work that these organizations do on a daily basis, and through the contributions they have made by participating in the Community Sustainability Charrette, Green Up!, the Sustainability Summit, community conversations, or many of the other sustainability related events, they continue to support the vision of becoming **Kingston - Canada's Most Sustainable City**.

As we proceed, we sincerely look forward to your on-going contributions in the development of *Sustainable Kingston*, we hope that you will become a *Sustainable Kingston* Community Partner, and we aspire to engage you in a truly community owned model for community sustainability.

APPENDIX A: ACKNOWLEDGEMENTS

The following list includes the names of organizations who participated in events associated with the development of *Sustainable Kingston*. We apologize if we have missed anyone – if we have, please let us know by emailing sustainablekingston@cityofkingston.ca.

- Agnes Etherington Art Centre
- Algonquin and Lakeshore Catholic District School Board
- Arts Advisory Committee
- Assante Wealth Management
- Boys & Girls Club
- Campus Sustainability Initiative, St. Lawrence College
- Canadian Defence Academy
- Canadian School of Natural Nutrition
- Canadian Urban Institute
- CarSharing Cooperative
- Cataraqui Archaeological Foundation
- Cataraqui Region Conservation Authority (CRCA)
- Centre Culturel Frontenac
- CFB Kingston
- CFRC 101.9FM
- Chamber of Commerce
- CHUM (FLY-FM and The Drive)
- City of Kingston
- Community Foundation of Greater Kingston
- CORK Sail Kingston Inc.
- Corus Entertainment (CKWS, FM96, Lite 104.3)
- County of Frontenac
- CSR Consultant
- Cycle Kingston
- Diamond Hotels
- Downtown Kingston! Business Improvement Area
- Dupont
- Eastern Lake Ontario Regional Innovation Network
- Elizabeth Fry Society
- First Nations Technical Institute
- Food Down the Road
- Frontenac Arch Biosphere
- Frontenac Community Futures Development Corporation
- Frontenac Island Twp
- Goal Patrol Millennium Village Project
- Hearthmakers Energy Cooperative
- Hotel Dieu Hospital
- Imagine Kingston
- Kingston Immigrant Services
- Innovation Park
- Inter Faith Leaders Group
- Invista
- John Howard Society
- Katarokwi Native Friendship Centre
- Kingston Economic Development Corporation (KEDCO)
- KFL&A Children & Youth Services Steering Committee
- KFL&A Public Health
- Kingston Accommodation Partners
- Affordable Housing Development Committee
- Kingston and District Labour Council
- Kingston Area Race Relations Association
- Kingston Arts Council
- Kingston Association Museums and Galleries
- Kingston Christian Faith Community
- Kingston Community Health Centres
- Kingston Community Roundtable on Poverty Reduction
- Kingston Construction Association
- Kingston Electors
- Kingston Environmental Advisory Forum (KEAF)
- Kingston Family YMCA
- Kingston Field Naturalists' Society
- Kingston Food Bank
- Kingston General Hospital
- Kingston Home Builders Association
- Kingston Life magazine
- Kingston Military Family Resource Centre
- Kingston Municipal Heritage Committee
- Kingston Police
- Kingston Seniors' Association
- Sport Kingston Tourism
- Kingston Whig-Standard
- Kingston's Public (Farmers') Market

