

The Corporation of the City of Kawartha Lakes

Agenda

Committee of the Whole Meeting

COW2019-11

Tuesday, November 5, 2019

Open Session Commencing at 1:00 p.m.

Council Chambers

City Hall

26 Francis Street, Lindsay, Ontario K9V 5R8

Members:

Mayor Andy Letham

Councillor Ron Ashmore

Councillor Pat Dunn

Deputy Mayor Doug Elmslie

Councillor Patrick O'Reilly

Councillor Tracy Richardson

Councillor Kathleen Seymour-Fagan

Councillor Andrew Veale

Councillor Emmett Yeo

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		Pages
1.	Call to Order	
2.	Adoption of Agenda	
3.	Disclosure of Pecuniary Interest	
4.	Deputations	
4.1	COW2019-11.4.1	8 - 10
	Ban of Plastic Bags in City of Kawartha Lakes	
	Jamie Morris	
	Deborah Pearson	
	On behalf of the Kawartha Lakes Environmental Advisory Committee (KLEAC)	
4.2	COW2019-11.4.2	11 - 13
	Ban of Plastic Bags in City of Kawartha Lakes	
	Steve McCullough	
4.3	COW2019-11.4.3	14 - 16
	Affordable Housing for Seniors	
	Afe Helleman	
4.4	COW2019-11.4.4	17 - 19
	By-law Revisions to Allow for Backyard Chickens	
	Kim Van Demark	
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4.5	COW2019-11.4.5	20 - 22
	Request to Waive Dumping Fees for Plastics	
	Ghulam Khan	
	Harry Leung	
4.6	COW2019-11.4.6	23 - 25
	Winter Maintenance on McGuire Beach Road	
	Raymonde Blais Couture	

5. **Report ED2019-019**
- 5.1 COW2019-11.5.1
- Kawartha Lakes Agriculture and Food Action Plan 2020-2024 Presentation**
Kelly Maloney
Bronwynne Wilton, Wilton Group
- 5.2 ED2019-019 26 - 50
- Kawartha Lakes Agriculture and Food Action Plan 2020-2024**
Kelly Maloney, Agriculture Development Officer
- That** Report ED2019-019, **Kawartha Lakes Agriculture and Food Action Plan 2020-2024**, be received;
- That** the Kawartha Lakes Agriculture and Food Action Plan 2020-2024 be endorsed;
- That** in the first quarter of 2020 staff provide Council with an implementation plan detailing community partnership support and providing options for resourcing of identified municipal activities through future budgets; and
- That** this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.
6. **Report ED2019-026**
- 6.1 COW2019-11.6.1
- Tourism Strategy Update Presentation**
Laurie McCarthy, Economic Development Officer - Tourism
- 6.2 ED2019-026 51 - 54
- Tourism Strategy Update**
Laurie McCarthy, Economic Development Officer – Tourism
- That** Report ED2019-026, **Tourism Strategy Update**, be received for information; and
- That** this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

7.	Heritage Matters	
7.1	COW2019-11.7.1	55 - 75
	Heritage Planning Update Presentation Emily Turner, Economic Development Officer - Heritage Planning	
7.2	ED2019-022	76 - 92
	Listing Properties on the Heritage Register Emily Turner, Economic Development Officer - Heritage Planning	
	That Report ED2019-022, Listing Properties on the Heritage Register , be received;	
	That the proposed listing of non-designated properties listed in Appendix A to Report ED2019-022 be approved; and	
	That this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.	
7.3	ED2019-023	93 - 101
	Delegated Authority for Alterations to Heritage Properties By-law Emily Turner, Economic Development Officer – Heritage Planning	
	That Report ED2019-023, Delegated Authority for Alterations to Heritage Properties By-law , be received;	
	That the necessary by-law be forwarded to Council for consideration at the next Regular Council Meeting; and	
	That this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.	
8.	Report HH2019-010	
8.1	COW2019-11.8.1	102 - 108
	2020-2029 Housing and Homelessness Plan Presentation Rod Sutherland, Director of Human Services	
8.2	CORP2019-028	109 - 143
	Affordable Housing Targets – Financial Analysis Carolyn Daynes, Treasurer	

That this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

144 - 209

Hope Lee, Manager, Human Services (Housing)

That the 2020-2029 Housing and Homelessness Plan, included as Appendix A to Report HH2019-010, be endorsed; and

That this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

10. Consent Matters

That all of the proposed resolutions shown in Section 6.1 and 6.2 of the Agenda be approved and adopted by Committee of the Whole in the order that they appear on the agenda and sequentially numbered.

210 - 215

Carlie Arbour, Economic Development Officer - Community

That this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

216 - 223

David Kerr, Manager Environmental Services

That Report 2019-010, **Styrofoam and Single Use Plastics**, be received;

That Council approves a voluntary ban of Styrofoam and Single Use Plastics in the Kawartha Lakes;

That Council approves the removal of styrofoam from the curbside recycling stream; and

That this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

10.1.3 WM2019-012 224 - 254

Making Waste Matter: Integrated Waste Management Strategy Update
David Kerr, Manager Environmental Services

That Report WM2019-012, **Making Waste Matter: Integrated Waste Management Strategy Update**, be received;

That Council approves the Integrated Waste Management Strategy Update for implementation; and

That this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

10.1.4 TR2019-005 255 - 270

Disbanding of Transit Advisory Committee
Todd Bryant, Manager of Fleet and Transit
Council Appointees: Councillors P. O'Reilly and T. Richardson

That Report TR2019-005, **Disbanding of the Transit Advisory Committee**, be received;

That the Transit Advisory Committee be disbanded and the related Terms of Reference rescinded;

That Transit Staff work with Transportation Working Group of the Kawartha Lakes Accessibility Advisory Committee; and

That this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

10.2 Correspondence

10.2.1 COW2019-11.6.2.1 271 - 274

Memo - Ambulance Offload Considerations
Andrew Rafton, Acting Chief of Paramedic Services

That the memo dated November 5, 2019 regarding Ambulance Offload Considerations be received;

That Paramedic Service continue to implement the current relief initiatives; and

That this recommendation be brought forward to Council for consideration at the next Regular Council meeting.

10.2.2

COW2019-11.6.2.2

275 - 292

Notice of Requirement for Council Resolution Related to Proposed Amendments to the Trent Source Protection Plan and Assessment Report

Dan Marinigh, CAO/Secretary-Treasurer, Otonabee Conservation

That the October 22, 2019 correspondence from Dan Marinigh, CAO/Secretary-Treasurer for Otonabee Conservation, regarding the **Notice of Requirement for Council Resolution Related to Proposed Amendments to the Trent Source Protection Plan and Assessment Report**, be received; and

That this recommendation be brought forward to Council for consideration at the next Regular Council meeting.

10.3

Items Extracted from Consent

11.

Closed Session

12.

Matters from Closed Session

13.

Adjournment



Request to Speak before Council

Request to Make a Deputation/Presentation to
Council/Committee
City of Kawartha Lakes
City Clerk's Office
26 Francis Street, PO Box 9000
Lindsay, ON K9V 5R8
705-324-9411

Name: *

Deborah Pearson

Address: *

6 Fallingbrook Cres.

City/Town/Village:

Lindsay

Province: *

On

Postal Code:

K9V0B3

Telephone: *

705-934-4472

Email: *

dpearsop@gmail.com

There can be a maximum of two speakers for each deputation. Please list the name(s) of the individual(s) who will be speaking. The names that are listed here will be included on the Council Meeting Agenda.

Deputant One:

Deborah Pearson

Deputant Two:

First Name, Last Name

Please provide details of the matter to which you wish to speak: *

I am making the deposition on behalf of the Environmental Advisory Committee in support of our resolution to encourage a ban of single use shopping bags, straws and styrofoam in CKL.

Please attach any additional supporting documents you wish to provide and submit with this completed form.

Have you discussed this matter with City Staff?

☒ Yes

☐ No

If yes, Which department and staff member(s) have you spoken to?

What action are you hoping will result from your presentation/deputation? *

Council will pass the resolution to ban plastic shopping bags, straws and styrofoam in CKL.

By signing this form you are acknowledging that all of the information you are providing on this form is true, and giving the City permission to collect your personal information for the principal purpose of a request to make a deputation to Committee or Council as outlined below.

Signature:

Deborah Pearson

Date:

10/25/2019

The personal information is being collected by the City of Kawartha Lakes for the principal purpose of a request to make a deputation to Committee or Council pursuant to the City's procedural by-law. This information, including all attachments submitted may be circulated to members of Council, staff, the general public and posted on the City website. Questions about the collection of this information should be directed to the City Clerk or Deputy Clerk at 705 324-9411 ext. 1295 or 1322.

Do you understand how your information will be used and agree to allow the City to use your personal information provided on this form, including any attachments for the purposes of requesting to make a deputation to Committee or Council? *

☒ Yes

Please complete this form and return to the City Clerk's Office by submitting it online or:
Fax: 705-324-8110 Email: agendaitems@kawarthalakes.ca



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Council/Committee
City of Kawartha Lakes
City Clerk's Office
26 Francis Street, PO Box 9000
Lindsay, ON K9V 5R8
705-324-9411

Name: *

Steve McCullough

Address: *

72 Birchcliff Avenue

City/Town/Village:

Kawartha Lakes

Province: *

ON

Postal Code:

K0M 1L0

Telephone: *

7053003561

Email: *

steve.mccullough1@gmail.com

There can be a maximum of two speakers for each deputation. Please list the name(s) of the individual(s) who will be speaking. The names that are listed here will be included on the Council Meeting Agenda.

Deputant One:

Steve McCullough

Deputant Two:

First Name, Last Name

Please provide details of the matter to which you wish to speak: *

This is a private members bill presented to council for your consideration to ban all plastic bags in the CoKL. This started from my own experience combined with the lack of any political party implementing environmental coherent plans to help our choking world. I'm single and live in Thurstonia Park Dunsford. Since I do my best to recycle as much as I can I only put out a grocery bag of garbage weekly. This has become a habit of getting plastic grocery bags for my groceries to have my weekly garbage grocery bag. I recognize families have to use clear plastic bags if they put out more. I also thought about whether the CoKL would accept garbage just put in a garbage pail so I called the waste management department at the CoKL and asked. She called me back and said yes they would. Now this would be a bit more of an effort of homeowners to wash out their garbage cans every week but we all need to contribute. Another story regarding individual contributions I live in a 2 bedroom 900 sq ft wood frame home about 90 years old on wooden piers. There is a small crawl space and earth and that's it. I heat primarily with a propane insert but the floors are cool in the fall winter spring. So last Saturday I hired a contractor to come in and apply the spray foam insulation kits I had bought this past winter. This one time investment has allowed me to walk bare feet with now warm floors and probably cut my propane bill in half which is also cutting down my carbon footprint. Over the past few weeks there's been a lot of discussion on policies of the parties leading up to our federal election this coming Monday. A friend of mine was ranting about environmental and climate crisis policies so I sent him a message talking about my proposal banning plastic bags and my insulation and asked him "what are YOU doing?" Please let's take a positive step in helping our environment.

Please attach any additional supporting documents you wish to provide and submit with this completed form.

Have you discussed this matter with City Staff?

☒ Yes

☐ No

If yes, Which department and staff member(s) have you spoken to?

What action are you hoping will result from your presentation/deputation? *

To implement this ban

By signing this form you are acknowledging that all of the information you are providing on this form is true, and giving the City permission to collect your personal information for the principal purpose of a request to make a deputation to Committee or Council as outlined below.

Signature:

Steve McCullough

Date:

10/18/2019



The personal information is being collected by the City of Kawartha Lakes for the principal purpose of a request to make a deputation to Committee or Council pursuant to the City's procedural by-law. This information, including all attachments submitted may be circulated to members of Council, staff, the general public and posted on the City website. Questions about the collection of this information should be directed to the City Clerk or Deputy Clerk at 705 324-9411 ext. 1295 or 1322.

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City of Kawartha Lakes
City Clerk's Office
26 Francis Street, PO Box 9000
Lindsay, ON K9V 5R8
705-324-9411

Name: *

AFF HELLEMAN

Address: *

5926 HWY 35 RR#1

City/Town/Village:

FENELON FALLS

Province: *

ONTARIO

Postal Code:

KOMINO

Telephone: *

705 454 8765

Email: *

iamafelleman@yahoo.ca

There can be a maximum of two speakers for each deputation. Please list the name(s) of the individual(s) who will be speaking. The names that are listed here will be included on the Council Meeting Agenda.

Deputant One:

AFF HELLEMAN

Deputant Two:

RECEIVED

MAY 09 2019

OFFICE OF THE CITY CLERK
KAWARTHA LAKES

Please provide details of the matter to which you wish to speak: *

AFFORDABLE HOUSING FOR SENIORS
NO SENIORS HOUSING NORTH OF GLEN-
ARM RD. SENIORS WANT RETIREMENT
OPTIONS CLOSER TO WHERE THEY HAVE
LIVED & RAISED THEIR FAMILIES

Please attach any additional supporting documents you wish to provide and submit with this completed form.

TO FOLLOW.

Have you discussed this matter with City Staff?

☒ Yes

☐ No

If yes, Which department and staff member(s) have you spoken to?

I HAVE SPOKEN TO HOPE LEE'S OFFICE & NEVER
HEARD BACK.

What action are you hoping will result from your presentation/deputation? *

THAT FUTURE OPTIONS BE MADE AVAILABLE
FOR SENIORS. AFFORDABLE HOUSING
SHOULD NOT START AT \$450,000.
SENIORS SHOULD NOT LIVE IN FEAR IN
CITY DEVELOPEMENT. WE SEE AN AREAS
WHERE SENIOR CAN HELP THE CITY WITH
FINANCING.

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Signature:

Ale Hellemann

Date:

Oct 9th, 2019.

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City of Kawartha Lakes
City Clerk's Office
26 Francis Street, PO Box 9000
Lindsay, ON K9V 5R8
705-324-9411

Name: *

Kim Van Demark

Address: *

36 ISLAND VIEW ROAD

City/Town/Village:

LITTLE BRITAIN

Province: *

Ontario

Postal Code:

K0M2C0

Telephone: *

289-356-4744

Email: *

kim.vandemark@brooklin.com

There can be a maximum of two speakers for each deputation. Please list the name(s) of the individual(s) who will be speaking. The names that are listed here will be included on the Council Meeting Agenda.

Deputant One:

Kim Van Demark

Deputant Two:

Ronnda Singer-Robinson

Please provide details of the matter to which you wish to speak: *

We are asking council to revisit the bylaw that disallows back yard chicken flocks. Using the city template, petitions have been circulated across parts of Kawartha lakes further supported by a Facebook page/ group. With reasonable perimeters for care, cleanliness and noise; backyard flocks provide a sustainable food source that is both eco friendly and economical without impacting the reasonable enjoyment of neighbouring properties. I will provide the signed petitions upon further instruction.

Please attach any additional supporting documents you wish to provide and submit with this completed form.

Have you discussed this matter with City Staff?

☒ Yes

☐ No

If yes, Which department and staff member(s) have you spoken to?

What action are you hoping will result from your presentation/deputation? *

As many other municipalities, I am looking to revise the bylaw so citizens can raise small flocks, feed their families, teach children about the origins of their food and the basics of animal husbandry. Under the current bylaw language, citizens can and have been treated as outlaws, threatened with fines and forced to give up birds that have little to no impact on others.

By signing this form you are acknowledging that all of the information you are providing on this form is true, and giving the City permission to collect your personal information for the principal purpose of a request to make a deputation to Committee or Council as outlined below.

Signature:

Kim Van Demark

Date:

10/11/2019



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City Clerk's Office
26 Francis Street, PO Box 9000
Lindsay, ON K9V 5R8
705-324-9411

Name: *

Ghulam khan

Address: *

6884- 14th ave.unit b1

City/Town/Village:

Markham

Province: *

on

Postal Code:

L6B1A8

Telephone: *

6479609237

Email: *

gzkhan@yahoo.com

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Deputant One:

Ghulam khan

Deputant Two:

Hary.

Please provide details of the matter to which you wish to speak: *

I am the owner of the 77 st. David street building in Lindsay industrial area. This was a plastic recycling plant, Northern lumber. The previous owner left a lot of plastic/Garbage in the building. I am trying to remove that plastic, so that I can use that building, it will generate a lot of jobs as it is a 50k square feet building. The plastic dumping fee is being charged as \$110 per ton, which is too much, so I am unable to pay that amount and the building is sitting full of garbage for three years. I will appreciate if the city will waive the dumping fee. So I can get rid of the garbage and use the building. The building will generate at least 40-50 full-time jobs.

I will really appreciate your kind cooperation. Note: I try to sell the building but no one is willing to buy it due to its current condition, someone put fire in June 2019 also. I am hoping for a sympathetic response from the city as I am not a millionaire, but I will create jobs for the community. Once it is clear, I can renovate " Bank may loan"the building to the building code.

With kindest regards,

Thank you,

Ghulam Khan, President/CEO.Fleetwood pharmaceuticals. Lindsay.ON.Ph (905) 201-7773 Fax (905) 201-4835
cell (647) 960-9237.

Please attach any additional supporting documents you wish to provide and submit with this completed form.

Have you discussed this matter with City Staff?

☒ Yes

☐ No

If yes, Which department and staff member(s) have you spoken to?

What action are you hoping will result from your presentation/deputation? *

I will appreciate if the city will waive the dumping fee. So I can get rid of the garbage and use the building. The building will generate at least 40-50 full-time jobs.

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With kindest regards,

Thank you,

Ghulam Khan, President/CEO.Fleetwood pharmaceuticals. Lindsay.ON.Ph (905) 201-7773 Fax (905) 201-4835
cell (647) 960-9237.

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Signature:

ghulam khan

Date:

10/23/2019



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City Clerk's Office
26 Francis Street, PO Box 9000
Lindsay, ON K9V 5R8
705-324-9411

Name: *

Raymonde Blais Couture

Address: *

248 McGuire Beach Road

City/Town/Village:

Kirkfield

Province: *

On

Postal Code:

K0M 2B0

Telephone: *

705-438-5898 / 705-344-3847

Email: *

raymondeblaiscouture@gmail.com

There can be a maximum of two speakers for each deputation. Please list the name(s) of the individual(s) who will be speaking. The names that are listed here will be included on the Council Meeting Agenda.

Deputant One:

Raymonde Couture

Deputant Two:

First Name, Last Name

Please provide details of the matter to which you wish to speak: *

This is regarding winter services for McGuire Beach Road Kirkfield.
On Tuesday, January 22, 2019 I bring my concern to the council COW2018-01.4.5
On that council Councillor Yeo and Councillor Dunn that staff will review the provision of winter maintenance on unassumed road on a fee for service basis;
and the staff report back to council on the matter by Q2 of 2019'

No one from that staff contacted me regarding the evaluation on this matter. as of today I still don't know what happen with that review.

I believe that no one in the council have any interest for unassumed road.

I will like to hear from the staff manager for the road service what he have to say, McGuire Beach Property owners Ass corp is not asking for miracle we are asking for a fair resolution, You should always have to come and service half of McGuire beach road we have a turn around at the end of our road this is a lot safer than doing a U-turn just where the gravel road start. The association will pay the city like they always done, this will cover the expense for the city to plough the pavement road.

I should be advised of what the review was

Truly

Raumonde Blais Couture President of McGuire Beach road

Please attach any additional supporting documents you wish to provide and submit with this completed form.

Have you discussed this matter with City Staff?

☐ Yes

☒ No

If yes, Which department and staff member(s) have you spoken to?

What action are you hoping will result from your presentation/deputation? *

that we can have a agreement with the city, I wish that the city will come and see where is the avantage for the two parties

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Signature:

Raymonde Blais Couture

Date:

10/23/2019



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☒ Yes

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Fax: 705-324-8110 Email: agendaitems@kawarthalakes.ca

The Corporation of the City of Kawartha Lakes

Committee of the Whole Report

Report Number ED2019-019

Meeting Date: November 5, 2019

Title: Kawartha Lakes Agriculture and Food Action Plan 2020-2024

Ward Number: All

Author and Title: Kelly Maloney, Agriculture Development Officer

Recommendation(s):

That Report ED2019-019, **Kawartha Lakes Agriculture and Food Action Plan 2020-2024**, be received;

That the Kawartha Lakes Agriculture and Food Action Plan 2020-2024 be endorsed;

That in the first quarter of 2020 staff provide Council with an implementation plan detailing community partnership support and providing options for resourcing of identified municipal activities through future budgets; and

That this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

Department Head:_____

Financial/Legal/HR/Other:_____

Chief Administrative Officer:_____

Background:

The agriculture and food sector in the City of Kawartha Lakes (the City) is not only a significant economic driver, but it contributes to the overall quality of life in the region.

