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OUR KAWARTHA LAKES

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# **Integrated Community Sustainability Plan**

**for the City of Kawartha Lakes**



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The preparation of this Sustainable Community Plan was carried out with assistance from the Green Municipal Fund, a Fund financed by the Government of Canada and administered by the Federation of Canadian Municipalities.

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# Acknowledgements

A special thanks to the community partners that have developed the Our Kawartha Lakes – City of Kawartha Lakes Integrated Sustainability Plan

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# 1. Introduction

The City of Kawartha Lakes has embarked on a process to increase sustainability within its community now and in the future. This process and its resulting plan is entitled “Our Kawartha Lakes”. Our Kawartha Lakes is a process that will provide a road map for residents and the local government to implement goals and actions that will help to make the City of Kawartha Lakes a better place to live.

## 1.1. Message from the Mayor Ric McGee

“For me, the City of Kawartha Lakes, its places and people, have always been a very special place. Our residents are talented, practical, hardworking and caring. The pursuit of sustainability for our community provides endless economic opportunities and benefits. Our focus toward a knowledge based water and food economy will position

Kawartha Lakes on the world stage over the next 100 years. Together, we can transform our visions for this great community into reality.”

## 1.2. Message from the Project Champion, Councillor Pat Warren

“I have had the great pleasure of working closely with more than 100 volunteers who have created this plan. Through this work we have discovered that we are a very principled community, considerate of the legacy we will leave for our children. The Sustainability Plan will allow us to create the kind of community we want for ourselves and future generations so that the quality of life for our children is equal to or even surpasses what we have inherited from our ancestors. I am honoured to be a champion of this important plan.”

### 1.3. Why We Have Developed the Plan.

On April 19, 2011 the City of Kawartha Lakes Mayor and Council endorsed the Our Kawartha Lakes Sustainability Commitment.



Figure 1: Mayor and Council with the Sustainability Commitment.

#### OUR KAWARTHA LAKES SUSTAINABILITY COMMITMENT

The City of Kawartha Lakes is taking action to transform our Kawartha Lakes into a more successful, desirable, and sustainable place to live through the development of an Integrated Community Sustainability Plan called "Our Kawartha Lakes". Our Kawartha Lakes is a long-term plan, developed in consultation with community members, to provide direction for the community to realize sustainability objectives for the environmental, cultural, social and economic dimensions that make up "Our Kawartha Lakes".

#### SUSTAINABILITY...

Means – meeting the needs of the present without compromising the ability of future generations to meet their own needs.

Integrates - economic, environmental, and social considerations into planning and action.

#### WE NEED YOUR HELP...

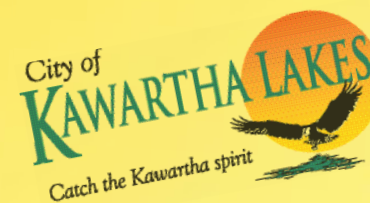
To define the best values, issues and vision needed to develop the plan's long term sustainability goals and objectives, and to define the tools needed to measure the success of the Plan.

#### WE WANT TO HEAR FROM YOU!

- Complete the online or paper survey;
- Participate in community meetings;
- Get involved online through Facebook or Twitter;
- Provide a brief description/artwork of your vision for Kawartha Lakes compared to Kawartha Lakes of today; and
- Encourage your friends, family and children to take part.

#### WILL YOU JOIN US?

It takes a community to achieve community sustainability. It is up to all of us to do our part, and we need your help because, together, this is Our Kawartha Lakes.





## 2. Background

### 2.1. Sustainability Defined

For many Canadians concerned about the long term viability of their communities, sustainability has been identified as not only desirable but essential for mid-to-long term prosperity. Policies and practices are being developed and implemented to move communities across Canada in this direction. To properly understand the dimensions of sustainability it must be understood that it is a discussion that has been defined in many ways. There are a variety of ideas and perspectives, with equal importance.

Rooted in the environmental movement that emerged as an element of broad social change in the 1970s, sustainability began as a discussion to address rising global environmental problems. Figure 2 illustrates the evolution of sustainability highlighting the changes in thinking between the eras and the resulting response and goals.

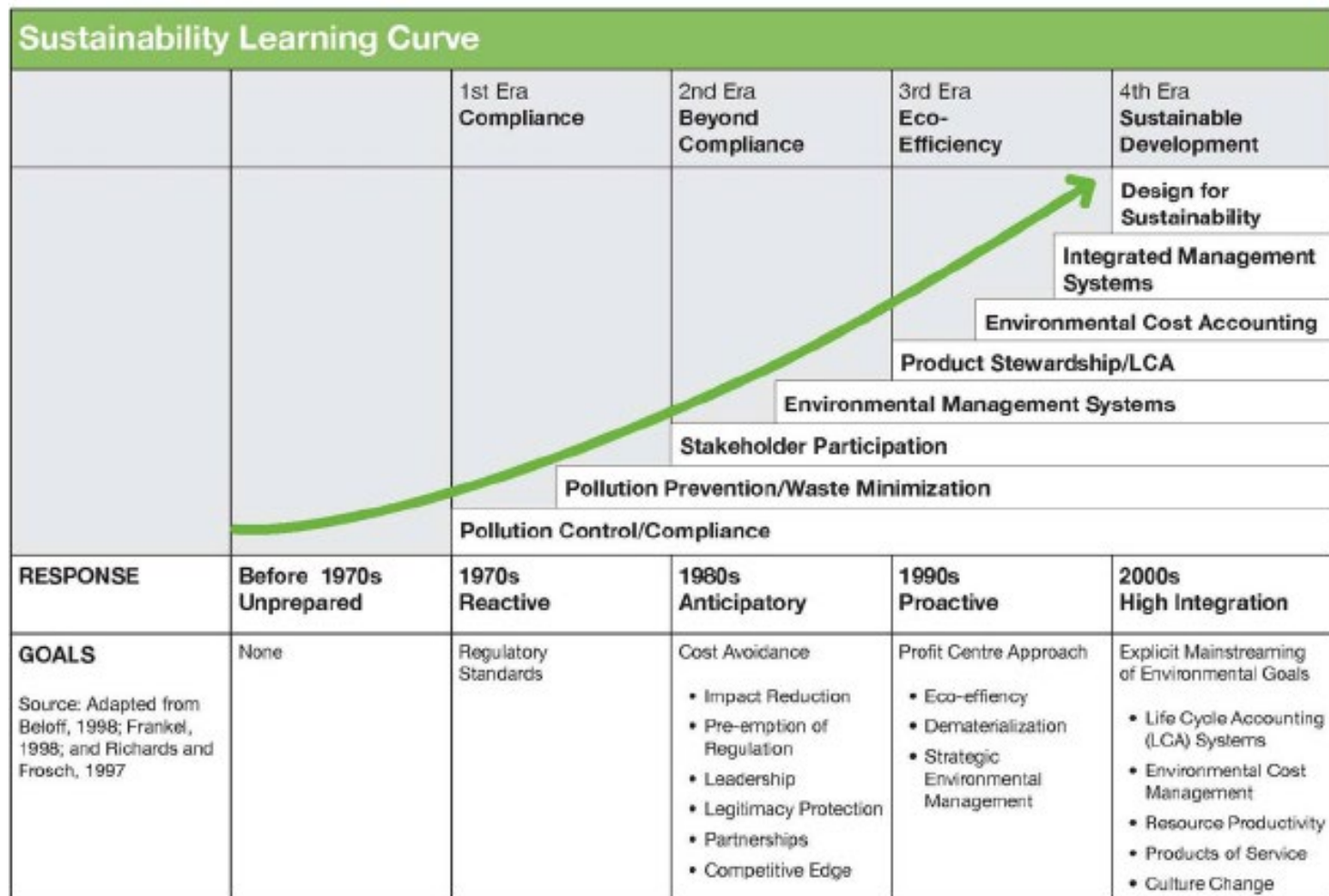


Figure 2. Sustainability Learning Curve.

At the core of the sustainable development discussion is an agreement about the existence of “limits to growth”, an idea first initiated by environmental pioneers such as Rachel Carson and others in the second half of the 20th century. Rachel Carson’s best-selling book “Silent Spring” about the misuse and overuse of pesticides is widely credited with launching the modern environmental movement. The ‘limits to growth’ theory entails that finite, nonrenewable resources must be used conservatively to allow future generations to enjoy the same quality of life that we do today. This theory was one of the foundational concepts of sustainability that strives to balance economic, social and environmental issues.

Based on the much-cited 1987 Brundtland Report, sustainable development has been portrayed as three equal elements: environmental, social and cultural well-being and economic stability. Over time, the emphasis of these three common tenets has been shifted by different

stakeholders to meet their own interests.

Although the foundation of sustainability is a concern for natural environments, the consideration of the well being of future generations is also important. According to the Brundtland Report, the best way to achieve this is to balance our current needs with those of future generations who are equally entitled to a reasonable standard of living. This notion brings a time-related element into the discussion where the current generation needs to be mindful of how its actions and decisions impact future generations.

Another dimension of equity relates to present differences in economies on a global scale. There is a concern that the geographic and economic differences between developed and developing nations is causing environmental costs to be reassigned to other people or ecosystems.



There is significant variance in the discussion of economic stability in the sustainability movement. New economic thinking reflects the growing worldwide demand for new economies that will conserve the earth and its resources, and also empower people to meet their own needs and those of others. In addition, there is increased discussion around accounting methods; capital costing approaches versus “life cycle” measurements of financial performance. Some argue that the assessment of sustainable performance must be based on both comparative measurements of one’s carbon footprint as well as integrated capital and longterm costs. Additionally, the socioeconomic spinoff effects of projects (those results that indirectly affect the health and well-being of individuals and communities) are another significant aspect that should be included in a sustainable financial assessment.

Sustainability planning has been increasingly adopted by governments and communities around the world as they respond to a series of complex pressures that threaten our long-term livelihood. These pressures include:

- Loss of productive agricultural land;
- Declining aquatic production;
- Deforestation;
- Pollution (air, water and land);
- Increased climatic change; and
- Loss of biodiversity.

These pressures result from an exponential increase in demand for resources and ecosystem services that are finite and depleting over time. As the global population grows there are increasing pressures that strain current levels of resources and ecosystem services, resulting in impacts to life at the local and global level. In short, these pressures have challenged us to adopt new ways of thinking. Figure 3 captures the transition in how our thinking has been required to adapt.

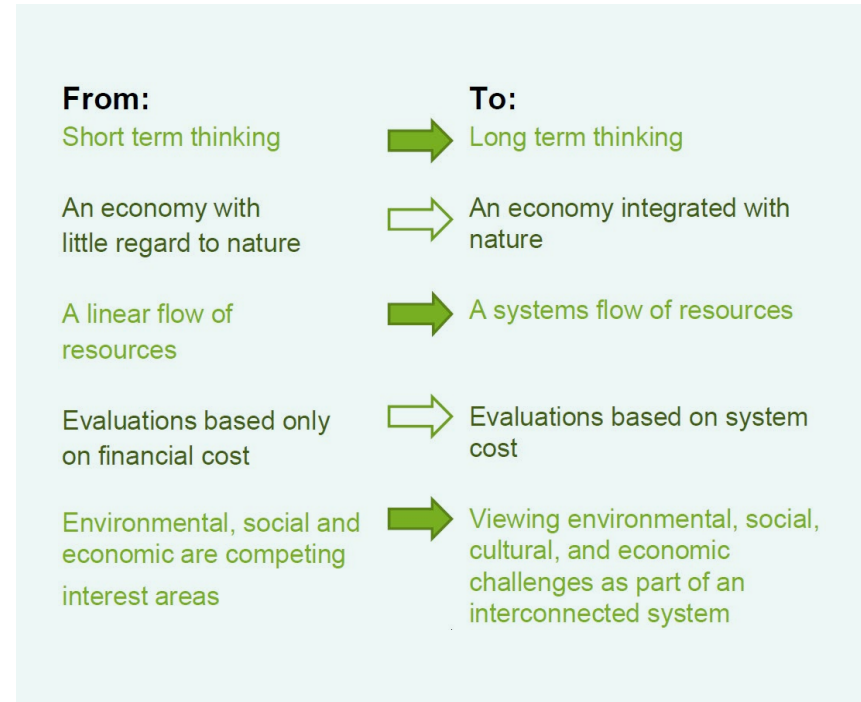


Figure 3. Sustainability challenges the way we think.

A number of sustainability frameworks have been developed to assist in the application of sustainable community planning. Sustainability frameworks are tools for organizing an approach to thinking about sustainability and forming policies and practices. Examples of sustainability frameworks include:

- **One Planet Living** emphasizes a global-local framework of sustainability. It is premised on the understanding that if everyone on the planet lived the average Canadian lifestyle we would need five planets to support us. One Planet Living is based on ten principles of sustainable living that challenge us to reduce our carbon footprint (figure 4).
- **The Natural Step** is based on four system conditions that need to be addressed to produce a more sustainable society. These system conditions are used to explain the current state and assist in determining policy to reach a desired future. Using the concept of “backcasting”, communities look toward a desired future and adopt supportive policies to move them in this direction.
- **Smart Growth America** promotes the widely accepted concept of smart growth that “concentrates growth in compact walkable urban centers to avoid sprawl and advocates compact, transit-oriented, walkable, bicycle friendly land use, including neighbourhood schools, complete streets, and mixed-use with a range of housing choices.”
- **Leadership in Energy and Environmental Design – Neighbourhood Development (LEED ND)** applies to shaping the development, redevelopment and growth of communities at the neighbourhood scale. LEED-ND “integrates the principles of smart growth, urbanism and green building into a national system for neighbourhood design.”



Figure 4. One Planet Living Principles (One Planet Living).

In Ontario, ideas of sustainability are being captured in emerging policies. Most notably, the Provincial Policy Statement and Official Plans of numerous municipalities across the province reflect new concepts of directing growth to existing settlement areas and limiting land consumption beyond these areas. More specifically, initiatives have been implemented in the province's Places to Grow Act and the Oak Ridges Moraine Conservation Plan, which promote intensification and the protection of significant natural resources. In short, sustainability challenges the way we think and the policies we construct to direct and manage future development.

Although there are many sustainability frameworks at various scales that range from regional, community, neighbourhood and site level, they all share the following basic principles:

- Conserving energy and natural resources;
- Reducing their carbon footprint;
- Reducing and eliminating the pollution of land, water and atmosphere;
- Conserving and restoring natural and urban ecosystems through biodiversity;
- Achieving health and well-being for individuals and communities; and
- Achieving social equity across time and geographic boundaries.

The Our Kawartha Lakes Steering Committee has made decisions highlighting the priorities of the municipality based on a review of the above principles and the specific needs of the community. These sustainability principles reflect the unique geographic characteristics and social ambitions of the municipality and its residents.

## OTHER EXAMPLES OF SUSTAINABILITY FRAMEWORKS

### The Brundtland Commission Report

The Report of the Brundtland Commission, "Our Common Future", was published in 1987. The report deals with sustainable development and the change of politics needed for achieving same

### The Kyoto Protocol (and subsequent agreements)

The Kyoto Protocol to the United Nations Framework Convention on Climate Change is aimed at fighting global warming. It is an international environmental treaty with the goal of achieving the "stabilization of greenhouse gas concentrations in the atmosphere at a level that would prevent dangerous anthropogenic interference with the climate system."

### Oak Ridges Moraine Conservation Plan

The Oak Ridges Moraine Conservation Plan is an ecologically based plan established by the Ontario government to provide land use and resource management direction for the 190,000 hectares of land and water within the Moraine.

### Places to Grow - Growth Plan for the Greater Golden Horseshoe

The Growth Plan for the Greater Golden Horseshoe was released on June 16, 2006. It is a 25-year plan that aims to revitalize downtowns to become vibrant and convenient centres, create complete communities, provide housing options, curb sprawl and reduce traffic gridlock.

## 2.2. Sustainability in the City of Kawartha Lakes

### OUR LEGACY

Located just 90 minutes northeast of Toronto, the City of Kawartha Lakes and its many charming communities are nestled amongst beautiful lakes, winding rivers, scenic farmland and pristine wilderness. With more than 250 lakes and rivers throughout vast stretches of panoramic beauty, the Kawartha Lakes offer visitors and residents a wealth of activities year-round. The importance of protecting the City's natural beauty and pristine settings is reflected in the municipality's "Environment First" principles where major decisions at the council level are made with a view to sustaining and enhancing the natural environment and the municipality's important heritage.

### HISTORIC SETTING

Settlement in the Kawartha Lakes region dates back thousands of years with First Nations peoples. In fact, the term Kawartha is an Anglicisation of the word Ka-wa-tha, meaning "land of reflections" in the Anishinaabe language. On January 1, 2001 the City of Kawartha Lakes was created by an amalgamation of the 17 municipalities formerly within Victoria County. Namely, the Town of Lindsay, the villages of Bobcaygeon, Fenelon Falls, Omemee, Sturgeon Point and Woodville and the Townships of Bexley, Carden, Dalton, Eldon, Emily, Fenelon, Manvers, Mariposa, Ops, Somerville and Verulam and the United Townships of Laxton, Digby and Longford.

### GEOGRAPHY

The City of Kawartha Lakes is a vast territory covering 3000 square

kilometres from the rolling hills of the Oak Ridges Moraine in the south, to the boreal forests and lakes of the Precambrian Shield in the north. As one travels from south to north it is evident that the City is geographically divided into three distinct regions.

The southern portions of the City, primarily in the Townships of Mariposa, Ops, Emily, Manvers, Eldon and Fenelon are dominated by productive farmlands and mixed forests. Throughout this area are found esker and kame deposits that are being mined for sand and gravel.

The central portions of the City are part of the "Land Between" ecotone of Ontario. This portion contains the City's largest lakes of Pigeon, Sturgeon, Cameron and Balsam interconnected by the Trent Severn Waterway. This area also contains the City's three largest urban centres - Bobcaygeon, Fenelon Falls and Lindsay, that frame the three points of Sturgeon Lake.

The townships north of the Trent Canal lake system generally have shallow soils over bedrock and are primarily used for ranching or forestry. A significant limestone feature known as the Carden Plain is centred in Carden Township and contains significant bird species and nationally rare alvar habitat. The Precambrian Shield covers the northern part of the city in Dalton, Digby and Longford townships.

### POPULATION

The townships and communities that make up the City of Kawartha Lakes have benefitted from a rich natural and cultural heritage. Given the area's natural beauty, abundant lakes and rivers and quaint small towns and villages, it is no surprise that the City has become a popular destination for people to live either seasonally or permanently. The Census population of the City of Kawartha Lakes in 2001 was 69,179

and has grown to 73,214 persons in 2011.

The province's Places to Grow Act and Plan projections currently project 107,000 residents by 2041. In 2011, the percentage of the population aged 65 and over in Kawartha Lakes was 21.9%, compared with a national percentage of 14.8%. The City's recently completed Growth Management Strategy has determined that the "age 65-plus" demographic will continue to grow and will comprise a significant portion of the population as the "baby boomer" generation ages. The City is also completing detailed land use plans for its five largest settlement areas, namely Bobcaygeon, Fenelon Falls, Lindsay, Omemee and Woodville. These studies will assist in ensuring that growth and development is achieved in a more sustainable manner over the next twenty years.

## THE IMPORTANCE OF SUSTAINABILITY TO THE CITY OF KAWARTHA LAKES

In the past few years it has become evident that population growth, climate change and changes in economic factors are putting stress on the treasured community character and way of life that so many enjoy in the Kawartha Lakes. These factors have put pressures on local water and natural systems; health and education structures; accessible and active communities, agriculture, economy and cultural heritage and how resources are handled. It is therefore important to develop locally applicable ways to ensure the quality of life that is now enjoyed is maintained and even enhanced for children and their children in the years to come.

Sustainability is also a borderless phenomenon; actions at the local levels inherently impact the regional, national and global levels.

Fostering a sustainable local community requires the participation of all elements of society in the decision-making process. Therefore, the City of Kawartha Lakes' Integrated Community Sustainability Plan (ICSP) and Local Action Plan (LAP) document has been conceived and created by a dedicated task force of focus groups, guided by the consultant team, reflecting the direction and priorities of the CKL community.

## THE COMMUNITY VISION

In 2013, the City of Kawartha Lakes Council adopted the following Community Vision:

"A Community Pursuing Prosperity, Quality of Life and a Healthy Environment".

This new Vision embraces and capitalizes on priorities and themes previously developed through the Community Vision 2002-2012, Council-adopted 2012-2016 Strategic Priorities and the emerging Focus Areas contained in this Integrated Community Sustainability Plan.

In 2013, the City has embraced Lean Sigma as the foundation for enhanced service delivery and internal process improvements. This ICSP provides a "Triple Bottom Line" foundation for the community to achieve the Community Vision, balancing economic prosperity, social equality and environmental responsibility.

## ICSP AREAS OF FOCUS

As noted above, the Community Vision recognized significant environmental, social, economic and cultural opportunities and challenges that have been brought forward into the ICSP as a series

**of Focus Areas.** The focus group topic areas were premised on local policy documents as well as actions and existing initiatives within the community. Through discussions with key community members and City Council representatives and staff, nine topics were selected including:

- Water
- Agriculture
- Natural Systems
- Resource Consumption
- Health, Education and Social Well-being
- Innovation
- Culture and Heritage
- Active Communities
- Accessibility

These topic areas were developed early in the project process by the community project team members and represent areas of particular importance to the residents of the City of Kawartha Lakes. A tenth focus area, called the Financial filter, was developed to function as a check and balance to ensure the proposed action items are realistic from a financial standpoint given the available funding from the City and other sources such as Gas Tax Funding (see Section 3.2 for more details). The Financial filter is a unique feature in the City of Kawartha Lakes sustainability plan as it is not commonly present in other ICSP documents.

## LEADERSHIP & INNOVATION

Communities create identity by demonstrating expertise in certain areas, thereby creating a unique reputation that attracts labour, commerce and investment. A strong vision and identity will help to promote the City of Kawartha Lakes both internationally and nationally, and appeal directly to local citizens. This is already being exemplified in the City's Water Quality

Centre for Excellence, a joint project between the City and Fleming College.

The synergies between the ICSP and previous 2002 -2012 Community Vision illustrate areas of excellence as well as direction for further innovation. Table 5 below demonstrates some of the key synergies



between the ICSP document and Community Vision.

Figure 5

Similar to the Community Vision, the ICSP Focus Areas also have a direct tie to the 2013 Strategic Plan. The following table (Table 6) provides an illustration of how the Focus Areas tie into the Strategic Plan.

# Strategy Map

## VISION

A Community Pursuing Prosperity, Quality of Life and a Healthy Environment

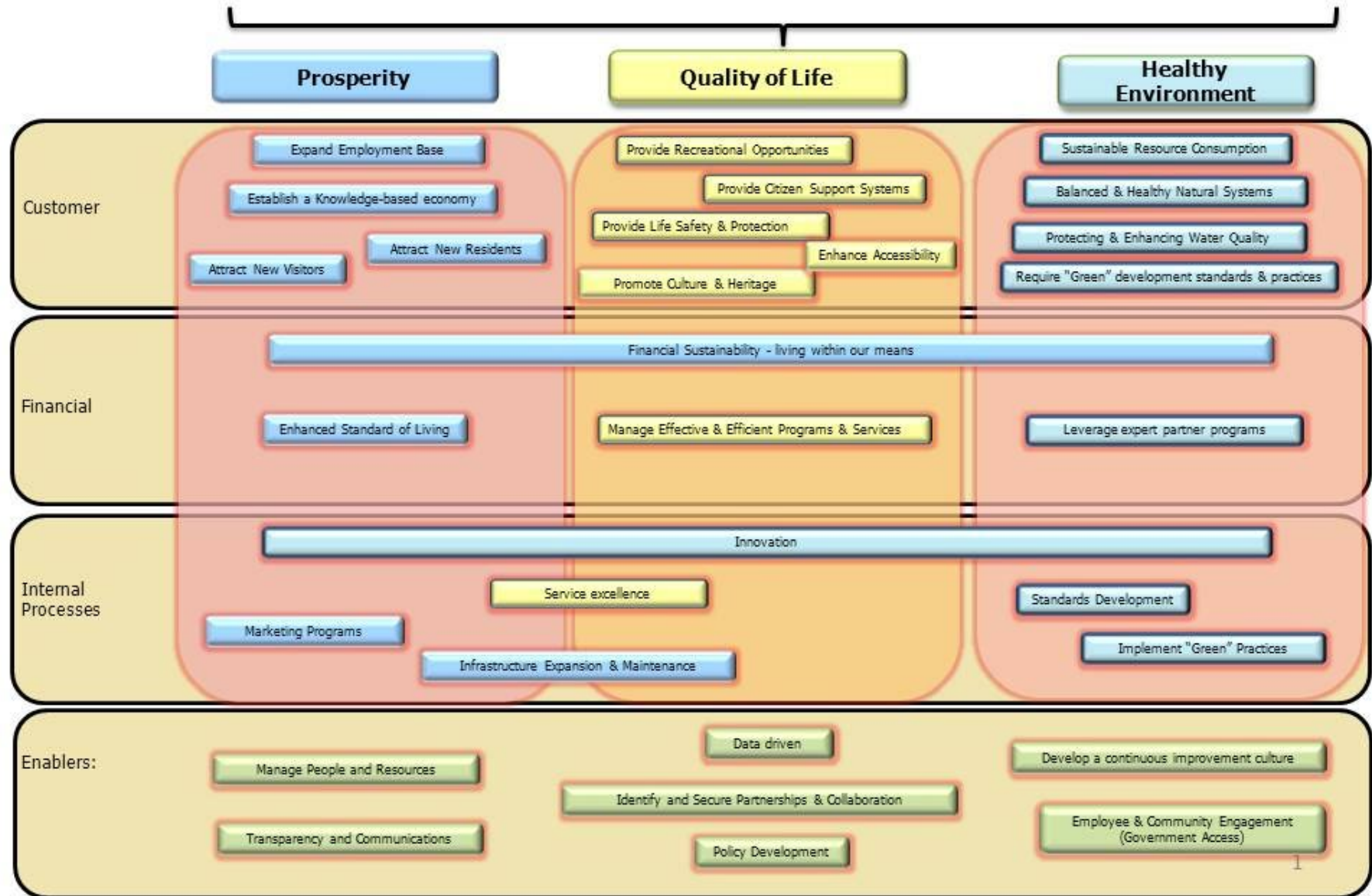


FIGURE 6



## 3. Integration and Sustainability

### 3.1. Integration and Sustainability

Sustainability is holistic in nature and provides a framework to approach economic stability, environmental protection and socially responsible community development. Sustainability is interconnected and relies on the progress of each factor to achieve collective improvements. The ICSP functions to transition municipal planning and governance from sectors working individually to collective problem solving to achieve sustainable improvements in the CKL. Examples of synergies that have been revealed and strengthened as a result of the ICSP process include:

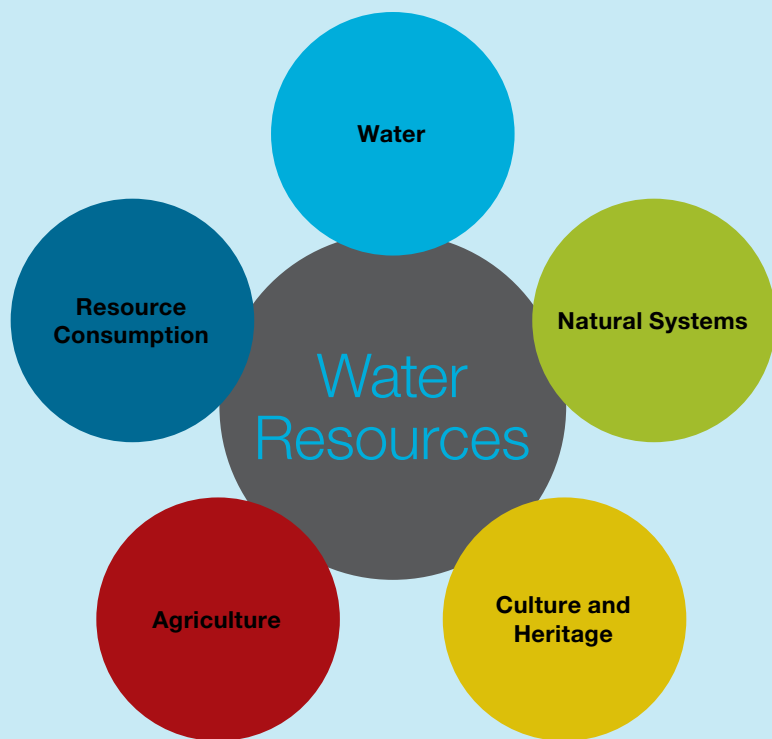
- **LOCAL FOOD** = synergies between Agriculture, Water, Economy, Resource Consumption, Culture and Heritage and Health and Education. The history of agricultural activity in the region is a strong cultural element in the City of Kawartha Lakes and is transforming into a tourism driver as organic and local food



- **WATER RESOURCES** = synergies between Natural Systems, Resource Consumption, Agriculture, and Culture and Heritage. The natural environment is an essential economic driver providing lakes and forests that foster tourism activities and aggregate resources that provide the City with the third largest aggregate extraction industry in Ontario. These incongruous activities both support the economic growth of the community and must be developed thoughtfully. The protection of water resources is an essential part of the broader natural systems and is tied to agricultural practices. At a higher level, water is a heritage element in the City of Kawartha Lakes, providing identity-framing cultural elements.