APPENDIX A: ACKNOWLEDGEMENTS

- Lake Ontario Waterkeeper
- Limestone District School Board
- Little Cataraqui Environment Association
- Living Cities Company
- Loyalist County
- Marine Museum of the Great Lakes
- Martha's Table
- Ministry of Environment
- National Farmers Union
- Natural Capital Resources
- Neegan Seewin Aboriginal Learning, Counselling and Consulting
- Novelis Global Technology
- Office of John Gerretsen, MPP
- Ontario Public Interest Research Group
- Parks Canada
- PARTEQ (Queen's Tech Transfer Centre)
- Pathways
- Profile Kingston
- Providence Care
- Queen's University 4 Directions Aboriginal Student Centre
- Queen's University Backing Action on Climate Change (QBACC)
- Queen's University Earth Centre
- Queen's University School of Business
- Queen's University Solar Design Team
- Queen's Sustainability Group
- Queen's Sustainable Bio-Economy Centre
- Queen's University, Geography Department
- Queen's University, Office of the Principal
- Queen's University, Office of the Associate Vice-Principal & Dean of Student Affairs
- Queen's University International Centre
- Reduce The Juice Foundation
- Royal Military College
- Kingston Roundtable on Poverty Reduction
- Kingston Roundtable on the Quality of Life
- Scott Industrial Services
- Sisters of Providence
- Social Planning Council of Kingston
- Sport Kingston
- St. Lawrence College, Faculty of Applied Science
- St. Lawrence College, Sustainable Local Food for All Canadians Program
- St. Lawrence Parks Commission (Fort Henry)
- Street Smart
- SWITCH
- TAB Mechanical, Inc.
- The County of Lennox & Addington
- The Kingston Sustainability Centre
- The Radio Group (K-Rock, KIX and The Lake)
- Town of Gananoque
- Township of South Frontenac
- TVCogeco
- United Counties of Leeds & Grenville
- United Way
- Urban Agriculture Kingston
- Utilities Kingston
- Village of Sackets Harbor, Jefferson County, NY
- Youth Diversion

APPENDIX A: ACKNOWLEDGEMENTS

In addition to the contribution made by organizations, institutions, and businesses, we would like to extend a heartfelt thanks to the citizens of Kingston who invested time and energy in the development of this plan. Members of the public have participated in public meetings, community conversations, presentations, and provided written and verbal input. It is our greatest hope that you continue to be interested in, passionate about, and committed to creating a culture of sustainability in Kingston and *Designing our community's future... Together.*

The development of the process has been led by a partnership among the following consulting firms: Stantec Consulting Ltd., 8020 Info., Events Management Plus, SmallWorld Media Group, and GetWebbed.ca. Stantec managed the overall project and the development of *Sustainable Kingston*. Members of the Stantec team included Andrea Flowers, Don Grant, Aviva Savelson, Lourette Swanepoel, and Brian Guthrie. 8020 Info provided expertise in communications and engagement. Events Management Plus provided logistical support for the public events and consultations. SmallWorld Media Group conceptualized and designed the *Sustainable Kingston* logo, developed posters and brochures for community conversations, and designed the layout of the Final *Sustainable Kingston Plan*. Getwebbed.ca designed the *Sustainable Kingston* Website.

The City of Kingston gratefully acknowledges the funding and support provided by the Federation of Canadian Municipalities (FCM) Green Municipal Fund (GMF).

APPENDIX B: COMMUNITY PARTNERSHIP

Community Partners are organizations that have indicated a willingness to support *Sustainable Kingston* through a shared vision of sustainability and through their own actions. Partners agree to endorse the vision, support the *Plan* and strive to provide on-going involvement in improvement and implementation of the *Plan*. Partners are encouraged to contribute in the way most appropriate to their organization.

Together, Community Partners form a diverse network of Kingston organizations which embrace and support community sustainability in their planning and operations. The *Sustainable Kingston* Community Partnership is striving to make a positive impact in our community by working together to achieve cultural, economic, environmental, and social sustainability.

The Partnership is intended to build community capacity, commitment and, where possible, collaboration amongst a large and diverse group of local businesses, organizations, and membership-based groups. All partners have a commitment to champion sustainability within the community by demonstrating how their organization is participating actively through the implementation of actions that will lead us towards sustainability.

The *Sustainable Kingston* Community Partnership Charter

Sustainable Kingston is everyone's plan. It is a living articulation of how we see Kingston as a sustainable city. As Partners we understand that through thoughtful consideration of our activities we have the potential to create sustainable benefits to Kingston and the world.