In 2010, the City developed an Agricultural Action Plan (Growing Success) to address ongoing challenges and stimulate sector growth. Now, in 2019, the actions in Growing Success have been implemented and some continue on an ongoing basis.

The Kawartha Lakes Agriculture and Food Action Plan 2020-2024, Farmers to Consumers: Growing Success 2.0 (Action Plan), (Attachment A) is meant to be used to continue strategic efforts to support agriculture and food cluster development in the municipality. The City, through the Development Services Department, specifically Economic Development, will champion this work and track its successful execution.

This report outlines the framework of an Action Plan to drive the development of the agriculture and food cluster in Kawartha Lakes and seeks Council endorsement of the objectives, goals and actions.

Rationale:

1. Development of the Action Plan

This Action Plan was prepared by Wilton Consulting Group using a number of components to inform its development including a review of a Situational Analysis of Agriculture in Kawartha Lakes, a survey of agriculture and food sector businesses and organizations, a stakeholder summit, municipal staff focus group and oversight by the Agricultural Development Advisory Committee and the Economic Development Division.

2. The Strategy

The Action Plan aligns with a number of Kawartha Lakes strategies. These include the City of Kawartha Lakes Corporate Strategic Plan, the Economic Development Strategy and the Healthy Environment Plan, as well as the Cultural Master Plan and Destination Development Plan (Tourism Strategy), which are both under development. It reflects the input received from the community and allows for collaborative efforts across the corporation as well as stakeholder businesses and agencies.

3. Implementation

This Action Plan is a living document that should be implemented and updated as the sector evolves within the City and the province. The Action Plan, while belonging to Council and assigned to the Development Services Department is a guiding document for the entire community.

It is an ambitious plan to drive the cluster forward in the years to come, focusing on two important components of agricultural economic development; business development and market development support.

The implementation will be a collaborative effort amongst a collective group of stakeholders throughout Kawartha Lakes and surrounding areas to ensure long-term success of the cluster. The new, enhanced and renewed actions are identified in the goal charts by priority within short, medium and long term timeframes. The Action Plan also supports the continuation of current core and committed activities.

This is the first of two planned reports to council. Staff will return to Council in the first quarter of 2020 with a report detailing community partner support and options for implementation of municipal actions including consideration for future budget impacts.

Other Alternatives Considered:

Council could choose to adopt all or part of this plan. This Action Plan focuses activities within the horizon of 2020 to 2024. It should be noted that work plans for 2020 may be adjusted significantly pending the degree of support to be provided for the 2020 International Plowing Match and Rural Expo.

Financial/Operation Impacts:

In itself the receipt and support of the recommendations within this report does not commit Council to any specific additional costs. Initial implementation efforts planned for the remainder of 2019 and 2020 are included in the approved 2019 and proposed 2020 operating budgets.

As noted above, options for implementation will be presented to Council early in 2020 once community support can be quantified, and where additional resources may be required. These implementation options will allow council to determine any desired impact to future budgets.

Relationship of Recommendation(s) to the 2016-2019 Strategic Plan:

The development and execution of an Agriculture and Food Action Plan implements objectives found within the Economic Development Strategy identified in Goal 1- A Vibrant and Growing Economy. The Action Plan also includes objectives 3.1.7 “Protect prime agricultural land (by including policies in the Official Plan and working with the agricultural community to identify opportunities to support the sector)”, supporting Goal 3: A Healthy Environment.

Consultations:

Agriculture and Food business owners across the City of Kawartha Lakes.

Local agricultural organizations including; The Kawartha Lakes Haliburton Federation of Agriculture, Victoria Beef, Kawartha Lakes Dairy Farmers, Victoria Sheep Producers, Victoria Soil and Crop Improvement Association, Grain Farmers of Ontario, Victoria County Community Pasture Association, Lindsay Agricultural Society.

Ministry of Agriculture, Food and Rural Affairs.

City of Kawartha Lakes directors, managers and staff in Strategy Management, Municipal Law Enforcement; Development Services – Economic Development, Planning, Building; Engineering and Corporate Assets; Community Services – Building and Property, Customer Services, Parks, Recreation and Culture, Libraries; Public Works; Human Services – Social Services; Corporate Services - Communications, Advertising and Marketing, Treasury.

Attachments:

Appendix A – Kawartha Lakes Agriculture and Food Action Plan 2020-2024



Kawartha Lakes
Agriculture and Food

Department Head E-Mail: cmarshall@kawarthalakes.ca

Department Head: Chris Marshall



Kawartha Lakes Agriculture and Food Action Plan 2020-2024

Farmers to Consumers: Growing Success 2.0



Kawartha Lakes Agriculture and Food Action Plan 2020-2024

Farmers to Consumers: Growing Success 2.0

Acknowledgements

The City of Kawartha Lakes, Economic Development



Project Team Members

Principal and Lead Consultant: Bronwynne Wilton, Wilton Consulting Group

Project Support: Krista Kapitan and Sean Simpson, Wilton Consulting Group



Project Steering Committee

The City of Kawartha Lakes Agricultural Development Advisory Committee

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For an alternate version of this document or supporting materials, please contact Kelly Maloney.

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1.0 Introduction

The agriculture and food sector in the City of Kawartha Lakes (the City) is not only a significant economic driver, but it contributes to the overall quality of life in the region. The City is characterized in part, by its 250 lakes, rivers and waterways, 9,500 acres of forests and over 300,000 acres of farmland. Agriculture plays a huge role in the City's economy considering agriculture, forestry, fishing and hunting make up over 4% of the workforce, compared to a provincial average of 1.49%.¹ Beyond primary production, a variety of agriculture and agri-food related businesses also play an important role in the City's economy. These include input and equipment suppliers, agricultural support businesses (i.e. veterinary services, financing, agronomists, etc.), food processors, manufacturers, distributors and other evolving industries.

In 2010, the City developed an Agricultural Action Plan (*Growing Success*) to address ongoing challenges and stimulate sector growth. Now, in 2019, many of the actions in *Growing Success* have been implemented on an ongoing basis. This renewed Action Plan builds upon *Growing Success* to ensure that strategic efforts in the City continue to adapt to the evolution of opportunities and challenges in the agriculture and food sector.

This Action Plan is a result of numerous forms of engagement with agriculture and food stakeholders (see section 2.2). This Action Plan is meant to be used to continue strategic efforts to support agriculture and food in the region. The City, through the Development Services Department, specifically Economic Development, will champion this work and track success. This a living document that will be implemented and updated as the sector evolves within the City and province.

This Action Plan is a living document that will be implemented and updated as the sector evolves.

¹ EMSI Canada Data (2016.3)

2.0 About the Agriculture and Food Action Plan

2.1 An Informed Action Plan

A Situational Analysis of Agriculture in Kawartha Lakes was used to inform the development of the Action Plan. The Situational Analysis compares census of agriculture data from 2011 and 2016 to identify trends and insights into the agriculture cluster in Kawartha Lakes. There are a number of insights identified through this work:

- There are fewer farms, but the farms are larger.
- Kawartha Lakes has seen a reduction in farmland area of 5.1% since 2011 (slightly less than that of the Central Ontario Region).
- Younger operators and women make up a larger share of farmers.
- Many farm operators also do off-farm work.
- Most farms are sole proprietorships.
- Kawartha Lakes has seen an increase in oilseed and grain-type farms, goats and rabbits. At the same time, the number of beef farms has decreased.
- In 2016, one in eight farms sold food directly to consumers.
- In 2016, 8.3% of Kawartha Lakes farms reported having a renewable energy-producing system on their operation.
- In 2016, farmers continued to report larger and more expensive equipment.
- Farms in Kawartha Lakes continue to use technology to drive management decisions.

The Action Plan aligns with a number of Kawartha Lakes strategies. These include the City of Kawartha Lakes Corporate Strategic Plan, the Economic Development Strategy and the Healthy Environment Plan, as well as the Cultural Master Plan and Destination Development Plan (Tourism Strategy), which are both under development.

The objectives in this Action Plan (described in section 5.0) align with the Kawartha Lakes 2017 Economic Development Strategy's agriculture and food cluster objectives. A cluster is a geographic concentration of businesses and associated institutions that strengthen each other because they are located in close proximity. The development of clusters is an effective economic development strategy to stimulate innovation, accelerate business growth and increase competitiveness. The agriculture and food cluster objectives are as follows:

- Grow the City of Kawartha Lakes agri-brand; begin with a focus on the existing livestock strength and build.
- Grow the food processing sector (expansion of existing processors, identify new opportunities for processing and distribution) to build employment around value added agriculture.
- Support the innovation and diversification of local agriculture to increase farm revenues. Grow agri-culinary participation among producers and connect the results to tourism.
- Increase businesses, employment, and tourism.

2.2 Engagement

Agriculture and Food Sector Survey

The City administered the Agriculture and Food OSPREY Survey during February-March 2019 to solicit input from local businesses on their current operations and future plans, workforce and thoughts on doing business in Kawartha Lakes. OSPREY is the Ongoing Survey Program: Retention, Expansion and Youth which was developed by the City and is used as a conversational tool with businesses. It includes a variety of multiple choice and open questions as well as selected questions from the Ontario Ministry of Agriculture, Food and Rural Affairs Business Retention and Expansion Survey. In total, 67 farmers and 11 other agri-businesses (including food processors, food storage, input suppliers and consultation/advisory support services) completed the survey.

Agricultural Summit

On March 28, 2019 48 producers and businesses from across the agri-food supply chain participated in a full-day planning session to help inform the revised Action Plan.

City of Kawartha Lakes Input

City staff, including the Economic Development Officer - Agriculture, and Economic Development team members, as well as other staff from across several departments and divisions were actively engaged to develop this Action Plan. As a result, the ground-work has been laid across the Corporation to facilitate opportunities to enact change benefiting the development of the agriculture and food cluster.

Agricultural Development Advisory Committee

The Agricultural Development Advisory Committee (ADAC) provides advice and assistance to Council and Economic Development. The ADAC optimizes economic opportunities focused on the growth and prosperity of rural areas and the agricultural sector in the City. Acting as the Project Steering Committee, ADAC participated in the survey, the workshop and met with the Project Team on June 13 and October 10, 2019 to provide insights for the renewed Action Plan.

2.3 Implementation

This Action Plan is a living document that should be implemented and updated as the sector evolves. The Action Plan, while belonging to council and assigned to the Development Services Department is a guiding document for the entire community and, will be led by the City's Economic Development Division and championed by the Economic Development Officer – Agriculture. The implementation will be a collaborative effort amongst a collective group of stakeholders throughout Kawartha Lakes to ensure long-term success. The new, enhanced and renewed actions are identified in the goal charts by priority within short, medium and long term timeframes. The Action Plan also supports the continuation of current core and committed activities. The Economic Development Officer - Agriculture at the City will support the Action Plan by directly advancing some of the action items as well as tracking success by others in the corporation and throughout the community. Where appropriate, the City will also look to

aligning with surrounding municipalities in order to maximize impact across the region in advancing the agriculture and food sector to remain at the forefront of agriculture and food development action.

3.0 Key Challenges and Opportunities

Throughout consultations, a number of challenges and opportunities emerged. As such, they are presented in this section to form the basis of the Action Plan (see section 6.0) for the next five years (2020-2024).

Workforce

Challenge

Unfilled labour requirements are a challenge in the City. This is in part due to willingness to work manual labour, inexperience with farm equipment and machinery, and the seasonality of some positions. The ability to find qualified candidates with an understanding of agriculture including livestock management and modern equipment/programming skills is a key challenge.



Opportunity

There is an opportunity to develop an agri-food labour force strategy that may include promotion of careers in agri-food and agriculture technology, attraction of newcomers to the sector, developing industry relationships for jobs fairs, and addressing management leadership skill gaps within local agri-food employers.

Incorporating training and education including pre-employment and incumbent upskilling, apprenticeships, engagement and retention of youth in the industry will be important.

Land Use

Challenge

There are barriers related to on-farm development with regards to the land-use policies and regulations for value-added opportunities.



Opportunity

Align the City's Official Plan language with the Provincial Policies for: "Agri-tourism uses", "Agriculture-related uses" and "On-farm-diversified uses, and create a modernized Comprehensive Rural Zoning Bylaw to reflect those enabling and progressive policies.

Ensure local bylaws do not restrict the development of local food systems. This includes zoning to allow for farm marketing opportunities and activities that strengthen community food security and economic development.

Infrastructure

Challenge

Ongoing challenges related to municipal infrastructure such as bridge and road maintenance; road width and other road safety considerations.



Opportunity

Coordination of policies across the City to ensure that agricultural stakeholders are routinely engaged throughout the infrastructure planning process.

Protecting
Agricultural Land

Challenge

Access to and availability of prime agricultural land for current and future food production needs must be maintained at the local level to ensure the sustainability of the sector nationally.



Opportunity

Retain and strengthen strategic municipal policies and by-laws to ensure continued protection of agricultural lands.

Local & Export
Development

Challenge

Despite great provincial and regional efforts, accessing local food remains a challenge for retailers and other service providers.



Opportunity

Empower the community to champion the Kawartha Lakes brand by promoting local food procurement within the City of Kawartha Lakes institutions.

At the same time the City should continue to promote Kawartha Lakes grown and raised agri-food products to serve national and international market demand.

Food Processing

Challenge

A key barrier hindering the ability to supply local markets is the availability of local processors.



Opportunity

While the presence of some processors are key assets, there would be considerable benefits to attracting additional food processors to the area.

Supporting the enhancement of value added agriculture and food processing including distribution is identified as a strategy to enhance the agriculture and food economy.

Innovation Adoption

Challenge

The changing climate presents both opportunities and risks for Kawartha Lakes' agri-food sector. Challenges include increased water stress, adaptive measures needed for crop selection and trying new plant varieties, adopting different soil and water management techniques, among others. The agriculture sector will need to implement innovative solutions to adapt to a changing climate.



Opportunity

The survey results showed that more than half of the respondents have or will adapt their current practices to respond to climate change.

Continue to encourage use of the Environmental Farm Plan amongst Kawartha Lakes farmers to improve environmental conditions of their operations.

Continue efforts to support technology improvements in livestock farming.

Continue collaboration with local post-secondary institutions that offer programs in Sustainable Agriculture and Food Systems.

Continue efforts to share research and development results to help producers adapt to climactic changes.

4.0 Kawartha Lakes Vision for Agriculture and Food 2024

The City of Kawartha Lakes agriculture and food cluster is a leader in the use of science and innovation, collaboration, education, and farm to fork excellence. The cluster is continuously improving and contributing to a healthy community, landscape, and environment.

5.0 Overview of Agriculture Action Plan Objectives and Goals

Objective	Goals
Continue excellence in agriculture and food business development and support services	<ol style="list-style-type: none">1. Ensure Kawartha Lakes maintains a supportive business environment where agri-businesses can expand and thrive2. Enhance opportunities in value-added agriculture
Enhance agriculture and food workforce development activities	<ol style="list-style-type: none">3. Support agriculture and food education for students within Kawartha Lakes4. Fill the gaps between the agri-food labour force and employers needs in Kawartha Lakes
Ensure that municipal planning, infrastructure, and regulations facilitate agricultural development	<ol style="list-style-type: none">5. Update Official Plan, comprehensive zoning bylaws and municipal policies to support agricultural development.6. Improve local infrastructure7. Enact tax policies that support agricultural development8. Streamline planning and building application processes for agri-businesses in Kawartha Lakes
Continue to build the Kawartha Lakes brand by supporting agriculture and food	<ol style="list-style-type: none">9. Empower the Kawartha Lakes business community to promote agriculture and food10. Continue to develop and strengthen Kawartha Choice FarmFresh as the local food brand
Ensure that agriculture and food businesses are equipped to adapt to a changing climate	<ol style="list-style-type: none">11. Strengthen the ability for the agricultural sector in Kawartha Lakes to mitigate and adapt to a changing climate

6.0 Action Plan

6.1 Continue Excellence in Agriculture and Food Business Development and Support Services

GOAL 1: Ensure Kawartha Lakes maintains a supportive business environment where agri-businesses can thrive.

#	Action Items	Proposed Lead and Support	Timeframe
1A	Enhance the agriculture and food concierge “Pilot” service provided by Kawartha Lakes economic development to: (i) Empower the pilot – Continue to develop CKL pilot project to guide agricultural businesses in development (single point of contact to support expansion, start up and investment) (ii) Communicate funding opportunities (iii) Help navigate land use policies, regulations and by-laws (iv) Support business planning with farmers (v) Succession planning support to ensure long term viability of agricultural production	CKL Economic Development, ADAC, and seek additional community partnerships	Current/committed
1B	Together with Leading Livestock Genetics, host international industry groups and support international missions to continue to market Kawartha Lakes as a leader in livestock genetics with the aim to increase export sales.	CKL Economic Development and Leading Livestock Genetics	Current/committed
1C	Partner with the Canada-Ontario Export Forum, and Ministry of Agriculture, Food and Rural Affairs to host a bi-annual LEAP (Launch your Export Action Plan) Workshop within the region in partnership with neighbouring economic development offices.	CKL Economic Development	Medium term
1D	Explore the potential for a “Community Investment Fund” to be created by working with multiple investors (e.g. retired farmers, financial institutions, government agencies, business immigrants, etc.) which provides patient debt and equity capital for community economic development in the region, which can focus on value-added agri-food businesses as an investment stream.	Seek community partnerships	Long term

GOAL 2: Enhance opportunities in value-added agriculture.

#	Action Items	Proposed Lead and Support	Timeframe
2A	Provide support to develop on-farm markets and experiential agri-tourism, (how to expand/scale agri-tourism activities, funding opportunities, creating and help navigating modern policies and zoning bylaws).	CKL Economic Development, CKL Planning	Current/committed
2B	Promote existing commercial kitchen facilities in the City of Kawartha Lakes available to businesses for value-added processing.	CKL Economic Development, CKL Parks and Recreation	Short term
2C	Explore further investment in Kawartha Choice FarmFresh and continue to support collaborative networks where producers, processors and distributors can exchange market information and improve local and regional linkages (relates to Action 10E).	CKL Economic Development	Short term
2D	Develop a plan with goals and timelines to attract food processors and consumer goods processors to the area. Case studies to explore include Fairlife (Peterborough), Nith River Milling (Wellesley), etc.	CKL Economic Development and Planning, and seek community partnerships	Medium term
2E	Identify gaps in cold storage, distribution, processing and packaging infrastructure, and develop plan to support more efficient use and access to existing facilities.	CKL Economic Development	Medium term
2F	Expand the Community Improvement Plan to other areas to include support for on-farm diversified and food processing businesses. Examples of success include value added agriculture in Norfolk County, Haldimand County, and Elgin County.	CKL Economic Development, CKL Planning, CKL Finance	Medium term
2G	Create a land/property inventory as an up-to-date listing of all the agricultural lands and buildings available for sale or lease.	CKL Economic Development to seek community partnerships	Long term

6.2 Enhance Agriculture and Food Workforce Development Activities

GOAL 3: Support agriculture and food education for students within Kawartha Lakes.

#	Action Items	Proposed Lead and Support	Timeframe
3A	Conduct career days with agricultural sessions to connect agriculture and food business sector employers to potential employees showcasing the opportunity for career advancement pathways – with a focus on youth and underrepresented groups (i.e. Women, visible minorities, immigrants, etc.)	ADAC, CKL Economic Development to seek community partnerships	Short term
3B	Collaborate with school boards and local principals/vice-principals to promote the resources and programs available through AgScape and others to educate about agriculture and food workforce opportunities.	CKL Economic Development to seek community partnerships	Medium term
3C	Conduct farm tours for elementary and high school-age children.	Seek community partnerships	Medium term
3D	Work with local guidance councillors, school boards and principals/vice-principals to develop a more comprehensive Co-operative education or High Skills Major in Agriculture at local high schools and provide an opportunity to actively engage local youth with local agri-businesses.	CKL Economic Development	Medium term

GOAL 4: Fill the gaps between the agriculture and food labour force and employers needs in Kawartha Lakes.

#	Action Items	Proposed Lead and Support	Timeframe
4A	Find partners to explore an agriculture and food employee skills development program.	CKL Economic Development to seek community partnerships	Current/committed
4B	Provide training and support activities streamlining the hiring and on-boarding process for agriculture and food sector employers.	CKL Economic Development to seek community partnerships	Short term
4C	Partner with Victoria County Career Services (VCCS) to create an agriculture and food part-time jobs board and available labour pool to target recent retirees and other previously skilled professionals looking for part time work.	CKL Economic Development to seek community partnerships	Medium term
4D	Information sharing between local agri-food employers and secondary/post-secondary institutions on prospective co-op student opportunities (manual labour and skilled labour).	Seek community partnerships	Medium term
4E	Develop a regional agri-food labour force strategy.	Seek community partnerships	Medium term

6.3 Ensure That Municipal Planning, Infrastructure, and Regulations Facilitate Agricultural Development

GOAL 5: Update Official Plan, comprehensive zoning bylaws and municipal policies to support agricultural development.