These synergies capture the interconnectivity between sustainability issues, demonstrating that no issue is completely independent and each action for improvement must consider reactions and associated consequences.

movements increase in popularity and new innovative production techniques are utilized. All elements of the natural environment contribute to the success of the local food movement and tie into community health and education. The Food Charter recently adopted by Council signifies a strong commitment to food policy in the City.



Community involvement in sustainability planning is essential to ensure resulting actions are meaningful, implementable and reflective of the priorities of the community. Participants need to be able to draw on their diverse local experience to address the integrated challenges of sustainability planning based on an extensive understanding of the City of Kawartha Lakes culture, priorities and issues.

### 3.2. Financial Sustainability and Federal Incentives

The Federal Gas Tax Fund is an annual, reliable source of funding allocated to municipalities on a per capita basis by the Federal Government (until 2014). The purpose of the Gas Tax Fund is to assist municipalities with the development of environmentally sustainable infrastructure that promotes clean water and air, or reduces greenhouse gas emissions. It is intended that these objectives will be achieved by projects that fall into the following categories:

- Community energy systems;
- Public transit infrastructure;
- Water infrastructure;
- Changes in effluent quality;
- Solid waste;
- Local roads and bridges; and
- Capacity building.

The Association of Municipalities of Ontario (AMO) signed an agreement with the Federal Government, on behalf of Ontario municipalities, to disburse the Gas Tax Funding. As part of this agreement, municipalities are required to create a stand-alone ICSP or to add a chapter to their existing Official Plan (OP). Municipalities that fail to create an ICSP or to incorporate its principles into an existing OP are not eligible to receive funding via the funding program.

The Gas Tax Fund agreement outlines that the ICSP will enhance or build upon existing planning instruments and processes at the municipal and provincial level. Through the development and implementation of the ICSP municipalities are required to:

- Undertake a coordinated approach to community sustainability (e.g., linkages of various plans, planning and financial tools that contribute to sustainability objectives);
- Reflect and integrate the social, cultural, environmental and economic sustainability objectives in community planning;
- Collaborate with other municipalities where appropriate to achieve sustainability objectives; and
- Engage residents in determining a long-term vision for the municipality.

CKL has chosen to develop a stand-alone ICSP document that has been titled 'Our Kawartha Lakes.'



# 4. Integrated Community Sustainability Plan



## 4.1. Our Kawartha Lakes: Vision

Our Kawartha Lakes is socially, economically and environmentally healthy. It is a uniquely sustainable place where cultural heritage, natural heritage and economic vitality are preserved for the benefit of present and future generations.

## 4.2. Process

This ICSP is the result of collaboration between local governments, input from dedicated community members and review by the public and various government agencies. At the outset of the planning process, the consultant worked with community members to determine key sustainability issues. These issues were subsequently translated to the components of the ICSP and represented by groups of community members who steered the ICSP development for each topic.

### STEERING COMMITTEE

Representatives from the City of Kawartha Lakes staff, government agencies, City Council, key community groups, institutions and other specialists formed the Steering Committee that was also comprised of one team member from each focus group. These individuals have led the focus groups throughout the Our Kawartha Lakes process, operating as the key point of contact, coordinating group members and attending supplementary meetings.

At the outset of the project, a workshop with the Steering Committee was held to engage representatives of City residents in the preparation of their Sustainability Plan. Committee members representing key areas of interest gathered for the Foundations of Planning for Sustainability training session to ensure a common understanding of

the key tenants of sustainability by exploring contemporary strategies to tackle community sustainability issues. The second dimension of the workshop comprised an Achievements, Opportunities, Threats and Challenges analysis. This encouraged the Chairs to identify areas for improvement as well as challenges facing the community. The steering committee also developed the Sustainability Commitment put forward for adoption at Council, officially kicking off the ICSP process.

The Chairs remained the key point of contact between the groups, the City and the consultant team, and held a strong leadership role to ensure the work was completed in a timely manner, and to the satisfaction of the group members.

## FOCUS GROUPS

The City approached a variety of community members seeking their involvement in developing focus groups, and through word of mouth and print advertisements, a dedicated, knowledgeable, and experienced group of citizens came together to generate ideas, strategies and targets for creating a more sustainable community.

Focus group members developed concepts and shaped ideas to be included in the Draft ICSP that framed the work of the Steering Committee. Through this process, gaps were identified and the addition of two Focus Groups was made to investigate accessibility opportunities and active communities strategies. In addition, Focus Groups provided input regarding the Community Vision and additional contributions to the Accomplishments and Challenges summary.

The Focus Groups met as a collective on the following dates:

- Integrated Community Sustainability Plan: Focus Group Session 1 - 15 August 2011
- Integrated Community Sustainability Plan: Focus Group Summit - 02 November 2011

These sessions were used as a platform for discussion, highlighting key issues and solutions and directing the Focus Group work generating the Goal-to-Action sequence that comprises the ICSP.

## PUBLIC CONSULTATION

Through public engagement events and online access to documents throughout the planning process, members of the public were given the opportunity to ask questions, provide comments and take ownership of the ICSP through a variety of avenues.

At the outset of the ICSP process, the consultant published the Our Kawartha Lakes Community Engagement Strategy which outlined actions to engage City of Kawartha Lakes community members in the development and implementation of the ICSP. Public engagement methods included in the ICSP development process:

- Public Meetings
- City of Kawartha Lakes' Website
- Social Media
- Online Survey
- School and Library Involvement
- Fleming College
- Traditional Media

The following products have been made available to the City and the community for review and comment:

- Online comment / survey results;
- Community Vision;
- Results from the intensive Focus Group sessions;
- Summary of comments and input heard at stakeholder meetings and interviews;
- Draft ICSP and Action Plan (AP); and
- Final ICSP and AP.

## ADOPTION BY COUNCIL

Upon completion of the ICSP and AP following further public input and document revision, the document will be put forward for adoption by City Council.

### 4.3. Document Organization

This document has been organized into two plans - the Integrated Community Sustainability Plan and the Action Plan.

## INTEGRATED COMMUNITY SUSTAINABILITY PLAN

The Integrated Community Sustainability Plan (ICSP) is a collection of goals and actions to improve the environmental, economic, social, and cultural sustainability within the community of Kawartha Lakes. The ICSP includes a vision for the future for the City, a list of accomplishments, and details the unique aspects of community sustainability in the City as embodied by the Focus Groups. The Focus Groups include:

- Water;
- Agriculture;
- Natural Systems;
- Resource Consumption;
- Health & Education;
- Economy;
- Culture & Heritage;
- Active Communities;
- Accessibility; and
- Financial Filter

Each Focus Group has developed a series of goals, actions, indicators, and targets for their respective areas. The goals and actions establish the framework for the Action Plan.

## OUR ACTION PLAN

The Action Plan (AP) is a collection of potential projects aimed at achieving the goals and actions outlined in the ICSP document. The AP is intended to be used as a reference for applying for future Gas Tax Funding or other funding programs that support greater community sustainability.

## USING THE PLANS

The reader is encouraged to consider the plans as two integrated, yet distinct documents. There will be some overlap between the ICSP and AP as the projects selected are embedded in the rationale outlines in the ICSP. The ICSP is the foundation document from which the AP draws its direction.

### 4.4. Baseline Analysis

An accomplishments, challenges and opportunities review was used to direct the ICSP planning process by establishing the existing conditions for each Focus Group topic area in the ICSP. This included a review of ongoing activities addressing partnerships and past successes, issues and obstacles to achieve the Our Kawartha Lakes Vision. This process was essential in guiding the development of the ICSP and AP and has ensured that the information contained in the documents is based on a clear understanding of existing conditions within the municipality.

The results of this analysis are comprised of the Performance Indicators of the ICSP document, and provide a baseline against which progress is measured as the Actions are implemented.

### 4.5. Sustainability Plan: Goal to Action Sequence

This section details the components that form the basis of the ICSP, which is comprised of nine sustainability topics. These have been developed by dedicated citizens divided into Focus Groups representing each of these nine topic areas. Each group developed a Sustainability Perspective, Vision, Goals, Indicators, Current Performance, Targets and Actions for a particular area of focus to create an implementable plan for the City of Kawartha Lakes. These components are outlined below.

**SUSTAINABILITY PERSPECTIVE:** Describes the current state of the focus area and elaborates on the community unique qualities that need to be recognized and preserved or improved over time. Perspectives were used to help develop the Vision for each area.

**VISION:** Created by developing a clear understanding of the current state of each focus area and comparing that to desirable and achievable future conditions, describes in simple understandable terms an overall set of ideal conditions for each focus area.

**GOALS:** Provides a more detailed and achievable “end state” that reinforces the Vision. The goals are further described by indicators, current performance, targets and actions.

**ACTIONS:** Establishes the means and potential projects to be acted upon to achieve the specified goal.

Together, these elements described in each Focus Area provide a “road map” for achieving a sustainable future for all who call the City of Kawartha Lakes home.

More detailed tables, describing the Indicators, Current Performance and Targets for each Focus Area are also included in the Action Plan.

**CURRENT PERFORMANCE:** is a measure of “where we are now” and where applicable, provides measurable current data.

**INDICATORS:** are measures that provide the “how do we know when we get there”.

**TARGETS:** provide the “end state” that we are trying to achieve. The targets are the “where we want to be” measure.



# Water



# Vision

Our Kawartha Lakes is a community with clean and abundant water assured for future generations.



# Sustainability Perspective



## WHY IS WATER IMPORTANT?

CKL is renowned for its 250 lakes. It is also known for its pristine headwater streams and river systems originating on the Oak Ridges Moraine and the Canadian Shield. The Trent-Severn waterway is central to the Kawartha Lakes, with six locks and 105 km of the waterway linking the vibrant communities that rely on these unique water resources for tourism and commerce, recreation, drinking water and natural values such as wetlands and other critical habitats that provide places to live, work and play.

The City boasts the second largest recreational fishery in Ontario, estimated to represent an economic value to the community of about \$300 million annually. Enterprise-based tourism, which heavily relies on the lakes and rivers, supplies an additional \$ 80 million annually to the local economy.

The City has 21 municipal drinking water systems, making the City unique for its large number of systems, and the most per capita in Ontario. This uniqueness makes the sustainability of its infrastructure and protection of its water sources imperative to ensure clean water supplies throughout the City's jurisdiction into the future. The City's large drinking water infrastructure and modest ratepayer base presents a significant sustainability issue when addressing ongoing maintenance and upgrade costs.

Water is not a finite resource. As the City's population increases, there will be increasing demands on surface and groundwater from new developments, agriculture, industry and recreational facilities. Future additional impacts on the available quantity and quality of the City's water resources resulting from climate change are also anticipated. Having a plan to ensure "a community with clean and abundant water assured for future generations" is therefore, essential. This is the vision of the Water element of the City's ICSP.

## CURRENT STATUS

Ensuring a sustainable and clean supply of water continues to be a focus of the City, together with many partner agencies and organizations. Many initiatives are helping the City in achieving sustainability, including:

- Enhancing municipal infrastructure and systems, including sewage treatment plants, and water supply and treatment systems;
- Upgrading storm water management standards and enhancing systems;
- Assisting in the development of a drinking water source protection plan;
- Undertaking lake management plans;
- Protecting key natural areas such as wetlands and shoreline areas, and water-based features through strategic plans;
- Establishing a Centre of Excellence for Water Quality in conjunction with our academic institutions and partner organizations to profile new water treatment technologies;
- Ensuring low impact development through plan design and implementation.

Notwithstanding these actions, challenges to sustainability will continue to exist. New development and intensification of existing development in urban and rural settlements and shoreline areas will put pressure on both surface and ground water resources. The capacity and state of repair of water, wastewater treatment facilities and sewer systems to handle peak flows may not meet future demand and treatment requirements. Water conservation needs to be practiced by all residents, institutions and businesses. Inspection, maintenance and necessary upgrades of private sewage systems such as septic tanks and beds needs to be regularly undertaken. Applying low impact development standards to new development and retrofitting existing storm water management infrastructure and systems with more natural attenuation systems to filter out contaminants and retain water on-site needs to become a priority. Having comprehensive lake management plans in place to reduce the nutrients and contaminants entering waterways is essential to ensure healthy lakes into the future.

There are many success stories about water in the City. There are shoreline associations on our lakes actively participating in lake management planning. Shoreline property owners are undertaking stewardship projects to protect and enhance shorelines. The City has a new official plan that provides greater protection of our water resources in accommodating new development. The City has begun the establishment of a Center of Excellence for water quality that will have international exposure and build from the expertise already developed through the Centre for Alternate Wastewater Treatment at Fleming College.

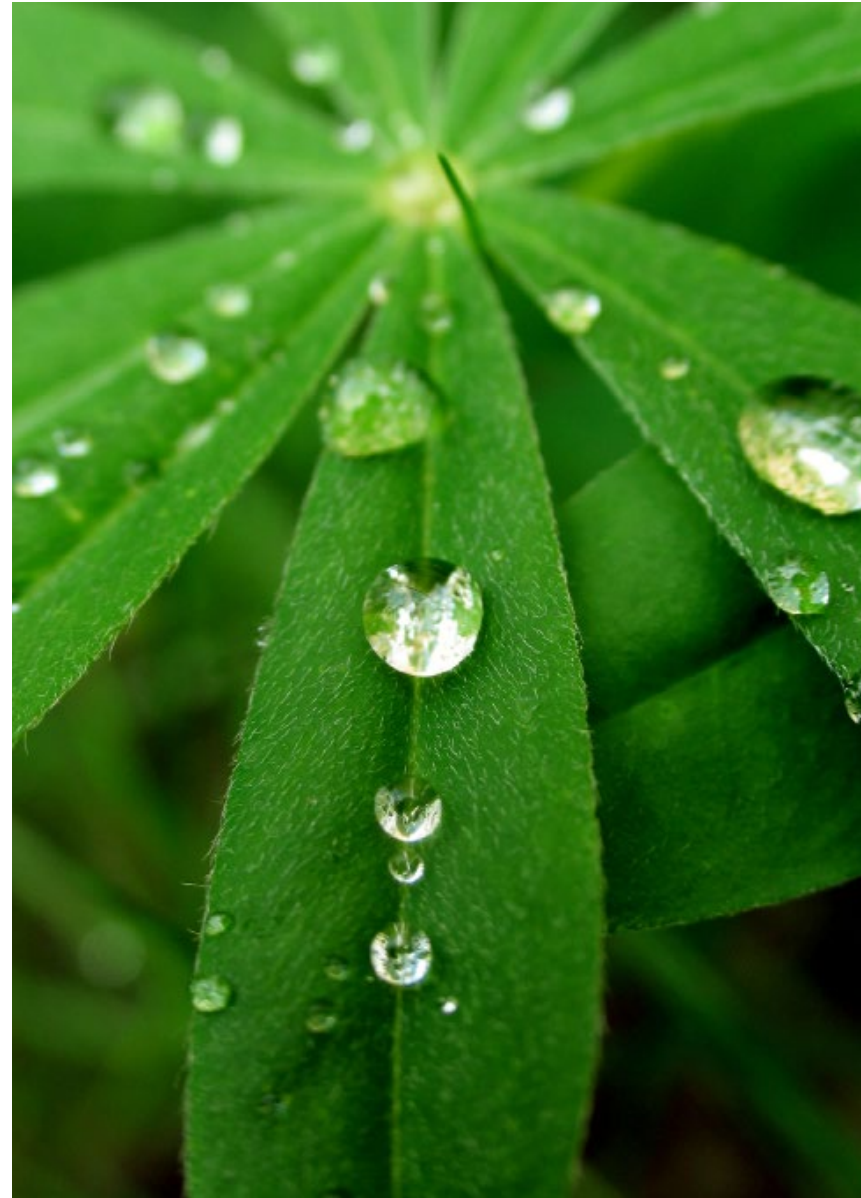


## KEY ACTIONS

There is a need to build on successes and current efforts. To achieve the vision of “a community with clean and abundant water assured for future generations” the City need to focus on four key goals:

- 1) Healthy lakes, rivers, streams and shorelines through lake management and watershed planning, and official plan and zoning by-law provisions;
- 2) Enhanced municipal infrastructure and systems, including sewage treatment plants and storm water, water conservation, and promotion of Kawartha Lakes as a Centre for Water Quality Excellence through innovative technologies and investments;
- 3) Enhanced outreach, education, communication and stewardship to achieve a community with clean and abundant water; and
- 4) Groundwater supply sustainability.

This is our future.



## Healthy lakes, rivers, streams and shorelines.

### ACTIONS

A) Develop and implement lake management plans for all major lakes within CKL jurisdiction:

Status: Essential  
Indicators: 1, 2

Timeline: Ongoing  
Partners: Municipality, Conservation Authority, lake associations, residents, government agencies, Non-Government Organizations

B) Continue to support development of bio-criteria; invest in and mobilize landowners and community to undertake targeted stewardship projects:

Status: Essential  
Indicators: 2, 3  
Timeline: Ongoing  
Partners: Lake Associations, Federation of Ontario Cottage Associations, Sir Stamford Fleming

College, Conservation Authorities, Provincial Ministries, Non-Government Organizations, Environmental Advisory Committee (EAC), Agricultural Development Advisory Board (ADAB).

C) Incorporate policies in the Official Plan to support retention of remaining natural shoreline through lot creation and setback provisions; implement a site alteration by-law for shorelines:

Status: Essential  
Indicators: 4  
Timeline: 0-3 years  
Partners: Municipality, CAs, Naturally Connected Kawartha Steering Committee



## Goal W

# Enhanced municipal infrastructure and systems, including STPs and storm water to conserve water and promote Kawartha Lakes as a centre for water quality excellence.

## ACTIONS

A) Implement a leak detection system and forecast and budget appropriate funds in the City's multi year capital budget to maintain and upgrade infrastructure to address leakage in the water distribution system; implement water conservation study recommendations including water reduction incentives to reduce metered water use by 20%, and communications plans:

Status: Essential

Indicators: 1

Timeline: 1-3 years

Partners: Municipality, Centre for Alternative Wastewater Treatment (SSFC) MOE, Universities, property owners

B) Establish through appropriate study, priority areas of existing development where the implementation of Low Impact Development (LID) applications (porous pavements, bioswales, vegetated medians and buffers, bio-retention techniques) are required to reduce drainage runoff issues and retain water on-site through natural means, link to the Centre for Alternate Wastewater Treatment at SSFC and their technology development:

Status: Essential

Indicators: 2

Timeline: 0-2 years

Partners: SSFC, CKL, Province, ENGOS

C) Regularly review and update Guidelines (e.g. Design Criteria Storm Drainage) and BMPs need to be regularly reviewed by staff and updated to remain current with technology development, innovation and new municipal practices:

Status: Essential

Indicators: 3

Timeline: Ongoing

Partners: Municipalities, CAs, Province

D) Establish an incentive program to encourage property owners to examine and undertake appropriate upgrades to their drainage and discharge systems, ensure adequate enforcement of by-laws:

Status: Essential

Indicators: 2

Timeline: 1-3 years

Partners: Municipality, CAs, EAC, ADAB

E) Forecast and budget appropriate funds in the City's multi-year capital budget to maintain and upgrade infrastructure and to reduce contaminant and nutrient loadings into water bodies through newer technologies that will achieve higher levels of treatment:

Status: Essential

Indicators: 3

Timeline: Ongoing

Partners: Municipality, FFSC, CAs

F) Implement a municipal salt management plan which includes dosage controls:

Status: Desirable

Indicators: 4

Timeline: 1-2 years

Partners: Municipality, EAC

G) Design and implement capital projects to upgrade plant and sewer infrastructure to meet capacity and treatment requirements. Investment in additional hydrometric monitoring stations to support key municipal facilities operations:

Status: Essential

Indicators: 5

Timeline: 1-3 years

Partners: Municipality, CAs, MNR

## Enhanced outreach, education, communication and stewardship to achieve a community with clean and abundant water.

### ACTIONS

A) Increase of water education programs through municipally-coordinated forums (e.g. EAC) and increase in the number of water festivals, school and public presentations and other out-reach programs such as Blue Canoe Program that include traditional (e.g. schools, cottager associations, home owners groups) and non-traditional venues such as public engagement at the local grocery store:

Status: Essential

Indicators: 1

Timeline: Ongoing

Partners: School Boards, Municipality, Conservation Authority (Blue Canoe Program), Outdoor educators (e.g. Children's Water Festival), Environmental Advisory Committee, FOCA, Lake Associations, ADAB

B) Develop, establish and deliver education packages that provide public education to achieve clear and abundant water:

Status: Desirable

Indicators: 2

Timeline: 1-2 years

Partners: School Boards, Outdoor Educators, FOCA and Lake Associations, CAs, EAC, Municipality

C) Develop and implement a septic tank inspection program that is linked to house sales or a municipal credit on property tax bills and complemented by an education program:

Status: Essential

Indicators: 3

Timeline: 1-3 years

Partners: \_\_



## Groundwater Supply Sustainability

A) Develop a groundwater mapping and tracking system that monitors the cumulative withdrawals from each aquifer and to ensure that the regulatory agencies granting development rights or water licenses are aware of this information.

Status: Essential

Indicators: 1

Timeline: Ongoing

Partners: Ontario Stone Sand Gravel Association,

Water Bottling Industry, Municipality, MOE, MNM, Conservation Authorities

B) Develop a mitigation and compliance strategy that addresses chemical and/or biological contaminants.

Status: Desirable

Indicators: 2

Timeline: 1-3 years

Partners: Provincial Ministries, Source

Protection Authorities, CAs, SSFC,

Universities, EAC, Municipality, HKPR District Health Unit

C) Implement all requirements under the Drinking Water Source Protection Plan under the Clean Water Act:

Status: Essential

Indicators: 3

Timeline: Ongoing

Partners: MOE, Municipality, Provincial and Federal Agencies, CAs, HKPR District Health Unit



# Agriculture



# Vision

The agricultural community of farms and agri-businesses in the City of Kawartha Lakes is a dynamic, economic, social and environmental driver. Agriculture is an integral component of the City; one that successfully optimizes resources and people to achieve a community that is innovative, diverse, balanced, sustainable and prosperous, and has the world as its market.

# Sustainability Perspective

## WHY IS AGRICULTURE IMPORTANT?

Agriculture has traditionally been a dominant land use and economic driver in the City of Kawartha Lakes. Agriculture and agriculturally-related businesses generate significant economic activity through direct and indirect employment and through the buying and selling of products, goods and services. In the 2011 Census there were 1,366 farms with gross farm receipts in excess of \$110 million. The physiography, soil capability/suitability and climate that characterize Kawartha Lakes combine to create a valuable agricultural area. Specifically, the southern sections of Kawartha Lakes contain areas extremely well suited to supporting traditional agricultural commodities such as cash crops, dairy and other livestock. The northern sections contain predominantly lower class soils associated with the Canadian Shield and tend to be dominated by cattle, other livestock, nursery and maple syrup operations. Kawartha Lakes has a very strong farm service industry supporting primary agriculture such as feed and farm supply, large animal veterinarians, farm equipment and agri-business support services.

## CURRENT STATUS

To confirm the significance of the agricultural sector within the region, an Agricultural Economic Impact and Development Study was completed in 2006 for Kawartha Lakes and the Greater Peterborough Area. As a follow-up the Kawartha Lakes Agricultural Action Plan was developed. Both of these documents clearly support the need for the protection and expansion of the agriculture sector in order to support the economic stability of Kawartha Lakes and its vibrant communities. To clearly define the community's desire for a sustainable food system, a Kawartha Lakes Food Charter was defined and a the Kawartha Lakes Food Action Plan has been developed.