As a Community Partner, we support *Sustainable Kingston* by:

- Demonstrating a shared vision of sustainability through actions appropriate to the business of our organization
- Participating in improving and implementing the *Sustainable Kingston Plan*
- Communicating about actions that we are taking and how our actions contribute to a *Sustainable Kingston*
- Sharing best practices and lessons learned

Partnership is an important commitment to the community. *Sustainable Kingston* wants to recognize partner organizations and share summary information about your accomplishments so that we can all see what is possible when we all contribute.

APPENDIX B: COMMUNITY PARTNERSHIP

Becoming a Community Partner is easy – choose the way that best suits your organization:

1. Official endorsement of the *Sustainable Kingston* Community Partnership Charter,

OR

2. Send us a letter on your letterhead stating your organization's desire to be recognized as a Community Partner and your support for *Sustainable Kingston*.

Then let us know what action or actions your organization is taking and how it is making a positive contribution to community sustainability.

Community Partners and their actions will be recognized by *Sustainable Kingston* within the relevant sections of the *Sustainable Kingston Plan* at www.sustainablekingston.ca and through community outreach events.

For more information please contact *Sustainable Kingston* at:

sustainablekingston@cityofkingston.ca

or

Sustainable Kingston

c/o City of Kingston – Strategy, Environment & Communications

216 Ontario Street

Kingston, Ontario, K7L 2Z3

Find out more about becoming a community partner at: www.sustainablekingston.ca
or e-mail: sustainablekingston@cityofkingston.ca.

APPENDIX C: THE CITIZEN'S COMMITMENT

As members of the community, citizens recognize how their personal decisions have an impact on the sustainability of Kingston and the world. Citizens commit to help shape and implement the *Plan*. Individuals can support *Sustainable Kingston* by making the Citizen's Commitment.

Individuals who are part of organizations that have become Community Partners are also encouraged to make the Commitment and join the network of citizens who are designing our community's future together.

The Citizen's Commitment

Sustainable Kingston is everyone's plan. I, as a member of the community, recognize that my lifestyle choices can have an impact on the sustainability of Kingston and the world. I will help shape and implement the *Plan*.

As a community member, I will:

- Take actions that contribute to moving Kingston toward a more sustainable future
- Assist where I am able with the improvement and implementation of the Plan on an ongoing basis
- Share stories about the actions that I am taking
- Talk to others about sustainability

Name: _____

Contact: Phone: _____
Email: _____
Date: _____

Please forward your completed commitment to *Sustainable Kingston* along with anything else you would like us to know at:
sustainablekingston@cityofkingston.ca or to:

Sustainable Kingston
216 Ontario Street
Kingston, Ontario, K7L 2Z3

Personal information, as defined by the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), is collected and will be used in accordance with MFIPPA. Your name will appear on the *Sustainable Kingston* website (and will be made available to the public) in order to acknowledge your commitment to the *Sustainable Kingston Plan*. Questions about the collection, use, and disclosure of the personal information may be directed to Kim Jamieson at: sustainablekingston@cityofkingston.ca.

APPENDIX D: INDICATOR DETAILS

“Indicators” are used to monitor and track performance. The purpose of indicators in *Sustainable Kingston* is to illustrate high level and quantifiable performance in each theme. To develop the initial list of indicators, the team reviewed several local and national indicator programs and compiled a long list of indicators, relevant theme statements, the measurement unit, data source, rationale for selection, the reporting timeframe, and the suitability for benchmarking. The project management team also worked with various organizations in Kingston to identify indicators that are already being monitored on a regular basis. Each of the proposed indicators was evaluated using the following criteria:

- Within the influence/control of the City
- Data are (or could be) available
- Stable and reliably measured
- Understood by a broad range of audiences
- Comparable to indicators used in other jurisdictions
- Meaningful for the Kingston ICSP, including theme statements, goals, and suggested actions

During consultations, we received additional feedback on the draft indicators and good suggestions for alternative indicators. The indicators that have been selected meet the criteria and provide good information, are collected regularly and are freely available to *Sustainable Kingston*.