#	Action Items	Proposed Lead and Support	Timeframe
5A	Update a clear definition, regulations and policies for on-farm diversification, value-added agriculture, and agri-tourism in municipal policies in advance of the Municipal Comprehensive Review (MCR) so as not to delay implementation of updated bylaws within the new Comprehensive Rural Zoning By-law.	CKL Planning, Council support	Current/committed
5B	Permit on-farm diversified uses provided they are compatible with, and do not hinder, surrounding agricultural operations.	CKL Planning, Council support	Current/committed
5C	Ensure local by-laws do not restrict the development of local food systems including zoning to allow for farm marketing opportunities and activities that strengthen community food security and local economic development.	CKL Planning, Council support	Current/committed
5D	Clearly identify permitted agricultural and agriculture-related uses, as well as on-farm diversified uses in agricultural zones in municipal policies and the comprehensive rural zoning by-law (use 2014 Provincial Policy Statement definitions of agriculture-related uses and on-farm diversified uses).	CKL Planning, Council support	Current/committed
5E	Protect agricultural land by supporting edge planning policies. Where high quality farmland is close to areas of concentrated growth use Edge Planning and Agricultural Impact Assessments to achieve compatibility between these two uses, edge planning and ensure the two can co-exist.	CKL Planning, Council support	Current/committed
5F	Continue to co-ordinate annual VIP agricultural tour for City of Kawartha Lakes staff and agency partners involved with agriculture and food businesses.	CKL Economic Development, ADAC	Current/committed
5G	Actively seek input from ADAC on municipal policies, regulations, and activities impacting agriculture to ensure sustainable local planning decisions.	CKL Planning, CKL Economic Development and other municipal stakeholders	Short term

GOAL 6: Improve local infrastructure.

#	Action Items	Proposed Lead and Support	Timeframe
6A	Review opportunities to improve understanding and support for tile drainage use by farms.	Seek partnerships	Current/committed
6B	Work with regional partners and governments to promote the importance of increasing access to natural gas, broadband and cellular expansion.	CKL Senior management council	Current/committed
6C	Continue to support rural infrastructure projects and apply for municipal infrastructure funding.	CKL Finance	Current/committed
6D	Strengthen the formal engagement policy for City staff to use when planning roads and other infrastructure development (i.e. bridges and municipal drains) to ensure agri-business needs are understood and accommodated by including a referral to ADAC.	CKL Departments, ADAC	Short term

GOAL 7: Enact tax policies that support agricultural development.

#	Action Items	Proposed Lead and Support	Timeframe
7A	Maintain a by-law with exemption from development charges for all new on-farm structures.	Council, CKL Finance, ADAC	Current/committed
7B	Continue to monitor provincial trends and the local needs of agriculture to discover best practices related to the farm tax ratio of the residential tax rate.	ADAC, CKL Finance, Council	Current/committed
7C	Consider passing a resolution supporting OFA policy on taxation for buildings used for value-added agriculture.	Council, CKL Finance, ADAC	Short term

GOAL 8: Streamline bylaw and planning application processes for agri-businesses in Kawartha Lakes.

#	Action Items	Proposed Lead and Support	Timeframe
8A	Within the development of the Comprehensive Rural Zoning Bylaw, ensure that clear language is used to define what non-agricultural activities are permitted as-of-right on agricultural lands within the agricultural system and which uses will require a public application/comment process to remove ambiguity which can cause unnecessary delays.	CKL Planning, Economic Development	Current/committed
8B	Consult with ADAC and local agriculture businesses to determine ways to streamline processes relating to regulations on building permits, development applications, fill permits, etc. and drainage ditch maintenance.	CKL Development Services, CKL Engineering & Assets, CKL Public Works	Short term
8C	Adopt a 'continuous improvement' approach to implementing future bylaw, planning and permitting processes to ensure a streamlined process. For example, when new by-laws and/or policies are put in place, a review of how agriculture and food businesses will interact with it will be conducted to ensure streamlined processes.	CKL Planning, Economic Development	Medium term

6.4 Continue to Build the Kawartha Lakes Brand by Supporting Agriculture and Food

GOAL 9: Empower the Kawartha Lakes business community to promote agriculture and food.

#	Action Items	Proposed Lead and Support	Timeframe
9A	Connect consumers to the Kawartha Lakes agriculture and food system by promoting culinary and agri-tourism experiences.	CKL Economic Development	Current/committed
9B	Continue to promote how Kawartha Lakes agriculture and food contributes to the environment, economy, local character, quality of life.	CKL Economic Development, ADAC, Council	Short term
9C	Support the development of a Kawartha Lakes agriculture and food ambassador program to help local businesses champion the image/brand to ultimately help local businesses prosper.	CKL Economic Development, seek community partners	Short term
9D	Permit seasonal or 'open-now' road-side signage and other safety signage within the sign by-law. (i.e. A-frame signs, "Active Farming Area" signage, horse and buggy caution signs on high traffic routes, etc.)	CKL Building	Short term
9E	Support the development of local food procurement policies by CKL institutions to support farmers and farm businesses. Supporting local food production, consumption and procurement helps the local economy and keeps local dollars in the community.	CKL Economic Development	Medium term

GOAL 10: Continue to develop and strengthen Kawartha Choice FarmFresh as the local food brand

#	Action Items	Proposed Lead and Support	Timeframe
10A	Continue to produce direct to consumer marketing business support activities (i.e. social media, online and print marketing-Kawartha Choice FarmFresh)	CKL Economic Development	Current/committed
10B	Develop a strategic plan to support and expand the Kawartha Choice FarmFresh program promoting local agriculture and food (includes details found in 2F).	CKL Economic Development	Current/committed
10C	Promote farm market opportunities to consumers, as well as events that promote direct to consumer opportunities.	CKL Economic Development	Short term
10D	Explore capacity for local food market in the winter months.	Seek community support	Medium term
10E	Explore the opportunity to further develop a “Farm Bucks/Market Bucks” – redeemable vouchers for local farm or farmers’ market purchases.	Seek community support	Medium term

6.5 Ensure That Agriculture and Food Businesses are Equipped to Adapt to a Changing Climate

GOAL 11: Strengthen the ability for the agricultural sector in Kawartha Lakes to mitigate and adapt to a changing climate.

#	Action Items	Proposed Lead and Support	Timeframe
11A	Support the implementation the Healthy Environment Plan to ensure the resiliency of the agriculture sector in Kawartha Lakes in the face of climate change.	CKL Development Services as per the Healthy Environment Plan	Current/committed

7.0 Appendices

Appendix A. March 28, 2019. Strategic Planning Session Overview

The purpose of today is to develop a community action plan to grow and strengthen our agriculture and food sector.

1. What would a successful sector look like?
2. What are the big challenges and opportunities?
3. Action plans: what steps, strategies, initiatives?

Agenda

SIGN IN	9:00
Welcome by Rebecca Parker, Chair of the Kawartha Lakes Agriculture Development Advisory Board Kelly Maloney, Agriculture Development Officer – introduce Facilitator and Consultants, Presenters, etc. Logistics – washrooms, phones, heat. Then do quick introductions of participants – Name, business or farm type and any ag association affiliations. Session objective overview.	9:30
<ol style="list-style-type: none">1. Kawartha Lakes Agriculture Profile – Carolyn Puterbough, OMAFRA (10 min.)2. City of Kawartha Lakes Economic Development Strategy – Rebecca Mustard, Manager, Ec Dev (10 min.)3. Agriculture & Food Survey Results – Wilton Group (30 min.)	9:45
BREAK	10:45
<ol style="list-style-type: none">1. Review 2010 Agricultural Action Plan Accomplishments and compare to Agriculture Economic Development Industry Guiding documents - Kelly Maloney (20 min.)2. Review/Discussion of Potential Opportunities found in the Guiding Documents – Panel – Kelly Maloney, Carolyn Puterbough, Rebecca Mustard, Bronwynne Wilton. (10 min.)	11:00
Breakout #1 – Setting the Stage – Current Issues and Future Vision – Erik Lockhart (45 min.) <ol style="list-style-type: none">1. What are the issues, gaps and threats to the success of agriculture and food related businesses in Kawartha Lakes?2. What opportunities are there for expanding the agriculture and food related business sector? In 20 years, what will a successful Kawartha Lakes agriculture and food sector look like? (keywords)	11:30
LUNCH – hot local lunch – roast beef on a bun, mashed potatoes, Caesar salad, pickles, pies and cheesecakes.	12:15

<p>Breakout #2 – Developing the Vision and the Actions – Erik Lockhart</p> <ol style="list-style-type: none"> 1. Develop phrases which will form an updated vision statement for Kawartha Lakes Agriculture and Food Sector. 2. Components of the Action Plan - What actions can be taken to capture opportunities & address threats? Short, medium and long term initiatives 3. Criteria for success – Strengthening Agriculture - How do you measure success? 	1:00
<p>Conclusions – Next Steps –Kelly Maloney</p>	3:30

The Corporation of the City of Kawartha Lakes

Committee of the Whole Report

Report Number ED2019-026

Meeting Date: November 5, 2019

Title: Tourism Strategy Update

Ward Number: All

Author and Title: Laurie McCarthy, Economic Development Officer – Tourism

Recommendation(s):

That Report ED2019-026, **Tourism Strategy Update**, be received for information.

Department Head:_____

Financial/Legal/HR/Other:_____

Chief Administrative Officer:_____

Background:

In 2016, the City of Kawartha Lakes Council adopted the Corporate Strategic Plan. A Vibrant and Growing Economy was identified as the first goal in the Strategy with the objective to enhance tourism through the creation and execution of a new Tourism Strategy.

The purpose of this report is to present Council with an update on the progress of the development of the new Tourism Strategy for Kawartha Lakes, and to provide an opportunity for Council input and discussion (presentation to be made.).

Rationale:

The Tourism Strategy project was initiated in August 2019 and will be completed in Q1 of 2020.

Through the corporate procurement process, the consulting firm KWL Advisory has been hired to work collaboratively with the City's Economic Development team to develop the Tourism Strategy.

Destination Development in Kawartha Lakes is the strategic planning and advancement of defined areas to support the growth of Kawartha Lakes as a desirable destination for travelers, by providing compelling experiences, quality infrastructure, and remarkable services to entice investment and repeat visitation.

Through destination development, we envision Kawartha Lakes as a world-class tourism destination which offers remarkable products and experiences that are authentic, driven by visitor demand, and exceed expectations.

The new Tourism Strategy which will be called the Kawartha Lakes Destination Development Plan will be a five (5) year strategic plan for building and managing the visitor economy in Kawartha Lakes.

The strategy development process is built on comprehensive research, strategic option analysis and a consultative framework. Stakeholder engagement sessions, stakeholder interviews and online stakeholder surveys to engage local stakeholder businesses, community groups, partner organizations and City staff are being completed as part of the first phase of the strategy development.

Development of the strategy along with an implementation plan will be completed in phase 2 of the project. The final strategy will be presented by KWL Advisory and Economic Development staff to Council in Q1 of 2020.

Other Alternatives Considered:

No other alternatives have been considered.

Financial/Operation Impacts:

This project is being funded in part by the Regional Tourism Organization 8 (RTO8) Kawarthas Northumberland through the Partnership Allocation Program through funding from the Ministry of Tourism, Culture and Sport. City of Kawartha Lakes is contributing 50% of the total project funding and Kawarthas Northumberland (RTO8) is contributing the remaining 50% of the funding. All of the project funds must flow through Kawarthas Northumberland (RTO8) as per the Partnership Funding Agreement set by the Ministry of Tourism, Culture and Sport. The project funds provided by the City came from the existing 2019 Economic Development operational budget and was paid to Kawarthas Northumberland (RTO8) when the project commenced as required in the funding agreement. Kawarthas Northumberland (RTO8) will pay all invoices related to the project.

Additional funds have been earmarked in the proposed 2020 Economic Development budget to begin the implementation of the Strategy and subsequent projects that require additional funding to the general Economic Development budget in future years will be presented to Council for consideration.

Relationship of Recommendation(s) to the 2016-2019 Strategic Plan:

In January 2016, Council adopted a five (5) year Corporate Strategic Plan to establish a vision for the municipality that identified three strategic goals. Of the three strategic goals, A Vibrant and Growing Economy were identified as a Council priority and included the objective to enhance tourism through the development of a new tourism strategy.

In 2017 the Economic Development Strategy was developed and within the goal of growing the tourism business sector the key objectives identified were to;

- increase the volume of year-round accommodations of all kinds, in all markets;
- develop operator experiences to boost tourism traffic;
- develop a guided touring sector;
- expand visitation into the shoulder-season and winter and connect these off peak activities to culture, and;
- identify and support unique and differentiated retail that either generates tourism visits or extends those visits on a community by community basis.

The Tourism Strategy being developed will address these objectives and will include recommendations related to these specific objectives.

Consultations:

Consultations with key stakeholders including tourism business owners, community groups, partner organizations, Economic Development organizations, government partners and visitors to Kawartha Lakes will be included in the upcoming research engagement process.

Attachments:

None

Department Head E-Mail: cmarshall@kawarthalakes.ca

Department Head: Chris Marshall

Listing Properties on the Heritage Register

November 5, 2019



Listing Properties on the Heritage Register

- The Ontario Heritage Act allows municipalities to include “listed properties” on its Heritage Register
- Listed properties are properties which are not designated but have been identified as having heritage value to the community
- There are no restrictions on listed properties except that an owner is required to provide 60 days notice if they wish to demolish or relocate the listed building or structure

Why list properties?

- Listing properties is part of a proactive heritage management strategy and is a recommended municipal best practice in Ontario
- It forms part of a wider strategy for managing heritage assets in our community and is an important planning tool



Proactive Heritage Management

- Proactive heritage management actively identifies properties that may have significance and providing clarity to owners, staff and Council through defined policies and procedures.
- It benefits the community by providing a clear and transparent decision-making process and clarity on what properties in the municipality have heritage value.
- It benefits Council by creating a framework to review and make decisions on heritage properties as part of the future growth and development of the municipality.

Where we are now



- Kawartha Lakes currently has 81 individually designated properties
- Most of these are in Lindsay
- There are two Heritage Conservation Districts established in 2017
- Downtown Lindsay HCD and Oak Street Fenelon Falls HCD
- Kawartha Lakes has many more heritage resources that have not been formally identified or protected, especially in our rural areas

Benefits of Listing

- Provides a tool for formally identifying heritage resources in the community
- Creates a clear process for assessing a property for heritage value if a development application which includes demolition of existing buildings is received
- Allows staff and the Heritage Committee time to assess properties and make a recommendation to Council
- Creates a balanced approach between not imposing restrictions but still assisting with municipal heritage management
- Provides clarity and transparency to property owners regarding the potential heritage value of their property

Process: Addition to the Register

The steps for listing are established by the Act.

1. Properties are identified as having potential heritage value
2. The Municipal Heritage Committee makes a recommendation
3. Council reviews and approves the properties for listing

Process: Addition to the Register

There are no criteria for determining if a property should be listed.

Best practice is to use Regulation 9/06 of the Act which is used for determining if a property should be designated.

Properties are evaluated using criteria which examine:

- Architectural significance
- Historical significance
- Contextual significance

Process: Addition to the Register

- There is no requirement under the Act to notify owners when their property is listed on the Heritage Register
- In 2017, Council passed a resolution that property owners should be notified when their property is listed
- This is a municipal best practice in Ontario and helps provide transparency regarding the process and allows owners to be involved in protecting and celebrating heritage assets in their community

Process: Removal from the Register

Properties can be removed from the register if an owner applies for a demolition permit. If an owner applies for a demolition permit:

1. The owner provides information regarding why they are demolishing and the future use
2. The Heritage Committee reviews the application and makes a recommendation to Council
3. Council reviews the application and recommendation of the Committee and either designates the property or approves the issuance of a demolition permit

Process: Removal from the Register

When an owner applies to demolish a property, there is also the option to work with the owner to develop a solution that both preserves the property and allows their project to go ahead. This could include:

- Integrating the historic property into the future development
- Removal of the property to a different site

Properties Proposed for Listing

- There are 7 properties proposed for listing included in Report ED2019-022
- These properties have all been identified as having heritage value based on Regulation 9/06 of the Act
- They are important and cherished heritage properties in our communities

Christ Church Anglican Church, Bobcaygeon (43 Sherwood Street)



- Designed by Peterborough architect John Belcher and built between 1870 and 1871
- An excellent examples of timber Gothic Revival architecture and, architecturally, one of the most important churches in the municipality
- Association with Bobcaygeon lumber baron Mossom Boyd who reserved the land for the building and donated the windows

Central Senior Public School, Lindsay (242 Kent Street West)



- Constructed in 1910
- An excellent example of early twentieth century Beaux Arts-style school architecture with a high degree of craftsmanship in its Classically-inspired architectural details
- A landmark building in Lindsay and an important local education facility

Cherry Tree Lodge, Sturgeon Point (19 3rd Street)



- Constructed in 1887 for Lindsay artist and writer W.A. Goodwin
- One of the first purpose-built cottages in the Kawarthas
- Significant for its historical associations with Goodwin who extensively documented life in the region through his painting and drawings in the late nineteenth century
- Key property in the historic Sturgeon Point cottage community

Bank of Toronto, Omemee (1 King Street East)



- Excellent example of an early twentieth-century small-town bank building
- High degree of craftsmanship in its Classical features including the ornate entrance
- Likely designed by prominent architect W.R.L. Blackwell who designed many buildings for the Bank of Toronto
- Anchor corner building in downtown Omemee

Mackenzie Inn, Kirkfield (1011 Portage Road)



- Constructed in 1888 as the country estate of Sir William Mackenzie
- Mackenzie is a significant figure in the local community due to his rise from local contractor and businessman to one of Canada's most prominent businessmen for his role in railway development
- Important example of a Victorian country estate
- Landmark building in the village of Kirkfield and now an inn and wedding venue

Old Bethany Post Office, Bethany (1480 Highway 7A)



- Constructed around 1875, one of the last freestanding nineteenth century post offices in Ontario
- Significant for its retained Eastlake-style spindlework and brackets and its false façade
- One of the oldest buildings in Bethany and a survivor of the 1911 fire which destroyed a significant part of Bethany's main street
- A landmark building now housing the Manvers Historical Society

S.S. #12 Oakwood, Oakwood (932 Highway 7)



- Constructed in 1913 as the local school for Oakwood
- Unique and intact example of a turn of the century rural schoolhouse
- High degree of craftsmanship, particularly in the open belfry
- Important landmark property in Oakwood with historical significance to the development of the community around the turn of the century
- Currently serves as the Oakwood Library and is owned by the municipality

Next Steps

- With the new Heritage Planning position in Economic Development, the City's Heritage portfolio is being expanded and streamlined to encourage strong management of our heritage assets and excellent service to the public
- Several policies are coming forward in early 2020 designed to guide proactive heritage management in the municipality
- Delegated authority by-law to formalize approvals process and bring the City in line with provincial legislation
- Significant and growing interest from the community in building on our heritage assets
- Kawartha Lakes can be a leader in rural heritage preservation by expanding its program and developing exciting new opportunities

Thank you



The Corporation of the City of Kawartha Lakes

Committee of the Whole Report

Report Number ED2019-022

Meeting Date: November 5, 2019

Title: Listing Properties on the Heritage Register

Ward Number: All Wards

Author and Title: Emily Turner, Economic Development Officer, Heritage Planner

Recommendation(s):

That Report ED2019-022, **Listing Properties on the Heritage Register**, be received;

That the proposed listing of non-designated properties listed in Appendix A be approved; and

That this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

Department Head:_____

Financial/Legal/HR/Other:_____

Chief Administrative Officer:_____

Background:

At its meeting of December 12, 2017, Council adopted the following resolution:

CR2017-1051

Moved by Councillor Macklem

Seconded by Councillor Miller

Resolved that Report ED2017-022, **Adding Listed Properties to the Heritage Register**, be received;

That staff be directed to add a Section Two: Properties of Potential Heritage Value or Interest section to the Kawartha Lakes Heritage Property Register;

That the Municipal Heritage Committee identify and include properties of potential heritage interest and value in Section Two of the Heritage Register; and

That the property owners be notified of inclusion on the list and of the nature of the listing.

CARRIED

In response to this Council direction, staff and the Kawartha Lakes Municipal Heritage Committee commenced a process of identifying and evaluating properties for potential inclusion on the Register as listed properties. Under subsections 27(1.2) and 27(1.3) of the Ontario Heritage Act (Act), the council of a municipality may add properties to its Heritage Register after consultation with its Municipal Heritage Committee. At its meeting of October 3, 2019, the Kawartha Lakes Municipal Heritage Committee reviewed a number of properties for potential listing on the Heritage Register and passed the following resolution:

KLMHC2019-36

Moved By M. Sloboda

Seconded By A. Adare

That the Municipal Heritage Committee recommends that Council list certain properties on the Heritage Register as properties of cultural heritage value or interest.