One of the largest threats to the long-term sustainability of the sector

is the loss of the agricultural land base and the encroachment of rural residential and other non-agricultural land uses into agricultural areas. As the original stewards of the land, it is important for the sector to continue to strengthen its use of environmentally sound practices to support the protection of the prominent water resource found locally in the abundant lakes, rivers and ground water aquifers. The economic viability of the sector will be supported through the continued flexibility to adapt to the needs of domestic and foreign markets.

## KEY ACTIONS

To ensure the existence of a vibrant agricultural sector, strong protections of the land base for agriculture need to be enforced through the Official and Secondary Plans and Zoning By-laws. Farms and agri-businesses will continue to look to new opportunities for expansion through specialty and traditional markets within the GTA and export markets. Educational and agri-tourism programs need to be continued and strengthened in order to ensure understanding of the need for a strong food system and to continue to attract new entrants to the agri-business sector.

Through the implementation of this Sustainability Plan the progressive and adaptable nature of agri-businesses will be called upon to continue to provide the economic stability to the municipality. In return for the provision of a strong and healthy food system, agri-businesses will be protected through the enforcement of supportive agricultural policies and programs.

## Develop new agricultural growth and value-added opportunities.

### ACTIONS

A) Raise awareness of the quality of the farming and agri-business sector in the City through informed local media:

Status: Essential

Indicators: 4, 5

Timeline: 0-2 years

Partners: Economic Development, Kawartha Choice FarmFresh, agricultural societies.

B) Develop and implement marketing strategies by:

- i. Developing and promoting agriculture education and awareness,
- ii. Promoting Kawartha Lakes as a destination for agri-tourism and culinary tourism, i.e., gateway signage, information services, partnerships with local agricultural societies and chambers of commerce, etc.
- iii. Targeting communications and promotions, e.g. Farmfest, VIP Ag Tour, etc.

Status: Essential

Indicators: 4, 5

Timeline: 0-2 years

Partners: Economic Development, Kawartha Choice FarmFresh, Fleming College, agricultural societies, local restaurants

C) Increase Economic Development resources to assist in fully implementing the existing Agriculture Development Officer job description:

Status: Essential

Indicators: 3, 4, 5

Timeline: next budget

Partners: Economic Development, OMAFRA

D) Promote integrated sustainable practices and productive agricultural industry as an important element to the City's heritage, identity and economic base:

Status: Essential

Indicators: 3, 4, 5

Timeline: ongoing

Partners: Economic Development, Kawartha Choice FarmFresh, OMAFRA, agricultural societies

E) Deliver more technology transfer and training opportunities to farms and food system businesses to improve marketing, social media and business planning.

Status: Essential

Indicator: 4

Timeline: ongoing

Partners: Economic Development, OMAF/MRA, OSCIA, KLFHA



## Maintain the agricultural land base to promote long-term food security and sustainability and prevent the conversion away from agriculture and rural uses

### ACTIONS

A) Implement Official Plan policies and guide maintenance and growth of agriculture in the City through the development of sustainable land use policies and practices:

Status: Essential

Indicators: 1

Timeline: 2-4 years

Partners: Development Services, Agriculture Development Advisory Board, Municipal Affairs and Housing

B) Increase education and awareness of rural land conflict issues:

Status: Essential

Indicators: 1, 2

Timeline: Immediate

Partners: Development Services, Agriculture Development Advisory Board, MMAH, Farmers

C) Initiate Agricultural Development Officer involvement on land use applications proposing conversion of agriculture land to other uses:

Status: Essential

Indicators: 1, 2

Timeline: Immediate

Partners: Development Services, Economic Development.

D) Protect the right to farm and conduct agri-business without overly onerous restrictions:

Status: Essential

Indicators: 2

Timeline: Immediate

Partners: Development Services, Agriculture Development Advisory Board, Kawartha Conservation, OMAFRA/MRA, MMAH

E) Simplify and streamline the municipal and provincial approval processes for agricultural businesses:

Status: Essential

Indicators: 5

Timeline: Immediate

Partners: Development Services, Agricultural Development Advisory Board, Kawartha Conservation, OMAFRA/MRA, MMAH

F) Assist agricultural businesses with advisory and consultation services:

Status: Essential

Indicators: 2, 4

Timeline: Immediate

Partners: Economic Development, Agriculture Development Advisory Board, OMAFRA/MRA, Fleming College

G) Develop a local Food Policy Council to oversee implementation of the Kawartha Lakes Food Charter and Local Action Plan:

Status: Essential

Indicators: 3, 4

Timeline: Immediate

Partners: Fleming College, Haliburton Kawartha Pine Ridge District Health Unit, Farmers, Food System Operators.

## Goal AG3

Identify and explore new markets, crops, products, value-added processing, and value-chain partnerships locally and beyond.

### ACTIONS

A) Develop market strategies that facilitate access to local and international markets:

Status: Essential  
Indicators: 1, 2  
Timeline: 0-4 years  
Partners: Economic Development, Kawartha Choice FarmFresh, OMAFRA/MRA, Federal Government

B) Identify gaps within the key features/ components of the production chain:

Status: Essential  
Indicators: 3, 4  
Timeline: 0-4 years  
Partners: Economic Development, Kawartha Choice FarmFresh, OMAFRA/MRA

C) Attract local processing by hosting a food processing summit and participating in food processing sector groups:

Status: Essential  
Indicators: 3, 4  
Timeline: 0-4 years  
Partners: Economic Development, Kawartha Choice FarmFresh, OMAFRA/MRA.

D) Investigate new agricultural technologies:

Status: Desirable

Indicators: 3, 4

Timeline 0-4 years

Partners: Economic Development, OMAFRA/MRA.

## Goal AG4

Promote the availability of skilled jobs and agricultural career opportunities in the industry as opportunities for young people and new agri-business operators to become established.

### ACTIONS

A) Encourage employment programs and support new operators entering the industry.:

Status: Essential  
Indicators: 1, 2  
Timeline: 0-4 years  
Partners: Economic Development, Kawartha Choice FarmFresh, OMAFRA/MRA, Federal Government

B) Develop and promote post-secondary agriculture education programs and career opportunities in the agriculture and agri-business:

Status: Essential  
Indicators: 3, 4

Timeline: 0-4 years  
Partners: Economic Development, Fleming College, Trent university, OMAFRA/ MRA

C) Encourage the financial sector to support new and expansion farms and agribusiness:

Status: Essential  
Indicators: 3, 4  
Timeline: 0-4 years  
Partners: Economic Development, OMAFRA/MRA, local financial institutions.

D) Create a focus on educational programs that provide training for agricultural leadership, expertise and innovation.  
Promote financial sustainability for

future generations to continue farming.:

Status: Desirable

Indicators: 3, 4

Timeline 0-4 years

Partners: Economic Development, OMAFRA/MRA, Fleming College, Trent University.

# Natural Systems



# Vision

Kawartha Lakes' natural systems are sustained by a community that values their fundamental importance to human and environmental health.

# Sustainability Perspective

## WHY ARE NATURAL SYSTEMS IMPORTANT?

Almost every physical aspect of human life and health depends on the natural systems in which we are imbedded. Air, water, land, and biodiversity form complex webs of interdependence. The health of natural systems is fundamental to the health of the communities they support.

The natural system refers to the naturally occurring native ecosystems of the City of Kawartha Lakes area including forests, wetlands, grasslands, riparian areas, the connecting areas between them, and the biodiversity of species they support, as well as the underlying landforms.

In the City of Kawartha Lakes the primary determinant of the boundaries of natural systems are the watersheds. Therefore we have addressed the water dimension of natural system in further detail in the related Water focus group.





## Protect and enhance a system of naturally occurring landscapes and ecosystems.

### ACTIONS

A) Ensure public awareness and on-going support for the following:

- Oak Ridges Moraine Act and Conservation plan
- Integrated Carden Conservation Strategy
- Riparian Lake zones within Planning framework
- Kawarthas, Naturally Connected initiative and future strategy actions:

NOTE: The above four cornerstones are to be considered in the Official Plan update.

Status: Essential

Indicators: 1, 2

Timeline: 5 years

Partners: Storm Coalition, Field Naturalists and Kawartha Heritage Conservancy, Couchiching Conservancy, Conservation Authority and Lake Planning Groups, and Kawartha's Naturally Connected Partners (see list in the Notes below).

B) Use municipal policy and planning tools to ensure a system of identified and protected natural spaces (multiple ownership / stewardship) and develop an integrated planning model for that system:

Status: Desirable

Indicators: 1

Timeline: 5 years

Partners: Kawartha's Naturally Connected partner

C) Maintain the progress on Lake Management Planning both in terms of sophistication of the plans but also the expansion of coverage:

Status: Essential

Indicators: 1

Timeline: 5 years

Partners: Kawartha Conservation and Lake Planning partners

D) Develop a system of waterfront 'Natural Heritage Conservation Districts'. Creating a Waterfront Natural Heritage Conservation District has synergies with the actions/goals in the Heritage & Culture group and the Water Group:

Status: Desirable

Indicators: 3

Timeline: 5 years

Partners: Lake Plan Groups, Developers, Realtors, Excavation Companies, Home Builders and Kawartha's Naturally Connected Partners.

E) Develop and implement a certification system for waterfront areas (e.g., Green Shores) that reinforces appropriate development strategies technologies, enhances transparency, predictability and timeliness for developers, regulators and public interest groups:

Status: Essential

Indicators: 3

Timeline: 5 years

Partners: City of Kawartha Lakes





Goal  
NS2

Enhance the CKL's community awareness of and engagement with the value of nature's benefits to human health and the economy.

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**ACTIONS**


A) Create a process and database for all preservation activities that have occurred in CKL natural systems and communicate with public and private sectors:

Status: Essential

Indicators: 1

Timeline: 5 years

Partners: Fleming College, MNR, Kawartha Heritage Conservancy and Gaming



## Mitigate the impacts of non-native invasive species.

A) Endorse the work of the Ontario Invasive Plant Council who provides information to local stores and garden centers to educate residents about non-invasive species to the City:

Status: Essential

Indicators: 1

Timeline: 5 years

Partners: Couchiching Conservancy, Kawartha Heritage Conservancy, Ontario Invasive Plant Council, Ministry of Natural Resources, Field Naturalists.


B) Work with “Ontario Invasive Species Strategic Plan 2012” (Ministry of Natural Resources) and “Canadian Invasive Plant Framework” (2011 Canadian Food Inspection Agency)

Status: Desirable

Indicators: 1

Timeline: 10 years

Partners: Ontario Invasive Plant Council, MNR, Canada Food Inspection Agency, Field Naturalists.



## Species at Risk (SAR) are protected and their populations increased.

A) Endorse existing SAR management and database protocol by highlighting habitats through Kawarthas, Naturally Connected:

Status: Essential

Indicators: 1

Timeline: 1 year

Partners: Kawartha Heritage Conservancy, Kawartha Naturally.

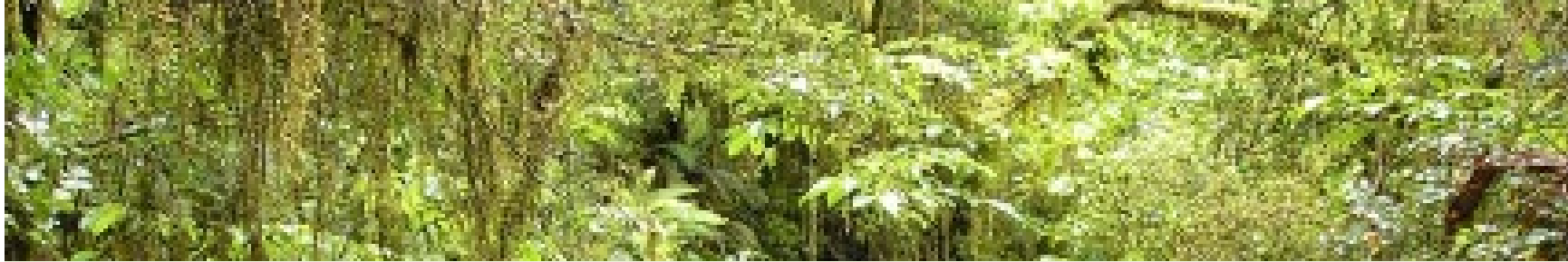
B) SAR habitat is protected through the CKL planning approvals process:

Status: Essential

Indicators: 1

Timeline: 3 year

Partners:



### Kawarthas Naturally Connected Partnerships

City of Kawartha Agricultural Development Advisory Board  
First Nations (Alderville, Hiawatha, Scugog Island)  
City of Kawartha Lakes  
City of Peterborough  
County of Peterborough  
Ducks Unlimited Canada  
Environment Council for Clear/Stoney/White Lakes  
Federation of Ontario Cottagers' Associations  
Fleming College  
Havelock-Belmont-Methuen Lake Association  
Kawartha Conservation  
Kawartha Heritage Conservancy

Kawartha Lake Stewards Association  
Ontario Federation of Anglers and Hunters  
Ontario Ministry of Natural Resources  
Ontario Ministry of Tourism, Culture and Sport  
Ontario Stone, Sand & Gravel Association  
Otonabee Conservation  
Parks Canada, Trent-Severn Waterway  
Peterborough County-City Health Unit  
Trans-Canada Trail  
Trent University  
Victoria Stewardship Council



# Resource Consumption



# Vision

The City of Kawartha Lakes will be the steward for the balance and reduction in the use of its consumable resources (air, water, land and energy) through education and innovation.

# Sustainability Perspective

## WHY IS RESOURCE CONSUMPTION IMPORTANT?

The City of Kawartha Lakes is in an enviable position compared to other municipalities in Ontario and Canada with its abundant natural resources including fresh water, land and air. The municipality recognizes that the maintenance of the quality of its resources for years to come will require best management practices and a conscientious societal mindset. To achieve greater sustainability, the City of Kawartha Lakes needs to consume, produce and utilize materials and resources responsibly and in an environmentally friendly manner.

## CURRENT STATUS

The City is already working toward many of these goals and has achieved notable standing in areas such as waste management where it has one of the highest recycling diversion rates in Ontario, however more work needs to be done. The municipality has recently completed a City-wide masterplan and other studies such as the Green Hub Community Improvement Plan. However, it is at the stage where the strategies in these plans need to be implemented and furthered by embarking on specific undertakings and capital works such as methane gas collection, reduction systems for greenhouse gases and improved water and sewage treatment. It is the implementation of these works that will move the community towards long-term sustainability of resources. It is important that the community begins to account for its resource consumption in these terms.

The continual efforts to use the minimum necessary resources, combined with the highest possible levels of best practices are the only way to achieve the community vision to ensure sustainable air, water and land resources for years to come.

## KEY ACTIONS

To achieve long term sustainability in the resource sector, a series of priority goals have been established that are of particular importance to the specific opportunities and challenges of the City of Kawartha Lakes. These goals are:

- Improve air quality and health for current and future generations;
- Foster a culture of energy conservation and renewable energy production;
- Become a zero waste community by 2040; and,
- Ensure there is clean, abundant, affordable and accessible water for current and future generations.



## Improve air quality and health for current and future generations.

### ACTIONS

A) Conduct a GHG emissions inventory of source pollutants in the City:

Status: Essential

Indicators: 1

Timeline: 1-2 years

Partners: Provincial and Federal governments  
Residents

B) Adopt an anti-idling by-law:

Status: Essential

Indicators: 1, 2, 3

Timeline: 1 year

Partners: Provincial and Federal governments,  
ICI Developers, Residents

C) Support and promote alternative modes of transportation through increased investments in supportive infrastructure:

Status: Essential

Indicators: 1, 2, 3

Timeline: Ongoing

Partners: Provincial and Federal governments,  
Residents

D) Reduce air contaminant emissions:

Status: Essential

Indicators: 1, 2, 3, 4

Timeline: 1-2 years

Partners: Provincial/ Federal governments,  
Residents

E) Encourage residents and local businesses to reduce their carbon footprint:

Status: Essential

Indicators: 1, 5, 6

Timeline: 1-2 years

Partners: Provincial and Federal governments,  
Residents

F) Adopt a policy that new municipal vehicles are alternative fuel low emission vehicles:

Status: Essential

Indicators: 1, 2, 3, 7

Timeline: 1 year - ongoing

Partners: Municipal departments

G) Implement a program at City landfills (Eldon, Fenelon, Laxton and Summerville) that promotes the passive oxidation of methane through the use of yard waste:

Status: Essential

Indicators: 1, 8

Timeline: 1 year - ongoing

Partners: Municipal departments

## Foster a culture of energy conservation and renewable energy production.

### ACTIONS

A) Adopt a by-law that all new municipal buildings are built to sustainable building standards:

Status: Essential  
Indicators: 1, 3, 5, 6  
Timeline: \_\_  
Partners: \_\_

B) Adopt a by-law that all new residential developments that require Site Plan or Subdivision Approval adhere to the Energy Star guidelines:

Status: Essential  
Indicators: 2, 5, 6  
Timeline: \_\_  
Partners: \_\_

C) Undertake an energy audit of municipal buildings and prepare a retrofit and upgrade plan to improve energy performance and reduce cost:

Status: Essential  
Indicators: 1, 3, 4  
Timeline: \_\_  
Partners: \_\_

D) Encourage local renewable energy production that feeds into the local energy grid and back to the community:

Status: Essential  
Indicators: 4  
Timeline: \_\_  
Partners: \_\_

E) Encourage voluntary energy audits of residential and commercial buildings:

Status: Essential  
Indicators: 5, 6  
Timeline: \_\_  
Partners: \_\_

F) Promote higher density developments, clustered around town/village centres:

Status: Essential  
Indicators: 5, 6, 7  
Timeline: \_\_  
Partners: \_\_

## Become a zero waste community by 2040.

### ACTIONS

A) Adopt the Zero Waste International Alliance definition of Zero Waste:

Status: Essential

Indicators: 1

Timeline: 1 year

Partners: \_\_

B) Establish benchmarks and a timeline for achieving 90 % diversion from landfills by 2025:

Status: Essential

Indicators: 2

Timeline: 1 year

Partners: \_\_

C) Conduct a waste audit to determine what is being sent to landfills and if additional facilities are required to process waste more efficiently:

Status: Essential

Indicators: 3, 4, 5

Timeline: 1 year

Partners: \_\_

D) Implement an organics composting program:

Status: Essential

Indicators: 5

Timeline: 2-5 years

Partners: \_\_

E) Adopt a policy for mandatory recycling and yard waste composting for residents and businesses:

Status: Essential

Indicators: 6

Timeline: 1-3 years

Partners: \_\_

F) Implement a clear bag program to effectively monitor mandatory recycling programs:

Status: Essential

Indicators: 2, 6, 7

Timeline: 1 year

Partners: \_\_

G) Move to a bi-weekly garbage pickup:

Status: Essential

Indicators: 8

Timeline: 2-5 years

Partners: \_\_

H) Increase diversion rates from new construction and demolition of residential, commercial, industrial and institutional buildings:

Status: Essential

Indicators: 2, 4, 9

Timeline: 2-5 years

Partners: \_\_

I) Engage the community and educate on the upstream and downstream benefits of waste reduction:

Status: Essential

Indicators: 2, 5, 6, 10

Timeline: ongoing

Partners: \_\_

## Goal RC4

The City of Kawartha Lakes has clean, abundant, affordable and accessible water for current and future generations.

### ACTIONS

A) Research best drinking water practices and policies regarding pharmaceuticals, and other chemicals:

Status: Essential

Indicators: 1

Timeline: 1-2 years

Partners: Fleming College, DFO, MNR, MOE, Conservation Authorities, TSW, CAWT, W.H.O., Interest groups, Public, Health unit, Farmers, Industry.

B) Implement a pilot project to address the research findings:

Status: Essential

Indicators: 2

Timeline: 1-2 years

Partners: Fleming College, DFO, MNR, MOE, Conservation Authorities, TSW, CAWT, W.H.O., Interest groups, Public, Health unit, Farmers, Industry.

C) Enhance water conservation strategies through education, new technologies and uses:

Status: Essential

Indicators: 3, 4, 5

Timeline: 2-5 years

Partners: Fleming College, DFO, MNR, MOE, Conservation Authorities, TSW, CAWT, W.H.O., Interest groups, Public, Health unit, Industry, Venture Capitalists, Farmers.

D) Implement a municipal rebate program for rainwater collection investment to promote reduced municipal water consumption:

Status: Desirable

Indicators: 5

Timeline: 2-5 years

## Goal RC5

Manage aggregates in a sustainable manner that balances the needs of the industry with the impacts to the environment and local communities.

### ACTIONS

A) Develop an Aggregate Secondary Plan:

Status: Essential

Indicators: 1

Timeline: Ongoing

Partners: Fleming College, OSSGA, MNR, Conservation Authorities, aggregate industry, municipality.

B.) Explore the development of an Aggregate Centre of Excellence with Fleming College and the Aggregate Industry.:


Status: Desirable

Indicators: 2

Timeline: 1-2 years

Partners: Fleming College, MNR, Conservation Authorities, interest groups, public, aggregate industry, OSSGA, municipality.





# Health, Education & Social Well - Being





# Vision

The City of Kawartha Lakes is a healthy, sustainable community that is socially inclusive. It ensures residents feel safe, secure and connected to their community by addressing the many factors that affect the health and well-being of the individual and the community. It is a community that values education and lifelong learning.

# Sustainability Perspective

## WHY IS HEALTH & EDUCATION IMPORTANT?

Health is the foundation for a vibrant and sustainable community. When residents live in a socially inclusive community that promotes health, safety, security and community connections, they are more likely to reach their optimal physical, mental, spiritual and social well-being. Education and lifelong learning is linked to personal well-being and living a longer healthier life. A community that supports health, education and learning is prosperous, engaged, productive and vital to a community's economy.

## CURRENT STATUS

Initiatives to improve primary care and support services are meeting with success. These include the Kawartha Lakes Healthcare Initiative, Age Friendly Initiatives, and the Safe Communities Movement.

Comprehensive education is available from pre-school through post -secondary education through lifelong learning opportunities such as Early Learning Programs and Fleming College.

Social well-being is at the forefront of current planning such as the Poverty Reduction Strategy and the 10 Year Housing and Homeless Plan.

## KEY ACTIONS

- Develop a Community Health Plan that focuses on the factors that affect health to guide and support community planning, policy and program development.
- Ensure all residents have sufficient resources to fully participate in their community and feel safe, connected and included.
- Support and facilitate all ages and stages of education, lifelong learning and intergenerational learning.



**HEALTH:** The City of Kawartha Lakes is a community that promotes physical, mental, and developmental health through access to primary health care, health promotion, and community support services.

### ACTIONS

A) Collaborate with partner stakeholders to prepare a Community Health Plan:

Status: Essential

Indicators: 1

Timeline: 1-3 years

Partners: to be determined

B) Advance primary health care recruitment and retention strategies:

Status: Essential

Indicators: 2

Timeline: 1-5 years

Partners: to be determined

C) Improve access to other health care professionals and community support services:

Status: Essential

Indicators: 3

Timeline: 1 -5 years

Partners: to be determined.

D) Include healthy lifestyle strategies in the Community Health Plan:

Status: Essential

Indicators: 4

Timeline: 1-3 years

Partners: To be determined



## DETERMINANTS OF HEALTH: Ensure adequate income, housing and nutrition are provided for all residents to maximize community health.

### ACTIONS

A) Increase the number of affordable and accessible housing units to meet the demand. Implement the City of Kawartha Lakes 10 Year Housing and Homelessness Plan.

Status: Essential

Indicators: 5

Timeline: 10+ years

Partners: to be determines

B) Implement the recommendations in the City of Kawartha Lakes Poverty Reduction Strategy.

Status: Essential

Indicators: 6

Timeline: ongoing

Partners: to be determined

C) Implement the recommendations of the City of Kawartha Lakes Food Charter.

Status: Essential

Indicators: 7

Timeline: ongoing

Partners: Agriculture Development Advisory Board, Kawartha Choice FarmFresh, Fleming College, Farmers

## Goal H&E3

**SOCIAL WELL-BEING:** The City of Kawartha Lakes is a socially inclusive community that ensures equal opportunity for everyone.

### ACTIONS

A) Include an action plan focusing on the determinants of community participation as part of the community health plan:

Status: Essential

Indicators: 8

Timeline: 3-5 years

Partners: to be determined.

B) Establish a multi-stakeholder task force to develop strategies to increase community safety and prevent and reduce the incidence of crime:

Status: Essential

Indicators: 9

Timeline: 1-5 years

Partners: to be determined.



## Goal H&E4

**EDUCATION:** The City of Kawartha Lakes is a connected community that values education and lifelong learning. High quality education and learning opportunities are accessible so that individuals have the opportunity to develop their full potential

### ACTIONS

**A) Determine resources, supports and programs needed to improve the developmental outcomes of young children:**

**Status:** Essential

**Indicators:** 1, 2, 3,

**Timeline:** 1-5 years

**Partners:** to be determined

**B) Liaise with agencies serving families with young children to understand what we need to work on as a community and monitor progress:**

**Status:** Essential

**Indicators:** 11

**Timeline:** ongoing

**Partners:** to be determined

**C) Provide sources and supports for parenting and young children :**

**Status:** Essential

**Indicators:** 12

**Timeline:** ongoing

**Partners:** to be determined

**D) Develop engagement strategies for students at risk for not completing high school e.g. dual credit:**

**Status:** Essential

**Indicators:** 13

**Timeline:** 1-3 years

**Partners:** to be determined

**E) Work with high schools and post secondary education institutions to promote information on post secondary school education:**

**Status:** Essential

**Indicators:** 14

**Timeline:** ongoing

**Partners:** to be determined



**EDUCATION:** The City of Kawartha Lakes is a connected community that values education and life-long learning. High quality education and learning opportunities are accessible so that individuals have the opportunity to develop their full potential. Accessible so that individuals have the opportunity to develop their full potential.

#### ACTIONS (CONTINUED)

**A) Build on the expertise and reputation of Fleming College and Frost Campus:**

Status: Essential  
Indicators: 16  
Timeline: 1-3 years  
Partners: to be determined

**B) Increase access to E-Learning through improvements to infrastructure:**

Status: Essential  
Indicators: 17  
Timeline: 1-3 years  
Partners: to be determined

**C) Establish satellite locations for learning:**

Status: Essential  
Indicators: 18  
Timeline: 1-3 years  
Partners: to be determined

**D) Support initiatives to encourage participation in educational and cultural resource community activities.:**

Status: Essential  
Indicators: 19  
Timeline: Ongoing  
Partners: to be determined





# Innovation



# Vision

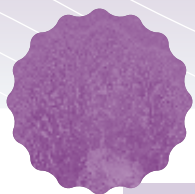
It is our vision to grow and expand our diverse economy; to provide quality employment opportunities and services by developing an environment where a variety of businesses can grow to their full potential; improve the standard of living and quality of life for all; and create, retain and expand a skilled labour pool and job market.