The following detailed tables outline the Kingston’s ICSP Indicator Framework, illustrating the connections between the pillars, themes, theme statements and indicators. It also includes additional information, such as: data source, rationale for indicator selection, reporting timeframe and suitability for benchmarking against other communities. Overall, there are 39 recommended indicators; 22 of which are suitable for benchmarking. Twenty-four of these indicators can be reported on an annual basis, the remaining can be reported on a 5 year cycle.

INDICATOR DETAILS

CULTURAL INDICATORS

Theme	Theme Statement	Indicator	Measurement Unit	Data Source	Rationale for Selection	Reporting Time-frame	Suitable for Benchmarking?
Arts, Creativity and Entertainment	Kingston is a place where all forms of creative expression and public entertainment are nurtured, celebrated, and valued as important contributors to the city's cultural, social, and economic life	Employment in Occupations Related to Arts, Culture, Recreation and Sport	Percentage of the employed labour force	Labour Force Survey (used by Vital Signs)	This indicator helps monitor the commitment and changes in the local arts and culture industry. The proportion of employed persons in arts and culture provides insight into size of the arts and culture community by measuring the level of employment needed to support it	Annual	Y
History and Heritage	By including, protecting, respecting, and sharing our community's unique cultural heritage, rich and diverse narratives, and local history, Kingstonians will have a better understanding of ourselves, others, and our world	Assets in City's Heritage Register	Total number of registered and designated heritage assets	City's Heritage Register	Changes in the heritage registry are a measure of the preservation of the City's heritage assets. The more the assets are protected the less likely the registry numbers will decline	Annual	

INDICATOR DETAILS

Active Citizenship	Kingston fosters a participatory environment where citizens can contribute information, ideas, and opinions to decision-making processes and help lead our community towards its full potential as <i>Kingston - Canada's Most Sustainable City</i>	Voter turnout	Percentage of electoral list who cast a ballot in federal elections	Elections Canada (used by Vital Signs)	It is a goal of the ICSP for everyone to vote. This measure will help track this goal and reflects the level of citizen engagement	according to election cycle (~5 yr)	Y
Diversity	Collectively, Kingstonians strive to develop positive relationships between persons of differing races, ethnicities, cultural backgrounds, socioeconomic status, genders, sexual orientations, physical abilities, and/or religions. Kingston embraces diversity and values acceptance and understanding of differences, the reduction of prejudice and intolerance, and the importance of building a better society grounded in a common understanding of the ideals we share	Residents by ethnic background	Percentage of the population that is member of a visible minority	Census	Visible minorities are a measure of the different ethnic backgrounds of people living in the community. These trends determine whether there is a suitable range of ethnicity to foster a diverse community	5 yr	Y

INDICATOR DETAILS

ECONOMIC INDICATORS

Theme	Theme Statement	Indicator	Measurement Unit	Data Source	Rationale for Selection	Reporting Time-frame	Suitable for Benchmarking?
Economic Development	Kingston focuses on strengths and opportunities for a vibrant, diverse, and dynamic economy which attracts and retains businesses and skilled employees, contributes to global knowledge, incubates innovation, and brings new goods and services to market	Unemployment Rate	Percentage of labour force that is unemployed	Census	Employment is the way most people earn a living; the unemployment rate is a measure of how the economy is doing in providing opportunities to support community members. A low unemployment rate is a strong indication of a healthy economy	5 yr	Y
		Job Creation	Total employed labour force	Census	Tracking the size of the labour force helps in understanding the underlying economic health of the community		
Community Economic Development	Kingston has a resilient and diverse economy that fosters local commerce and entrepreneurial growth. Community Economic Development initiatives that create economic opportunities and better social conditions will contribute to the overall	Employment by sector	Distribution of Labour force in Top 3 sectors	Census	This indicator shows the concentration of the labour force in the top 3 sectors. A predominance of people working in one area could be subject to vulnerability. This indicator can be used to understand changes to the underlying economic health of the community	5 yr	