CARRIED

This report addresses that direction.

Rationale:

Interim protection for properties of potential heritage value or interest was introduced under the Ontario Heritage Act following changes to the Building Code Act which took effect in 2006. The changes introduced accelerated building permit review timeframes including 10 days for a house and 20 days for a large building. These accelerated timeframes leave little time for municipalities and municipal heritage committees to assess properties facing demolition that are potentially of heritage value to the community.

Amendments were subsequently made to the Ontario Heritage Act to enable a municipality to provide interim protection for “listed properties.” The following subsections of the Act allow municipalities to include properties of cultural heritage value that have not been designated on the Heritage Register. Section 27, subsection 1.2 of the *Act* states that:

(1.2) In addition to the property listed in the register under subsection (1.1), the register may include property that has not been designated under this Part but that the Council of the municipality believes to be of cultural heritage value or interest and shall contain, with respect to such property, a description of the property that is sufficient to readily ascertain the property.

(1.3) Where the Council of a municipality has appointed a municipal heritage committee, the council shall, before including a property that has not been designated under this Part in the register under subsection (1.2) or removing the reference to such a property from the register, consult with its municipal heritage committee.

Further, Section 27, Subsection 3 states that:

(3) If property included in the register under subsection (1.2) has not been designated under section 29, the owner of the property shall not demolish or remove a building or structure on the property or permit the demolition or removal of the building or structure unless the owner gives the Council of the municipality at least 60 days’ notice in writing of the owner’s intention to demolish or remove the building or structure or to permit the demolition or removal of the building or structure. 2006, c.11, Schedule B, s.11(2).

Subsection (3) applies only if the property is included in the register under subsection (1.2) before any application is made for a permit under the Building

Code Act, 1992 to demolish or remove a building or structure located on the property. 2006, c.11, Schedule B, s.11(2).

Legislation does not require municipalities to list properties on their register, but the Ontario Heritage Trust recommends it as a best practice for municipalities. Listing has a number of important outcomes which contribute to the long term, sustainable, and transparent management of heritage resources in the municipality.

Unlike designation under Parts IV and V of the Act, listing is an administrative, rather than a legal, process. Listed properties are not designated under the Act and do not have the same controls placed on them. Owners are not required to apply for a heritage permit when they undertake alterations to a listed property and there are no legal restrictions registered on the property title.

The primary implication of listing for property owners is that they are required to provide 60 days' notice to the municipality of their intention to demolish or remove a building or structure on the property. Owners are required to submit their plans for the property to allow an assessment based on both the current and potential use of the property to come to the best solution for its long term use. The 60-day period allows for the municipality to assess the structure in detail for potential designation and either designate the property to provide long term protection or approve the demolition permit. Alternatively, it also allows the municipality and the owner to develop a solution which both preserves the structure and allows for the proposed project to continue, depending on its scope.

Listing is an effective and important planning tool which inventories heritage assets in a community and creates a framework for assessment regarding a property's heritage value and a clear process for additional protection through designation, should it be warranted. It creates a balanced approach between not imposing restrictions on a property owner, beyond the notice period for demolition, while allowing the municipality to monitor and regulate its heritage assets. For a municipality, it allows Council time to receive recommendations from staff and the municipal heritage committee and make a decision based on sound background research, provincial heritage regulations, the intended use of the property, and municipal planning policies and procedures guiding growth and development.

Listing also provides clarity to property owners and developers regarding the heritage value of a property. By identifying properties with potential heritage value through listing on the Heritage Register, the City ensures that review based on the heritage attributes of the property is an understood part of a redevelopment proposal or an application to demolish a listed property. Listing properties prevents heritage concerns from being raised part way through a development proposal for a property by creating a transparent review process

that will occur when an application is received. The Heritage Register is a public document available at the Clerk's Office, in Economic Development, and on the City's website, allowing for owners and potential purchasers to check quickly to see the heritage status of their property.

The Act does not require that property owners are contacted or that their consent is required for inclusion on the list. However, many municipalities utilize a process that includes contacting the property owners to inform them of inclusion on the list. This is recognized as a best practice that increases transparency in the process and allows property owners to be informed and involved in the conversation about protecting heritage assets in their community.

Listing in the City of Kawartha Lakes Context

In December 2017, Council approved the listing of non-designated properties on the Heritage Register. The listing of properties had been included in the Kawartha Lakes Municipal Heritage Committee's 2017 work plan in response to many calls from concerned residents regarding the demolition of treasured heritage properties in their communities. These heritage properties contribute to a sense of culture, identity, and community throughout the municipality and residents were concerned about their loss. Beyond contributing to pride of place in local communities, heritage properties also contribute to cultural heritage tourism and economic development in the municipality by providing destinations for visitors and by contributing to the attractive landscape of the communities, streets, and rural areas that make Kawartha Lakes a unique place for people to live, work, and visit.

The Committee and staff are continuously identifying and researching properties for inclusion on the Register. These properties can include buildings, structures, and landscapes. Properties are evaluated based on their architectural, historical, and contextual merit using criteria established in Regulation 9/06 of the Ontario Heritage Act which is used to determine if a property merits designation under Section 29 of the Act. Under the Act, there are no specific criteria for determining whether a property should be included as a listed property in the municipal heritage register. However, staff and the heritage committee have chosen to use Regulation 9/06 as the benchmark for evaluating properties for potential listing to ensure that all properties listed on the Register have clearly identified heritage value based on provincial standards. Use of Regulation 9/06 for this purpose also ensures consistency in the City's evaluation of heritage resources.

Under the Act, Council must consult with its Municipal Heritage Committee prior to listing properties on the Heritage Register. The Committee has reviewed and endorsed the appended list of properties and is recommending that Council list them on the Heritage Register. This list, included as Appendix A of this report, includes the municipal address of each property, the community or township in

which it is located, its common name (if applicable), an image of the property, and justification regarding its significance as a heritage building or property.

The City follows the recommended best practice of notifying owners prior to their properties being listed on the Heritage Register. Owners of properties on the appended list were notified by mail after the Municipal Heritage Committee endorsed the list and are aware that their properties are being considered by Council for inclusion on the Register. They have been invited to reach out to staff if they have any questions or concerns about the process and have been provided with a Listed Properties Fact Sheet, included as Appendix B of this report, to provide additional information on the implications of listing and the rationale for the municipality to include listed properties on its Heritage Register.

Current Properties Proposed for Listing

The properties which are currently proposed for listing on the Heritage Register are as follows:

- 43 Sherwood Street, Bobcaygeon (Christ Church Anglican Church)
- 242 Kent Street West, Lindsay (Central Senior Public School)
- 19 3rd Street, Sturgeon Point (Cherry Tree Lodge)
- 1 King Street East, Omemee (Bank of Toronto)
- 1011 Portage Road, Kirkfield (Mackenzie Inn)
- 1480 Highway 7A, Bethany (Old Bethany Post Office)
- 932 Highway 7, Oakwood (S.S. #12 Oakwood/Oakwood Library)

These properties represent a small selection of important heritage properties in a number of local communities and a full summary of their significance can be found in Appendix A. They have been evaluated based on Regulation 9/06 of the Act and are all historically and culturally significant. They are associated with important themes, individuals, and events in the history of the municipality and have architectural significance through their style and craftsmanship. Should a demolition application be received for one of these properties, inclusion on the Register as a listing property would allow Council to fully assess their heritage value to the community and make a decision based on that assessment.

Other Alternatives Considered:

No other alternatives are recommended.

Financial/Operation Impacts:

There are no financial implications associated with this report.

Relationship of Recommendation(s) to the 2016-2019 Strategic Plan:

The listing of properties on the Heritage Register supports the following goals from the Council adopted Strategic Plan:

- Goal 1 – A Vibrant and Growing Economy
- Goal 2 – An Exceptional Quality of Life

The identification and protection of heritage assets in the community through listing directly supports the identified action 2.1.1 which recommends strengthening existing cultural and heritage assets. Listing is recognized as a best practice within Ontario for managing heritage resources in the community and contributing to its long range planning for these assets.

The protection of heritage resources in the municipality also assists in the growth of the local economy by identifying, protecting, and celebrating places where people want to live, work and visit. It encourages investment in local communities by ensuring and promoting attractive places for residents and businesses to be. It also has a direct impact on developing local tourism through the preservation of sites and landscapes that visitors are interested in experiencing.

Consultations:

Municipal Heritage Committee

Attachments:

Appendix A – Proposed List of Properties for Inclusion on the Heritage Register



Appendix A
Proposed Listed Pro

Appendix B – Listed Properties Fact Sheet



Appendix B Listed
Properties FAQ.pdf

Department Head E-Mail: cmarshall@kawarthalakes.ca

Department Head: Chris Marshall

Properties Eligible for Listing on the Heritage Register of the City of Kawartha Lakes

Under Regulation 9/06 of the Ontario Heritage Act, a property is significant for its cultural heritage value or interest and is eligible for designation if it has physical, historical, associative or contextual value and meets any one of the nine criteria set out below:

The property has design value or physical value because it is

- a) a rare, unique, representative or early example of a style, type, expression, material or construction method,
- b) displays a high degree of craftsmanship or artistic merit, or
- c) demonstrates a high degree of technical or scientific achievement.

The property has historical value or associative value because it,

- a) has direct associations with a theme, event, belief, person, activity, organization or institution that is significant to a community,
- b) yields, or has the potential to yield, information that contributes to an understanding of a community or culture, or
- c) demonstrates or reflects the work or ideas of an architect, artist, builder, designer or theorist who is significant to a community.

The property has contextual value because it:

- a) is important in defining, maintaining or supporting the character of an area,
- b) is physically, functionally, visually or historically linked to its surroundings, or
- c) is a landmark.

The following properties have been identified as having met at least one of the criteria.

43 Sherwood Street, Bobcaygeon (Christ Church Anglican Church)



Christ Church Anglican Church, located at 43 Sherwood Street, Bobcaygeon, was constructed between 1870 and 1871 and is an architecturally and historically significant ecclesiastical structure. Designed by prominent Peterborough architect John Belcher, Christ Church is an excellent and unique example of timber Gothic Revival architecture and is one of the most architecturally significant ecclesiastical buildings in the municipality because of its construction material and the associated techniques used by Belcher in the design. Belcher was one of the region's most prominent ecclesiastical architects and made a significant impact on the development of church architecture throughout Peterborough and the Kawarthas. The structure also has associations with local lumber baron Mossom Boyd who reserved the land for the church and donated the stained glass windows and who is a key figure in the history of nineteenth century Bobcaygeon. It is one of a number of iconic nineteenth century structures in downtown Bobcaygeon and is an important contributor to its historic character.

242 Kent Street West, Lindsay (Central Public School)



Central Public School was constructed in 1910 and has architectural, historical and contextual significance. It is an excellent example of an early twentieth century Beaux Arts school and features key elements of this architectural style including: its symmetrical massing; hipped roof; ornate, Classically-inspired entrance surrounds; and decorative frieze. It is a representative example of the wave of school construction that was occurring in Ontario communities in the early twentieth century as population growth and concerns about providing safe, clean learning environments led to the construction of new schools in this style and the provision of large windows, high ceilings, and large classrooms. It is a landmark building in the community and an important structure in the history of education in Lindsay. It is an important building to the local community as a school that has been continuously operating for over a century and has educated many Lindsay students.

19 3rd Street, Sturgeon Point (Cherry Tree Lodge)

Cherry Tree Lodge in Sturgeon Point was constructed in 1887 and has architectural, historical, and contextual significance. It was constructed by Lindsay artist William Alfred Goodwin and is one of the first purpose built cottages in Kawartha Lakes. Architecturally, it is a significant example of early cottage architecture which was constructed in a rustic style intended to fit with its natural surroundings. It exhibits a high degree of craftsmanship in its exterior elements include the woodwork and windows with coloured glass transoms. The structure's primary historical significance is through its association with Goodwin and the early development of Sturgeon Point as a cottage community. Goodwin is a significant figure locally because of his documentation of the region through his paintings and writings, which include scenes from throughout both Victoria and Haliburton Counties and written accounts of the day to day cottage life at Sturgeon Point and provide significant insight into life in the area at this time. Contextually, the property is an important built feature of the historic Sturgeon Point cottage community.

1 King Street East, Omeme (Bank of Toronto)



The former Bank of Toronto (later TD) building in Omeme is an excellent example of an early twentieth-century small-town bank building. Likely constructed around 1920, it displays the Classical features associated with bank architecture during this period including its cornice, wide frieze, symmetrical massing, and entrance surround with a pediment and pilasters. Although the architect of the building is not definitively known, it is likely the work of Peterborough architect W.R.L. Blackwell, a nationally-recognized architect who built a number of bank buildings for the Bank of Toronto in the late 1910s and early 1920s throughout Ontario. Most of Blackwell's bank buildings have been demolished, making this a rare surviving example. The building is an iconic structure in downtown Omeme and is an anchor building on the town's main intersection at King Street and Sturgeon Road. It is a contributing structure to the historic character of the town's commercial core.

1011 Portage Road, Kirkfield (Sir William Mackenzie Inn)

Constructed in 1888, the Sir William Mackenzie Inn was the former Kirkfield estate of railway tycoon Sir William Mackenzie. Mackenzie was born in Eldon Township in 1849 and rose from working in local business to become one of Canada's major players in the growth of the railway across the country in the second half of the nineteenth century. He was one of Canada's most prominent businessmen during this period because of his work in railway development and had a significant impact on the development of Canadian transportation networks around the turn of the century. After Mackenzie's death, the building also served as a convent and girls' school for the Sisters of St. Joseph throughout the mid-twentieth century. The house itself is architecturally significant as a representative example of an Victorian country estate house built using the bay-and-gable style with two-storey bays, brackets, decorative bargeboard, moulded window hoods, and a wide verandah. It is a landmark building in the village of Kirkfield and a well-known structure both locally and provincially.

1480 Highway 7A, Bethany (Old Bethany Post Office)

The Old Bethany Post Office is an important building locally as one of the last surviving freestanding nineteenth century post offices in Ontario. Constructed around 1875, the property was used for a variety of purposes throughout its history including as an MP's office. The property displays a high degree of craftsmanship in its front verandah which retains Eastlake-style spindlework and brackets and is unique for its false façade, which obscures a gable roof, which is a rare surviving example of this type of architecture which was once a significant feature of many downtowns in nineteenth-century Ontario. The property is an important landmark in Bethany as an early surviving structure, particularly given the 1911 fire which destroyed a significant number of nineteenth century buildings in centre of the village.

932 Highway 7, Oakwood (S.S. #12 Oakwood/Oakwood Library)



The former S.S. #12 Oakwood, now the Oakwood Branch of the Kawartha Lakes Public Library, is an excellent example of a rural school house from the turn of the twentieth century and has historic importance in the community of Oakwood. Constructed in 1913, the building displays many of the key characteristics of a rural school house from this time including the gabled roof, projecting pedimented portico and rustication in the window surrounds and foundation. The building is particularly notable for its open wooden belfry which displays a high degree of craftsmanship in its hexagonal shape and woodwork. The property is a landmark in Oakwood and, historically, an important institutional structure in the community's development as its primary educational facility.

Listed Properties

Fact Sheet and FAQ

The City of Kawartha Lakes maintains a Heritage Register in accordance with provincial legislation, the *Ontario Heritage Act*. A Heritage Register is an inventory of heritage resources in the municipality and includes both individually designated properties and Heritage Conservation Districts. It also includes Listed Properties, which are properties that are not designated but have been identified as having heritage value.

This fact sheet is designed to provide information about listed properties and answer questions about what listing means for a property owner.

Listing: What does it mean?

A listed property has been identified by the municipality as having heritage value but it is not designated under the *Ontario Heritage Act* meaning there are no restrictions on making changes to the property. The only requirement is that an owner must provide the municipality with 60 days notice if they want to demolish the property.

Why does the City of Kawartha Lakes list properties?

The municipality lists properties as part of its overall heritage management strategy. Listing allows the municipality to review demolition applications for properties that have been identified as having heritage value to decide whether or not demolition is warranted. The period for issuing a demolition permit under the *Ontario Building Code* is very short. Listing gives Council and staff extra time to fully review a property and, if it warranted, save a building from demolition.

What happens if the owner of a listed property applies for a demolition permit?

If the owner of a listed property wants to demolish their property, they must inform Council and staff what they intend to do with the property. Council then reviews the application to decide if the demolition should go ahead or if the property should be preserved. Council then may choose to designate the property to prevent demolition or may choose to consent to the demolition. Often a compromise can be made: for example, sometimes an important heritage building can be moved to another site or integrated into a new development.

What makes a property eligible for listing?

There are no criteria under the *Ontario Heritage Act* for determining if a property should be listed. However, Kawartha Lakes uses an established provincial criteria (Ontario Regulation 9/06) which is used for determining if a property should be designated. This makes sure that all properties that the municipality lists have a clearly identified heritage value. These criteria assess the architectural, historic, and contextual value of a property and form part of the property's record when it is added to the Heritage Register.

Does listing affect what I can do with my property?

No. There are no restrictions on what can be done with listed properties, including renovations, alterations, and change of use. A property owner is welcome to make changes to their property and does not have to go through any additional processes to do so. The only restriction is if a demolition permit is sought. The municipality does not regulate or monitor listed properties.

What does listing do to the value of my property?

Listing does not have an effect on property value. The value of your property will not change when it is listed. Listing is a common municipal process and it is not taken into account when a property is assessed or when going to sell a property to determine value.

Does this mean the municipality will designate my property?

No, listing is not a first step towards designation. Most listed properties will never be designated. Council will only designate a listed property if a demolition application comes forward and designation is warranted or if a property owner requests their property be designated.

What are the differences between designated and listed properties?

Designated properties are regulated by a by-law which is passed by Council and is registered on title and which identifies the heritage importance and attributes of the property. If owners want to make a change to their property, such as modifying heritage features or building an addition, they must apply for a heritage permit to make sure that any changes they want to make are compatible with the heritage character of the property. Designation is intended to manage change in heritage properties. Designated properties are eligible for heritage specific financial incentive programs through the municipality to conserve the heritage features of their properties.

Listed properties are not regulated by by-law and do not have to go through an approvals process to make changes to a property. Listing is intended to provide a review period if an owner wants to demolish their property. Listed properties are not eligible for heritage-specific financial incentive programs.

Can I view the Heritage Register?

Yes. The Heritage Register is available online on the City's website and can also be viewed in person at the Economic Development Office at 180 Kent Street West in Lindsay.



If you would like more information about listed properties, contact:
Economic Development Officer—Heritage Planning
180 Kent Street, Lindsay
(705) 324-9411 ext. 1366 | heritage@kawarthalakes.ca

The Corporation of the City of Kawartha Lakes

Committee of the Whole Report

Report Number ED2019-023

Meeting Date: **November 5, 2019**

Title: Delegated Authority for Alterations to Heritage Properties By-law

Description: A proposed by-law to formally delegate authority to municipal staff to approve certain types of alterations to designated heritage properties

Ward Number: All Wards

Author and Title: Emily Turner, Economic Development Officer – Heritage Planning

Recommendation(s):

That Report ED2019-023, **Delegated Authority for Alterations to Heritage Properties By-law**, be received; and

That the necessary by-law be forwarded to Council for consideration at the next Regular Council Meeting.

Department Head:_____

Financial/Legal/HR/Other:_____

Chief Administrative Officer:_____

Background:

At its meeting of October 3, 2019, the Kawartha Lakes Municipal Heritage Committee adopted the following resolution:

KLMHC2019-35

Moved By J. Garbutt

Seconded By R. Macklem

That the Municipal Heritage Committee recommends that Council adopt a by-law to delegate authority to approve alterations to heritage properties.

Carried

This report addresses that direction.

Rationale:

In 2005, amendments were made to the Ontario Heritage Act to allow Council to delegate authority for the approval of certain types of alterations to heritage designated properties to staff. This process, which is outlined under subsections 33(15) and 33(16) of the Act for individually designated properties and subsections 42(16) and 42(17) for properties located in a heritage conservation district (HCD), allows Council to identify certain classes of alterations which Council does not need to review and which can be delegated to staff. In order to do so, the Act stipulates that Council must consult with its municipal heritage committee and pass a by-law outlining which alterations may be reviewed and approved by staff.

In practice, the majority of alterations to heritage properties in the City of Kawartha Lakes are currently reviewed and approved by staff and the Municipal Heritage Committee. This has excluded alterations which include demolition of property or are part of a development application which have historically been referred to Council for its review. Furthermore, the Heritage Conservation District plans adopted by Council in 2017 for the Downtown Lindsay and Oak Street HCDs in By-laws 2017-212 and 2017-182, respectively, outlined certain types of alterations that were delegated to staff for approval. However, this process has not been formalized in a by-law as required by the Act. In order to comply with provincial legislation, staff have developed a draft by-law to clarify which types of alterations do not require review by Council and to formalize the approvals process. The draft by-law is attached as Appendix A.