# Sustainability Perspective

## WHY IS AN INNOVATIVE ECONOMY IMPORTANT?

For CKL to grow and prosper, the community must further develop diverse, innovative, entrepreneurial business opportunities and employment.





CKL supports the development of new businesses that are compatible with the community's values and priorities and attracts new business development.

## ACTIONS

**A) New Innovation Park based on opportunities in the Creative Economy, with a focus on Recreational & Waste Water quality and new building technologies:**

**Status:** Essential

**Timeframe:** 1 year

**Partners:** Community Leadership / Implementation teams, Chambers of Commerce, BIAs, Community Futures Development Corporation (CFDC), Kawartha Manufacturers Association (KMA)

**B) Creative Economy Steering Committee with Ontario East Economic Development Commission:**

**Status:** Essential

**Timeframe:** 1-3 years

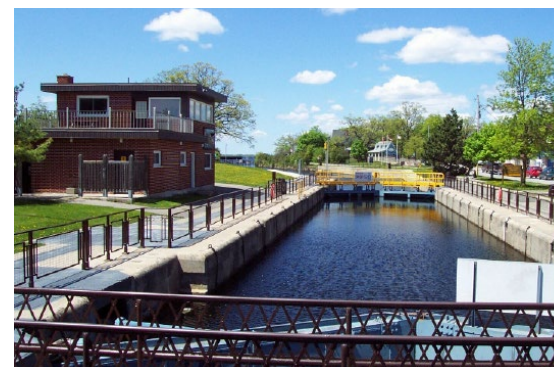
**Partners:** KLSBEC, Kawartha Lakes Boys & Girls Club, Fleming College Trent University, Haliburton County, Peterborough City & County, Durham College, UOIT, Durham Region Southern Ontario Water Consortium, International NGOs, Provincial NGOs.

**C) Launch of "World Renowned: Come Be Part of Our World" marketing program:**

**Status:** Essential

**Timeframe:** 1 year

**Partners:** Community Leadership / Implementation teams, Chambers of Commerce, BIAs, CFDC, KMA, Funding sources (eg. CFDC, FedDev, Provincial Government)



## Goal 12

The CKL economic development department focuses on business retention and expansion.

### ACTIONS

**A) Completion of one sector-specific Business Retention and Expansion project per year each for Lindsay, Bobcaygeon and Fenelon Falls:**

**Status:** Essential

**Indicators:** 1,2

**Timeline:** 1-3 years

**Partners:** KLSBEC, Kawartha Lakes Boys & Girls Club, Fleming College Trent University, Haliburton County, Peterborough City & County, Durham College, UOIT, Durham Region Southern Ontario Water Consortium, International NGO's, Provincial NGO's.

**B) Develop and sustain high-level targeted-marketing program:**

**Status:** Desirable

**Indicators:** 1,2

**Timeline:** 1-3 years

**Partners:** Chambers of Commerce, BIAs, CFDC, KMA

**C) Conduct of an inventory of the North American Industry Classification System (NAICS) category:**

**Status:** Desirable

**Indicators:** 1,2

**Timeline:** 1-3 years

**Partners:** Chambers of Commerce, BIAs, CFDC, KMA



## Goal 13

Enhance tourism sector employment opportunities through improved product offerings to become a unique year round tourist destination.

### ACTIONS

**A) Support recommendations of Peterborough and The Kawarthas Premier-Ranked Tourist Destinations Project:**

**Status:** Essential

**Indicators:** 1,2,3

**Timeline:** 1-3 years

**Partners:** Ministry of Tourism & Culture, Parks Canada (Trent Severn Waterway), RTO8 - Regional Tourism Organization 8, regional tourism businesses

**B) Develop an asset list of CKL attractions and determine the areas on improvement and focus for the tourism sector:**

**Status:** Desirable

**Indicators:** 1, 2, 3

**Timeline:** 1-3 years

**Partners:** Ministry of Tourism & Culture, Parks Canada (Trent Severn Waterway), RTO8 - Regional Tourism Organization 8, regional tourism businesses



## Goal 14

Identify emerging new business opportunities to create permanent, well-paying employment to retain population and jobs within the municipality.

### ACTIONS

**A) Encourage the Lindsay Chamber of Commerce to undertake a study to identify labour force gaps and develop appropriate strategies to retain and attract required workers:**

**Status:** Essential

**Indicators:** 1

**Timeline:** 1-3 years

**Partners:** Southern Ontario Water Consortium, Provincial NGOs, Chambers of Commerce, BIAs, CFDC, Kawartha KMA

**B) Implement a working group comprised of a cross section of business members to define desirable business types (through consideration of land, energy, transportation and economical requirements) that are compatible with the community's identity and natural environment:**

**Status:** Desirable

**Indicators:** 1, 2

**Timeline:** 1-3 years

**Partners:** Ministry of Tourism, Chambers of Commerce, BIAs, CFDC, Kawartha Manufacturers Association (KMA)

**C) Promote the FITT and micro FITT programs through municipal scale subsidies or rebates and a City-led promotional strategy:**

**Status:** Desirable

**Indicators:** 1, 2, 3

**Timeline:** 1-3 years

**Partners:** Community Leadership / Implementation teams, Chambers of Commerce, BIAs, CFDC, Kawartha Manufacturers Association (KMA), other Business Associations in CKL

**D) Green Hub Community Improvement Plan roll-out:**

**Status:** Desirable

**Indicators:** 1, 2, 3

**Timeline:** 1-3 years

**Partners:** Community Leadership / Implementation teams, Chambers of Commerce, BIAs, CFDC, Kawartha Manufacturers Association (KMA), other Business Associations in CKL.





# Culture & Heritage



# Vision

The City of Kawartha Lakes is a community where the arts, culture and heritage of its citizens will be recognized, preserved, honoured and celebrated. The vision will be supported by the municipality through policies, procedures, financial and other resources. Without history and culture to touch, to understand, to appreciate, we don't have a future.

# Sustainability Perspective

## WHY IS CULTURE & HERITAGE IMPORTANT?

From an economic perspective, creative economy opportunities reflecting local culture and heritage are often thought to apply only to larger urban centres. However considerable attention has been directed in recent years to the opportunities for smaller rural areas, giving rise to the idea of the creative rural economy. Scholars interested in the creative rural economy have also examined the role of artists in culture-led economic development, noting that smaller areas can be havens for artists because of factors such as natural amenities, arts infrastructure and the cost of living, leading to the attraction of creative talent. Developing a comprehensive understanding of the unique local culture and heritage resources that can support a creative economy is a critical early step in this process.

Successful municipalities offer an appealing and attractive community, are diverse and welcoming, have interesting public spaces that celebrate public art and urban design and understand linking these elements is the magnet to attract people and talent. Cultural assets will contribute to the overall attractiveness and vitality of the Kawartha Lakes' community and have a positive and significant effect on community satisfaction.

The potential market for visitors seeking a cultural experience to the City is growing, and includes the neighbouring major centres of Toronto, Montreal and Ottawa, as well as 100 million people within a single day's drive.

## KEY ACTIONS

Both cultural and heritage assets provide municipalities with an opportunity to identify, evaluate and determine how it can best manage and celebrate those assets, and where and how to integrate those assets into tourism and economic development goals, within a context of provincial guidelines.

The following guiding assumptions were identified to support municipalities in managing their cultural and heritage resources:

- Cultural Resources – Cultural Planning embraces a broad definition of cultural resources that includes creative cultural industries, cultural spaces and facilities, natural and cultural heritage, festivals and events, and community cultural organizations;
- Cultural Mapping – Cultural Planning begins with cultural mapping, a systematic approach to identifying and recording a community's tangible and intangible cultural resources (often using Geographic Information Systems);
- Adopting a 'Cultural Lens' – Cultural Planning involves establishing processes to integrate culture as a consideration across all facets of municipal planning and decision-making;

- Cross-Sector Strategies – Cultural Planning requires new partnerships or shared governance mechanisms to support ongoing collaboration between the municipality and its community and business partners;
- Networks and Engagement – Cultural Planning involves strengthening networks across the cultural sector with comprehensive and ongoing strategies to support community engagement.

In developing the cultural and heritage aspects for Kawartha Lakes, three key goals were also identified:

- establish a strategic approach to identify, research, collect, protect, conserve and promote the cultural assets of the City
- develop a plan to leverage these assets in ways that help grow the economy and enhance quality of life
- strengthen networking and collaboration among cultural organizations and activities.

## Goal C&H1

### Provide an Enabling Environment

#### ACTIONS

A) Create an Arts and Culture Council (engage community in determining structure):

Status: Essential

Indicators: 1

Timeline: 1 year

Partners: Province, City, Residents

B) Hire full-time staff for cultural sector:

Status: Essential

Indicators: 2

Timeline: 1 year

Partners: Province, City, Residents

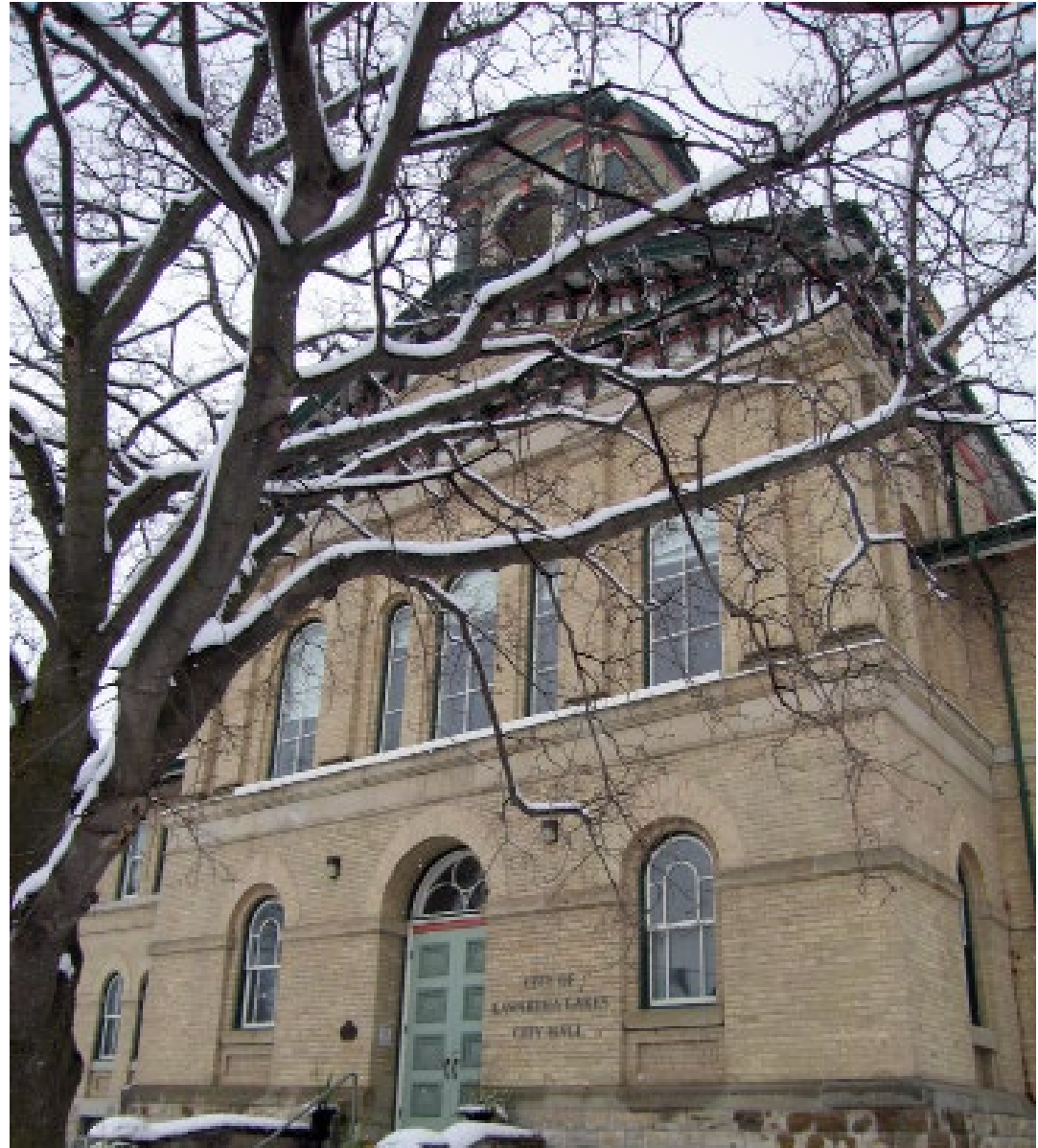
C) Prepare and present "State of Arts, Culture and Heritage" report card:

Status: Desirable

Indicators: 3

Timeline: 2 year

Partners: Province, City, Residents



## Promote, Communicate, Cultivate and Enhance

### ACTIONS

A) Hardcopy brochures, TV, and newspaper promotion to target older demographics, and for provincial, regional, and local circulation:

Status: Essential  
Indicators: 1, 2, 3  
Timeline: 1-3 years  
Partners: Province, City, residents, media

B) Improve Facebook presence with images, information, and contests on City's page:

Status: Essential  
Indicators: 1, 2, 3  
Timeline: 1-3 years  
Partners: City

C) Develop mobile applications to help tourists identify cultural resources:

Status: Desirable  
Indicators: 3  
Timeline: 3-5 years  
Partners: Province, City, residents

D) Improve culture related signage in CKL:

Status: Essential  
Indicators: 3  
Timeline: 2-4 years  
Partners: City

E) Commission meaningful community gateways:

Status: Desirable  
Indicators: 1, 3  
Timeline: 2-5 years  
Partners: City, residents



## Identify and Protect.

### ACTIONS

A) Share Heritage Master Plan results with the community; Identify and map cultural resources as outlined in the Cultural Resource Mapping Guide (2010); Complete a cultural plan in accordance with the Municipal Cultural Planning toolkit (2011); and Complete an Archival Plan:

Status: Essential

Indicators: 1

Timeline: 1-3 years

Partners: Province, City





# Active Communities

The background of the slide features a close-up photograph of several hands of different skin tones. The hands are positioned as if they are collectively holding or supporting a globe, which is visible in the upper left corner. The lighting is warm, highlighting the textures of the skin and the interlocking of the fingers. A large, semi-transparent pink shape is overlaid on the right side of the image, containing the text.

## Vision

The City of Kawartha Lakes is comprised of inter-connected, physically active communities that encourage and facilitate community health, accessibility, vitality and safety.

# Sustainability Perspective

## WHY ARE ACTIVE COMMUNITIES IMPORTANT?

Active Communities have built and social environments that support and enable healthy, active living by providing opportunities for people to participate in daily physical activity. An active community provides opportunities for accessible, affordable recreation programming and active transportation, which includes any form of self-propelled travel, such as walking or cycling, that helps get you to your destination.

Investing in the creation of an active community in the City of Kawartha Lakes will:

- Maintain and improve the health of its citizens;
- Enhance quality of life through social interaction;
- Stimulate local economic growth through sustainable tourism; and
- Improve environmental health by reducing reliance on motor vehicles.

Physical activity is vital to the City of Kawartha Lakes' overall health and sustainability. It reduces the risk of chronic disease, enhances physical and mental health, and brings members of the community together. With an aging population, increasing health care costs and an inactive population, the City of Kawartha Lakes needs to invest in environments that make being physically active the easy choice, while at the same time, reduces the environmental footprint. CKL needs to adopt a longer-term vision for how our community is designed and the policies that direct new development.



## CURRENT STATUS

Ensuring a sustainable community includes placing a priority on health and decreasing the dependence on the car. Various community organizations and volunteers have been working to raise awareness in the City about the importance of designing communities in a way that supports physical activity as part of daily living.

Initiatives undertaken to date to help the City in becoming an active community include:

- Education workshops for staff and decision-makers on the importance and benefits of active communities and promising practices from other regions.
- Awareness-raising campaigns about physical activity and the built environment. For example, Share the Road messaging to encourage safe use of roads by cyclists and motorists.
- Development of new trails (Kawartha Trans-Canada Trail) and investment in trail beautification (Legacy Trail, Rotary Trail) for self-propelled activity.
- A goal statement committing to health and sustainability and supporting policies included within the Official Plan.
- design standards that support pedestrians and cyclists incorporated into the Secondary Plans.
- Support for sport organizations to develop access-friendly organization policies to ensure everyone can participate.

## ACTIONS

CKL needs to build on these successes and become a role model for other rural communities. To achieve the vision - City of Kawartha Lakes is comprised of inter-connected, physically active communities that encourage and facilitate community health, accessibility, vitality and safety - we need to focus on four key goals:

- Foster an institutional culture of active transportation and accessible physical activity for all.
- Adapt existing policy and create future policies that promote and support physical activity for all.
- Enhance infrastructure to provide safe opportunities for active transportation and active recreation throughout the City.
- Raise awareness of the benefits of and opportunities for physical activity to create a safe and sustainable community.

There is great potential for improving how the City is designed to maximize self-propelled travel and improve overall health by increasing physical activity levels. CKL is fortunate to have beautiful natural resources that can be showcased through creating active transportation infrastructure and marketing the community as an active and environmentally friendly tourism destination.

The City of Kawartha Lakes is making a commitment to move these words into action. Connecting communities through safe routes for walking and cycling to school, work and key community amenities, and providing accessible and affordable opportunities to participate in recreation can become the way of life in CKL.

## Goal AC1

# Foster an institutional culture of active transportation and accessible physical activity for all.

### ACTIONS

#### A) Adopt Active Communities Charter:

Status: Essential (quick win)

Indicators: 1, 3

Timeline: 1 year

Partners: Health Unit, KLGTA, PTH, KTCTA, KCC, Family Wellness Committee, City

#### B) Adopt a transportation hierarchy for future planning (1. Pedestrians, 2. Cyclists, 3. Transit, 4. Auto, and 5. Other):

Status: Essential

Indicators: 1, 3

Timeline: 1 year

Partners: City, Health Unit, KLGTA, PTH, KTCTA, KCC

#### C) Create a steering committee that guides implementation of the Active Communities plan and reports back to council/ community annually on progress:

Status: Essential

Indicators: 1, 2, 3

Timeline: 0-2 years

Partners: City, Health Unit, ICSP Focus Group Members

#### D) Make a commitment to remove physical and social barriers to physical activity/recreation so that opportunities to participate are available to all:

Status: Essential

Indicators: 1, 3

Timeline: 6 months -1 year

Partners: Health Unit, KLGTA, PTH, KTCTA, KCC, Family Wellness Committee, City

#### E) Provide courses for Council / City staff in active community design and accessible recreation:

Status: Essential (quick win)

Indicators: 3

Timeline: 0-2 year

Partners: City, Health Unit



## Adapt existing policy and create future policies that promote and support physical activity for all.

### ACTIONS

A) Create an Active Community Transportation Plan (ACTP):

Status: Essential (quick win)

Indicators: 1, 3, 4

Timeline: 2 years

Partners: Health Unit, KLGTA, PTH, KTCTA, KCC, Family Wellness Committee

B) Develop and adopt design standards for roads based on current best practices that take into account varying active transportation infrastructure needs in rural/urban areas (e.g. sidewalk access, rural cycling routes, bike lanes, trails):

Status: Essential

Indicators: 1, 3, 4

Timeline: 1 year

Partners: City, Health Unit, KLGTA, PTH, KTCTA, KCC

C) Develop and adopt Community Design guidelines based on current best practice that incorporate active transportation infrastructure and linkages between neighbourhoods:

Status: Essential

Indicators: 1, 3, 4

Timeline: 2 years

Partners: City, Health Unit, Chambers of Commerce, BIAs

D) Refine active transportation policies in the Transportation Master Plan and revise definition of active transportation:

Status: Essential

Indicators: 3

Timeline: 1 year

Partners: Health Unit, KLGTA, PTH, KTCTA, KCC, City

E) Integrate road design standards within all municipal planning documents, including linkages between urban and rural cycling routes and trails systems:

Status: Essential (quick win)

Indicators: 3, 4

Timeline: 1-2 years

Partners: City, Health Unit, KCC, PTH

F) Revisit the Trails Master Plan and Parks & Recreation Master Plan to update progress and priority actions with community input

Status: Essential (quick win)

Indicators: 2, 3

Timeline: 1-2 years

Partners: City, Health Unit PTH, KCC, KLGTA, KTCTA, Family Wellness Committee, Chambers, BIA

G) Develop/update maintenance standards (trails, roads, sidewalks) and a maintenance plan that includes inventory of current state and prioritization of areas for improvement:

Status: Essential (quick win)

Indicators: 1, 3, 4

Timeline: 1-2 years

Partners: City, Health Unit, PTH, KCC, KLGTA, KTCTA

H) Develop signage standards for active transportation routes as a part of larger strategy:

Status: Essential (quick win)

Indicators: 1

Timeline: 1-2 years

Partners: City, Health Unit, PTH, KCC, KLGTA, KTCTA, Chambers, BIA, Region 8 Tourism

I) Create opportunities for partner input on assignment of City Parkland Reserve Fund:

Status: Essential (quick win)

Indicators: 3

Timeline: 1-2 years

Partners: City, Health Unit, PTH, KLTGA, KTCTA.

J.) Explore expansion of Parks Recreation & Culture Dept. Sponsorship & Development policy to other City departments to support active transportation infrastructure:

Status: Essential (quick win)

Indicators: 1, 3, 4

Timeline: 1-2 years

Partners: City, Health Unit

K.) Revisit municipal and other sports provider policies regarding fee assistance for accessing recreation programs and develop more comprehensive "access-friendly organization" policies.

Status: Essential

Indicators: 2

Timeline: 1 year for City, ongoing for other sport providers

Partners: Family Wellness Committee, City, Health Unit



## Enhance infrastructure to provide safe opportunities for active transportation and active recreation throughout the City.

### ACTIONS

A) Complete the Trans Canada Trail through the City of Kawartha Lakes:

Status: Essential (quick win)  
Indicators: 1, 2

Timeline: 1 year

Partners: City (gets land approvals), KTCTA, PTH, KLGTA (source funding)

B) Continue the Legacy Trail from Thunderbridge Road to the north side of Ken Reid Conservation Area to create a safe connection for cyclists and pedestrians between Lindsay and Ken Reid Conservation Area:

Status: Essential  
Indicators: 1, 2

Timeline: 1 year

Partners: City makes commitment of VRTC - KLGTA will source funding.

C) Include new road design standards during development and re-development and take advantage of planned road construction/resurfacing projects to inexpensively incorporate cyclist and pedestrian improvements:

Status: Essential  
Indicators: 1, 2, 3, 4

Timeline: 2 years and ongoing

Partners: KCC, Health Unit, City, KLTTA.

D) Implement Community Design guidelines for new development and redevelopment of commercial, institutional and residential areas within the City.

Status: Essential

Indicators: 1, 2, 3, 4

Timeline: 2 years

Partners: City, Health Unit, Chambers of Commerce, BIAs

E) Establish safe walking, cycling and water routes, within towns on routes to schools, playing fields, fairgrounds, downtown core, and safe corridors connecting the urban communities and trails within the CKL.

Priorities:

E1) Construct cycling and pedestrian connections between downtown and Sir Sanford Fleming College / Lindsay Recreational complex;

E2) Connect the Rotary and Legacy Trails in Lindsay through bike lanes and signage;

E3) Create a safe walking and cycling route to the Lindsay Fairgrounds, and;

D4) Work on safe cycling routes between small towns and points of interest (eg. Provincial Parks).

Status: Essential

Indicators: 1, 2, 3, 4

Timeline: 2-5 years

Partners: KCC, SSFC, City, Health Unit, KLGTA, PTH, KTCTA,

F) Implement Active Transportation signage strategy

Status: Essential

Indicators: 1

Timeline: 2 years and ongoing

Partners: KCC, City, PTH, KLTTA, KTCCA Cultural Group, Tourist Group, Trentt Severn Waterway.

G) Implement maintenance standards for trails, roads and sidewalks:

Status: Essential

Indicators: 1, 5

Timeline: 2 years and ongoing

Partners: City, KCC, Health Unit, PTH, KLGTA, KTCTA

H) Ensure GO transit connections currently being considered support bicycles, preferably through front mount bike racks on buses:

Status: Essential

Indicators: 1, 2

Timeline: 1-5 years

Partners: City, GO Transit, KCC, PTH



## Raise awareness of the benefits of and opportunities for physical activity to create a safe and sustainable community.

### ACTIONS

A) Capitalize on the skills of interest groups by actively partnering (e.g. involve the cycling club and other interested community groups in consistent bike safety education for all children, grants secured by NFP groups for infrastructure, etc.):

Status: Essential (quick win)

Indicators: 1, 2

Timeline: Ongoing

Partners: KLGTA, Health Unit, PTH, KTCTA, KCC.

B) Work in partnership with community groups to conduct campaigns (e.g. Share the Road, Cyclist Friendly home) and events (e.g. Commuter Challenge, equipment swaps, Try it events) that encourage & support residents to be active:

Status: Essential

Indicators: 1, 2

Timeline: ongoing – formalize working relationship and identify what City can bring to the table. Use partners to access funds.

Partners: PTH, Health Unit, KCC, City

C) Work with Chambers/ BIA and cultural groups around tourism benefits of active communities/ transportation. Share best practices from other communities that have tried street closures, made communities pedestrian/cycling friendly, tied in cycling/walking with heritage/ waterway connections and try pilot projects here.

Status: Essential (quick win)

Indicators: 1, 2

Timeline: Ongoing

Partners: City, Health Unit, PTH, KLGTA, KTCTA, KCC, Chambers of Commerce, BIAs

D) Incorporate existing opportunities for physical activity in CKL on the City website (e.g. trails for health web site, cycling routes mapping) for benefit of both residents and tourists:

Status: Essential

Indicators: 1, 2

Timeline: 1 - 2 years and ongoing

Partners: PTH, Health Unit, KCC, City

E) Work in partnership with Fleming College to expand their bike loan program:

Status: Desirable

Indicators: 2

Timeline: 5 yrs + once infrastructure in place to support

Partners: City, PTH, SSFC, Police Services

F) Pursue Bicycle Friendly Community and Walk Friendly Community designations:

Status: Desirable

Indicators: 1, 2

Timeline: 3-5 yrs + once infrastructure in place to support

Partners: City, KCC, Health Unit, Share the Road Cycling Coalition, Green Communities Canada

# Accessibility



## Vision

The City of Kawartha Lakes and its citizens will create a community that has increased prosperity, reduced poverty and is open for business to people of all abilities by eliminating barriers as it provides increased accessibility to our goods, services, employment, information and communication, indoor and outdoor spaces.