INDICATOR DETAILS

Community Economic Development	well-being of the community	Entrepreneurship	Percentage of Labour force that is self-employed (includes incorporated and unincorporated)	Census (reported in the Kingston Community Profile by the Kingston Social Planning Council (SPC))	Self-employment, although not a direct measure of entrepreneurialism, provides insight into the trends around the number of people who own their own businesses.	5 yr	Y
Labour Market Development	Kingston's labour market offers, attracts, and retains skilled, employable talent for fulfilling jobs with safe working conditions, a living wage, and a satisfying lifestyle	Employment by occupation	Distribution of the labour force by occupation type (percent of labour force)	Census	This indicator is as an indication of the skill diversity in the region. By looking at the changing proportions of occupation can reveal how the underlying economic health of the communities is changing and the skill set of the community	5 yr	
Infrastructure	Kingston's well-maintained infrastructure and facilities meet the needs of residents, businesses, and visitors and provide a flexible platform for strategic infrastructure investments in the future	Infrastructure Condition	a) Number of wastewater main backups per 100 km of wastewater main in a year b) Number of water main breaks per 100 km of water pipeline per year	Municipal Performance Measure Program (MPMP)	This indicator is a measure of the problems occurring in the City's wastewater and water systems. Tracking these problems helps measure the condition of the infrastructure by how much maintenance is required. A system with many problems would be considered to be not well maintained	Annual	

INDICATOR DETAILS

		Transit	Transit ridership per capita (trips per person)	Municipal Performance Measure Program (MPMP)	An efficient and effective sustainable transportation system provides a viable alternative to single occupancy driving. An increase in transit ridership indicates that residents have transportation alternatives	Annual	
		Commuting Mode	Percentage of Labour Force travelling to work on bike, bus and foot	Census	This indicator is measure of commuters travelling to work on bike, bus and foot	5 yr	
Tourism	Kingston develops and enhances the tourism sector through the positioning of Kingston as a preferred destination for visitors, sports events, and businesses while supporting sustainable tourism for local residents	Annual Tourism Revenues	Revenues from tourism-related expenditures/ categories including lodging, food and beverages, transportation, entertainment, and retail (County of Frontenac)	Tourism Kingston	An increase in revenue is a measure of a successful tourism industry. PLEASE NOTE: If data is available, change measure to hotel occupancy rates	Annual	

INDICATOR DETAILS

Agriculture	Kingston has a secure, coordinated and integrated ecological and regional farm and food system based on sustainable farming practices	Preservation of Agricultural Land	Percentage land designated for agricultural purposes that was not re-designated (annual and from base year)	Municipal Performance Measure Program (MPMP)	This indicator is important to understand if agricultural land is being preserved or converted to non-agricultural uses. This measure is directly related to the goal to build farm capacity	Annual	
		Agricultural Intensity	Gross Farm Receipts per hectare land farmed. Realized Net (farm) Income from the markets (RNI is with subsidies subtracted out) per hectare	Agriculture Census	This indicator provides both an indication of the health of the agricultural sector based on economic returns to farm operators and the intensity of the use of agricultural land	5 yr	Y