The delegation of authority to staff allows for the approval of the vast majority of alterations to heritage properties to become less cumbersome for property owners. The ability of staff to review and approve alterations to heritage properties makes the process easier and faster for owners of heritage properties.

Applicants must still apply and receive planning approvals and building permits as appropriate. As applicable law under the Ontario Building Code, approval under the Ontario Heritage Act must be received prior to a building permit being issued and the delegation of the approval process to staff can significantly accelerate the time between application and the issuance of a building permit.

Furthermore, with the increasing number of designated properties in the municipality and the expansion of its heritage program, particularly with regard to the two new HCDs created in 2017, it is anticipated that applications for alterations will increase in the years to come. The majority of applications received are minor in nature and can be reviewed by staff. The delegation of authority allows Council to focus its attention on applications for major alterations which may arise where there is a significant impact on the heritage attributes of a property or district, therefore making better use of Council time.

The proposed new by-law delegates authority to the Director of Development Services, or his or her designate, to approve certain types of alterations that will have a minimal impact on the heritage attributes of a property or HCD. These types of alterations are outlined in Section 2.02 and 2.03 of the appended draft by-law. In keeping with current practice, staff will still be required to consult with the Municipal Heritage Committee prior to approving alterations to property designated individually under Part IV of the Act. Changes to properties involving land use decisions, which have major implications to the heritage attributes of a property or district, or which involve the full or partial demolition or removal of a designated structure will remain the responsibility of Council, in consultation with the Municipal Heritage Committee and staff. Under the new by-law, staff may also refer any application to Council when additional review is deemed warranted. The application process currently in place for property owners to apply to make alterations to their heritage property will not change.

This by-law applies to all properties designated individually under Part IV of the Act or located within an HCD designated under Part V of the Act. It also applies to properties for which a notice of intention to designate has been issued by Council as per subsection 30(2) of the Act which stipulates that a property for which a notice of intention to designate has been issued will be treated as if it were designated with regard to application for proposed alterations.

Subsections 33(15) and 42(16) of the Act require that Council consult with its municipal heritage committee prior to adopting a by-law to delegate authority to staff. The Kawartha Lakes Municipal Heritage Committee has reviewed the new by-law and supports its adoption.

Other Alternatives Considered:

No other alternatives are recommended.

Financial/Operation Impacts:

There are no financial implications from the recommendation provided in this report.

Relationship of Recommendation(s) to the 2016-2019 Strategic Plan:

The recommendation in this report directly supports Strategic Enabler 3: Municipal Service Excellence in the City's Strategic Plan. Specifically, it supports E3.3: Service Excellence which recommends the adoption of municipal best practices. The delegation of authority to approve alterations to heritage properties to is a municipal best practice across Ontario because it improves service to the public in this area by allowing for more expedient processing of permits.

This report and by-law also supports Goal 2 – An Exceptional Quality of Life, specifically Action 2.1.1 which recommends strengthening existing cultural and heritage assets in the municipality. The by-law supports the municipality's cultural and heritage assets by formalizing a process to manage change to built heritage assets.

Consultations:

Municipal Heritage Committee
Clerk's Office

Attachments:

Appendix A – Draft Delegated Authority By-law



Appendix A Draft
Heritage Delegated

Department Head E-Mail: cmarshall@kawarthalakes.ca

Department Head: Chris Marshall

The Corporation of the City of Kawartha Lakes

By-Law 2019-XXX

A By-law to Delegate Authority for the Alteration of Heritage Property in the City of Kawartha Lakes

Recitals

1. Subsections 33(15) and 33(16) of the Ontario Heritage Act, R.S.O. 1990, c. o.18, as amended, provides that a Council of a municipality may pass a by-law delegate the power to consent to alterations to property designated under Part IV of the Act to an employee or official of the municipality after having consulted with its municipal heritage committee.
2. Subsections 42(16) and 42(17) of the Ontario Heritage Act, R.S.O. 1990, c. o.18, as amended, provides that a Council of a municipality may pass a by-law to delegate the power to grant permits for the alteration of a property designated under Part V of the Act to an employee or official of the municipality after having consulted with its municipal heritage committee.
3. Council has deemed it advisable to delegate certain powers to an appointed officer of the City of Kawartha Lakes by position occupied.
4. The delegation is required to be adopted by by-law.
5. Council has consulted with its Municipal Heritage Committee.

Accordingly, the Council of The Corporation of the City of Kawartha Lakes enacts this By-law 2019-XXX.

Section 1.00: Definitions and Interpretation

1.01 Definitions: In this by-law,

“alter” means to change in any manner and includes to restore, renovate, repair, erect, and disturb; and “alteration” and “altering” have corresponding meanings;

“City”, “City of Kawartha Lakes” or “Kawartha Lakes” means The Corporation of the City of Kawartha Lakes and includes its entire geographic area;

"City Clerk" means the person appointed by Council to carry out the duties of the clerk described in section 228 of the Municipal Act, 2001;

“Council” or “City Council” means the municipal council for the City;

“designated property” means any property that is designated individually under Part IV of the Ontario Heritage Act or under Part V of the Act as part of a heritage conservation district or is subject to a notice of intention to designate as per subsection 30(2) of the Act and includes buildings, structures, landscape features, and subject lands;

“Director of Development Services” means the person who holds that position and his or her delegate(s) or, in the event of organizational changes, another person designated by Council;

“heritage conservation district” means a heritage conservation district designated under Part V of the Ontario Heritage Act;

“heritage conservation district plan” means a plan adopted by Council to provide direction on the preservation of heritage character and defining elements of a heritage conservation district;

“information” means any information requested by the Director of Development Services, or designate, with regard to an application to alter a designated property including, but not limited to plans, reports, historical documentation and photographs;

“Municipal Heritage Committee” means the Kawartha Lakes Municipal Heritage Committee which makes recommendations to Council and is established under Section 28 of the Ontario Heritage Act;

“Ontario Heritage Act” or **“the Act”** means the Ontario Heritage Act, R.S.O. 1990, c. o.18, as amended or any successor thereof;

“owner(s)” means the owner of a property and includes a corporation or partnership, the heirs, executors, administrators, and other legal representatives of a person to whom the context can apply according to the law including a designated agent making application for approval for the alteration of a property.

1.02 Interpretation Rules:

(a) The words “include” and “including” are not to be read as limiting the meaning of a word or term to the phrases or descriptions that follow.

1.03 Statutes: References to laws in this by-law are meant to refer to the statutes, as amended from time to time, that are applicable within the Province of Ontario.

1.04 Severability: If a court or tribunal of competent jurisdiction declares any portion of this by-law to be illegal or unenforceable, that portion of this by-law shall be considered to be severed from the balance of the by-law, which shall continue to operate in full force and effect.

Section 2.00: Delegated Authority

2.01 Delegation of Authority: Council grants the Director of Development Services, or designate, the power to:

- (a) request additional information from an owner as may be required to complete an application for alterations to a designated property under the by-law and the power to determine when said application is complete;
- (b) consent to the alteration of properties designated under Part IV of the Act, in consultation with the Municipal Heritage Committee, through the granting of heritage permits;
- (c) grant heritage permits for the alteration of property situated in a heritage conservation district designated under Part V of the Act;
- (d) extend the timeline in which alterations proposed in a previously approved heritage permit can be undertaken if the owner is not able to complete the work in the specified timeframe.

2.02 Classes of Alterations: The delegated authority in Section 2.01 (b) and (c) is limited to the following alterations to properties designated either individually under Part IV of the Act or situated in a heritage conservation district designated under Part V of the Act and which do not have a significant negative impact on the heritage attributes of the property or district:

- (a) Alterations to or replacement of exterior building elements including, but not limited to, windows, doors, roof finishes, skylights, cladding, cornices, decorative architectural features, porches, verandahs, and storefronts;
- (b) Additions to residential buildings;
- (c) Construction of accessory buildings;
- (d) Construction or modification of agricultural buildings;
- (e) New or increased parking areas;
- (f) Installation or removal of, or alterations to, hard landscaping features including, but not limited to, walkways, driveways, patios, gazebos, fences, gates, ponds, and walls;
- (g) Alterations to landscape features identified in a heritage conservation district plan or designating by-law;
- (h) Removal or replacement of, or alteration to, non-heritage features;
- (i) Installation or removal of, or alteration to, exterior lighting;

- (j) Installation of solar panels;
- (k) Installation of above ground and in-ground swimming pools;
- (l) Installation of septic systems;
- (m) Installation of utilities and associated fixtures;
- (n) Installation of or alterations to signage;
- (o) Installation of or alterations to accessibility features;
- (p) Erection of temporary structures;
- (q) Any alterations identified in a heritage conservation district plan as being delegated to staff;
- (r) Alterations proposed as part of a municipal financial incentive program;
- (s) Alterations necessary to comply with the Ontario Fire Code;
- (t) Minor revisions to previously approved heritage permits;
- (u) Temporary measures reasonably necessary to deal with an emergency which puts the security or integrity of a building at risk of damage or when the condition of a building or property is a risk to public safety.

2.03 Part IV Interior Designated Features: In addition to the alterations identified in Section 2.02 (a) to (u) inclusive, the delegated authority of Section 2.01 extends to designated interior features in applicable properties as designated under Part IV of the Act including:

- a) Alteration to or replacement of interior elements including, but not limited to, windows, doors, ceilings, decorative architectural features, stairs, lighting and interior finishes as identified in the designating by-law;
- b) Removal or replacement of non-heritage features which impact identified heritage attributes;
- c) Installation, alteration or removal of signage and/or interpretive material which impacts identified heritage attributes.

2.04 Financial Incentive Programs: The Director of Development Services, or designate, may request the submission of a heritage permit application for any application made with regard to a designated property under a financial incentive program offered by the City and is authorized to review and request additional information as necessary to ensure that projects funded through City programs are consistent with City heritage policy.

2.05 Reference to Council: Notwithstanding Section 2.01 of this by-law, the Director of Development Services, or designate, may refer any application to the Municipal Heritage Committee and/or Council as appropriate. In such cases, the Director will prepare a report for Council and Council will retain all powers under the Act.

2.06 Exercise of Authority: In exercising the delegated authority in Section 2.01 of this by-law, the Director of Development Services, or designate, in consultation with the Municipal Heritage Committee as appropriate, may:

- (a) Grant a heritage permit for an application to alter a designated property;
or
- (b) Grant a heritage permit for an application to alter a designated property with conditions.

2.07 Council Retains Authority: Notwithstanding any provision of this by-law to the contrary, Council may, after notifying the Director of Development Services and the Municipal Heritage Committee, exercise any authority that is delegated to either party.

Section 3.00: Administration and Effective Date

3.01 Administration of the By-law: The Director of Development Services is responsible for the administration of this by-law.

3.02 Effective Date: This By-law shall come into force on the date it is finally passed.

By-law read a first, second and third time, and finally passed, this XXX day of XXX, 2019.

Andy Letham, Mayor

Cathie Ritchie, City Clerk

10 Year Housing and Homelessness Plan

2020-2029



Housing & Homelessness Plan (HHP)

- Housing Services Act (HSA) requires each Service Manager to have a 10 year plan to address housing and homelessness for the service area
- Service area is both Kawartha Lakes and the County of Haliburton
- Original HHP adopted by councils in 2014 (2014-2023)
- HSA requires a period review every five years
- First periodic review due no later than December 31st, 2019

Definition of Affordable Housing

- Other municipal plans or strategies are overarching of all income brackets
- Service Manager and HHP focus is specific for low to moderate (middle) income households
 - rent or accommodation costs not to exceed 30% of the gross annual household income

Plan Review Process

- Project coordinating committee
- Review of existing plan (2014-2023)
- Assessment of local current state and future housing needs
- Public consultation
- New 10 year plan to facilitate long term planning (2020-2029)

Structure of the 2020-2029 HHP

- Highlights accomplishments of the 2014-2023 HHP
- Follows the eight policy areas in the provincial policy statement
- Includes objectives, outcomes, measures and targets for each of the eight areas

Next Steps

- Requirement for provincial review currently underway (not approval)
- Councils to adopt
- Considerations of any provincial recommendations
- Communication strategy
- Annual reporting each June

Thank You

The Corporation of the City of Kawartha Lakes

Committee of the Whole Report

Report Number CORP2019-028

Date: Affordable Housing Targets - Costing

Time: 1:00 p.m.

Place: Council Chambers

Ward Community Identifier: All

Title: Affordable Housing Targets – Financial Analysis

Description: Costing of the Affordable Housing Targets proposed in HH2019-008 presented on September 10, 2019.

Author and Title: Carolyn Daynes, CPA, CA Treasurer

Recommendation(s):

That Report CORP2019-028, Affordable Housing Targets - Costing, be received for information purposes.

Department Head:_____

Financial/Legal/HR/Other:_____

Chief Administrative Officer:_____

Background:

At the Committee of the Whole meeting of September 10, 2019 the following resolution was adopted:

HH2019-008

Affordable Housing Targets

Hope Lee, Manager, Human Services

CW2019-168

Moved By Deputy Mayor Elmslie

Seconded By Councillor Dunn

That Report HH2019-008, **Affordable Housing Targets**, be received;

That the affordable ownership and rental targets (Ideal Model) and the processes to encourage them outlined in Report HH2019-008 be adopted;

That the policy entitled Affordable Housing Incentives, appended to Report HH2019-008, be adopted, numbered and inserted in the Corporate Policy Manual; and

That this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

Carried

At the next Council Meeting of September 24, 2019 the Council resolved to do the following with the Affordable Housing Target report:

8.3.10 CW2019-168

A recorded vote was requested by Councillor Dunn.

CR2019-537

Moved By Councillor Dunn

Seconded By Councillor Yeo

That Report HH2019-008, **Affordable Housing Targets**, be received;
and

That the matter be referred to the Finance Division for a full costing.

	For	Against	Absent
Recorded			
Mayor Letham	X		
Deputy Mayor Elmslie		X	
Councillor Ashmore	X		
Councillor Dunn	X		
Councillor O'Reilly		X	
Councillor Richardson	X		
Councillor Seymour-Fagan	X		
Councillor Veale	X		
Councillor Yeo	X		
Results	7	2	0

Carried

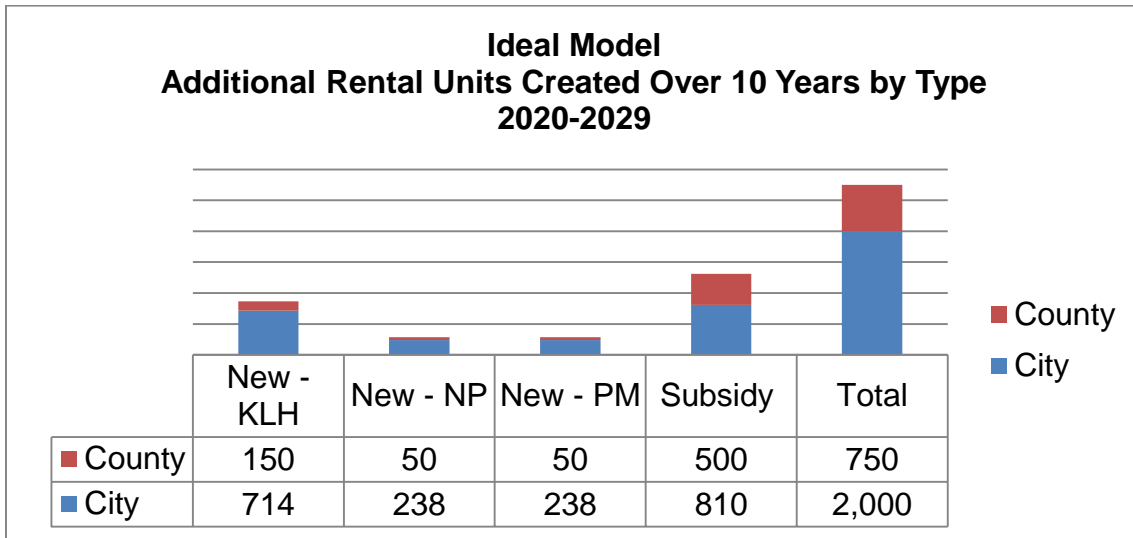
This report addresses that direction.

Rationale:

As stated in the Financial Impact section of the Report HH2019-008 “Affordable Housing Targets” (see Appendix B) the costing of the recommended “Ideal Model” is very complex. The plan could utilize a myriad of options to achieve the overall number of affordable units in the model chosen.

Increasing the number of units could be from new construction by KLH Housing Corp, construction by other non-profit service providers or private developers, home ownership subsidies, rent supplements, rehabilitation of current residential rentals, the creation of secondary suites, partnering with other agencies such as Habitat for Humanity or any combination thereof.

The new units to be created under the recommended Ideal model are shown in Figure 1 below. Under this model, KLH would target the creation of 864 new units over the next 10 years, 714 within Kawartha Lakes, and 150 within Haliburton County. Non-profit and private market developments would account for 238 new units each over the same period in the City while various subsidies or rent supplements would account for 810.



The plan, detailed in the Affordable Housing Target report, discusses various options to reach the targets but the actual plan and how it is accomplished will roll out over the ten year period based on opportunities that arise for funding, especially Federal and Provincial Grant funding.

There are too many assumptions to determine the exact costing given the vast number of choices that exist and the funding unknowns that are present. This includes estimated the cost of development incentives for the non-profit and private sector targets.

Housing staff have estimated incentive and construction costs per unit based on existing development projects. This provides Finance with a template to use to calculate construction cost, grant funding, incentives, KLH current funding of projects and the debt needed to be raised to finance the difference.

While the costs for each model are estimated in the calculations in Appendix 1, this does not include the actual revenue generated by these new units. The revenue from the new units, once constructed, under the Ideal model will total approximately \$7.17M annually.

The calculations, comparing the three models, are included in Appendix 1. This model requires a great deal of debenture financing that is not ideal given that any debt undertaken by KLH affects the overall debt limit for the City. It is only used as an illustration of the potential costing based on the given assumptions. In discussions with Housing staff it is apparent that their plan will include a mix of new construction as well as subsidy scenarios and assistance from the private sector and other non-profits. Therefore annually it is expected that Housing will provide a detailed plan that will be achieved in incremental steps rather than an inclusive 10 year plan.

This inability to provide precise costing for the target report is due to the unknowns that still exist and are detailed below.

1. The Federal and Provincial Grant amounts, over the next 10 years, are not known. As these grant figures become known it will be much easier to base a plan around some more solid figures. The government may provide a combination of capital financing for new builds or they may provide rental subsidies for housing clients. Until this is known it is hard to build a costing plan out over 10 years.
2. The cost of inflation will affect the cost of construction of new building development as well as provision of secondary suites and other construction related alternatives. That is an unknown in the presentation of this model and could affect the cost significantly.
3. The term of the debentures will be at least 30 years. If Infrastructure Ontario is used the option for a 30 year term and a 30 year amortization period is available. This means that the interest rate would remain the same for the 30 year period. There is an option for KLH to use another debenture vehicle, which could offer lower rates, however it is a 30 year amortization period with a 10 year term. This means that the debenture will come up for renewal every 10 years and thus exposing the Corporation to an interest rate increase. An analysis will have to be done on each project brought forward to determine the cost of borrowing.
4. Currently the interest rate for a 30 year debenture is approximately 3%. Finance staff can't commit to a 10 year plan that only builds a 3% interest rate into borrowing when it is not known what the interest rate will be in 10 years. An annual detailed plan will be much easier to cost out given interest rates prevailing in that year.
5. All Municipal incentives will have to be repaid through the City and County budgets and therefore this number will be an additional cost in operating budgets going forward. The cost of incentives will be included in operating budgets each year for consideration as projects come forward.
6. It is unknown at this time if there are private partners willing to invest in housing projects or be part of the provision of new units. A portion of the "Ideal Model" relies on private partners to build 288 units between the City and the County. Housing staff will have to investigate this as they move ahead in the plan. This has not been something that has been utilized in the past and therefore some additional work needs to be done before this can be put forward as an alternative. The cost impacts relating to private development will primarily be through incentives.