# Sustainability Perspective

## WHY IS ACCESSIBILITY IMPORTANT?

The City of Kawartha Lakes aspires to provide citizens and visitors with the ability to move with unrestricted independence throughout the City.

For the City to position itself to sustain the impact of the evolution of aging and changing demographics, the time is now to advance with accessibility planning and the feasibility of fiscally responsible investment in the future of economic vitality.

The economic return of a progressive annual investment is to ensure that people of all abilities can access goods, services, indoor and outdoor spaces, employment and accessible information and communication in the advancement of an inclusive community.

Statistically, the number of people with disabilities will increase to 1 in 5 due to an aging population. Of those residents, it is estimated that this aging population and people with disabilities will represent 40% of the total income in Ontario in the next 20 years.





The City of Kawartha Lakes will create a community, where residents and visitors feel comfortable, welcome, safe and can move with ease and dignity.

### ACTIONS

A) Accessibility planning and annual investment in progressive barrier removal:

Status: Essential

Indicators: 1, 2

Timeline: ongoing

Partners: City

B) Ensure all new buildings and public spaces are universally accessible:

Status: Desirable

Indicators: 2

Timeline: ongoing

Partners: City, Development industry

C) Commit to the actions identified in both the Health and Education and Active Communities sections of the ICSP.

Status: Essential

Indicators: 4

Timeline: 1 year

Partners: Residents, BIAs, City

D) Identify with the content of the Age friendly Communities Report and commit to the work of the Age Friendly Steering Committee and the Age Friendly Community Groups:

Status: Essential

Indicators: 5

Timeline: 1 year

Partners: Residents, BIAs, City



## Goal A2

The City of Kawartha Lakes will provide its residents a variety of transportation choices including reliable public transportation, connected active transportation facilities (sidewalks and bike paths), and supportive vehicle infrastructure that are barrier-free.

### ACTIONS

A) Investigate a transit system that incorporates the 5 A's (Acceptability, Accessibility, Adaptability, Availability and Affordability) with beneficial connections to family, community members, programs, goods and services throughout the City of Kawartha Lakes and to neighbouring communities:

Status: Essential

Indicators: 1, 2, 3, 4, 5, 6, 7

Timeline: 1-2 years; Ongoing

Partners: City, MoT

B) Incorporate accessible parking policies in the City's Urban Design Guidelines and Parking Strategies:

Status: Essential

Indicators: 6,7

Timeline: 1-5 years

Partners: City, BIAs

C) Identify corridors with high traffic volumes and speeds, which are also heavily used by pedestrians and cyclists and implement traffic calming measures

Status: Essential

Indicators: 8, 9

Timeline: 1 year

Partners: City

D) Implement crosswalks in high traffic areas with reasonable pedestrian crossing demand and large distances (greater than 100m) between controlled intersections:

Status: Essential

Indicators: 10

Timeline: 2-5 years

Partners: City

E) Establish a sidewalk infill program, ensure sidewalk ramps on new sidewalks and for existing sidewalks in busy pedestrian areas meet FHWA sidewalk accessibility guidelines, and adopt a City-wide policy that any capital project, planning or maintenance work done by the City which involves roadways should address all modes of transportation, with exceptions requiring approval from the Public Works Commissioner:

Status: Essential

Indicators: 11, 12

Timeline: 1-5 years

Partners: Residents, City, and private businesses

## Goal A3

The City of Kawartha Lakes will become an accessible city through the upgrading of City buildings, delivery of accessible services and programs, and accommodations for visitors.

### ACTIONS

A) Complete an audit of all City owned and leased facilities, using the legislated and proposed Built Environment Standards, prioritizing retrofit projects by need:

Status: Essential

Indicators: 1

Timeline: 1-3 years

Partners: City

B) Advance the incorporation of a policy, standard or guideline for City signage that would incorporate a consistent larger font, high contrast signage throughout the City:

Status: Essential

Indicators: 1

Timeline: 3-5 years

Partners: City

C) Commit to the actions identified in the Health and Education Section of the ICSP:

Status: Essential

Indicators: 3

Timeline: Ongoing

Partners: City

D) Consider the potential of accessible consolidated access to goods, services and information within Lindsay “one stop shopping” for residents seeking municipal goods and services:

Status: Desirable

Indicators: 4

Timeline: 5-10 years

Partners: City, Province

E) Due to the geographical size of the City access to municipal goods and services should be maintained for residents by visiting Bethany, Bobcaygeon, Coboconk, Kirkfield and Omemee Municipal Service Centres and improving access to online municipal services:

Status: Essential

Indicators: 5

Timeline: Ongoing

Partners: City

F) Improve the universally acceptable design of important meeting places throughout the City:

Status: Essential

Indicators: 6

Timeline: Ongoing

Partners: City, BIAs, Chambers

## Goal A4

The City of Kawartha Lakes will implement smart mixed-use growth to develop mixed housing to meet the demand for safe, affordable, accessible and flexible housing types providing people of various abilities and income levels flexibility of choice through various life stages (aging in place).

### ACTIONS

A) Improve housing stock by creating a range of housing types:

Status: Desirable

Indicators: 1

Timeline: ongoing

Partners: City, Development Industry

B) Improve housing affordability by creating a range of housing affordability and supportive services:

Status: Desirable

Indicators: 2

Timeline: Ongoing

Partners: City, Development Industry

C) Encourage mixed-use land use patterns in existing and future development. Discourage single use development:

Status: Desirable

Indicators: 3

Timeline: Ongoing

Partners: City, Development Industry

D) Enhance the safety, vitality, and overall design quality of existing and future buildings, streets and neighbourhoods to address accessibility and changing demographic needs:

Status: Essential

Indicators: 4

Timeline: ongoing

Partners: City, Development Industry

E) Foster and encourage investment in accessible accommodation to establish CKL as an accessible destination of choice:

Status: Desirable

Indicators: 5

Timeline: ongoing

Partners: City, Development Industry



# Financial Filter



# Vision

The City of Kawartha Lakes enjoys the full extent of all possible funding available from the private sector (including money and volunteer effort) as well as three levels of government. The municipal budget is gradually reshaped to support sustainability initiatives that maximise the health and well-being of CKL's people and their natural environment.

# Sustainability Perspective

## WHY IS FINANCE & AFFORDABILITY IMPORTANT?

For Our Kawartha Lakes to be successful, the projects and initiatives identified in this version of the ICSP, as well as those in future versions, must be supported with sufficient resources. The origin and nature of these resources will vary widely. It is important that the Finance and Affordability group continuously confirms existing and identifies new resources, and the approaches for gaining access to them.

In addition, the Finance and Affordability Group must ensure that municipal budget priorities gradually integrate long-term environmentally responsible approaches in all aspects of CKL life. As far as possible, setting municipal budgets must increasingly focus on paybacks as well as capital costs. When this is achieved, the balance between long-term costs, revenues and community benefits will be improved.

The Finance and Affordability filter is an important tool to refer to when enacting the Action Plan. Considerations for funding have been developed through each Focus Area in the ICSP and reflected in the Action Plan.

There is a considerable range of projects available for funding under the Federal Gas Tax Agreement, but funding is allocated to projects that are consistent with the objectives of enhanced sustainability. It is, therefore, also important to recognize and pursue other funding mechanisms on an ongoing basis. Accordingly, many of the projects detailed in the Action Plan should be assessed for funding potential beyond just the Gas Tax program. These potential additional funding sources are identified for each project throughout the ICSP and Action Plan.

## CURRENT STATUS

The City of Kawartha Lakes staff monitors funding opportunities made available by the Federal and Provincial governments. Also, to maximize resources, CKL staff actively pursues partnership opportunities with private sector and community groups.

## KEY ACTIONS

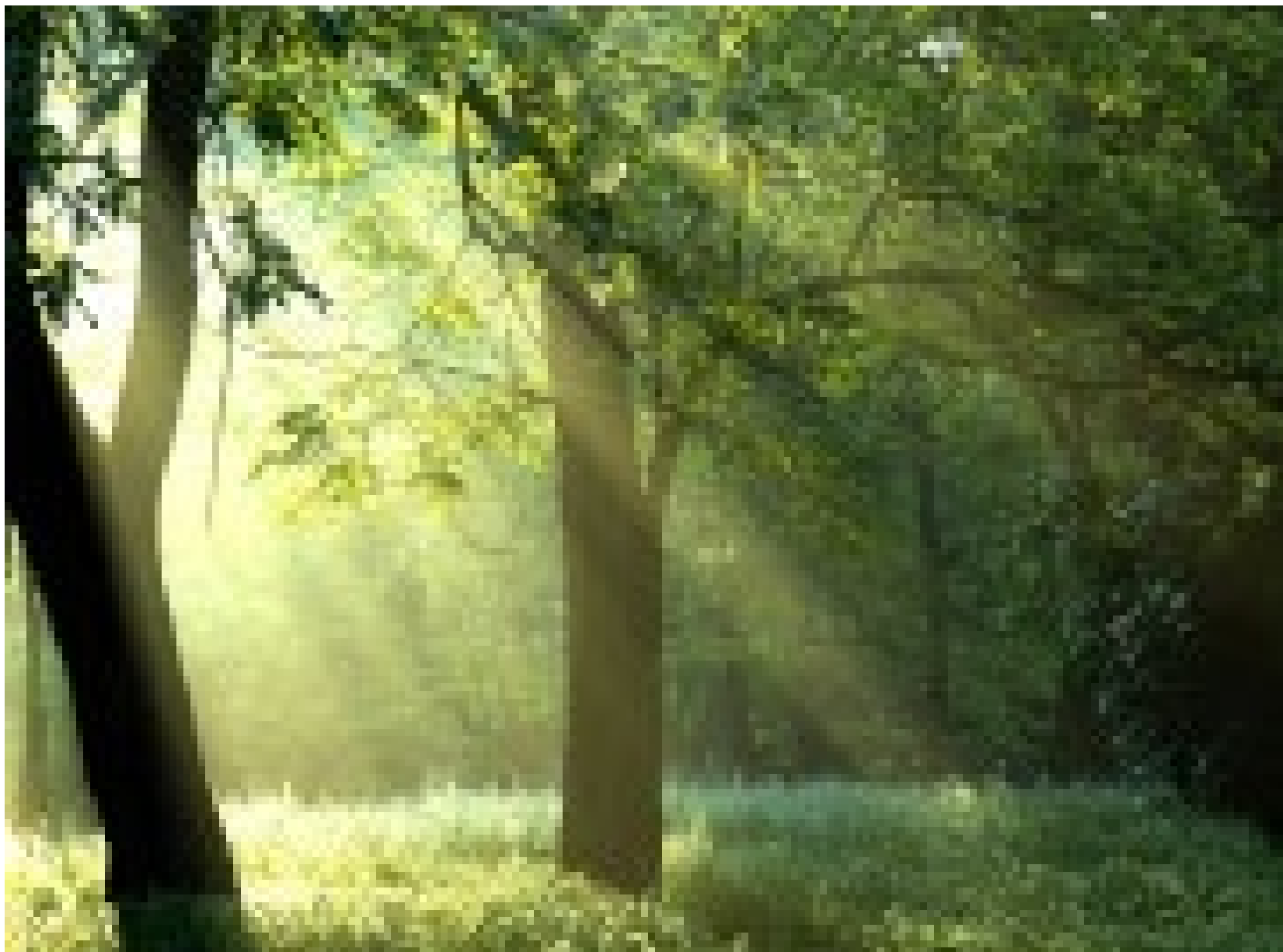
Our Kawartha Lakes identifies and prioritizes existing and new projects and initiatives. The Finance and Affordability Group will review the full range of proposed actions and determine which will be

- Accommodated within the municipal budget
- Pursued subject to specific funding
- Pursued subject to resources provided through partnership with private sector entities and/or community groups

The City has embraced Lean Sigma as the foundation for service delivery excellence and process improvement. In advancing the Community Vision, the City's adopted Strategy Map (Figure 6) provides focus on customer, financial, internal process and enabler considerations to maximize efficiency.

## What it Means for the Future of CKL

Our Kawartha Lakes represents an integrated effort for the CKL community to maximize its resources with the primary aim of sustainability, and to develop an integrated and balanced strategy for the allocation of financial resources that contribute to the Triple Bottom Line, namely economic prosperity, social equity and environmental responsibility.





# *Local Action Plan*

## 5. Action Plan

The Action Plan (AP) is the companion document to the Integrated Community Sustainability Plan (ICSP). It outlines an approach for implementing the actions identified in the ICSP and provides a roadmap to improve community sustainability in a predictable and measurable way. The AP document was developed for use by Kawartha Lakes residents, staff, and elected officials.

Often plans are developed with the best intentions to improve the community, but instead end up lingering on a shelf. The AP seeks to reverse this trend by prioritizing the actions in the ICSP, thereby creating an opportunity for step-by-step implementation and action planning. The core purpose of the AP is to move the actions identified in the ICSP off of the page and into reality.

The plan is divided into six sections including the approach used to prioritize the actions, actions prioritized for 2013, list of eligible projects for Gas Tax funding, changes to municipal planning structures, and synergies with provincial policies, and monitoring and reporting of prioritized and long-term actions.

The AP includes identifiable strategies for implementation and monitoring based on establishing partnerships to foster collaboration, identifying necessary municipal planning updates, identifying correlation between the actions and provincial interest, and establishing a system of monitoring and report to track improvements.

### 5.1. Approach

#### 5.1.1 BACKCASTING AND THE ABCD METHOD

The ICSP determined future goals and priorities using The Natural Step's concept of backcasting and the ABCD method – looking forward to the desired future and taking actions today to achieve it. The ICSP document mapped out the future vision for the City of Kawartha Lakes (A), identified what baseline information is available (B), and proposed creative solutions to move the City towards achieving its visions for the future (C). The AP will fulfill the final step in the process, deciding on the prioritization of the actions (D).

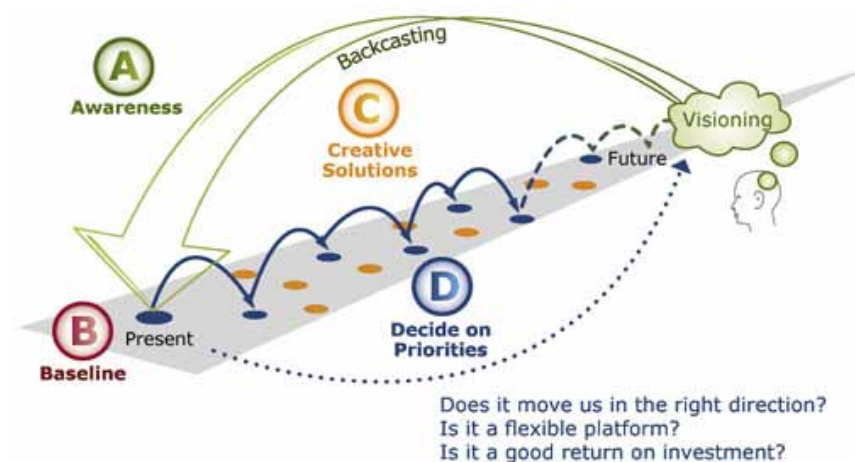


Figure 9: The Natural Step, Backcasting and the ABCD Method

The actions identified in the ICSP document have been prioritized based on foundational elements including leadership, funding, current performance, proposed implementation timing, and their status.

- Leadership:
  - The project has defined leadership. The leadership could be from a municipality, a government agency, a community group, or an NGO.
- Funding:
  - The project is eligible for Gas Tax funding. The federal government provides Gas Tax funding to municipalities for projects related to public transit, water, solid waste, community energy, infrastructure, and capacity building.
  - The project is eligible for another funding source. This funding could be provided by the municipal or provincial governments.
  - The project does not require dedicated funding to occur.
- Current performance:
  - Baseline information exists for the action exists. This information is either quantitative or qualitative, but provides a 'starting point' for analysis.
- Timing:
  - The timing of the actions has been categorized; near-term (0-2 years), medium term (3-5 years), and long term (5+ years).
- Status:
  - The action has been categorized as either essential or desirable. The categorization provides an indication of the importance of the action to the community.

These elements provide the framework to assess low-hanging fruit and longer-term actions. The low hanging fruit actions can be pursued over the next year (2014), with the remaining actions undertaken in the future.

The actions that have been identified for future implementation should be reviewed on an annual basis to determine prioritization. This annual review will provide a framework for determining the implementation timing of actions as near-term (within the next year), medium term (2-5 years) and long-term (5+ years). The Natural Step has developed three strategic questions can frame the prioritization of actions.

#### **Does this action move us in the right direction?**

In assessing the action the group should consider if it will assist the City in meeting the focus area goal as well as the overall vision for Kawartha Lakes. Also, the action may conflict with other actions, for example one action may advance the sustainability of one focus area at the expense of the other. It is important that these tradeoffs are acknowledged and that alternatives are identified to modify the action to limit the trade-offs.

#### **Is this action a flexible platform?**

A flexible platform means that the action will provide some capacity – financial, human or social – for future actions. The result is that the City will be able to achieve efficiencies between actions, by creating a foundation for future action.

#### **Is this action a good return on investment?**

Investment is traditionally considered as a financial return on investment, but it can also apply to social, political, and environmental investments.

Section 5.5 provides extensive guidance to the plan reader on the monitoring and reporting framework of the ICSP actions.

### 5.1.1 ASSUMPTIONS OF THE ACTION PLAN

In preparing the guidelines for the AP, as well as the monitoring and reporting guidelines, the following assumptions are made:

There will be an ongoing ICSP Implementation Committee (IC) with representation from each Focus Area Group. This representative may be the Chair of the implementation group, or a designated other person.

The formation of the committee as an arms length not for profit foundation may also assist the municipality in acquiring funding from other sources not normally available to municipalities.

The Committee will have:

A **Chairperson or Convener** to ensure that there are regular meetings at appropriate intervals and that there is a fair and achievable distribution of responsibilities and workloads. Also, each Chairperson should have a co-chair or an alternate who can act during those times when the Chairperson is not available.

A **Secretary** to ensure that meeting records and other documents are kept, and that information is conveyed in a timely manner to relevant group members.

An appropriate number of people will be charged with the responsibility for implementing, monitoring and reporting on the group's activities.

The expectations regarding progress are realistic. If expectations regarding performance improvements are not realistic, the implementation group is likely to become disillusioned and ineffective.

### 5.1.2 TIME FRAMES

The ICSP and AP are likely to be adopted by the City of Kawartha Lakes in early 2014. After approval by Council it will take some time during 2014 to identify and organize the ongoing Implementation Committee. Therefore the time frame for actions and associated monitoring and reporting will be on an annual basis, beginning in mid 2014 and occurring each subsequent year.

The IC will make an annual report to the Council of the City of Kawartha Lakes.

Some of the goals and actions identified in the ICSP have ten-year time frames. The IC should review its priorities for action each fall. As early high priority actions are implemented, and improvements in performance are monitored and reported, new priorities should be identified and confirmed with the Implementation Committee who will report priority adjustments to the Council of the City of Kawartha Lakes. It is essential that City of Kawartha Lakes recognizes the dynamic nature of the ICSP and AP and that there is a continuing effort to integrate the evolving priorities with the resource allocation processes within the municipality and the community.

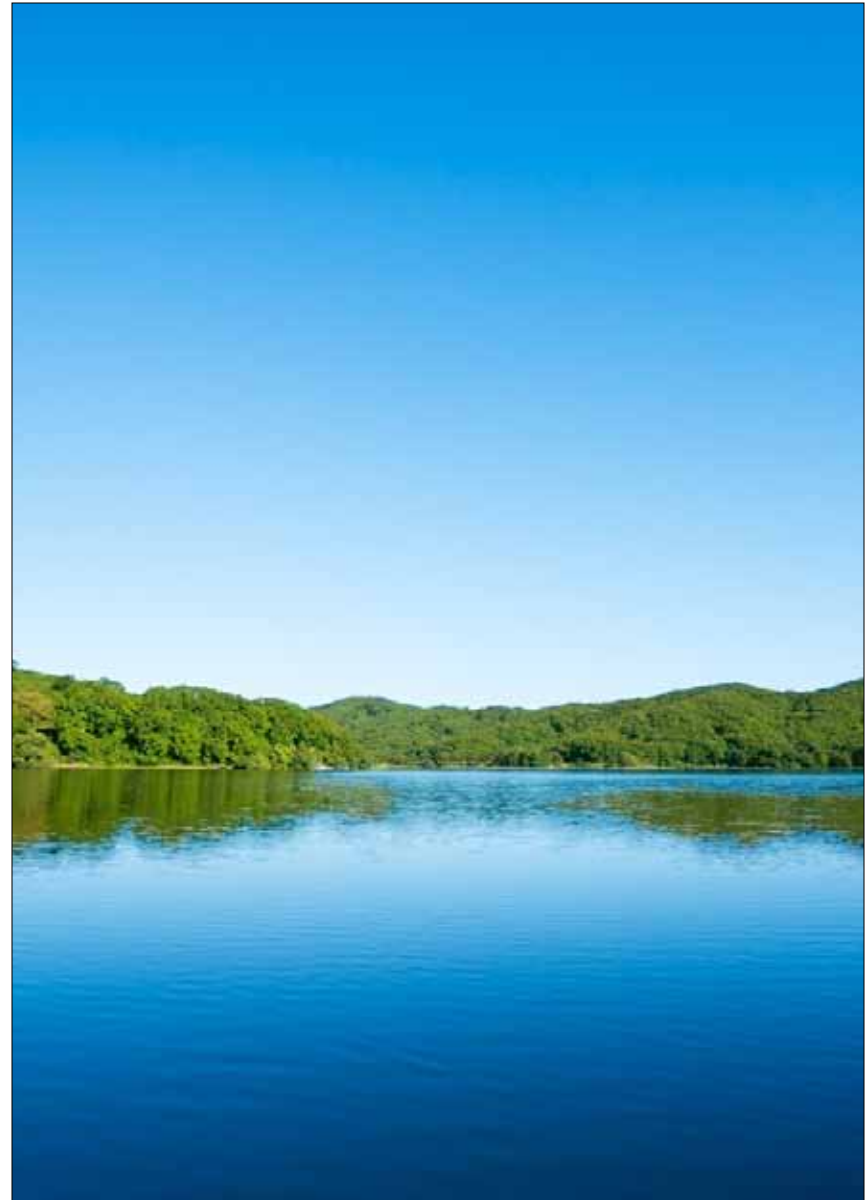
## 5.2. Sustainability Actions & Projects

All of the focus area actions have been assessed and prioritized using the methodology described. The outcome of this prioritization are two groups of actions: actions to be undertaken in the near-term (1 year) and medium-long term actions that are to be re-assessed on an annual basis (2-5+ years). The near-term actions are described in this section and the medium-long term actions are listed, and should be reviewed and reassessed at future annual reviews.

The near-term actions have been grouped based on their overall scores as well as by the categories of next steps. These next steps correlate to the foundational elements, but framed are framed as actionable items.

- Identify partnerships
- Assess probability of funding – Gas Tax or alternative funding
- Define current performance
- Review status of action
- Review timing of action


The grouping of the actions has been supplemented by additional implementation considerations that provide guidance to the plan reader for the implementation of the near-term actions as well as create a framework for future annual reviews. The near-term actions are presented by focus area, mirroring the order they appear in the ICSP document. Finally, a table provides an overview of the prioritization per focus area.





## Water

Sixteen actions have been identified within the water focus area, with eight actions prioritized for 2013. The leadership for the actions derives from the City, other governmental agencies, NGOs and community groups.

Water 16 Actions 7 High Priorities	ACTIONS ARRANGED IN PRIORITY SEQUENCE	Defined Lead			Priority Score	
		Municipal	Agency/NGO	Other		
SHORT TERM Undertake in 2013-2014	W2A - Implement a municipal infrastructure leak detection system	X			7	<ul style="list-style-type: none"> <li>Assess probability of funding:               <ul style="list-style-type: none"> <li>If high, apply for Gas Tax funding.</li> <li>If low, seek alternative funding and/or partnerships.</li> </ul> </li> </ul>
	W2B - Establish priority areas of existing development where the implementation of LID applications	X			7	
	W2D - Establish an incentive program to encourage owners to upgrade their drainage and discharge systems	X			7	
	"W2G - upgrade plant and sewer; infrastructure to meet capacity; and treatment requirements"	X			7	
	W3A - Increase water education programs			X	7	
	W3C - Develop and implement a septic tank inspection program		X		7	
	W4A - Develop a groundwater mapping and tracking system		X		7	
	W1A - Develop and implement lake management plans			X	7	<ul style="list-style-type: none"> <li>Define current performance of action.</li> <li>Assess probability of funding:               <ul style="list-style-type: none"> <li>If high, apply for Gas Tax funding.</li> <li>If low, seek alternative funding and/or partnerships.</li> </ul> </li> </ul>
MEDIUM TERM Re-Assess After 2013-2014 Annual Review	W4C - Implement all requirements under the Source Water Protection Plans			X	7	
	W1C	X			6	
	W2C	X			6	
	W2E	X			6	
	W4C		X		6	
	W3B			X	6	
	W2F	X			5	
	W4B		X		5	<ul style="list-style-type: none"> <li>Review status of action.</li> <li>Seek partnerships.</li> </ul>

### Assess Probability of Funding Implementation Considerations:

Significant alterations, as proposed in these actions, to the City's water infrastructure will need to be prioritized at the municipal level. A phasing and implementation plan should be developed to determine the ability of the proposed projects to secure funding.