INDICATOR DETAILS

ENVIRONMENTAL INDICATORS

Theme	Theme Statement	Indicator	Measurement Unit	Data Source	Rationale for Selection	Reporting Time-frame	Suitable for Benchmarking?
Energy, Air and Climate Change	Kingston is capable of producing all of the energy that residents and industry consume, and is responsible for offsetting all greenhouse gas emissions created by the community. Kingston has clean, fresh, and breathable air because the community has minimized emissions that could be harmful to the health of the community, the environment, or the atmosphere	Energy Use	Total and per capita energy use	City of Kingston GHG Inventory	This indicator shows how well the community is at conserving energy and addresses the goal to minimize the amount of energy that needs to be produced	Annual	
		GHG Emissions	Total and per capita GHG emissions	City of Kingston GHG Inventory	This data is important for reporting on local emissions and tracking the community's efforts to reduce their emissions	Annual	Y (per capita)
		Air Quality Index (AQI)	Number of days per year where the AQI is greater than 50	Ontario Ministry of Environment	The (AQI is an indicator of air quality, based on air pollutants that have adverse effects on human health and the environment. If the AQI reading is over 50, the air quality is in the poor category, and may have adverse effects for sensitive members of human and animal populations, and may cause significant damage to vegetation and property	Annual	Y

INDICATOR DETAILS

Water	Kingston has an abundance of clean, safe and potable water that is used responsibly and is returned to the local environment in as clean, safe, and potable condition as possible	Residential water consumption	Average residential litres per capita per day	City (used by Vital Signs)	This is a direct measure of residential water use. By tracking water use it is possible to monitor whether or not consumption is minimized	Annual	Y
		Beach Water Quality	Number of beach closure days per year	City	Beach closures indicate that the water quality is not safe to swim in. An increase in advisories indicates that the water bodies are not well protected	Annual	
Solid Waste	Solid waste in Kingston is treated as a potential resource and Kingstonians are continuously making choices that lead towards becoming a zero waste community	Residential Diversion Rate	Tonnes of residential waste per capita	Municipal Performance Measure Program (MPMP)	This measure demonstrates how well residents are doing at reducing waste. As more waste is recycled, reused and composted, per capita waste disposal will decrease	Annual	Y
		Residential Solid Waste	Total tonnes of residential solid waste disposed per capita	City	Residential Solid Waste Residential Solid Waste	Annual	Y

INDICATOR DETAILS

Natural Areas	Kingston is actively conserving, protecting, restoring, enhancing, and expanding natural areas and green space for public enjoyment, community health, and ecosystem resiliency	Dense treed areas	Tree Canopy cover as a percentage of total City land area	City	This indicator measures the percentage of the total land area that is covered by dense trees. The dense treed areas can be based on satellite photo analysis	Annual	
		Green space	Total hectares of park-land and protected areas as a percentage of total municipal area	City	This indicator measures the percentage of the total land area that is designated parks and protected natural areas in Kingston. Generally, the larger a park or protected area, the greater the habitat value	Annual	
Land Use and Built Environment	Kingston adopts land use and built environment measures that strategically consider the location, use, reuse and extent of natural areas, community spaces, employment lands, commercial areas, and brownfield sites while making efficient use of land, infrastructure, and resources	Mix of Land Use	Proportion of land in different uses: agricultural, commercial, industrial, parks, residential, vacant, roads, other	City	This indicator monitors the theme goal to promote compact development, increased density and mixed use through planning and zoning. The distribution of land uses, indicates how mixed the land use is	5 yr	
		Dwelling Growth Location	Percentage of new residential units located within settlement areas	Municipal Performance Measure Program (MPMP)	This indicator measures the share of new dwelling growth located within serviced and designated settlement areas. A high share of growth located within designated settlement areas indicates growth is occurring in a compact manner	Annual	

INDICATOR DETAILS

		Dwelling Unit Density	Dwelling units/ha of municipal land	Census	Higher density indicates that land is being used more efficiently and is associated with reduced automobile dependence and lower per capita infrastructure costs	5 yr	Y
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INDICATOR DETAILS