7. The Affordable Housing targets also assign 288 of the new units to non-profit housing partners. As with private developers, the cost impacts relating to private development will primarily be through incentives.
8. Finance Staff would like to note that the single biggest factor that prevents any accurate costing is the currently unassigned debenture limit of KLH. Under all three models detailed in Appendix 1 a significant portion of the remaining debt limit of the City will have to be committed to KLH. The City and KLH are under the same annual repayment limit and debt servicing ratio so any increase in debt payments in KLH affects the City's overall ability to borrow money. KLH needs a formal debt limit that is developed within a framework where all future debenture needs are analyzed for both the City and KLH. This will be coming forward in the City Financial Plan update that is being presented to Council in early 2020. It is already known that there are pressures on the combined City/KLH debenture limit given Water and Wastewater projects that are being mandated by the government as well as various projects that are part of the City's 10 year capital plan. Staff needs to balance the City and Water and Wastewater projects that require debentures with those debentures that will be required to achieve the targets in the Affordable Housing plan.

Finance staff will be involved in each facet of the plan as it is rolled out. A costing and financing analysis will be done for each project brought forward in order to achieve the targets by the end of the 10 year period.

Other Alternatives Considered:

As the current Affordable Housing plan only documents targets and does not provide a detailed plan, other than in concept, as to how these targets will be achieved there really are no alternatives. The detailed plan for each project will be developed annually as part of the budget process or as funding details are known. Finance will provide a detailed costing of each project as they are presented toward meeting the targets.

Financial/Operation Impacts:

As stated throughout this report the financial impacts of reaching the target will not be known until grant funding is known and a detailed plan presented to Council. This will be done annually or on a project by project basis. The KLH debt limit will govern the amount of debt that can be undertaken by the Corporation and therefore the amount of new construction that can be undertaken.

Relationship of Recommendation(s) to the 2016-2019 Strategic Plan:

The housing targets contribute directly to Exceptional Quality of Life, specifically to increasing the supply of affordable housing under the Improved Wellness, Well-Being and Community Health objective.

Attachments:

Appendix A – Costing by Model



Appendix A - Costing
by Model.pdf

Appendix B – HHs029-008 Affordable Housing Targets



Appendix B -
Affordable Housing T:

Department Head E-Mail: jstover@kawarthalakes.ca

Department Head: Jennifer Stover

Department File: Corporate Services

Basic Assumptions:**Note: Based on Development to Date**

Estimated Per Unit Value of Incentives	\$ (15,208)
Estimated Per Unit Value of KLH Contribution	\$ (72,101)
Estimated Per Unit Value of Federal/Provincial Funding	\$ (50,904)
Estimated Funding Per Unit	\$ (138,213)

Estimated Construction Value	\$ 225,555
Estimated Per Unit Value of Debt	\$ 87,342

Target Units Created - City and County

City of Kawartha Lakes

County of Haliburton

Status Quo Model	Moving Forward Model	Ideal Model
372	492	714
150	148	150
522	640	864

	Status Quo Model	Moving Forward Model	Ideal Model
Operating Budget- Municipal Incentives - Over 10 year period	4,501,568	6,326,528	9,702,676
Operating Budget- Municipal Incentives - annually	450,157	632,653	970,268
Debenture Debt Required - Over 10 year period - CKL	25,853,232	36,334,272	55,724,196
Debenture Debt Required - Over 10 year period - County	11,267,118	11,092,434	11,267,118
	37,120,350	47,426,706	66,991,314
Debenture Debt Required - Annual - CKL	2,585,323	3,633,427	5,572,420
Debenture Debt Required - Annual - County	1,126,712	1,109,243	1,126,712
	3,712,035	4,742,671	6,699,131

The Corporation of the City of Kawartha Lakes

Committee of the Whole Report

Report Number HH2019-008

Date: September 10, 2019

Time: 2:00 p.m.

Place: Council Chambers

Ward Community Identifier:

Title: Affordable Housing Targets

Author and Title: Hope Lee, Manager, Human Services

Recommendation(s):

That Report HH2018-008, Affordable Housing Targets, be received;

That the affordable ownership and rental targets (Ideal Model) and the processes to encourage them outlined in Report HH2018-008 be adopted;

That the policy entitled Affordable Housing Incentives, appended to Report HH2018-008, be adopted, numbered and inserted in the Corporate Policy Manual; and

That this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

Department Head: _____

Financial/Legal/HR/Other: _____

Chief Administrative Officer: _____

Background:

The Housing Services Act, 2011 requires each Service Manager (the City is the designated Service Manager for both the City of Kawartha Lakes and the County of Haliburton) to have a plan to address housing and homelessness. The first Housing and Homelessness Plan (HHP) was required in 2014 with a minimum period of 10 years. The Act requires a periodic review at least once every 5 years. Both the initial plan and any periodic review must be:

- done in consultation with the public
- done in consultation with the Minister by providing a copy and considering any comments the Minister provides; and
- be approved by the Service Manager.

Annual reporting on the plan to the public must occur each year by June 30. The plan must include an assessment of the current and future housing needs and objectives and targets relating to the housing need.

The City and County adopted the first plan in 2014 (2014-2023) and is in the final stages of its first periodic review which is due no later than December 31, 2019. In reviewing the plan now, it is being refreshed as a new plan for the next ten years, covering 2020-2029.

A project coordinating committee have been working on a refreshed plan since the fall of 2018 with an expectation to deliver that plan to the Minister and to councils in the fall. The committee has created a draft plan, completed multiple forms of public consultations and have published a comprehensive needs assessment.

One final consideration to complete the refreshed plan is setting the target for the number of additional affordable units that the City and County will strive to achieve over the next term of the plan (2020-2029).

A series of information reports and presentations have been provided to both City and County Councils over the course of 2019 in order to complete the revised plan. Two specific items provided information and context related to the targets; CKL-H Affordable Rental Housing Targets presentation in March and From Housing Assets, To Housing People; CKL-H Housing Master Plan presentation and report in June.

This report provides information and recommendations for setting targets.

Definition of Affordable Housing:

While other City and County plans or strategies may be overarching for residents in all income brackets, the HHP and the work of the Service Manager focuses on targets specifically for low to moderate income households across the entire housing continuum. The recommended targets apply to the categories that fall within the focus of the plan and which meet the adopted definition of affordable housing for the City and County.

Figure 1



The targets are striving to create housing, both rental and ownership, where the rent or the accommodation costs would not exceed 30% of the gross annual household income for low to moderate income households.

Low to moderate households are those households at or below the 60th income percentile. A percentile is a measure used in statistics indicating the value below which a given percentage of observations in a group of observations falls. For example, the 60th percentile means that 60% of the population with an income falls below this threshold. The 50th percentile is the median where 50% of the population is above and 50% is below.

Chart 2 displays the number of household in both the City and the County within the income percentiles¹.

¹ Statistics Canada. 2017. Kawartha Lakes, CDR [Census division], Ontario and Ontario [Province] (table). Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017.
<https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E> (accessed August 6, 2019).

Chart 2

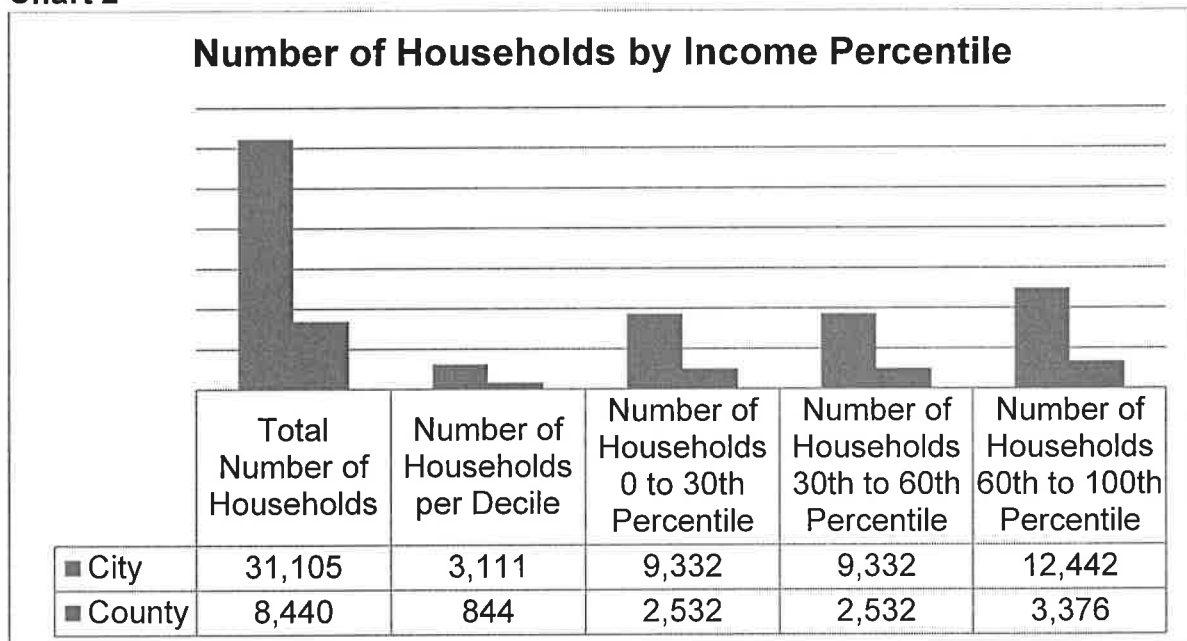


Table 1 below outlines permanent affordable rental and ownership data and needs based on City and County assessments.

Table 1

Low Income (Household with income at or below the 30 th percentile)	Moderate Income (Households with income between the 30 th and 60 th percentile)
Gross Annual Household Income of Renters (at or below) City: \$22,800 County: \$21,000 Monthly Rent that meets Affordable Definition (at or below) City: \$570 County: \$520	Gross Annual Household Income of Renters (between) City: \$22,800 - \$42,100 County: \$21,000 - \$36,600 Monthly Rent that meets Affordable Definition (between) City: \$570 - \$1,050 County: \$520 - \$920

<p>Gross Annual Household Income of Owners (at or below) City: \$46,500 County: \$39,400</p> <p>Housing Price that meets Affordable Definition (at or below) City: \$164,900 County: \$139,800</p>	<p>Gross Annual Household Income of Owners (between) City: \$46,500 - \$84,600 County: \$39,400 - \$73,200</p> <p>Housing Price that meets Affordable Definition (between) City: \$164,900 - \$299,900 County: \$139,800 - \$259,500</p>
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Rationale:

Factors in Establishing Targets

An important understanding as targets are being established is that each additional affordable unit is not always the result of new construction. An additional affordable unit can be created in a variety of ways including:

- Resale of existing ownership
- Subsidy to a tenant to use in an existing market rental (Rent Supplement, Housing Allowance or Portable Benefit)
- Rehabilitation of spaces not currently residential rental or inhabitable
- Creation of a secondary suite within an existing or new residential home
- Purpose built rental and ownership

Key considerations for meeting approved targets include:

- Continued, ongoing and sustainable funding and policy support from all three levels of government (federal, provincial and municipal)
- There is no expectation that any partner will be able to create affordable housing without some level of funding or policy support
- Participation of multiple partners:
 - Private developers
 - Community housing providers
 - Affordable housing providers
 - Community agencies
 - Residents
 - Municipal staff

- Continued and ongoing education and information for all potential partners in order to advertise, keep the messaging current, help partners understand how they can contribute and help the City and County understand what is standing in the way for partners

Ownership:

In both the City and the County the majority of new housing starts each year continue to focus on detached homes for the ownership market. There is also an ongoing resale market.

In the case of ownership, options need to be available to meet low and/or middle income needs:

1. Low Income
 - a. ownership housing for those with an average annual gross household income at or below the 30th percentile of income
 - b. accommodation costs do not exceed 30% of gross income
2. Middle Income
 - a. ownership housing for those with an average annual gross household income between the 30th and 60th percentile of income
 - b. accommodation costs do not exceed 30% of gross income

In order to encourage options where low and/or middle income needs are met in the City and County, these three approaches are recommended:

1. Resale market: There is little the City or County can do to establish and pursue an actual target within the resale market. Instead part of the continued analysis and reporting back will include annual tracking of the resale market in order to understand how many units were available to the low and middle income households. The Service Manager will continue to offer it Homeownership funding for this purpose as it has the ability to do so. This will allow some of the low and middle income earners who don't have the ability to secure a down payment, opportunity to move along the continuum from rental to ownership
2. New construction: The City and County will establish policies to ensure that there are some options available where low and/or middle income needs are met. This will be done through a community benefit program and/or the Official Plan.
3. Habitat for Humanity: The City and County will actively pursue ownership options with Habitat for Humanity and other similar not for profit

organizations to ensure they have the ability to be actively increasing the number of ownership opportunities.

Rental

The lack of purpose built rental has been and continues to be of concern in both the City and the County. The vacancy rate has remained low for several years as supply is not keeping up with demand. The continued focus of single detached homes making up the majority of the living spaces will only escalate an already critical rental housing situation.

As part of the HHP refresh, the City engaged OrgCode Consulting who are known nationally for their housing forecasting modelling. Modelling results can be used faithfully and effectively when the bigger picture is seen. The modelling is sensitive to two dozen current and historical variables which paints a picture of what is needed and by when.

The Org Code report generated three models for establishing targets:

1. Status Quo: Planning toward things not getting worse, considers small gains being made over the past few years have been important, but not enough. Targets are set that increase the numbers of units but is just keeping pace with overall growth. There is not a real proportionate increase in units for the population.
2. Moving Forward: Housing needs are not eliminated, but considerable gains are made in working to address them. The increase in units starts to lower proportionate gap in the need. It will take approximately 20 years to meet demand at this model's development rate.
3. Ideal: The overall need is explored in the context of identifying the volume of housing needs by dwelling unit size. The numbers of units increase significantly to meet the demand within 10 years.

The recommended model for the City and County to use in setting rental targets is the "Ideal" model. In the case of rental, the City and County need to work toward ensuring there are options for the low income, middle income and supportive housing needs.

1. Low Income – see Table 1 for income and affordability levels
2. Middle Income – see Table 1 for income and affordability levels
3. Supportive

- a. Average income and affordable rent generally within the low income category
- b. Additional support services provided (history of homelessness, barriers to housing, mental illness, substance use, frail elderly, physical disabilities, etc.)

The "Ideal" modelling forecasts the need over the 10 year period of the refreshed plan (2020-2029). The total additional numbers of units required under this model are illustrated below by bedroom size and by category.

Chart 3

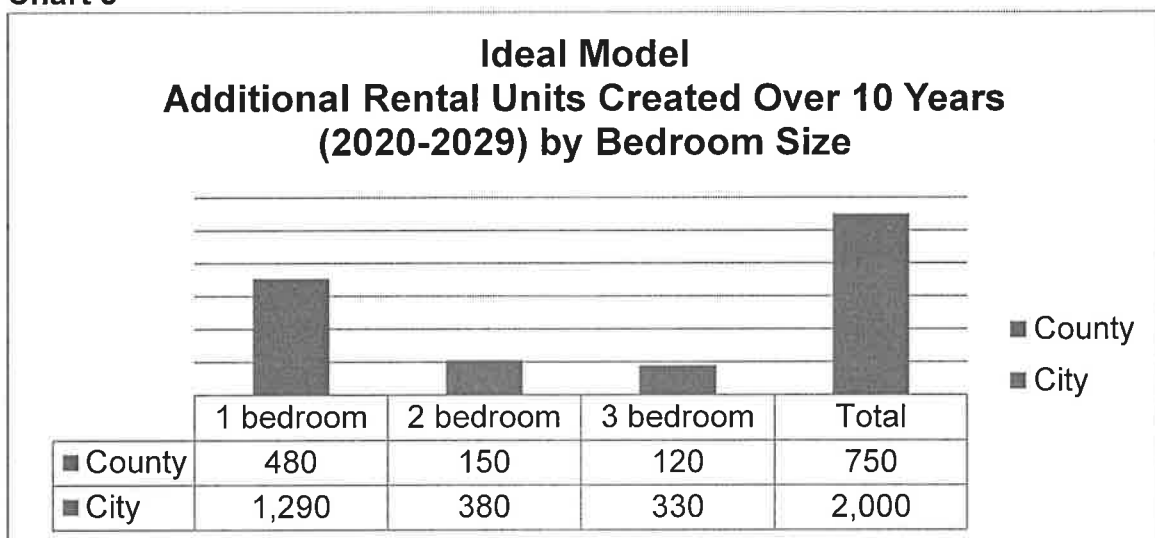
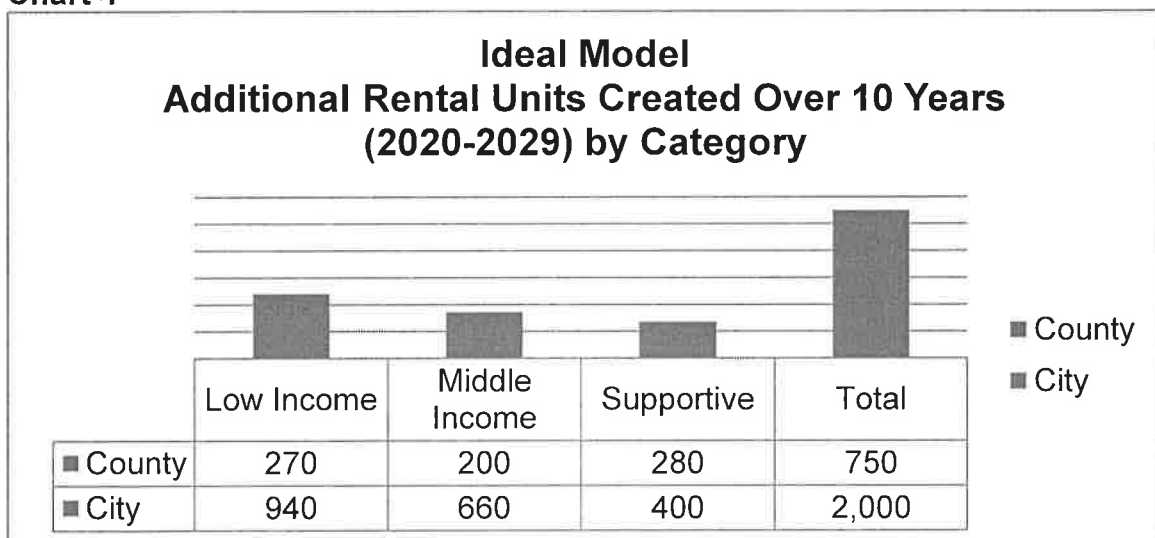


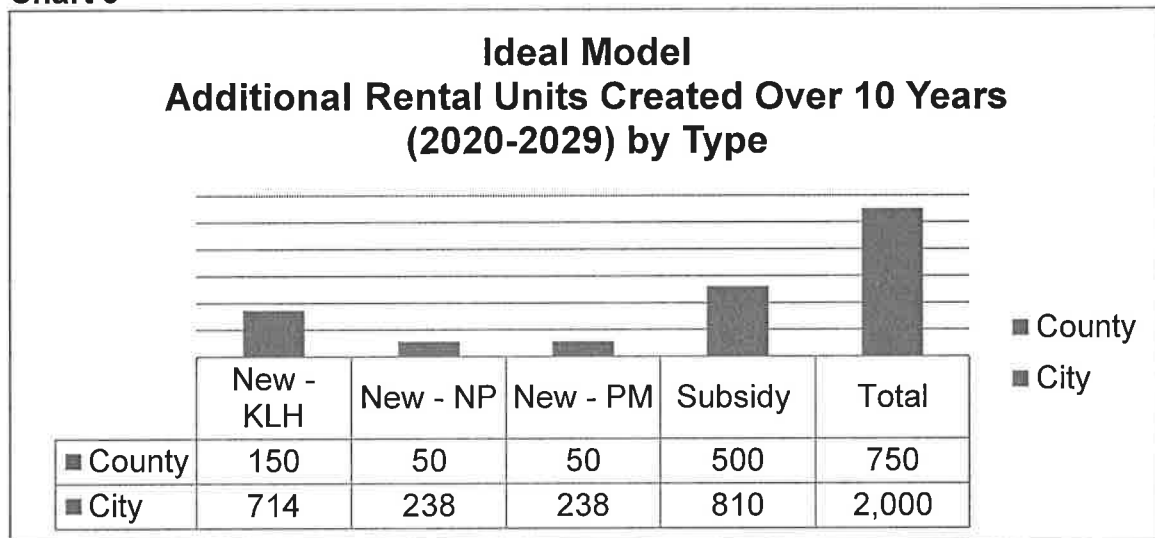
Chart 4



As mentioned previously, partnerships are key to creating these units. In order to plan and provide some direction in achieving the targets, some additional internal analysis resulted in further defining into types.

The following chart identifies how the rental units might be created and by who².

Chart 5



The expectation is that targets will be met through a combination of new construction and through subsidy in existing units. For those new units, it is further broken down by potential partners.

Table 2

	Ideal - New Construction			Ideal - Existing
	KLH Housing	Non Profit	Private Market	Subsidy
CKL	36%	12%	12%	41%
County	20%	7%	7%	67%

KLH Housing Corporation has been the key contributor in developing new affordable housing over the past several years. This model anticipates that KLH will continue and increase its contribution over the next 10 years. Of the percentage of units designated to occur through new construction, 56% of that contribution is recommended to occur through KLH (36% in the City and 20% in

² KLH: KLH Housing Corp NP: Non-Profit Provider PM: Private Market Subsidy: Rent Supplement/Housing Allowance/Portable Benefit

the County) will ensure that the majority of the new housing created will have affordability periods that match the life of the asset.