## Water Focus Area Goals, Indicators, Current Performance and Targets

GOAL	INDICATOR	CURRENT PERFORMANCE	TARGET
1: Healthy lakes, rivers, streams and shorelines.	1. Total number of days public beaches are closed per year due to microbial contamination.	___ mean number of days public beaches were closed from 2006-2011.	Reduce the number of days public beaches are closed by 80 %.
	2. Soluble phosphorus levels within the surface water of major lakes and rivers.	___ mean concentration of soluble phosphorus levels within the surface waters of the major lakes and rivers	Reduce the mean concentration of soluble phosphorus levels within the surface waters of the major lakes and rivers within the jurisdiction of the City of Kawartha Lakes to below Provincial Water Quality Objectives.
	3. Presence of benthic populations indicative of healthy aquatic systems.	Watershed Report Card (2009) watershed grading system.	Achieve a grading of Fair or Good on all tributary watersheds and littoral shoreline areas.
	4. Length of lake shorelines in a natural condition.	Number of kilometres of lake and river shorelines in natural state.	Maintain current number of kilometres of lake and river shorelines in natural state.
2. Enhanced municipal infrastructure and systems, including STP's and storm water to conserve water and promote Kawartha Lakes as a centre for water quality excellence.	1. Treated water that is lost through leakage during distribution.	___% of treated water that is lost during distribution through leakage.	Reduce the percentage of treated water that is lost during distribution through leakage by 50%.
	2. Coverage of the surface area within the City of Kawartha Lakes that is impervious.	___% coverage of the surface area within the City of Kawartha lakes that is impervious.	Increase infiltration rates of the impervious surface area in the City by 20%.
	3. Drains within industrial and commercial businesses for which the discharge point is unknown.	Identify the percentage of drains within industrial and commercial businesses for which the discharge point is unknown.	Identify the percentage of drains within industrial and commercial businesses for which the discharge point is unknown by 100% and establish an incentive program to encourage owners to examine and undertake appropriate upgrades to their drainage and discharge systems.
	4. Treatment levels achieved for major nutrients (nitrogen and phosphorus) within the effluent discharged to surface waters.	Identify the treatment levels achieved for major nutrients (nitrogen and phosphorus) within the effluent discharged to surface waters.	Lower treatment levels achieved for major nutrients (nitrogen, phosphorus) within the effluent discharged to surface waters.
	5. The mass of salt added to de-ice roadways during winter conditions.	___ kgs of mean mass of salt added to roadways.	Reduce the chloride loadings into the water systems (ground water and surface water) by ___ %.
	6. Capacity of water and wastewater treatment facilities and sewer systems to handle peak flows.	___ L of capacity of current plant facilities, storm, and sanitary sewers. ___ % utilization rate of current plant facilities, storm, and sanitary sewers.	Ensure capacity of water distribution and wastewater treatment plants and sewers for anticipated growth under a 1:25 year storm event criteria




3. Enhanced outreach, education, communication and stewardship to achieve a community with clean and abundant water.	1. Public awareness, buy-in, participation and advocacy for water conservation and stewardship activities initiated by the City of Kawartha Lakes.	Assess current level of public's value of water, along with awareness of and acceptance for water conservation strategies and stewardship activities.	Significantly increase public's value of water along with awareness and acceptance of water conservation strategies.
	2. Student awareness of sustainability goals and actions through education.	Assess current level of public engagement at all levels (schools, KRCA, LMPs, OMOE , County Health Units, etc.).	Increase in public participation and compliance within water conservation programs aimed at improving water quantity and quality.
	3. Septic systems do not harm local ecosystems.	_____ homes on septic systems and number of homes changing ownership (RE CO).	100% compliance with inspections tied to house sales.
4. Groundwater Supply Sustainability.	1. Ground water withdrawals do not exceed ground water recharge rates.	Develop a data base that summarizes and identifies ground water locations that are known to have chronic contaminant or pathogen issues.	Ensure that cumulative withdrawals within an identified aquifer do not exceed recharge rates
	2. Ground water resources remain contaminant and pathogen free.	Establish the ground water withdrawals per aquifer and establish the predicted recharge rates and volumes per aquifer.	Ensure that chronic contaminant and pathogen issues are resolved and establish strategies to prevent future contamination of ground water supplies.



## Agriculture

Fifteen actions have been identified within the agriculture focus area, with eight actions prioritized for 2013. The leadership for the actions is mainly concentrated with the City.

Agriculture 15 Actions 8 High Priorities	ACTIONS ARRANGED IN PRIORITY SEQUENCE	Defined Lead			Priority Score	
		Municipal	Agency/NGO	Other		
SHORT TERM Undertake in 2013-2014	AG1A - Raise awareness of the quality of the farming and agri-business sector	X			6	<ul style="list-style-type: none"> <li>Define current performance of action.</li> <li>Assess probability of funding: <ul style="list-style-type: none"> <li>If high, apply for Gas Tax funding.</li> <li>If low, seek alternative funding.</li> </ul> </li> </ul>
	AG1B - Develop and implement marketing strategies	X			6	
	AG2G - Develop a local Food Policy Council	X			6	
	AG2C - Require Agricultural Development Officer involvement on land use applications	X			6	<ul style="list-style-type: none"> <li>Define current performance.</li> <li>Initiate action.</li> </ul>
	AG2D - Protect the right to farm and conduct agri- business without overly onerous restrictions	X			6	
	AG2E - Simplify and streamline the municipal and provincial approval processes	X			6	
	AG2F - Assist agricultural businesses with advisory and consultation services	X			6	<ul style="list-style-type: none"> <li>Seek alternative partnership(s) and/or funding sources with high probability of funding.</li> <li>Apply for funding.</li> </ul>
	AG2B - Increase education and awareness of rural land conflict issues AG1E - Deliver more technology and training opportunities	X			6	
MEDIUM TERM Re-Assess After 2013-2014 Annual Review	AG3A	X			5	<ul style="list-style-type: none"> <li>Seek alternative partnership(s) and/or funding sources with high probability of funding.</li> <li>Apply for funding.</li> </ul>
	AG1D AG4A AG4B	X			5	<ul style="list-style-type: none"> <li>Define current performance of action.</li> <li>Assess probability of funding: <ul style="list-style-type: none"> <li>If high, apply for Gas Tax funding.</li> <li>If low, seek alternative funding.</li> </ul> </li> </ul>
	AG2A AG4C, AG4D	X			5	<ul style="list-style-type: none"> <li>Seek alternative partnership(s) and/or funding sources with high probability of funding.</li> <li>Apply for funding.</li> </ul>
LONG TERM	AG1C	X			4	<ul style="list-style-type: none"> <li>Define current performance</li> <li>Seek alternative partnership(s) and/or funding sources with high probability of funding.</li> <li>Apply for funding.</li> </ul>
	AG3B	X			4	
	AG3C	X			4	
	AG3D	X			3	



## Agricultural Focus Area Goals, Indicators, Current Performance and Targets

GOAL	INDICATOR	CURRENT PERFORMANCE	TARGET
1. Develop new agricultural growth and value-added opportunities.	1. Number of farm assessments.	1366 assessed farms.	% increase in farm assessments every 5 years.
	2. Number of properties taxed as farm.	3765 properties taxed as farm.	% increase in properties taxed as farm.
	3. Number of farm business registrations.	1366 registered farm businesses.	% increase in registered farm businesses.
	4. Attendance at agriculture related events.	15 agriculture-related events.	% increase in agriculture-related events.
	5. Number of agri-tourism venues	23 agri-tourism venues open to the public.	% increase in agri-tourism visits.
2. Maintain the agricultural land base to promote long-term food security and sustainability.	1. Area of agricultural land converted to other uses.	___ acres of agricultural land converted in 2011.	No conversion of agricultural land to other uses.
	2. Number of agricultural development applications.	___ applications in 2011.	% increase in agricultural development applications.
	3. Membership in Kawartha Choice FarmFresh.	62 members in 2011.	% increase in membership to Choice FarmFresh.
	4. Gross agricultural sales.	\$110 million in gross sales in 2011.	% increase in gross agricultural sales.
3. Identify and explore new markets, crops, products, value-added processing, and value-chain partnerships locally and beyond.	1. Gross agricultural sales.	\$110 million in gross sales in 2011.	Minimum 1 % increase in gross agricultural sales every 5 years.
	2. Gross agricultural export sales.	Reduced purebred livestock sales.	N/A
	3. Agriculture production.	Reduced purebred livestock sales.	
	4. Agricultural processing.	7 agricultural processors in 2011.	Add one agricultural processing business per year.

**Define Current Performance and Assess Probability of Funding Implementation Considerations:** These actions relate to the marketing, monitoring and reporting of agriculture and agri-business in Kawartha Lakes. Baseline information is required to understand the current number of agri-tourism visits, attendance at agriculture related events, number of properties taxed as a farm, number of farm assessments, and farm business registrations. Once this information has been gathered, funding opportunities should be assessed and pursued if promising.


**Define Current Performance and Initiate Action Implementation Considerations:** These actions call for greater administrative support, control and representation of agricultural interests. Prior to undertaking these actions, collecting quantifiable baseline data will create a starting point or foundation from which to launch into action.

**Seek Alternative Partnerships and Funding Sources Implementation Considerations:** Undertaking this action may involve embarking on an education campaign with other groups active within the farming community or the greater community at large.



## Natural Systems

Ten actions have been identified within the Natural Systems focus area, with six actions prioritized for 2013. The leadership responsibilities are divided amongst the municipality, NGOs, and other government agencies.

Natural Systems 10 Actions 6 High Priorities	ACTIONS ARRANGED IN PRIORITY SEQUENCE	Defined Lead			Priority Score	
		Municipal	Agency/NGO	Other		
SHORT TERM Undertake in 2013-2014	NS4A - Endorse existing SAR management and database protocol			X	7	• Initiate action.
	NS1A - Ensure public awareness and ongoing support for provincial natural heritage policy	X			6	
	NS1C - Maintain the progress on Lake Management Planning		X		6	• Assess probability of funding:
	NS2A - Create a process and database for all preservation activities in City of Kawartha Lakes			X	6	• Initiate action.
	NS3A - Endorse the work of the Ontario Invasive Plant Council			X	6	
	NS4B - SAR habitat is protected through the City of Kawartha Lakes planning approvals process	X			6	
MEDIUM TERM Re-Assess After 2013-2014 Annual Review	NS1E		X		5	• Define current performance of action. • Seek alternative partnership(s) and/or funding sources with high probability of funding. • Apply for funding.
	NS1B	X			5	• Initiate action.
	NS1B			X	4	• Seek alternative partnership(s) and/or funding sources with high probability of funding. • Apply for funding.
	NS3B			X	4	• Establish timing. • Initiate action.

**Initiate Action Implementation Considerations:** Raising awareness within the community can be undertaken jointly through municipal avenues as well as through the NGOs and provincial agencies championing the causes or legislation. Future municipal plans can include more detailed environmental mapping to catalogue the City's natural resources including SAR.

**Assess Probability of Funding Implementation Considerations:** Developing and implementing the Lake Management Plans will require dedicated and predictable funding for the initial plan development and

ongoing monitoring activities. Assessing potential funding sources should consider this multi-year time horizon.

**Initiate Action Implementation Considerations:** Mapping, cataloguing and protecting sensitive habitats in Kawartha Lakes is a large undertaking; however, there are transferrable lessons from other municipalities that have embarked on similar efforts. The City of Kawartha Lakes should review the actions of these municipalities including considering the technologies and processes employed.

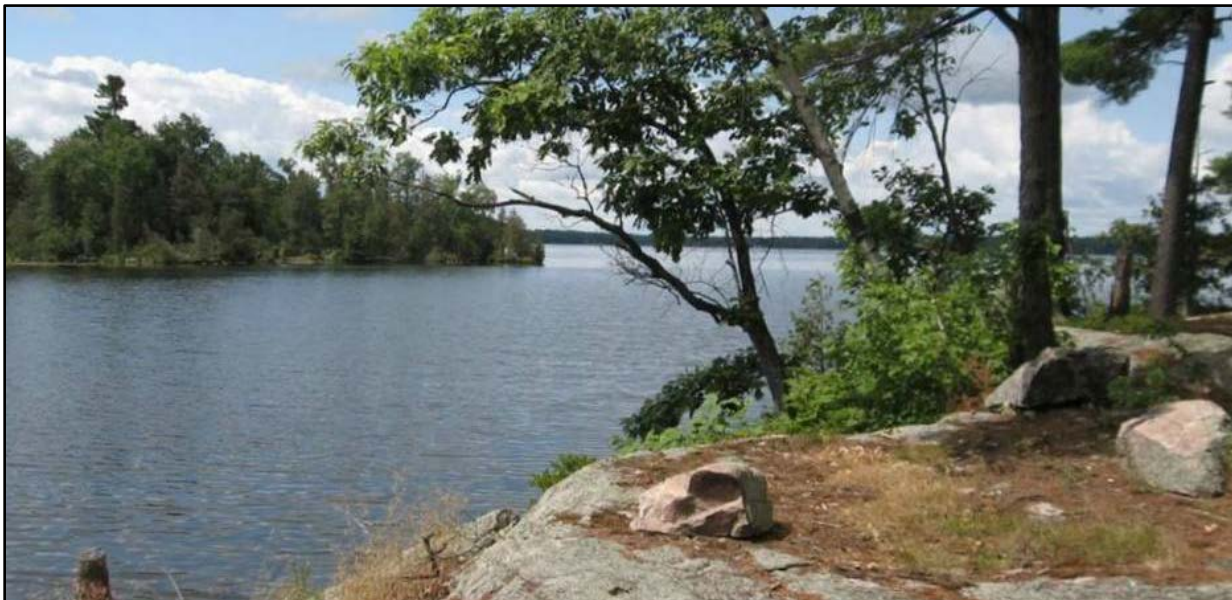


## Natural Systems Focus Area Goals, Indicators, Current Performance and Targets

GOAL	INDICATOR	CURRENT PERFORMANCE	TARGET
1. Protect and enhance a system of naturally occurring landscapes and ecosystems.	1. No net loss or preferably a net increase in natural systems.	To be determined through the Kawarthas, Naturally Connected project.	Targets established by the Kawarthas, Naturally Connected process.
	2. A system of identified and protected natural spaces.	To-date the concept of landscape planning has only been applied sporadically and inconsistently across southern Ontario.	Targets established by the Kawarthas, Naturally Connected process.
	3. Science-based thresholds of sustainability emphasized.	Other related protective measures include: e.g., "How Much Habitat is Enough" Environment Canada.	Maintain or improve ecological integrity (species, ecosystems and processes) including sustained or enhanced opportunities for the gathering and harvesting of native fish and wildlife.
	4. Importance of waterfronts and their natural environment, human recreation and economic drivers.	Lake management plans are being prepared for Sturgeon, Balsam, Cameron, and Pigeon; Lake Scugog is complete.	An enhanced level of protection for natural areas, focusing on water resources, is adhered to.
2. Enhance the CKL's community awareness of and engagement with the value of nature's benefits to human health and the economy.	1. CKL residents and visitors gain respect and knowledge for our natural environment, and use the municipality for enjoyable recreational and educational opportunities.	Existing programs and stewardship groups include: Shoreline advisory by Lakelands Alliance, Blue Canoe, KHC membership programs and land holdings, FOCA programs and members, Gaming programs, and Kawartha Trans Canada Trail.	A stewardship ethic is established within the population of CKL; both to seasonal and permanent residents An increasing number of people make the connection between human health and the health of our natural systems.




Ameliorate the impacts of non-native invasive species.	1. Presence of non-native invasive species.	Non-native invasive species are present in CKL.	No new non-native invasive species are reported in CKL.
Species at Risk (SAR) are protected and their populations increased.	1. No further loss of species at risk (SAR) due to CKL specific activities.	SAR present in CKL.	Reduce the list of species at risk in CKL.





## Resource Consumption

Twenty-eight actions have been identified within the resource consumption focus area, with nine actions prioritized for 2013.

Resource Consumption		Defined Lead			Priority Score	
		Municipal	Agency/NGO	Other		
28 Actions						
9 High Priorities	ACTIONS ARRANGED IN PRIORITY SEQUENCE					
SHORT TERM Undertake in 2013-2014	RC1C - Support and promote alternative modes of transportation	X			7	<ul style="list-style-type: none"> <li>Define current performance of action.</li> <li>Assess probability of funding: <ul style="list-style-type: none"> <li>If high, apply for Gas Tax funding.</li> <li>If low, seek alternative funding.</li> </ul> </li> </ul>
	RC3A - Adopt the Zero Waste International Alliance definition of Zero Waste	X			7	<ul style="list-style-type: none"> <li>Assess probability of funding: <ul style="list-style-type: none"> <li>If high, apply for Gas Tax funding.</li> <li>If low, seek alternative funding and/or partnerships.</li> </ul> </li> </ul>
	RC3B - Establish benchmarks and a timeline for achieving 90 % landfill diversion	X			7	
	RC3F - Implement a clear bag program	X			7	
	RC3I - Engage the community on the benefits of waste reduction	X			7	
	RC4B - Implement a pilot project to address the research findings of drinking water best practices			X	7	
	RC1B - Adopt an anti-idling by-law	X			6	<ul style="list-style-type: none"> <li>Initiate action.</li> </ul>
	RC1E - Encourage residents and local businesses to reduce their carbon footprint	X			6	
MEDIUM TERM Re-Assess After 2013-2014 Annual Review	RC1F - Adopt a policy that new municipal vehicles are alternative fuel low emission vehicles	X			6	
	RC1G	X			6	<ul style="list-style-type: none"> <li>Define current performance of action.</li> <li>Assess probability of funding: <ul style="list-style-type: none"> <li>If high, apply for Gas Tax funding.</li> <li>If low, seek alternative funding.</li> </ul> </li> </ul>
	RC3C	X			6	
	RC3E	X			6	
	RC4C			X	6	<ul style="list-style-type: none"> <li>Assess probability of funding: <ul style="list-style-type: none"> <li>If high, apply for Gas Tax funding.</li> <li>If low, seek alternative funding and/or partnerships.</li> </ul> </li> </ul>
	RC3G	X			6	
	RC4A			X	6	
	RC5A	X			6	<ul style="list-style-type: none"> <li>Define current performance of action.</li> <li>Assess probability of funding: <ul style="list-style-type: none"> <li>If high, apply for Gas Tax funding.</li> <li>If low, seek alternative funding.</li> </ul> </li> </ul>
	RC1A			X	5	
	RC1D		X		5	
	RC3D	X			5	
	RC3H	X			5	
	RC5B			X	5	
	RC2C	X			4	
	RC4D	X			4	
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Resource Consumption		Defined Lead			Priority Score	
		Municipal	Agency/NGO	Other		
28 Actions						
9 High Priorities	ACTIONS ARRANGED IN PRIORITY SEQUENCE					
LONG TERM	RC2A	X			3	<ul style="list-style-type: none"> <li>Define current performance of action.</li> <li>Seek alternative partnership(s) and/or funding sources with high probability of funding.</li> </ul>
	RC2B	X			3	
	RC2F	X			3	
	RC2D				2	<ul style="list-style-type: none"> <li>Review status of action and identify / describe all aspects of action.</li> </ul>
	RC2E				2	

### Define Current Performance of Action and Assess Probability of Funding Implementation Considerations:

Assembling baseline information on active transportation within the City of Kawartha Lakes will support the case for developing additional infrastructure. The data will also support the case for the provision of active transportation infrastructure in new capital projects.

### Assess Probability of Funding Implementation Considerations:

Revising the City of Kawartha Lakes' waste management system will require a policy shift, as well as investments in infrastructure and education. Funding for waste reduction is provided through the provincial and federal levels of government. However, early steps can be taken on to initiate a shift in waste management policy at the municipal level.

**Initiate Action Implementation Considerations:** Often municipal leadership is required to demonstrate to the community that the City is committed to reducing emissions either through minimizing the wastage (anti-idling by-law) or reduction (alternative fuel vehicles) of fossil fuels. Municipal leadership and the education of residents either through information dissemination or directly engaging the community will promote the reduction of a collective carbon footprint.



## Resource Consumption Focus Area Goals, Indicators, Current Performance and Targets

GOAL	INDICATOR	CURRENT PERFORMANCE	TARGET
1. Improve air quality and health for current and future generations.	1. Per capita GHG emissions.	___ tonnes per capita.	80% reduction in GHG emissions by 2050.
	2. Number of smog days greater than 50 on Air Quality Index (AQI).	___ days where air pollution is rated above 50 on the AQI.	0 days where air pollution is rated "poor".
	3. Number of residents diagnosed with asthma and COPD.	___ residents currently diagnosed with asthma and COPD.	90% reduction in residents diagnosed with asthma and COPD.
	4. Air contaminant emissions by source (industrial, commercial, institutional, agricultural).	___ tonnes industrial emissions ___ tonnes commercial emissions ___ tonnes institutional emissions ___ tonnes agricultural emissions.	20% reduction in air contaminant emissions by 2030.
	5. Average carbon footprint of residential units.	___ average residential unit carbon footprint.	30% reduction in average residential unit carbon footprint by 2030.
	6. Average carbon footprint for commercial buildings.	___ average commercial building carbon footprint.	30% reduction in average commercial building carbon footprint by 2030.
	7. Alternative fuel low emission municipal vehicles.	___ alternative fuel low emission municipal vehicles.	50% of municipal fleet comprising alternative fuel low emission vehicles by 2020.
	8. Annual methane emissions from City landfills.	___ tonnes of methane emitted from City landfills in 2011.	50% reduction in annual methane emissions from City landfills by 2030.



GOAL	INDICATOR	CURRENT PERFORMANCE	TARGET
<b>2. Foster a culture of energy conservation and renewable energy production.</b>	1. Municipal green building standard.	No standard.	Adopt municipal green building standard.
	2. Energy performance and costs for municipal buildings.	___ energy use and ___ energy costs in municipal buildings.	___ reduction in energy use and costs in municipal buildings by 2030.
	3. Kilowatts of annual renewable energy produced.	___ kwh of annual renewable energy produced.	10% of energy use in City generated from local renewable sources.
	4. Annual per capita energy use.	___ per capita energy use in 2011.	30% reduction in per capita energy use by 2030.
	5. Annual residential and commercial energy use.	___ residential energy use. ___ commercial energy use.	30% reduction in residential and commercial energy use by 2030.
	6. Residential density.	___ units / acre average residential density within the Urban Settlement Designation (as per the Official Plan).	Increase average residential density to 8 units/hectare by 2030.
	7. Residential green building standard.	No standard.	Adopt residential green building standard.



GOAL	INDICATOR	CURRENT PERFORMANCE	TARGET
<b>3. Become a zero waste community by 2040.</b>	1. Zero Waste International Alliance definition of Zero Waste.	No definition in place.	Adopt definition within __ years.
	2. Waste diversion from landfill.	43 % of waste diverted from landfill.	60% diversion in 10 years; 70% diversion in 15 years; 80% diversion in 20 years; 100% diversion in 30 years.
	3. Tonnes of waste to landfill by type (residential, ICI, C&D).	Unknown.	Compilation of waste to landfill by type.
	4. Utilization and capacity of existing waste facilities.	__ % utilization and __ % capacity of existing waste facilities.	Maintain adequate capacity at existing waste facilities; plan for infrastructure investments as needed.
	5. Organic waste recycled.	__ tonnes of organic waste recycled.	80% recycling of residential, commercial, and institutional organics.
	6. Mandatory recycling and yard waste composting for residences and businesses.	Not mandatory.	Mandatory recycling and yard waste composting for residences and businesses within 3 years.
	7. Clear bag program.	No clear bag program.	Clear bag program within 1 year.
	8. Frequency of garbage pickup.	Weekly pickup.	Bi-weekly pickup within 5 years.
	9. Waste generated by construction and demolition (C&D).	__ tonnes of waste generated.	50% reduction in C&D waste generated by 2020.
	10. Community engagement opportunities regarding zero waste.	__ community engagement opportunities.	100% of residents aware and committed.




GOAL	INDICATOR	CURRENT PERFORMANCE	TARGET
4.The City of Kawartha Lakes has clean, abundant, affordable, and accessible water for current and future generations.	1. Drinking water best practices and policies for pharmaceuticals, growth hormones, MTBE, etc.	No practices and policies in place.	Implement drinking water best practices and policies within 2 years.
	2. Pilot project on best practices for drinking water.	No pilot project.	Complete pilot project within 2 years.
	3. Water consumption by sector.	___ litres residential consumption. ___ litres commercial consumption. ___ litres industrial consumption. ___ litres institutional consumption.	20% reduction in water use for all sectors by 2020.
	4. Lake water levels.	Current lake water levels.	Maintain current water levels .
	5. Water reuse (grey water and rain barrels).	___ litres reused (grey water and rain barrels).	30% increase in grey water reuse by 2020.
5. Manage aggregates in a sustainable manner that balances the needs of the industry with the impacts to the environment and local communities.	1. Best practices and policies for the management of aggregate resources.	Policies contained in City Official Plan.	Complete an Aggregate Secondary Plan within two years.
	2. Develop Best Practices and educational opportunities for the operation and extraction of aggregate resources.	Limited opportunities exist.	Establish an Aggregate Centre of Excellence.



## Health & Education

Twenty-seven actions have been identified within the health and education focus area, with twelve actions prioritized for 2013.

The leadership for all of the Health & Education actions lies with other agencies, such as the local health unit or school boards.