SOCIAL INDICATORS

Theme	Theme Statement	Indicator	Measurement Unit	Data Source	Rationale for Selection	Reporting Time-frame	Suitable for Benchmarking?
Education and Learning	Kingston is a community where lifelong learning is valued, high quality education is provided, and all individuals have the opportunity to develop their full social, intellectual, economic, cultural, and physical potential	Composite Learning Index	Composite Learning Index rating	Canadian Council of Learning (used by Vital Signs)	The Composite Learning Index (CLI) is an annual measure of Canada's progress in lifelong learning. It is based on statistical indicators that reflect the many ways Canadians learn, whether in school, in the home, at work or within the community	5 yr	
		Educational Attainment	Percentage of population with post-secondary education including University, College, Apprenticeship, and trades degrees, certificates, or diplomas	Census -5yr or Labour Force-1yr data (both used by Vital Signs)	Education attainment is a measure of a population's ability to access education and skills training programs, and of the community's ability to attract and/or support a skilled labour force	5 yr	Y
		High school graduation rate	Percentage of population who have graduated from high school	Census data	This indicator is a measure of the percentage of high school students who graduated	5 yr	Y

INDICATOR DETAILS

Health and Wellness	Kingstonians live, work, and play in a community that promotes, protects, and enhances the physical, mental, and spiritual well-being of individuals and families by providing high quality health and wellness services including recreational facilities and programs	Access to Physicians	Physicians per 100,000 persons	Canadian Institute of Health Information (used by Vital Signs)	This measure directly measures the theme's goal to provide every citizen with doctors	Annual	Y
		Percentage of residents who are obese or overweight	Percentage of residents reported as obese or overweight, by age cohorts	Stats Can - CCHS (used by Vital Signs)	Obesity has been identified as a major risk factor contributing to a number of chronic illnesses such as diabetes and heart disease. It is therefore a measure of the physical health of the community	Annual	Y
		Recreation Program Hours	Total participant hours (000's) for recreation programs per 1,000 persons	Municipal Performance Measure Program (MPMP)	This indicator is a measure of the amount of recreational programming available to residents. The number of hours of programming is a reflection of how accessible recreation programs are	Annual	

INDICATOR DETAILS

Food and Nutrition	People in Kingston have access to healthy and affordable food that is available through locally sustainable agriculture, local markets, and community gardens	Communi-ty Gardens	Total number of commu-nity gardens or garden area/dwelling	City	This indicator is a measure of available urban land to grow food and is a direct measure of the theme's goal to encourage the development of urban agriculture and community gardens. An increase in land area indicates an increase in access to gardens	Annual	
		Household spending on nutritious food	Cost of a nutritious food basket	Associa-tion of Local Public Health Agencies	Proper nutrition is an undisputed prerequisite to good health, essential for proper growth and development as well as a significant factor in preventing many chronic diseases including cancer, heart disease and diabetes. Income-related barriers to accessing sufficient nutritious food are therefore barriers to good health	Annual	Y
Poverty and Homeless-ness	All citizens have a way to meet their basic needs. The community is working towards long-term solutions that break the cycle of homelessness and poverty	Low Income House-holds	Percent-age of house-holds below the low income cut-off (after tax)	Census (used by Vital Signs)	The low-income cut-off (LICO) rates measure is intended to represent an income threshold below which a family will likely devote a larger share of its income on the necessities of food shelter and clothing than the average family	Annual	Y

INDICATOR DETAILS

		Housing Affordability	Households spending 30% or more of household income on gross rent, and on owner's major payment	Stats Can	Having to spend more than 30% of income on housing places a strain on individuals and families because there is less income for food, clothing, education, etc. 30% of household income is also used by banks to determine a household's gross debt servicing ratio	5 yr	Y
Comfort and Safety	All Kingstonians should feel welcome, safe, connected, and involved in their communities	Municipal Crime Rates	Total crime rate per 1,000 population - both violent and property	Municipal Performance Measure Program (MPMP) (and Vital Signs)	Crime statistics are a measure of safety in the community. Crime rates provide information that is comparable to other communities	Annual	Y
		Municipal Crime Rates	Total criminal code offences, excluding traffic, per 1,000 residents	Municipal Performance Measure Program (MPMP)	Crime statistics are a measure of safety in the community	Annual	Y



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