The balance of new construction units is anticipated to come equally through existing non-profit partners or the private market. The private market will include residents who create secondary units, developers of purpose built rental apartments or the creation of units through the rehabilitation of buildings.

The expectation of the private market participation is unknown and thus reflected in the smaller percentage. Private developers are and continue to be reluctant to develop affordable housing for a variety of reasons (little to no profit, current landlord and tenant law, etc). So while we have the policy direction in place to support and encourage them to do so, the uptake is the challenge. To date there is not overarching legislation that councils can rely on to require private developers to develop affordable housing.

The final type is the provision of some type of subsidy in an existing unit. This could be some combination of rent supplement or housing allowances, where the agreement is with the landlord and attached to a unit, or some type of portable benefit, where the tenant qualifies and takes to the benefit to a unit of their choice.

Achieving the Targets

Land

There has been some question as to whether the City and County have adequate land in settlement areas to support this increase in development. Only a portion of the targets are met by building new and therefore requiring available land (see Table 2). There is no expectation that the City or County need to have ownership of this land. The plan includes land owned by government and by others. It may require some or all of the following scenarios:

- Donation, lease or sale below market of federal, provincial or municipal lands to KLH or other community housing partners
- Use of current land already owned by KLH, other community housing partners, private developers
- Purchase or lease of privately owned land

The County in particular has approved affordable targets (Council and Provincial) within its Official Plan and Housing Strategy that exceed the targets presented in this report as new development. The current County Official Plan promotes equal

distribution between each local municipality based on population and needs as identified in the Housing Strategy.

Table 3

Municipality	Target Total Units	Target Affordable Units
Algonquin Highlands	140	35
Dysart et Al	719	179
Highlands East	280	70
Minden Hills	771	192
County Total	1,910	476

In order to further confirm land availability, a preliminary exercise was completed using MPAC property codes for both the City and County. The MPAC property codes were used to identify vacant parcels and then align those with the residential designations. The Official Plan direction that Council shall strive for 25% of all new development to be affordable to low and moderate income households was considered for this exercise.

For illustration purposes if we looked at Table 4 and Bobcaygeon for example, 25% of the 161 hectares of vacant residential land is 40 hectares. Even if all 40 hectares were developed as low-density (ie detached dwellings), using the Growth Management Strategy (2011) density target of 16.6 units/hectare results in 666 units.

Table 4: CKL Settlement Areas³

Settlement Area	Total Land (Sq Km)	Total Land (HA)	Vacant Residential Land (HA)	Affordability Factor: 25% of Vacant Residential (HA)	Density Factor: 16.6 units/ha
Bobcaygeon	7	700	161	40	666
Fenelon Falls	4	400	89	22	369
Lindsay	23	2,300	322	81	1,337

³ While the County table is able to identify land and servicing constraints, the City's detailed analysis is pending resolution of the appealed secondary plans.

Settlement Area	Total Land (Sq Km)	Total Land (HA)	Vacant Residential Land (HA)	Affordability Factor: 25% of Vacant Residential (HA)	Density Factor: 16.6 units/ha
Omemee	2.6	260	76	19	316
Woodville	2	200	12	3	50
TOTAL	38.6	3,860	660	165	2,738

Table 5: County Settlement Areas

Settlement Area	Total Settlement Area (ha)	Total potential area of vacant land	Total Area minus constraint and infrastructure	Number of potential lots	Potential Affordable Housing @25%
West Guilford	51	16.15	2.79	9	2
Eagle Lake	53	19.94	3.56	12	3
Irondale	66	47.29	5.09	17	4
Harcourt	48	56.46	10.72	36	9
Oxtongue Lake	371	210.28	33.75	84	21
Haliburton [MAH Mod 3c]	1,086	299.64	65.66	996	249
Wilberforce	187	11.65	19.06	32	8
Highland Grove	96	59.44	10.4	17	4
Cardiff	57	30.61	1.39	28	7
Tory Hill	47	19.82	2.76	5	1
Gooderham	89	33.2	5.8	10	2
Dorset	333	179.2	28.91	72	18
Carnarvon (AH)	42	46.31	6.26	16	4
Carnarvon (MH)	65	40.59	7.38	25	6
Minden	1,362	1,092.85	152.19	2,174	543
TOTAL	3,953	2,163.43	355.72	3,511	881

Planning Act changes on the horizon will give the potential for each new lot in the settlement areas developed with a single detached dwelling to also have a secondary suite and a dwelling in an accessory building. These provincial changes would then require updates to local planning documents.

While not all of the settlement areas have municipal services that does not preclude the development of new low, medium or high density residential development.

Process

In order to actively and aggressively work toward achieving the targets a clear and established process will include the following:

1. Efficient allocations of federal and provincial funding to maximize the number of units created
2. Knowledge of other funding opportunities and different funding models to support interested partners in creating viable business plans and applications for funding
3. Housing Services is added to the stakeholder list for pre-consultation processes and included early in any development discussions in order to encourage targets
4. Housing Services is added as a Land Management committee member in order to explore municipal lands for affordable housing purposes
5. The adoption of a policy which provides guidance and clarity to partners regarding municipal incentives, affordability periods and expectations; built from the council approved Affordable Housing Framework and the Municipal Housing Facilities Bylaw
6. The use of Community Improvement Plans wherever possible as a tool to achieve affordable targets
7. Annual information/education sessions each fall for programs that can assist to achieve targets including: new construction, multi-unit rehabilitation, secondary suites, rent supplements, etc
8. Expression of interest processes each winter following the information sessions to understand viable projects that could be funded in order to assist in meeting targets
9. Municipal budget process will annually consider the municipal incentive expenses for expression of interest submissions recommended by staff to proceed (within the overall budget priorities and requirements)
10. A debt allowance be established in order for KLH Housing to plan for new developments long term debt needs in meeting targets

Other Alternatives Considered:

The recommendation of this report is to adopt the “Ideal” model. The charts below provide information on the other two models that were created; Status Quo and Moving Forward.

Chart 6

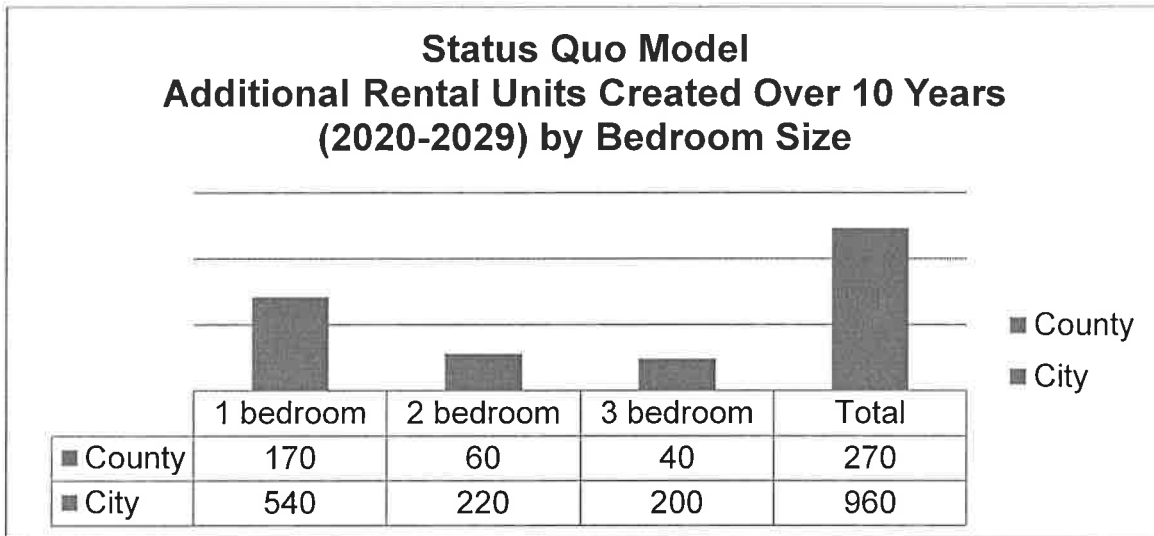


Chart 7

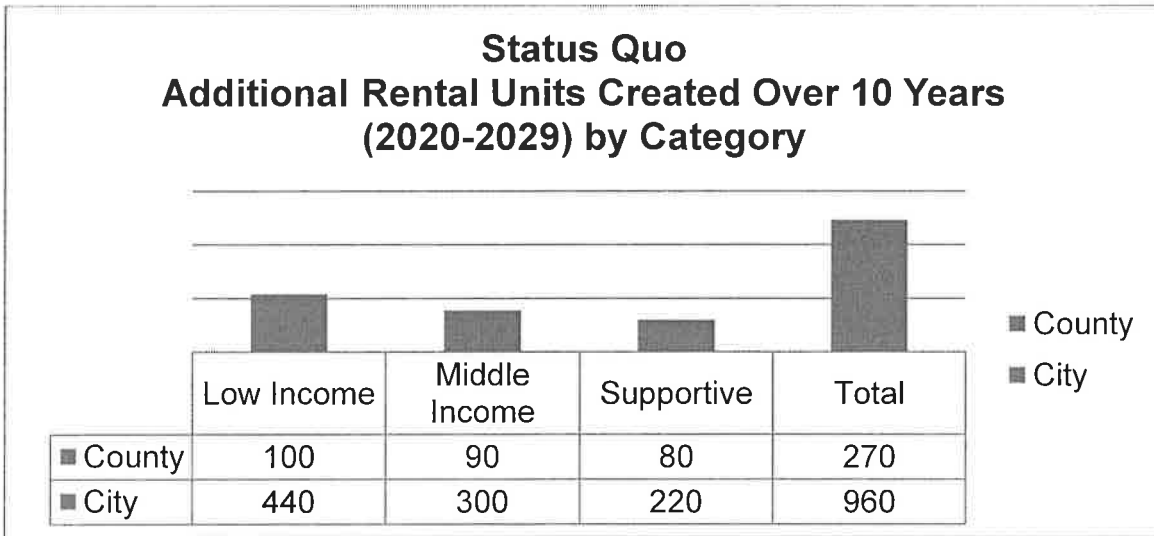


Chart 8

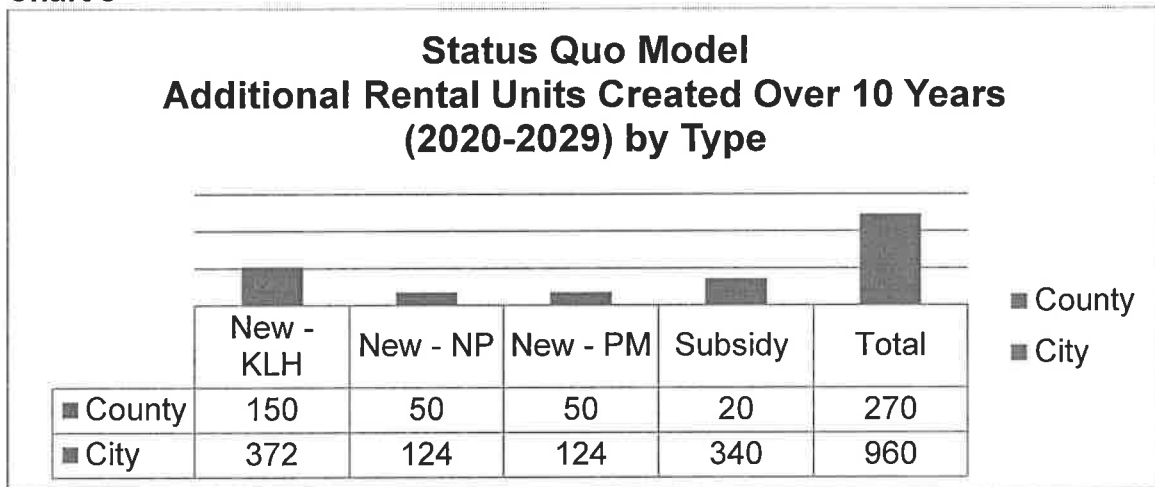


Chart 9

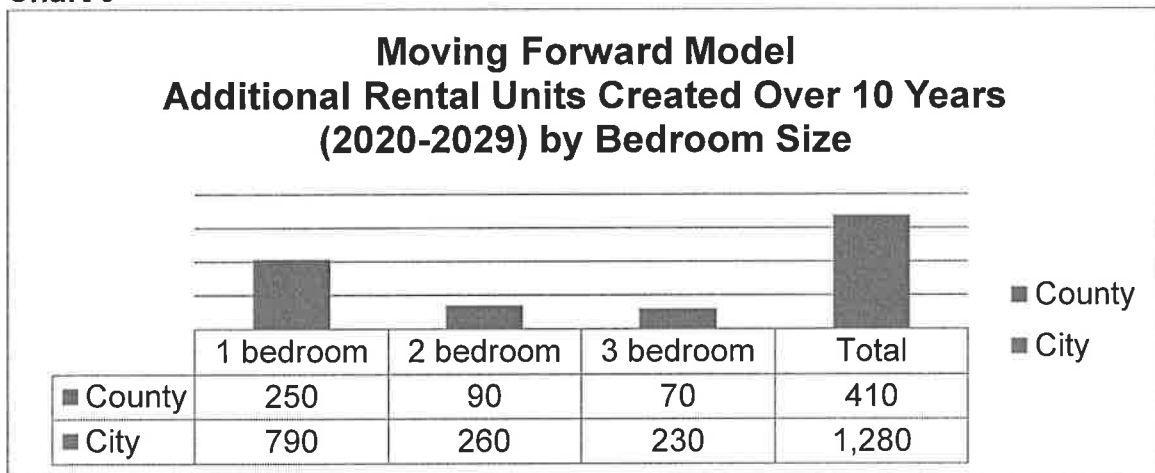


Chart 10

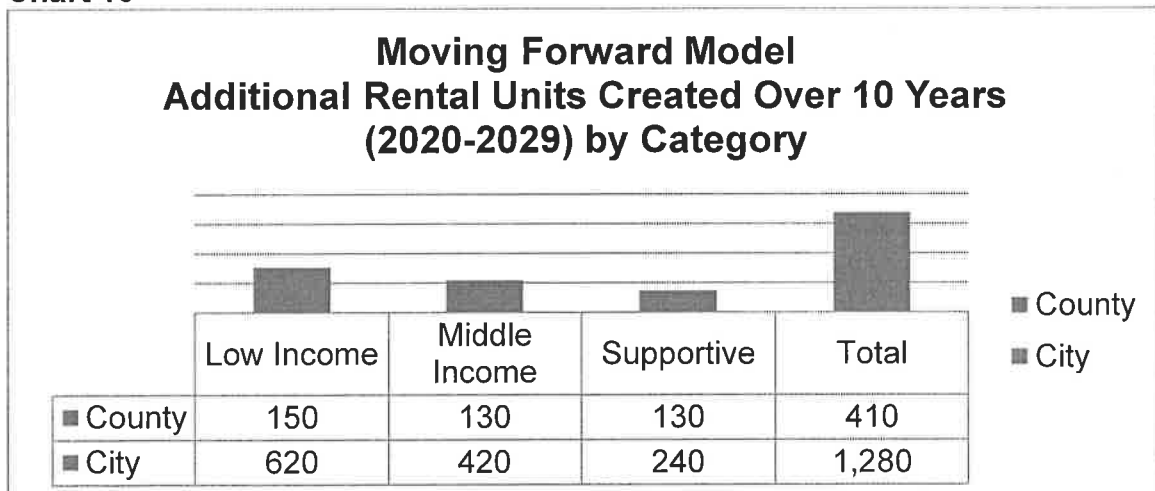
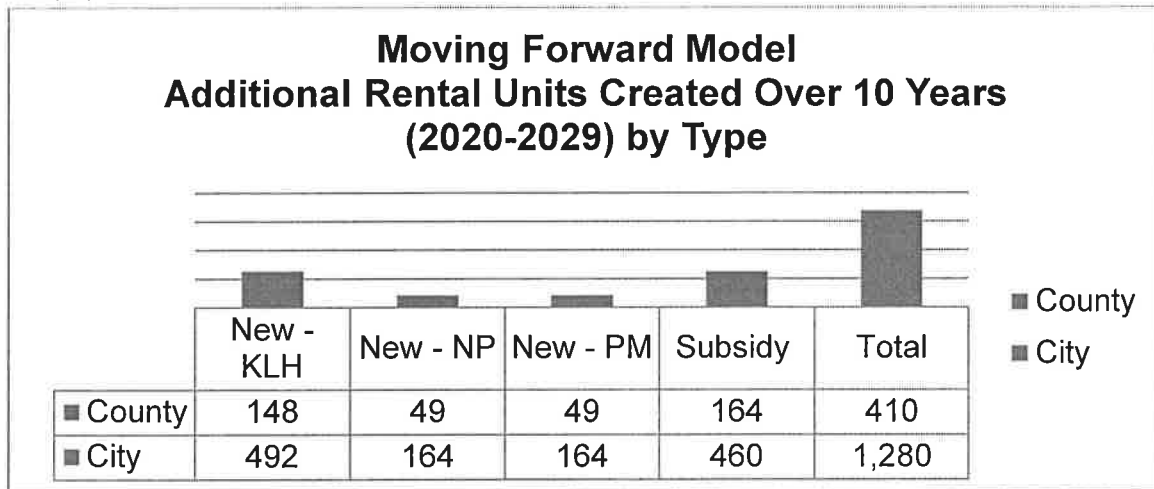


Chart 11



Financial/Operation Impacts:

It is too complex to calculate the actual municipal cost in order to achieve these targets at this point in time. There will be fluctuations in the numbers of units and types of units created annually. While subsidies could be introduced on a more regular basis year over year (depending on stock available), some development could be years in the making and potentially large enough to address a large percentage of the target independently. In order to achieve the low income targets and longer affordability periods, the greater the financial investment will need to be.

What is required is a commitment of all three levels of government to assist. Any partner in achieving the targets will need some level of assistance to provide rents affordable for the low and middle income.

Through the National Housing Strategy (NHS) access to various funding/financing is available. In addition the Province has committed to cost matching NHS funding where required providing Service Managers with funding allocations that can assist in meeting the recommended targets. Details of these programs and funding levels were presented to Councils in June.

New Construction, Rehabilitation and Secondary Suites

Providing municipal incentives to encourage new construction and rehabilitation will assist in variety of ways, all of which were detailed within the Affordable Housing Framework, adopted by councils and including such things as:

- The provision of land (donation, lease or below market value)
- Reduced or deferred property tax
- Exemptions from securities (for site plan as an example)
- Building permit fees, development charges, municipal service connection fees or charges, entrance permit fees, application fees and charges, parkland levy, etc

It is recommended that a council policy that identifies any such incentive the City or County could provide be adopted. Along with the list, levels would also be included to assist the proponent in understanding what the City or County would expect in return. For example incentives that equaled \$15,000 per unit might require the rent to be at 80% of average market rent for a period of 10 years.

The policy will assist the proponent to identify:

- which items apply to their development that are part of the list
- which incentives apply to their development situation (some incentives may not be available to a private developer or landlord, such as debt servicing)
- how does the value of the incentives impact the development (rent levels, affordability period)
- does it result in a viable financial plan that includes units which will help the City and County in meeting target

Within the expression of interest process, the value of municipal incentives would be established, such as:

- the cost of any fees or charges
- the value of capital grants
- the value of relief from security
- the estimated value of any reduced or deferred property tax
- the market value of any land being donated
- the estimated amount of debt servicing being requested

City or County budgets would incorporate the values of these requests. Once the budget and the project were approved the full value of the municipal incentives would be itemized within the municipal housing facilities agreement and the total amount registered on title. This agreement and the overarching bylaw is the authority to provide any such incentive (land, property tax, fees, charges, cash grants, etc) and outlines the obligations of each party, including

the affordability period. If breached the proponent is required to repay some or all of the value of these.

Instead of waivers or exemptions for fees and charges, transfers could take place between Housing Services (Service Manager) and other municipal departments for the value of any fees and charges on behalf of the proponent. For example connection fees, application fees, development charges. This process eliminates the need to change multiple municipal bylaws or policies to allow exemptions, keeps the same standard processes in place (in some cases only some of the units will be affordable) and allows for clean recording for all involved. It would require councils to approve a budget amount equivalent to the approved fees and charges for each project within the Human Services Department.

The policy and expression of interest criteria create a system where the higher the value of the municipal incentives, the lower the rent and the longer the affordability period. Where the City also provides an allocation of its federal/provincial funding to the project, rents and affordability periods may be further dictated at those two levels of government. The only exception to using the City's centralized community housing or homelessness list would be for those creating a second unit within their own home.