Health & Education 27 Actions 12 High Priorities	ACTIONS ARRANGED IN PRIORITY SEQUENCE	Defined Lead			Priority Score	
		Municipal	Agency / NGO	Other		
SHORT TERM Undertake in 2013-2014	H&E1A - prepare a Community Health Plan			X	7	<ul style="list-style-type: none"> <li>Assess probability of funding:               <ul style="list-style-type: none"> <li>If high, apply for Gas Tax funding.</li> <li>If low, seek alternative funding and/or partnerships.</li> </ul> </li> </ul>
	H&E1C - Continue support and funding of Kawartha Lakes Health Care Initiative			X	7	
	H&E1D - Develop a vibrant Community Health Plan			X	7	
	H&E2B - address the needs for affordable housing	X		X	7	<ul style="list-style-type: none"> <li>Initiate action.</li> </ul>
	H&E2C - support and implement the Kawartha Lakes Food Charter			X	7	
	H&E1B - Advance primary health care recruitment and retention strategies			X	6	<ul style="list-style-type: none"> <li>Seek alternative partnership(s) and/or funding sources with high probability of funding.</li> <li>Apply for funding.</li> </ul>
	H&E2D - Implement the recommendations of the Poverty Reduction Strategy.			X	6	
	H&E3A - Work with community partners to develop a sport and recreational strategy			X	6	<ul style="list-style-type: none"> <li>Assess probability of funding:               <ul style="list-style-type: none"> <li>If high, apply for Gas Tax funding.</li> <li>If low, seek alternative funding and/or partnerships.</li> </ul> </li> </ul>
	H&E4A - develop a Community Social Plan focusing on the determinants of community participation			X	6	
	H&E4B - develop strategies that prevent and reduce the incidence of crime and enhance community safety			X	6	
	H&E5B - Support initiatives to encourage participation in educational and cultural resource community activities			X	6	<ul style="list-style-type: none"> <li>Initiate action.</li> </ul>
	H&E5C - Liaise with agencies serving families with young children to understand their needs and progress			X	6	
MEDIUM TERM Re-Assess After 2013-2014 Annual Review	H&E2A	X			5	<ul style="list-style-type: none"> <li>Establish timing.</li> <li>Initiate action.</li> </ul>
	H&E3B			X	5	
	H&E3C			X	5	<ul style="list-style-type: none"> <li>Seek partnership(s) and/or funding sources with high probability of funding, apply for funding.</li> <li>Initiate action.</li> </ul>
	H&E5A			X	5	
	H&E5D			X	5	
	H&E5E			X	5	
	H&E5F			X	5	
	H&E5G			X	5	
	H&E5H			X	5	
(continued next page)	AKES INTEGRATED COMMUNITY SUSTAINABILITY ACTION PLAN					

Health & Education 27 Actions 12 High Priorities	ACTIONS ARRANGED IN PRIORITY SEQUENCE	Defined Lead			Priority Score	
		Municipal	Agency / NGO	Other		
LONG TERM	H&E3D	X			4	<ul style="list-style-type: none"> <li>• Seek alternative partnership(s) and/or funding sources with high probability of funding.</li> <li>• Apply for funding.</li> </ul>
	H&E6A			X	4	<ul style="list-style-type: none"> <li>• Establish timing.</li> <li>• Seek alternative partnership(s) and/or funding sources with high probability of funding.</li> <li>• Apply for funding.</li> </ul>
	H&E6B			X	4	
	H&E6C			X	4	
	H&E6D			X	4	
	H&E6E		X		4	

#### Assess Probability of Funding Implementation Considerations:

The City of Kawartha Lakes and its residents can play an important role in shaping community health initiatives that extend beyond the provision of health care. However, accessing funding to implement these initiatives is necessary to move them from concept to reality. Funding from all levels of government should be assessed to determine if any of the actions are eligible to receive partial or full funding.

**Initiate Action Implementation Considerations:** Building and maintaining partnerships for action can be strengthened through a Council commitment that encourages staff, residents, and agencies to work towards common goals that will improve the health and education for all Kawartha Lakes residents.

#### Seek Alternative Partnerships and Apply for Funding

**Implementation Considerations:** Building a foundation within the City that addresses the health needs of all residents is a community effort. Many agencies participate in the provision of health services to the elderly and low-income residents on a daily basis. These groups should be partnered with, common goals identified, and funding assessed and applied for based on probability.



## Health and Education Focus Area Goals, Indicators, Current Performance and Targets

GOAL	INDICATOR	CURRENT PERFORMANCE	TARGET
Health: The City of Kawartha Lakes is a community that promotes physical, mental, and developmental health through access to primary health care, health promotion, and community support services.	1. Develop a Community Health Plan	No coordinated community health plan.	A comprehensive, coordinated community health plan will be developed.
	2. All residents will have access to primary health care	Not all residents have primary health care	All residents will have access to primary health care
	3. Increase access to health care professionals and community support services.	Residents report challenges with access to healthcare professional and community support services	All residents will have access to health care professionals and community support services within 5 years
	4. Increase the number of residents practicing healthy life styles	Not all residents are practicing healthy life styles	Supports are in place so that all residents have the opportunity to practice healthy lifestyles.
Determinants of Health: Ensure adequate income, housing and nutrition are provided for all residents to maximize community health	1. Providing affordable and accessible housing units	Lack of affordable housing with a 2-5 year wait list.	Reduce the wait list to one year or less within 10 years
	2. To decrease the number of low income households	A quarter of households are living below the low-income cut off	Decrease in households living below income cut off




GOAL	INDICATOR	CURRENT PERFORMANCE	TARGET
SOCIAL Wellbeing: Ensure that all residents have sufficient resources to fully participate in their community and feel safe, connected and included.	Foster a sense of belonging to the community.	Not all residents in the CKL feel a sense of belonging	Increase the sense of belonging
	Increase community safety and crime rate in CKL	Decrease in crime rates	Reduce the incidence of all measures of crime in CKL
EDUCATION: The City of Kawartha Lakes is a connected community that values education and life-long learning. High quality education and learning opportunities are accessible so that individuals have the opportunity to develop their full potential Support and facilitate all ages and stages of education, lifelong learning, and intergenerational learning.	To foster high quality education and learning opportunities that are accessible to the individual to help them attain their full desired potential.	Not all residents of CKL have access to learning to meet their full potential	Provide a full range of opportunities to a residents on an equal basis.



## Innovation

Twelve actions have been identified within the innovation focus area, with five actions prioritized for 2013. The municipality will be providing leadership for the five prioritized actions.

Innovation 12 Actions 5 High Priorities	ACTIONS ARRANGED IN PRIORITY SEQUENCE	Defined Lead			Priority Score	
		Municipal	Agency/NGO	Other		
SHORT TERM Undertake in 2013-2014	I1A - New Innovation Park based on opportunities in the Creative Economy	X			7	<ul style="list-style-type: none"> <li>Define current performance of action.</li> <li>Assess probability of funding:               <ul style="list-style-type: none"> <li>If high, apply for Gas Tax or other federal/provincial funding.</li> <li>If low, seek alternative funding and/or partnerships.</li> </ul> </li> </ul>
	I1B - Creative Economy Steering Committee	X			6	
	I1C - Launch of "World Renowned: Come Be Part of Our World" marketing program	X			6	
	I2A - Completion of one sector – specific Business Retention and Expansion project per year	X			6	<ul style="list-style-type: none"> <li>Define current performance of action.</li> <li>Ensure goal/task embedded in Municipal budget.</li> <li>Initiate action.</li> </ul>
	I3A - Support recommendations of Peterborough and The Kawarthas Premier-Ranked Tourist Destinations Project	X			6	
MEDIUM TERM Re-Assess After 2013-2014 Annual Review	I4A			X	6	<ul style="list-style-type: none"> <li>Assess probability of funding:               <ul style="list-style-type: none"> <li>If high, apply for Gas Tax funding.</li> <li>If low, seek alternative funding and/or partnerships.</li> </ul> </li> </ul>
	I4C	X			5	<ul style="list-style-type: none"> <li>Assess probability of funding:               <ul style="list-style-type: none"> <li>If high, apply for Gas Tax funding.</li> <li>If low, seek alternative funding and/or partnerships.</li> </ul> </li> </ul>
	I4D	X			5	
	I2C	X			5	<ul style="list-style-type: none"> <li>Define current performance of action.</li> <li>Initiate action.</li> </ul>
	I3B	X			5	
	I2B			X	4	<ul style="list-style-type: none"> <li>Define current performance of action.</li> <li>Seek alternative partnership(s) and/or funding sources with high probability of funding.</li> <li>Apply for funding.</li> </ul>
	I4B	X			3	

**Define Current Performance of Action and Assess Probability of Funding Implementation Considerations:**

Understanding the engagement level of the creative economy in Kawartha Lakes is important to planning the timing and phasing of actions to support the expansion and diversification of the creative economy.

**Define Current Performance, Embed in Municipal Budget, and Initiate Action Implementation Considerations:** Through a municipal lead found in the City's Economic Development Department, further actions should be undertaken to engage the business community to further define current performance and implementation considerations. Municipal budgets should consider the budgetary resources required to complete these tasks.

**Performance, Identify MTC/Parks Canada Funding, and Apply for Funding Implementation Considerations:** The recommended actions that derived from the Kawartha's Premier-Ranked Tourist Destinations project should be reviewed in light of actions identified within the AP document to determine if there are opportunities to coordinate action. If there are, then these actions should be prioritized in the funding assessment review.



### Innovation Focus Area Goals, Indicators, Current Performance and Targets

GOAL	INDICATOR	CURRENT PERFORMANCE	TARGET
1. the City of Kawartha Lakes supports the development of new businesses that are compatible with the community's values and priorities and attracts new business development.	1. Growth of locally owned enterprises including year round and seasonal operators.	__ locally owned new businesses have opened in the last five years.	__ businesses open per year for the next five years.
	2. Chamber of Commerce advocating on behalf of business in the City of Kawartha Lakes.	Lindsay & District Chamber of Commerce.	A single Chamber of Commerce advocating on behalf of business in the City of Kawartha Lakes.
	3. Presence of BIAs in the City of Kawartha Lakes.	BIA only present in Lindsay , ____, and ____.	BIAs in each of the larger urban centres.
2. The City of Kawartha Lakes economic development department focuses on business retention and expansion.	1. Employment participation rate for the City of Kawartha Lakes based on Statistics Canada / Year, and Income Levels from Statistics Canada.	__ employment rate; __ income rate.	__% increase in employment rate for the City of Kawartha Lakes.
	2. Municipal projects to promote business development.	No Business Retention and Expansion projects have been undertaken.	Increased local employment opportunities through Business Retention and Expansion projects establishing Key Performance Indicators for each industry sector in which a project is completed.




GOAL	INDICATOR	CURRENT PERFORMANCE	TARGET
3. Enhance tourism sector employment opportunities through improved product offerings to become a unique year round tourist destination.	1. Tourism visits.	1.4 million visitors to Kawartha Lakes on an annual basis.	3% increase in tourism visits to the City of Kawartha Lakes over the next five years.
	2. Tourism jobs.	__ Full Time Equivalent jobs currently in tourism industries.	3% increase in tourism sector Full Time Equivalent jobs each year for the next five years.
	3. Tourism products.	Six core attractions identified in the Peterborough and The Kawarthas Premier-Ranked Tourist Destinations Project.	Add three attractions in the next five years that meet or exceed the calibre of the Core Attractions.
4. Identify emerging new business opportunities to create permanent, well-paying employment to retain population and jobs within the municipality.	1. Labour force gaps.	__, __, and __ are examples of sectors that are suffering from labour force gaps.	Assess and address labour force gaps.
	2. Strategies to attract green businesses.	The City of Kawartha Lakes not attracting a large percentage of green businesses in Ontario.	The City of Kawartha Lakes embraces green businesses through programs and incentive.
	3. Reputation in water economies.	Water economies are prevalent in City of Kawartha Lakes.	Expanding industries in the water economy.
	4. Affordability in City of Kawartha Lakes compared other municipalities.	The City of Kawartha Lakes is ranked __ in terms of affordability when compared to other Ontario municipalities.	Increased disposable income, average income measure and number of jobs and businesses.



## Culture & Heritage

Nine actions have been identified within the culture and heritage focus area, with three actions prioritized for 2013. The leadership for all of the actions comes from the City of Kawartha Lakes.

Culture & Heritage 19 Actions 3 High Priorities	ACTIONS ARRANGED IN PRIORITY SEQUENCE	Defined Lead			Priority Score	
		Municipal	Agency / NGO	Other		
SHORT TERM Undertake in 2013-2014	C&H1B - Hire full-time staff for cultural sector	X			7	<ul style="list-style-type: none"> <li>• Include in municipal operating budget.</li> </ul>
	C&H1A - Create an Arts and Culture Council	X			7	<ul style="list-style-type: none"> <li>• Initiate action.</li> </ul>
	C&H1C - Prepare and present "State of Arts, Culture and Heritage" report card	X			5	<ul style="list-style-type: none"> <li>• Review status.</li> <li>• Initiate action.</li> </ul>
MEDIUM TERM Re-Assess After 2013-2014 Annual Review	C&H2A	X			3	<ul style="list-style-type: none"> <li>• Establish status.</li> <li>• Seek alternative partnership(s) and/or funding sources with high probability of funding.</li> <li>• Apply for funding.</li> </ul>
	C&H3A	X			3	
	C&H2B	X			2	
	C&H2C	X			2	
	C&H2D	X			2	
	C&H2E	X			2	

### Include in Municipal Operating Budget Implementation

**Considerations:** Culture and heritage promotion and programming within smaller municipalities are often operated by part-time staff or volunteer members. Expanding a municipality's culture and heritage promotion capabilities requires the dedication of full time staff resources. Generally, an internal review is undertaken to identify complimentary areas of culture and heritage promotion, such as identifying partnership opportunities with local agricultural groups to promote Kawartha Lakes' agricultural heritage.

### Initiate Action Implementation Considerations:

Creating a committee charged with reviewing arts and culture in Kawartha Lakes will provide a structure for the long-range planning of coordinated efforts within the community, as well as maximize the dedicated resources of the full time staff member.

### Review Status and Initiate Action Implementation

**Considerations:** Preparing an assessment of arts, culture, and heritage in the City of Kawartha Lakes will provide the municipality, proposed committee, and staff member with baseline information about the current activities and participation levels.



### Culture and Heritage Focus Area Goals, Indicators, Current Performance and Targets

GOAL	INDICATOR	CURRENT PERFORMANCE	TARGET
1. Provide an Enabling Environment.	1. Arts and cultural council to provide regional support for the arts, culture, and heritage sector and organizations.	No regional umbrella organization to promote arts and culture.	Regional umbrella organization representing arts and culture.
	2. Arts and cultural council to provide staff to promote regional support for the arts, culture, and heritage sector and organizations.	No municipal staff member to adequately address, promote and serve the cultural sector.	1 full time staff hired for 5 years.
	3. Understanding of the condition and state of cultural resources in the City.	Inadequate understanding of the arts, culture and heritage sector.	2 status report cards prepared by end of the 5 year cycle.
2. Promote, Communicate, Cultivate, and Enhance.	1. Number of tourism visits to the City of Kawartha Lakes.	Current economic development website (explorekawarthas.net).	200% increase in tourists, ticket sales, and participation of City of Kawartha Lakes residents in events and activities.
	2. Level of activity on the City's Facebook page.	19 likes on Facebook; page not actively managed with information and images.	2,500 likes on Facebook.
	3. Mobile applications promoting City of Kawartha Lakes events and resources.	No mobile applications.	Provide mobile phone applications.
	4. Local participation in events and activities.	Measure increased participation.	Increase participation by 20%.
	5. Number and quality of signs promoting culture and heritage events.	Inadequate number and quality culture related signage.	50% increase in signage promoting cultural resources.
	6. Good sense of place for visitors to the Kawartha Lakes.	Lack of community gateway welcoming visitors, creating a sense of arrival in a new and interesting place.	Create welcome gateways in: Bobcaygeon, Fenelon Falls, Lindsay, Omemee, and Woodville.




GOAL	INDICATOR	CURRENT PERFORMANCE	TARGET
3. Identify and Protect.	1. Complete Heritage Master Plan necessary for protecting, planning, and enhancing heritage resources in City of Kawartha Lakes.	Heritage Master Plan in-progress (focuses on heritage resources).	Relevant Heritage Master Plan documents completed and accepted by City Council as guiding documents for arts, culture and heritage planning.
	2. Complete Cultural Master Plan for protecting, planning and enhancing cultural resources in City of Kawartha	Lakes. Cultural Master Plan not yet begun.	Relevant Cultural Master Plan completed and accepted by the City Council.



## Active Communities

Twenty-eight actions have been identified within the active communities focus area, with eight actions prioritized for 2013. The leadership for the actions is mainly concentrated with the City, with other notable partnerships including a number of different leaders such as the Haliburton, Kawartha, Pine Ridge District Health Unit, Kawartha Cycling Club, and the Kawartha Lakes Green Trails Alliance.

Active Communities 28 Actions 8 High Priorities	ACTIONS ARRANGED IN PRIORITY SEQUENCE	Defined Lead			Priority Score	
		Municipal	Agency/NGO	Other		
SHORT TERM Undertake in 2013-2014	AC2E - Integrate road design standards within all municipal planning documents	X			8	<ul style="list-style-type: none"> <li>Assess probability of funding: <ul style="list-style-type: none"> <li>If high, apply for Gas Tax funding.</li> <li>If low, seek alternative funding and/or partnerships.</li> </ul> </li> </ul>
	AC2B - Develop and adopt design standards for roads based on current best practices	X			7	
	AC4A - Capitalize on the skills of interest groups by actively pursuing partnerships			X	7	
	AC4B - Work in partners to conduct campaigns that encourage & support residents to be active	X			7	
	AC3D - Connect the Rotary and Legacy Trails in Lindsay through bike lanes and signage	X			7	
	AC1A - Adopt Active Communities Charter			X	7	
	AC1B - Adopt a transportation hierarchy for future planning	X			7	
	AC1C - Create a steering committee that guides implementation of the Active Communities plan	X			7	
	AC3C - Include new road design standards and take advantage of planned road construction/resurfacing projects to incorporate cyclist and pedestrian improvements			X	6	
MEDIUM TERM Re-Assess After 2013-2014 Annual Review	AC2D	X			6	<ul style="list-style-type: none"> <li>Seek alternative partnership(s) and/or funding sources with high probability of funding.</li> <li>Apply for funding.</li> </ul>
	AC2F	X			6	
	AC2G	X			6	
	AC2H	X			6	
	AC2I	X			6	
	AC2J	X			6	
	AC2K	X			6	
	AC3A			X	6	
	AC3B			X	6	
	AC3G			X	6	
	AC4C	X			6	
	(continued next page)					

Active Communities 28 Actions 8 High Priorities	ACTIONS ARRANGED IN PRIORITY SEQUENCE	Defined Lead			Priority Score	
		Municipal	Agency / NGO	Other		
MEDIUM TERM Re-Assess After 2013-2014 Annual Review continued	AC4D	X			6	<ul style="list-style-type: none"> <li>Seek alternative partnership(s) and/or funding sources with high probability of funding.</li> <li>Apply for funding.</li> </ul>
	AC2C	X			5	
	AC3E	X			5	
	AC3F	X			5	
	AC1E			X	4	
LONG TERM	AC2A			X	4	<ul style="list-style-type: none"> <li>Review status of action.</li> <li>Assess probability of funding and apply for funding.</li> </ul>
	AC4E			X	3	

#### Assess Funding Probability Implementation Considerations:

These actions relate to improvements to the active transportation network. These improvements include alterations to active transportation infrastructure, partnerships, awareness raising events, and wayfinding signage. These projects qualify for Gas Tax funding and the proposed projects should be assessed to determine if the probability of achieving funding is high or low. If the probability is high then a submission should be undertaken to secure funding.

**Initiate Action Implementation Considerations:** These actions propose to improve the active transportation infrastructure in Kawartha Lakes through policy adoption and revision. These actions could be addressed holistically through a Council motion prioritizing active transportation within the City of Kawartha Lakes resulting in changes to the development of future infrastructure.



## Active Communities Focus Area Goals, Indicators, Current Performance and Targets

GOAL	INDICATOR	CURRENT PERFORMANCE	TARGET
1. Foster an institutional culture of active transportation and accessible physical activity for all.	1. Culture of active communities and active transportation.	Limited support for active transportation. Limited support for accessible and affordable active recreation.	Physically active recreation and active community design are valued by Council and staff as part of a healthy & sustainable community.
	2. Council and Municipal staff expertise in active transportation.	Community groups are the primary promoter for Active Transportation in City of Kawartha Lakes.	Council and City staff receives training in concepts of urban and rural active transportation strategies.
	3. The City of Kawartha Lakes is a role model for other municipalities in active transportation and access to recreation policy.	No reporting on progress / implementation of existing documents.	<ul style="list-style-type: none"> <li>• Adopt a reporting program that involves the public.</li> <li>• Adopt new guidelines that support active communities with public consultation.</li> <li>• Ensure that all transportation modes are considered in all of the City's transportation-related initiatives.</li> </ul>
2. Adapt existing and create future City policies that promote and support physical activity for all.	1. New policies developed that address physical activity through active transportation and access to recreation.	Limited policies that consider physical activity / health of residents.	Revision and adoption of policies that support physical activity.
	2. Presence of access-friendly organizations (AFO's) * defined as organizations with formal policies in place that reduce financial, physical and social barriers to participation.	Current number of AFO's – 1.	5 AFO's by 2014 including the municipality.
	3. Existing policy documents revised.	Inconsistencies between existing policy documents (i.e. definitions of active transportation; level of support / inclusion for active transportation).	Consistency across policy documents in definitions and priority for active transportation and accessible recreation.
	4. Newly developed areas.	Newly developed areas are not currently required to incorporate active forms of transportation.	All newly developed areas support pedestrian and cycling infrastructure. Maintenance standards are created and adhered to for active transportation infrastructure.


GOAL	INDICATOR	CURRENT PERFORMANCE	TARGET
3. Enhance infrastructure to provide safe opportunities for active transportation and active recreation throughout the City.	1. Kms of trails and bikeways that meet the new signage standards.	None.	A minimum of 5kms of new on-road bikeways are developed each year with proper signage.
	2. Presence of safe multi-use trails, pathways, and marked bike lanes.	Under 3kms on VRTC. 44kms discontinuous on KTCT.	Minimum of 30 safe routes that connect communities & key destinations within community in 5 years.
	3. Presence of bike lanes in urban areas.	0 kilometres of bike lanes.	2% increase in bike lanes in 5 years.
	4. Presence of paved shoulders.	0 kilometres of paved shoulder.	2% increase in paved shoulders in 5 years.
	5. Trail-user satisfaction.	User satisfaction is not assessed.	Maintenance standards for active transportation facilities are created and adhered to;  User satisfaction is measured periodically to inform the maintenance program and future priorities.
4. Raise awareness of the benefits of and opportunities for physical activity to create a safe and sustainable community.	1. Availability of physically active tourism.	Minimal promotion of physically active tourism.	A focus on physically active and sustainable tourism by the City (e.g. cycling tourism).  Strong presence of local organizations offering active and sustainable tourism options.
	2. Modal split.	Employed labour force City of Kawartha Lakes: 92% auto 1% transit 6% walk or cycle 1% other (Statistics Canada, 2006).	3% increase in walk/cycle category in 5 years.  Anecdotal reports of increases in active transportation to school.  School and workplace participation in active transportation events.



## Accessibility

In the accessibility focus area twenty-two actions were identified, and six were prioritized for 2013.

In all of the prioritized actions the City is the primary lead, they are eligible for Gas Tax funding or require no funding, are slated to occur within the next two years, and have been deemed essential.

Accessibility 22 Actions 6T High Priorities		Defined Lead			Priority Score	
		Municipal	Agency/NGO	Other		
	ACTIONS ARRANGED IN PRIORITY SEQUENCE					
SHORT TERM Undertake in 2013-2014	A1C - Foster partnerships to remove barriers to goods, services, and employment	X			6	<ul style="list-style-type: none"><li>• Define current performance of action.</li><li>• Assess probability of funding:<ul style="list-style-type: none"><li>- If high, apply for Gas Tax funding.</li><li>- If low, seek alternative funding.</li></ul></li></ul>
	A1D - Foster partnerships to remove barriers to information-sharing and communication	X			6	
	A2A - Promote a transit system that incorporates the 5 A's (Acceptability, Accessibility, Adaptability, Availability and Affordability)	X			6	
	A2C - Indentify high volume and speed traffic corridors also heavily used by pedestrians and cyclists	X			6	
	A2D - Implement traffic calming measures on high traffic corridors	X			6	
	A2E - Implement crosswalks in high traffic areas between controlled intersections	X			6	
MEDIUM TERM Re-Assess After 2013-2014 Annual Review	A2F	X			5	<ul style="list-style-type: none"><li>• Define current performance of action.</li><li>• Assess probability of funding:<ul style="list-style-type: none"><li>- If high, apply for Gas Tax funding.</li><li>- If low, seek alternative partners.</li></ul></li></ul>
	A3F	X			5	<ul style="list-style-type: none"><li>• Review status of action.</li><li>• Identify action time frame.</li><li>• Assess probability of alternative funding sources; apply if compatible funding sources exist.</li></ul>
	A2G	X			3	<ul style="list-style-type: none"><li>• Review status of action.</li><li>• Identify action time frame.</li><li>• Assess probability of alternative funding sources; apply if compatible funding sources exist.</li></ul>
	A2B	X			2	<ul style="list-style-type: none"><li>• Review status of action.</li><li>• Identify action time frame.</li><li>• Assess probability of alternative funding sources; apply if compatible funding sources exist.</li></ul>
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Accessibility 22 Actions 6T High Priorities		Defined Lead			Priority Score	
		Municipal	Agency/NGO	Other		
6T High Priorities	ACTIONS ARRANGED IN PRIORITY SEQUENCE					
LONG TERM	A4A	X			2	<ul style="list-style-type: none"> <li>• Review status of action.</li> <li>• Identify action time frame.</li> <li>• Assess probability of alternative funding sources; apply if compatible funding sources exist.</li> </ul>
	A4B	X			2	
	A4C	X			2	
	A4D	X			2	
	A1A	X			1	<ul style="list-style-type: none"> <li>• Review status of action.</li> <li>• Define current performance of action.</li> <li>• Assess probability of funding: <ul style="list-style-type: none"> <li>- If high, apply for Gas Tax funding.</li> <li>- If low, seek alternative funding</li> </ul> </li> </ul>
	A1B	X			1	
	A3A	X			1	
	A3B	X			1	
	A3C	X			1	
	A3E	X			1	
	A3D					<ul style="list-style-type: none"> <li>• Review status of action.</li> </ul>
	A4E					

### Define Current Performance and Assess Probability of Funding

**Implementation Considerations:** The prioritized actions focus on developing partnerships to reduce physical and information barriers for people living with disabilities. The City can continue to foster partnerships through internal mechanisms via the Kawartha Lakes Accessibility Advisory Committee, as well as external partnerships through awareness raising events or meetings. Improvements to the transportation network can be undertaken through updating and/or revising the City's transportation policies, undertaking capital works projects, and adding additional components to the transportation data collection program. These actions fall within the Gas Tax funding categories and should be assessed for their applicability.



## Accessibility Focus Area Goals, Indicators, Current Performance and Targets

GOAL	INDICATOR	CURRENT PERFORMANCE	TARGET
1. The City of Kawartha Lakes will implement smart, mixed-use growth to develop a community, where residents and visitors feel comfortable, welcome, safe, can move with ease and dignity.	1. Annual City budget for accessibility planning.	___ \$ annual investment in accessibility planning.	By 2025 we will reach our goal of being an inclusive society.
	2. New buildings and spaces are accessible.	—	—
	3. Indicator for reemployment policies and practices.	—	—
	4. Indicator for information policies and practices.	—	—
The City of Kawartha Lakes will provide its residents a variety of transportation choices including reliable public transportation, connected active transportation facilities (sidewalks and bike paths), and supportive vehicle infrastructure that are barrier-free.	1. Annual hours of transit service.	___ annuals hours of transit service.	___ annual hours of transit service.
	2. Kms of transit routes.	___ kms of transit service (based on expansion of route by x% per year).	___ kms of transit service (based on expansion of route by x% per year).
	3. Accessible transit stops (sufficient sidewalk width (2.5 metres), good pavement conditions, shelter.).	Existing transit stops that support accessibility___.	All existing transit stops are retrofitted to support accessibility and all new transit stops are built to accessible standards.
	4. Accessible buses (buses equipped with ramps, ability to “kneel”).	—.	All new buses are accessible.
	5. % of sidewalks that have curb cuts.	___ % of sidewalks have curb cuts.	All new and upgraded sidewalks have accessible curb cuts.
	6. Number of accessible parking spaces.	___ accessible parking spaces.	Accessible parking should be provided throughout the City, have good quality signage, including pavement markings.
	7. Traffic corridors with high traffic speeds and volumes.	___ of traffic corridors with high traffic speeds and volumes.	Reduce number of traffic corridors with high traffic speeds and volumes by ___%.
	8. Traffic calming measure in high traffic corridors.	___% corridors with heavy pedestrian and active transport uses have traffic calming measures.	All traffic corridors with heavy pedestrian and active transport uses have traffic calming measures.
	9. Crosswalks in high traffic areas with sufficient pedestrian demand.	___ of known crosswalks with sufficient pedestrian demand.	Develop a prioritized list of eligible crosswalks and develop a phasing plan.
	10. Sidewalks located in the City.	___ kms of sidewalks located throughout the City.	All roads in the urban boundaries of City of Kawartha Lakes have sidewalks on both sides which are a minimum of 2 metres and up to 2.5 metres in commercial and multi-family residential areas.
	11. FHWA sidewalk guidelines are applied.	Current sidewalk standards.	Standards are applied fully throughout the City on new and upgraded sidewalks.

GOAL	INDICATOR	CURRENT PERFORMANCE	TARGET
The City of Kawartha Lakes will become an accessible city through the upgrading of City buildings, delivery of accessible services and programs, and accommodations for visitors.	1. Accessibility status of City owned and leased facilities.	___% of accessible City owned and leased facilities.	Develop a prioritized list of retrofits and develop a phasing plan.
	2. Accessibility of City Hall.	Existing City Hall accessibility.	A fully accessible City Hall.
	3. "One stop shopping" available at City Hall for municipal goods and services.	One stop shopping does not currently exist.	One stop shopping is implemented.
	4. Physical and online access to municipal services.	Existing access.	Maintain and expand existing access.
	5. Quality of meeting places throughout the City (e.g. adequate seating, shade, interesting features).	Existing quality of meeting places.	Improved quality of meeting places.
4. The City of Kawartha Lakes will develop mixed housing to meet the demand for safe, affordable, accessible, and flexible housing for all income levels.	1. Housing types (e.g. houses, semi-detached houses, row houses, and apartments).	Census 2011.	—
	2. CMHC affordability criteria.	Existing housing affordability.	20% of housing is affordable.
	3. % of new developments that are mixed use development.	___% of new developments are mixed use development.	40% of new developments are mixed use development.
	4. Adoption and implementation of quality rating system for neighbourhoods and buildings.	No system.	Adopted and enforced system.
	5. Adopt and implement accessible standards for hotel rooms (e.g. accessibility parking, curb cuts, elevators, and a selection of barrier free rooms).	___% accessible suites in existing accommodations.	All new and existing large scale accommodation facilities are accessible.

### 5.3. Comprehensive List of Projects Eligible for Gas Tax Funding

There is a considerable range of projects available for funding under the Federal Gas Tax Agreement, but funding is allocated to projects that are consistent with objectives of enhanced sustainability.

Projects eligible for funding under the Gas Tax Agreement have been identified and are considered in the following two categories:

**Capital Infrastructure Investment:** Environmentally Sustainable Municipal Infrastructure (ESMI) projects including public transit, water infrastructure, wastewater systems, solid waste management, community energy systems, and local roads and bridges.

**Capacity Building:** Projects that build the potential for a municipality to collaborate and form relationships with experts, professionals and other organizations to develop skills that improve the community sustainability including projects that focus on collaboration, knowledge and integration.

Ineligible costs include any costs incurred before April 1, 2005, services normally provided by the municipality, employee benefits or salaries, administrative and overhead costs relating to management of projects, feasibility and planning studies, and taxes eligible for a rebate .

#### WATER

- Develop and implement lake management plans for all major lakes within City Of Kawartha Lakes jurisdiction.

#### AGRICULTURE

- Develop and implement marketing strategies by developing and promoting agriculture education and awareness, promoting Kawartha Lakes as a destination for agri-tourism and culinary-tourism, i.e.

gateway signage, information services, partnerships with local agricultural societies and chambers of commerce, etc. and targeting communications and promotions, e.g. Farmfest, VIP Ag Tour, etc.

- Increase Economic Development resources to implement existing Agriculture Development Officer job description.
- Increase education and awareness of rural land conflict issues.
- Identify gaps within the key features/components of the production chain.
- Attract local processing by hosting a food processing summit and participating in food processing sector groups.
- Develop a system of waterfront 'Natural Heritage Conservation Districts'. Creating a Waterfront Natural Heritage Conservation District has synergies with the actions/goals in the Heritage & Culture group and the Water Group.
- Develop and implement a certification system for waterfront areas (e.g. Green Shores) that reinforces appropriate development strategies technologies, enhances transparency, predictability and timeliness for developers, regulators and public interest groups.
- Create a process and database for all preservation activities that have occurred in the City's natural systems and communicate with public and private sectors.

#### RESOURCE CONSUMPTION

- Conduct a GHG emissions inventory of source pollutants in the City.
- Support and promote alternative modes of transportation through increased investments in supportive infrastructure.
- Reduce air contaminant emissions from industrial, commercial, institutional, and agricultural sources.

- Implement a program at City landfills (Eldon, Fenelon, Laxton, and Somerville) that promotes the passive oxidation of methane through the use of yard waste.
- Undertake an energy audit of municipal buildings and prepare a retrofit and upgrade plan to improve energy performance and reduce cost.
- Establish benchmarks and a timeline for achieving 90% diversion from landfills by 2025.
- Conduct a waste audit to determine what is being sent to landfills and if additional facilities are required to process waste more efficiently.
- Implement organics composting facilities at all City landfills.
- Increase diversion rates from new construction and demolition of residential, commercial, industrial, and institutional buildings.
- Engage the community and educate on the upstream and downstream benefits of waste reduction.
- Research best drinking water practices and policies regarding pharmaceuticals, growth hormones, MTBE, etc. and implement a pilot project to address the findings.
- Implement a municipal rebate program for rainwater collection investment to promote reduced municipal water consumption.

#### HEALTH & EDUCATION

- No eligible projects.

#### INNOVATION

- New Innovation Park based on opportunities in the Creative

Economy, with a focus on Recreational & Waste Water quality and new building technologies.

- Completion of one sector – specific Business Retention and Expansion project per year each for Lindsay, Bobcaygeon, and Fenelon Falls.
- Conduct of an inventory of the North American Industry Classification System category.
- Encourage the Lindsay Chamber of Commerce to undertake a study to identify labour force gaps and develop appropriate strategies to retain and attract required workers.

#### CULTURE & HERITAGE

- No eligible projects.

#### ACTIVE COMMUNITIES

- Create an Active Community Transportation Plan.
- Develop a compilation of contemporary active transportation design practices relevant to the City, referencing best practice design manuals (ITE, TAC, CROW, NACTO, etc.).
- Provide courses for City staff in Active Transportation.
- Update the road classification criteria to consider the needs of cyclists, pedestrians and other modes (i.e. scooters) with every roadway classification (e.g. for higher speeds or higher volume roads, cycling facilities should provide safe space for cyclists, such as bike lanes).
- Complete the missing segments of the Trans Canada Trail through the City of Kawartha Lakes which includes adding pavement markings and signage at roadway crossings:

- Create cycling connections between Lindsay and Ken Reid Conservation Area.
- Construct bike or multi-use connection between downtown and Sir Sanford Fleming College/Lindsay Recreational complex:
- Improve connection between Coboconk and Indian Point Provincial Park as well as Balsam Lake Provincial Park:
- Improve bike connections between Omemee and Emily Provincial Park:
  - Plan, construct, and maintain active transportation infrastructure that encourages walking and cycling through increased investment.
  - Develop a signage strategy for active transportation and implement clear and consistent signage for walking and cycling routes.
  - Incorporate contemporary active transportation design standards into existing City road design standards, paying particular attention to route and sidewalk access, rural cycling routes, trail systems, and on-road bikeways.
- Revisit the Trails Master Plan and Parks & Recreation Master Plan to update progress and priority actions with community input.
- Based on public input, develop and adopt minimum trail maintenance and improvement standards that include an inventory of current state and prioritization of areas for improvement.
- Implement traffic calming measures (such as road diets, traffic tables, or roundabouts) on remaining high traffic corridors.
- Implement crosswalks in high traffic areas with reasonable pedestrian crossing demand and large distances (greater than 100m) between controlled intersections.
- Establish a sidewalk infill program, ensure sidewalk ramps on new sidewalks and for existing sidewalks in busy pedestrian areas meet FHWA sidewalk accessibility guidelines, and adopt a City-wide policy that any capital project, planning or maintenance work done by the City which involves roadways should address all modes of transportation, with exceptions requiring approval from the Public Works Commissioner.
- Install curb extensions at intersections on Kent Street to improve pedestrian safety by reducing crossing distances. Allow local businesses to adopt these new spaces and care for their landscapes as is successfully done in other municipalities (e.g. Charlottetown).
- Due to the geographical size of the City access to municipal goods and services should be maintained for residents by visiting Bethany, Bobcaygeon, Coboconk, Kirkfield and Omemee Municipal Service Centres and improving access to online municipal services.

#### FINANCE & AFFORDABILITY FILTER

- No eligible projects.

#### ACCESSIBILITY

- Identify corridors with high traffic volumes and speeds, which are also heavily used by pedestrians and cyclists.

## 5.4. Partners

A list of the partners referenced in the ICSP and AP are included herein.

### GOVERNMENT AND GOVERNMENT AGENCIES

#### *City of Kawartha Lakes*

- Accessibility Advisory Committee
- Agriculture Development Advisory Board
- Community Services
- Development Services
- Economic Development
- Environmental Advisory Committee
- Health and Social Services
- Police Services
- Public Works

City of Peterborough  
Peterborough County  
Haliburton County

#### *Province of Ontario*

- Ministry of Economic Development and Innovation
  - Southern Ontario Water Consortium
- Ministry of Environment
- Ministry of Municipal Affairs and Housing
- Ministry of Natural Resources
- Ministry of Transportation
  - GO Transit
- Ontario Ministry of Agriculture, Food and Rural Affairs
  - Soil & Crop Stewardship Program
- Ontario Ministry of Tourism, Culture and Sport

#### *Government of Canada*

- Department of Fisheries and Oceans
- Environment Canada
- Parks Canada
  - Trent-Severn Waterway
  - Trans-Canada Trail

#### *United Nations*

- World Health Organization

### INSTITUTIONAL ORGANIZATIONS

#### *Colleges and Universities*

- Durham College
- Fleming College
  - Centre for Alternative Wastewater Treatment
- Trent University
- University of Ontario Institute of Technology

#### *Health Units*

- Haliburton, Kawartha, Pine Ridge District Health Unit
  - Family Health Teams
  - Community Care Access Centre
  - Social Service Department
- Peterborough County-City Health Unit

#### *Hospitals*

- Ross Memorial Hospital

#### *School Boards*

- Peterborough Victoria Northumberland and Clarington Catholic

- District School Board
- Trillium Lakelands District School Board

## **COMMUNITY ORGANIZATIONS**

### *Environmental*

- Clear/Stoney/White Lakes Environment Council
- Ducks Unlimited Canada
- Kawartha Field Naturalists
- Kawartha Lake Stewards Association
- Save the Oak Ridges Moraine
- Victoria Stewardship Council
- Kawartha Heritage Conservancy
- Couchiching Conservancy

### *Active Transportation*

- Kawartha Cycling Club
- Kawartha Lakes Green Trails Alliance
- Kawartha Trans Canada Trail

### *Agricultural*

- Kawartha Choice Farm Fresh
- Kawartha Ecological Growers
- Victoria Haliburton Federation of Agriculture

### *Property and Recreational*

- Federation of Ontario Cottagers' Associations
- Jack's Lake Cottagers Association
- Property Owners' Associations
- Kawartha Heritage Conservancy and Gaming
- Ontario Federation of Anglers and Hunters

### *Economic*

- Community Futures Development Corporation

### *Social and Cultural*

- Big Brothers & Big Sisters
- Boys & Girls Club of Kawartha Lakes

## **CONSERVATION AUTHORITIES**

- Kawartha Region Conservation Authority
- Otonabee Region Conservation Authority
- Lake Simcoe Region Conservation Authority
- Ganaraska Region Conservation Authority

## **PRIVATE SECTOR**

### *Chambers of Commerce, Business Improvement Associations, Tourism Organizations*

- Bobcaygeon & Area Chamber of Commerce
- East Kawartha Chamber of Commerce
- Explore Kawartha Lakes Chamber of Commerce
- Fenelon Falls Chamber of Commerce
- Lindsay and District Chamber of Commerce
- Lindsay Business Improvement Association
- Regional Tourism Organization 8

### *Business Associations*

- Kawartha Lakes Real Estate Association
- Kawartha Lakes Small Business Enterprise Centre
- Kawartha Manufacturers Association
- Ontario Stone, Sand & Gravel Association
- Ontario Woodlot Association (Kawartha Chapter)

## FIRST NATIONS

*Alderville First Nation*

*Curve Lake First Nation*

## COMMUNITY MEMBERS

*Residents*

*Farmers*

*Developers*

*Realtors*

*Home Builders*

## 5.5. Potential Municipal Planning Strategy Changes

Through updates and appropriate amendments to the City of Kawartha Lakes policy documents, such as the Official Plan and Secondary Plans, the City will adopt 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 areas (percentage of new residential units located within settlement areas).
- Dwelling unit density (dwelling units/ha of municipal land).

## Goals and Actions

- Where applicable, incorporate the goals and actions contained within this sustainability plan into the City's planning policy documents.
- 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 the use of sustainable building standards for design, construction, and operation.
- 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.

## 5.6. Statements of Provincial Interest

The Provincial Policy Statement (PPS) provides policy direction on matters of provincial interest related to land use planning and development. Section 2 of the Planning Act requires that municipal councils "be consistent" with the PPS in carrying out their responsibilities under the Act. Generally, the PPS requires that municipal councils ensure an efficient pattern of land use; a coordinated comprehensive approach to arriving at land use decisions; that development is consistent with and at locations where municipal services and transportation are available; and that development contributes to the long-term economic prosperity of the municipality.

The PPS provides a framework for comprehensive, integrated and

long-term planning that supports and integrates the principles of strong communities, a clean and healthy environment and economic growth, for the long term. Similarly, the ICSP is an overarching document that provides insight into the desired future direction of the community of Kawartha Lakes, it responds to the provincial areas of interest outlined in the PPS though the vision statements, goals, actions, and targets of the Areas of Focus. The ICSP is a refinement and localization of the PPS policies applied within the City of Kawartha Lakes, as illustrated in Figure 10.

The PPS, ICSP, and OP work together to create a framework of policy that is premised on the collective provincial and local visions, goals, and policies for the future of the City of Kawartha Lakes.



Figure 10. Policy Wheel.

## 5.7. Monitoring and Reporting

### 5.7.1 INTRODUCTION

This section of the Action Plan lays out the assumptions, processes and outcomes necessary such that the Integrated Community Sustainability Plan remains a relevant ‘living document’, guiding the actions of Kawartha Lakes communities and citizens.

Many communities, even those with well-made plans, fail to implement their strategies properly. The problem lies in ineffectively managing their resources once a plan is in place. They have conducted surveys, collected data, undertaken sessions to decide on the community’s action plan, but for some reason(s) the implementation of the plan fails. This section is intended to minimize, and hopefully avoid such failures.

It should be recognized by the IC that in most areas identified by this ICSP there are existing discipline-specific monitoring and reporting standards and guidelines. In some cases those guidelines are authored by relevant regional, provincial and/or national authorities or agencies; in some cases relevant monitoring guidelines exist in other jurisdictions that are in similar situations; in some cases relevant monitoring guidelines exist internationally.

The IC should investigate if there are existing relevant monitoring and reporting standards and guidelines in the focus areas, and decide whether it has the resources necessary to use one or more of them.

In this sense resources include the technical knowledge, skill and in many cases (for example water and air quality) the equipment to measure changes in performance. In cases where the measurement of change requires resources which exceed those of the focus area implementation group, it may be possible to enlist the assistance of the relevant local, regional, provincial or national authority or agency to assist with the monitoring and reporting process envisaged in this AP.

In cases where the resources do not exist within the IC to use recognised methods for monitoring and reporting, the IC must decide whether to develop its own monitoring and reporting standards and guidelines. Such standards and guidelines may be less rigorous than other existing documents, but still useful for the City of Kawartha Lakes to measure its own performance in the various focus areas identified in this ICSP and AP.

It is beyond the scope of this AP to identify the relevant existing monitoring and reporting guidelines for the IC – this work is among the first tasks of that group. The questions in Section 5.6.4 are intended for general use by the IC to be developed into focus-specific monitoring and reporting guidelines.

### 5.7.2 PROCESS

To ensure that monitoring is effective, each action must be clearly defined and must have:

A clearly defined goal or goals;

Clearly described current performance;

Clearly understood time frame in which meaningful change is possible. It may be impossible to measure change on an annual basis in some focus areas, for example changes in pollution levels in air, land or water. The IC must ensure that the expectations regarding improvements in performance are realistic; and an effective means of measuring and documenting change

Monitoring and reporting progress towards any agreed target depends on the following activities being completed and documented:

Measuring current performance, either in quantitative or qualitative terms. If current performance is not known, and the action has been identified as a priority for 2013-14, among the first tasks of the IC is to identify and document current performance.

Once current performance is described, clear written answers to the following questions will allow a sufficient understanding of the actions for improving performance:

**What is the expected change in performance?** A clear and realistic assessment of the change possible given the resources available is essential to success. Among the first tasks of the IC will be to review and confirm the expected change in performance. If a substantial revision of the expected change in performance is deemed necessary, this should be confirmed with the AP Steering Committee.

**What are the actions, which are expected to reach that change?**

The ICSP and AP have identified those actions. It is among the first tasks of the IC to confirm a clear understanding of and agreement with the actions as described. Actions may require adjustment or redefinition, but it is not envisaged that actions identified in this ICSP and AP are deleted and new actions are substituted. If substitution of actions is deemed necessary, this should be confirmed with the IC and Focus Area Chairs.

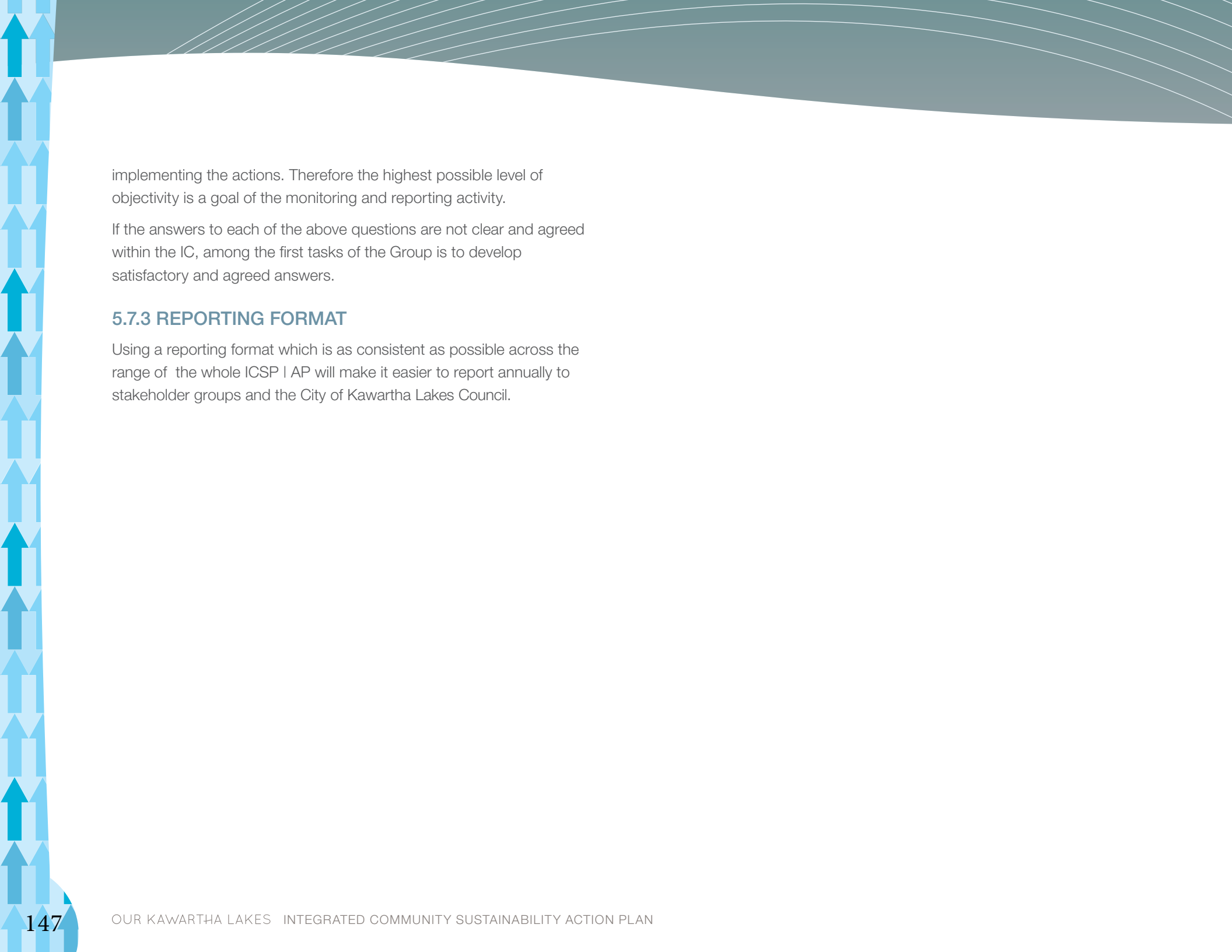
**Who will be undertaking the actions?** Does (do) the person(s) who is/are charged with undertaking actions have the necessary knowledge, skills and other essential resources to implement the actions? If the necessary knowledge, skill and other essential resources are not assured, the IC may review the other goals and associated actions within its mandate and adjust priorities. If as a result of such review a new action is deemed necessary, this should be confirmed with the Focus Area Chairs.

**When will the action(s) be undertaken?** A clear and realistic time frame for actions is essential to success; therefore the ICSP and AP have identified time frames. The IC should review and confirm the time frames for highest priority actions, as described in the ICSP and AP. It is important that clear and realistic schedules and deadlines are set so that monitoring and reporting activities are coordinated with implementation activities.

**When are the results of the actions (i.e. the changes in performance) expected to be evident?** If it is not reasonable to expect that actions will be implemented and changes in performance will be discernible within a year, the monitoring and reporting schedule must be adjusted. However, an annual report on the implementation of actions will still be required.

**What are the activities required to monitor and document the results of the actions?** The activities required to monitor changes in performance differ from the activities required to cause the desired changes. Especially in areas where qualitative improvement in performance is the goal, qualitative assessment of performance will be required, and the monitoring approaches/methods used should be clearly described at the outset.

**Who will be undertaking the activities required to monitor and document the results of the actions?** Does(do) the person(s) who is/are charged with undertaking monitoring actions have the necessary knowledge, skills and other essential resources to implement the monitoring and reporting? Ideally the person(s) carrying out the monitoring and reporting functions would be different than the person(s) who are implementing the actions (see last bullet below). This will ensure some independence of the performance review process. It is recognized that in a community-driven action plan resources may not be available to carry out monitoring and reporting by persons other than the persons

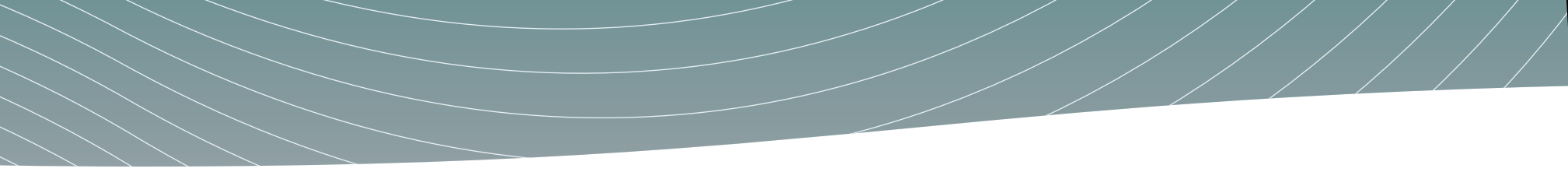


implementing the actions. Therefore the highest possible level of objectivity is a goal of the monitoring and reporting activity.

If the answers to each of the above questions are not clear and agreed within the IC, among the first tasks of the Group is to develop satisfactory and agreed answers.

### **5.7.3 REPORTING FORMAT**

Using a reporting format which is as consistent as possible across the range of the whole ICSP I AP will make it easier to report annually to stakeholder groups and the City of Kawartha Lakes Council.



Goal 1		Ensure that the current ICSP is being used.
Action ____: as described in ICSP dated 2013-2014		
Indicator: as described in ICSP dated 2013-2014		
Current Performance: as described in ICSP dated 2013-2014		
Target: desired change in performance as described in ICSP dated 2013-2014		
Identify the person(s) responsible for the actions to reach the desired target(s) as described in ICSP dated 2013-2014.		
Determine when the action(s) identified in the ICSP dated 2013-2014 will be undertaken.		
Determine when the results of the actions (i.e. the changes in performance) are expected to be evident:		
Person(s) responsible to monitor and document the changes in performance:		
Describe the activities required to monitor and document the desired change in performance:		
Determine when the monitoring and will take place:		
Determine when the reporting will take place:		

**NOTES:**

In the Integrated Community Sustainability Plan some actions are intended to affect more than one indicator and target. The monitoring and reporting process must ensure that each indicator / target is assessed for changes in performance.