A draft of the policy is attached as Appendix A to this report. It is recommended that along with approving the targets, the policy is also adopted. The policy will allow staff to develop management directives, standard operating procedures, information and education materials, the expression of interest process, etc in order to implement that process later this year.

Supportive Targets

In addition to creating the unit, the supportive targets require some level of support service funding to ensure the tenancy is successful. This ranges from intensive case management for the homeless population to a few hours a week in personal support assistance for a senior beginning to age in place.

Objectives of the plan will go one step further than this report to identify specific population support needs. From there securing those investments either directly or with community agency partners will be required. There is no expectation at this point that any new municipal dollars can or should be identified for the support services as these costs should be addressed through provincial funds.

Subsidy in Existing Units

There are two ways to provide subsidy in existing units:

- a rent supplement attached to the unit itself; or
- a portable benefit attached to the tenant

Achieving the targets through rent supplement can follow a process where there is:

- information/education sessions with landlords/owners
- expressions of interest process
- annual budget request based on the expression of interests

Unlike the municipal incentives which are for the most part one time (with the exception of property tax), a rent supplement commitment requires stable annual ongoing funding. While there may be a small portion of new funding for this purpose, the substantial contribution will be municipal.

The portable benefit is successful especially with certain populations, like the homeless. Annually, during budget processes, Housing Services will recommend the increase in the number of portable benefits that should be added. In addition there is an expectation that the national housing benefit will be implemented in Ontario beginning in 2020. This is part of the National Housing Strategy.

Relationship of Recommendation(s) To The 2016-2019 Strategic Plan:

Setting targets and creating more affordable housing is contributing directly to Action 2.2.3.

Consultations:

Treasurer, City of Kawartha Lakes
Policy Planning Supervisor, City of Kawartha Lakes
Data Analysis Coordinator, City of Kawartha Lakes
Manager of Planning, County of Haliburton
Org Code Consulting Inc

Attachments:

Appendix A - Affordable Housing Incentives Policy



Draft CP2019-XXX
Affordable Housing Ir

Department Head E-Mail: rsutherland@kawathalakes.ca

Department Head: Rod Sutherland

Council Policy No.:	CP2019-XXX
Council Policy Name:	Affordable Housing Incentives
Date Approved by Council:	September 2019
Date revision approved by Council:	
Related SOP, Management Directive, Council Policy, Form	

Policy Statement and Rationale:

The City of Kawartha Lakes is the provincially designated Service Manager for the administration and delivery of Housing and Homelessness services under the Housing Services Act ("the Act") within the City and the County of Haliburton.

Although the City is the designated Service Manager within the Act for the City and County, policy direction with financial impacts for both are developed in a coordinated approach.

This policy is applicable for additional affordable housing in both the City and the County since the Service Manager is the responsible party for approval and administration of the Municipal Housing Facility Bylaw and any project specific agreements occurring under that bylaw. The Service Manager is also the recipient and responsible for any federal and/or provincial affordable housing funding.

In connection with the council adopted Affordable Housing Framework, this policy will provide clarity and guidance to proponents wishing to assist the City or County in the development of new affordable housing units and more specifically in achieving targets established in the 2020-2029 Housing & Homelessness Plan.

Any incentive or funding will apply only to the unit(s) which meet or exceed the definition of affordable housing for the City and County as defined in Bylaw 2018-057.

Scope:

Eligible Proponent Types:

- KLH Housing Corporation (KLH)
- Community Housing Provider (CHP)
- Private Non Profit (PNP)

- Private Developer (PD)
- Habitat for Humanity (HH)
- Homeowner (HO)

Available Municipal Incentives:

The incentives listed in Table 1 are provided in order for proponents to complete expression of interest packages. While councils have approved these items as incentives to help create affordable housing units, proponents and budgets must still be approved on a case by case basis.

Table 1: Municipal Incentives

Incentive	Method	Eligible Proponent	Program Type
Municipally Owned Land	Donation	KLH, CHP, HH	New Rental Construction
Municipally Owned Land	Lease	KLH, CHP, PNP	New Rental Construction
Municipally Owned Land	Below Market Value	KLH, CHP, PNP, PD, HH	New Rental or Ownership Construction
Land Management Fees & Charges	Offsetting grant	KLH, CHP, PNP, PD, HH	New Rental or Ownership Construction
Property Tax Exemption	Offsetting grant	KLH, CHP, PNP	New Rental Construction
Property Tax Deferral	Offsetting grant	PD	New Rental Construction, Secondary Suite, Rehabilitation
Pre Consultation Fee	Offsetting grant	KLH, CHP, PNP, PD, HH	New Rental Construction, Secondary Suite, Rehabilitation
Zoning application fee, advertising fee	Offsetting grant	KLH, CHP, PNP, PD, HH	New Rental or Ownership Construction, Rehabilitation, Secondary Suite
Official Plan Amendment application fee, advertising fee	Offsetting grant	KLH, CHP, PNP, PD, HH	New Rental or Ownership Construction, Rehabilitation,

Council Policy

Incentive	Method	Eligible Proponent	Program Type
			Secondary Suite
Removal of Holding System application fee, advertising fee	Offsetting grant	KLH, CHP, PNP, PD, HH	New Rental or Ownership Construction, Rehabilitation, Secondary Suite
Minor Variance application fee, advertising fee	Offsetting grant	KLH, CHP, PNP, PD, HH	New Rental or Ownership Construction, Rehabilitation, Secondary Suite
Consent Fees, advertising fee	Offsetting grant	KLH, CHP, PNP, PD, HH	New Rental or Ownership Construction, Rehabilitation, Secondary Suite
Site Plan Application Fees	Offsetting grant	KLH, CHP, PNP, PD, HH	New Rental or Ownership Construction
Site Plan Security	Requirement to provide waived	KLH, CHP, PNP, PD, HH	New Rental or Ownership Construction
Subdivision or Condominium application fee, advertising fee	Offsetting grant	KLH, CHP, PNP, PD, HH	New Rental or Ownership Construction
Building Permit Fee	Offsetting grant	KLH, CHP, PNP, PD, HH	New Rental or Ownership Construction, Rehabilitation, Secondary Suite
Demolition Permit Fee	Offsetting grant	KLH, CHP, PNP, PD, HH	New Rental or Ownership Construction, Rehabilitation
Accessory Dwelling Unit Permit	Offsetting grant	KLH, CHP, PNP, PD, HH	Secondary Suite
Landfill Tipping Fees, contaminated soil & construction/demolition waste	Offsetting grant	KLH, CHP, PNP, PD, HH	New Rental or Ownership Construction, Rehabilitation, Secondary Suite



Council Policy

Incentive	Method	Eligible Proponent	Program Type
Development Charges	Offsetting grant	KLH, CHP, PNP, PD, HH	New Rental or Ownership Construction
Development Application Approvals Process (DAAP) fees	Offsetting grant	KLH, CHP, PNP, PD, HH	New Rental or Ownership Construction
Parkland Levy	Requirement to provide land or cash value waived	KLH, CHP, PNP, PD, HH	New Rental or Ownership Construction
Entrance Permit	Offsetting grant	KLH, CHP, PNP, PD, HH	New Rental or Ownership Construction
Conservation Permit Fee	Offsetting grant	KLH, CHP, PNP, PD, HH	New Rental or Ownership Construction
Demolition Water Turn Off Service	Offsetting grant	KLH, CHP, PNP, PD, HH	New Rental or Ownership Construction, Rehabilitation
Water & Sewer Connection Fee	Offsetting grant	KLH, CHP, PNP, PD, HH	New Rental or Ownership Construction, Rehabilitation, Secondary Suite
Water & Sewer Frontage Charges	Offsetting grant	KLH, CHP, PNP, PD, HH	New Rental or Ownership Construction, Rehabilitation, Secondary Suite
Water Responsibility Agreement Security	Security requirement waived	KLH, CHP, PNP, PD, HH	New Rental or Ownership Construction
Municipal Improvement Cost Sharing	Offsetting grant	KLH, CHP, PNP, PD, HH	New Rental or Ownership Construction
Debt Servicing Assistance	Secured financing only, reimbursement of interest and principal payments responsibility of proponent	KLH, CHP	New rental construction

Incentive	Method	Eligible Proponent	Program Type
Cash Contribution	Grant	KLH, CHP	New rental construction
Rent Supplement/Housing Allowance Funding	Operating subsidy	KLH, CHP, PNP, PD, HO	Existing Rental

Other Funding:

In addition, the Service Manager may have access to allocations of funding under certain federal and/or provincial programs. Any funding available within these programs will be communicated during the annual information/education sessions and Expression of Interest.

Rental Affordability Period:

In order to receive incentives, proponents will be required to meet affordable rents for a period of time. That period of time, or affordability period, will be established by considering the per unit contribution to the project by totalling the value of all incentives. The affordability period would range from a minimum of five years to a maximum of forty years.

Ownership Affordability Period:

In order to receive incentives, proponents will be required to initially offer the home at an affordable price, as agreed to by Service Manager.

Agreements:

New development ownership and rental proponents will enter into formal agreements that outline the requirements including the affordable home prices or rents, the affordability period and the value of each incentive provided. The total value of the incentives will be registered on the title of the property. Registrations will not be removed until conditions are met (home sold at affordable price or end of affordability period). Should the agreement be breached at any point during its term, the full value of the original incentives provided will become due and payable to the Service Manager.

Existing rental proponents receiving rent supplement or housing allowance subsidies will enter into agreements that outline the requirements including the rents and affordability periods. These agreement are not registered on title as they are receiving monthly payments in order for tenants to receive a subsidy.



Council Policy

Policy:

1. Following the scope of this policy staff will develop management directives, standard operating procedures, applications, information and education packages.
2. At least once each year this information will be delivered through workshops in the City and the County to interested proponents comprising at minimum of:
 - a. Overview of the plan and targets
 - b. Policy overview
 - c. How to participate in the Expression of Interest
 - d. Next steps following the Expression of Interest
 - e. Feedback on the policy and process
3. An Expression of Interest process will be developed by staff and documented within management directives or standard operating procedures.
4. At least once each year, following information sessions and prior to budgets being established, a request for Expressions of Interest will be communicated publically. The requirements of the Expression of Interest process will include, but not be limited to some of the following:
 - a. How the project meets the affordable housing targets
 - b. A calculation and a sliding scale which provides the anticipated price or rental charge and affordability period based the dollar value of the incentives or funding being provided
5. Staff will assess Expressions of Interest in order to make recommendations during subsequent budget cycles.
6. Following approvals, proponents will be required to enter into municipal housing facilities agreement with the City.

Revision History:

Proposed Date of Review:

Revision	Date	Description of changes	Requested By
0.0	[Date]	Initial Release	



Council Policy

The Corporation of the City of Kawartha Lakes

Committee of the Whole Report

Report Number HH2019-010

Meeting Date: November 5, 2019

Title: 2020-2029 Housing and Homelessness Plan

Description: Endorsement of the 2020-2029 Housing and Homelessness Plan

Ward Number: All

Author and Title: Hope Lee, Manager, Human Services (Housing)

Recommendation(s):

That Report HH2019-010, 2020-2029 Housing and Homelessness Plan, be received;

That the 2020-2029 Housing and Homelessness Plan, included as Appendix A to Report HH2019-010, be endorsed; and

That this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

Department Head:_____

Financial/Legal/HR/Other:_____

Chief Administrative Officer:_____

Background:

Kawartha Lakes is the designated Service Manager, responsible for housing and homelessness in a service area that includes both Kawartha Lakes and the County of Haliburton (the 'County').

The Housing Services Act, 2011 (HSA) requires all Service Managers to develop a 10 year Housing and Homelessness Plan (HHP). The HHP establishes priorities for housing and homelessness services based on targeted consultations and research. At least once every five years, the service manager shall review its housing and homelessness plan and amend it as the service manager considers necessary or advisable.

The Plan must be consistent with legislation, Ontario Regulations and the provincial Housing Policy Statement, and must include:

- An assessment of current and future housing needs within the service manager's service area;
- Objectives and targets related to housing needs;
- A description of how progress towards meeting the objectives and targets will be measured; and
- Strategies to measure and report publicly on progress under the plan.

The 10 Housing and Homelessness Plan (2014-2023) was approved by Council as Service Manager for Kawartha Lakes and the County, in 2014 with implementation beginning as of February 2014. The five year review had to be initiated by January 1, 2019 and be completed, approved by council and submitted to the ministry by December 31, 2019.

The HHP will enable Kawartha Lakes and the County to:

- Create a long term community vision, shared goals, agreed upon priorities and strategies for a continuum of housing and homelessness services;
- Improve access to adequate, suitable and affordable housing;
- Coordinate and integrate housing and homelessness services to assist families and individuals;
- Assist in determination of housing and homelessness funding including but not limited to priorities and processes
- Prepare for future senior government funding and partnership opportunities;

- Make recommendations on process and structure of service delivery within Kawartha Lakes and the County and with their delivery partners.

The HHP Review and Update will result in a new 10 year plan, covering 2020-2029. While the Ministry requirement is only for a mid-point update to the current plan, strategically we need to be looking at the long term as well. This approach will facilitate that long term planning goal. The intent is that another refresh of the plan, in essence a further ten year plan, will be developed in five years' time, 2024 and every five years thereafter.

If as part of the review, a Service Manager determines it necessary to amend the plan, such as Kawartha Lakes has done, consultations with the public and the Minister need to take place.

Rationale:

The HHP's objectives and the Affordable Housing Targets are established through an assessment of local needs considering current and historical variables. Development of the HHP has included a number of process steps:

- Establishment of a project coordinating committee made up of both Kawartha Lakes and County staff
- Review of the existing plan to identify both accomplishments and unfinished objectives
- A local assessment including current and historical variables resulting in the publication of a comprehensive needs assessment companion document
- In person interviews with lived experience individuals
- Online surveys with a range of household types with a range of income categories
- Small and large public consultations
- A draft of the HHP has been submitted to the Ministry to meet the review requirement, although the Minister does not approve plans but may make recommendations for consideration

Plans must address the provincial interests outlined in the HSA and be developed in accordance with the Ontario Housing Policy Statement. The Kawartha Lakes and County HHP has been structured to match the eight policy areas of the Ontario Housing Policy Statement.

One final consideration to complete the refreshed plan is setting the target for the number of additional affordable units that Kawartha Lakes and the County will strive to achieve over the next term of the plan (2020-2029).

Three target models were developed and presented to Council (Report HH2019-008, Affordable Housing Targets) at the September 10, 2019 Committee of the Whole meeting. The three models were:

1. Status Quo: Planning toward things not getting worse, considers small gains being made over the past few years have been important, but not enough. Targets are set that increase the numbers of units but is just keeping pace with overall growth. There is not a real proportionate increase in units for the population.
2. Moving Forward: Housing needs are not eliminated, but considerable gains are made in working to address them. The increase in units starts to lower proportionate gap in the need. It will take approximately 20 years to meet demand at this model's development rate.
3. Ideal: The overall need is explored in the context of identifying the volume of housing needs by dwelling unit size. The numbers of units increase significantly to meet the demand within 10 years.

The recommended target is the Ideal model as it provides direction and supports planning to identify how affordable housing demand can be met over the next 10 years.

The HHP includes the recommended targets of the Ideal Model for the next 10 years, 2,000 units for Kawartha Lakes and 750 units for the County. Haliburton County Council has adopted the Ideal Model.

The recommendation for establishing the City's affordable housing targets will be presented to Council at the November 19, 2019 Regular Meeting. Should any changes be made by Council, those will be revised in the final approved HHP.

Financial/Operation Impacts:

There are no direct financial or operation impacts as a result of the HHP. Any impacts will be considered and presented to Council for approval as they are explored and developed.

Relationship of Recommendation(s) To The 2016-2019 Strategic Plan:

The HHP objectives contribute directly to Exceptional Quality of Life, specifically to increasing the supply of affordable housing under the Improved Wellness, Well-Being and Community Health objective.

Consultations:

Manager, Human Services (Social Services), City of Kawartha Lakes
Program Supervisor, Housing Help, City of Kawartha Lakes
Program Supervisor, KLH Housing Corp, City of Kawartha Lakes
Homelessness System Resource Coordinator, City of Kawartha Lakes
Data Analysis Coordinator, City of Kawartha Lakes
Executive Assistant, Human Services, City of Kawartha Lakes
Strategy & Performance Specialist, City of Kawartha Lakes
Policy Planning Supervisor, City of Kawartha Lakes
Finance Coordinator, City of Kawartha Lakes
Manager, Economic Development, City of Kawartha Lakes
Treasurer, County of Haliburton
Director of Planning/Deputy CAO, County of Haliburton

Attachments:



**KL Housing and
Homelessness Plan :**

Appendix A: 2020-2029 Housing and Homelessness Plan

Department Head E-Mail: rsutherland@kawarthalakes.ca

Department Head: Rod Sutherland

Building Stronger Communities

The City of Kawartha Lakes & the County of Haliburton Housing & Homelessness Plan 2020-2029



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Acknowledgements

The Housing and Homelessness Plan (HHP) for the City of Kawartha Lakes and the County of Haliburton reflects the efforts of many stakeholders. We would like to acknowledge the work of the Housing and Homelessness Plan Project Coordinating Committee in developing this plan.

Project Coordinating Committee Members:

Hope Lee – Manager, Human Services (Housing), City of Kawartha Lakes

Rod Sutherland – Director, Human Services, City of Kawartha Lakes

Janine Mitchell – Manager, Human Services (Social Services), City of Kawartha Lakes

Michelle Corley – Program Supervisor, Housing Help, City of Kawartha Lakes

Jocelyn Blazey – Homelessness System Resource Coordinator, City of Kawartha Lakes

Aaron Mulcaster – Data Analysis Coordinator, City of Kawartha Lakes

Holly Russett – Executive Assistant, Human Services, City of Kawartha Lakes

Sandy Thomas – Program Supervisor, KLH Housing Corp, City of Kawartha Lakes

Brenda Stonehouse – Strategy & Performance Specialist, City of Kawartha Lakes

Leah Barrie – Policy Planning Supervisor, City of Kawartha Lakes

Nancy Paish – Finance Coordinator, City of Kawartha Lakes

Rebecca Mustard – Manager, Economic Development, City of Kawartha Lakes

Elaine Taylor – Treasurer, County of Haliburton

Charlsey White – Director of Planning/Deputy CAO, County of Haliburton

We would also like to recognize the important contribution of time and expertise made by local committees, those with lived experience, community organizations, municipal staff and citizens in the development of the plan.

What is the Plan?

The City is the designated Service Manager, responsible for housing and homelessness in a service area that includes:

- The City of Kawartha Lakes (Kawartha Lakes)
- The County of Haliburton (County)

The Ministry of Municipal Affairs and Housing (MMAH) under the Housing Services Act, 2011 (HSA) requires all Service Managers to develop a 10 year Housing and Homelessness Plan (“the Plan”). The Plan will establish priorities for housing and homelessness services based on targeted consultations and research. At least once every five years, the service manager shall review its housing and homelessness plan and amend it as the service manager considers necessary or advisable.

The Plan must be consistent with legislation, Ontario Regulations and the provincial Housing Policy Statement, and must include:

- An assessment of current and future housing needs within the service manager’s service area;
- Objectives and targets related to housing needs;
- A description of how progress towards meeting the objectives and targets will be measured; and
- Strategies to measure and report publicly on progress under the plan.

The 10 Year Housing and Homelessness Plan (2014-2023) was approved by Council as Service Manager for the City and County, in 2014 with implementation beginning as of February 2014. The five year review must be initiated by January 1, 2019 and be completed, approved by council and submitted to the Ministry by December 31, 2019.

The Plan will enable Kawartha Lakes and the County to:

- Create a long term community vision, shared goals, agreed upon priorities and strategies for a continuum of housing and homelessness services;
- Improve access to adequate, suitable and affordable housing;
- Coordinate and integrate housing and homelessness services to assist families and individuals;
- Assist in determination of housing and homelessness funding including but not limited to priorities and processes
- Prepare for future senior government funding and partnership opportunities;
- Make recommendations on process and structure of service delivery within Kawartha Lakes and the County and with their delivery partners.

The HHP Review and Update will result in a new 10 year plan (2020-2029). While the Ministry requirement is only for a mid-point update to the current plan, strategically we need to be looking at the long term as well. This approach will facilitate that long term planning goal. The intent is that another refresh of the plan, in essence a further ten year plan, will be developed in five years' time, 2025 and every five years thereafter.



Achievement from the Previous Plan



Goal

Increase the supply of housing



Accomplishments

- Completed 81 new units in Lindsay, Minden and Haliburton
- Another 48 units under construction in Lindsay and Haliburton
- Approximately 67 more units in pre development phases in Lindsay, Fenelon and Minden
- Established 15 additional rent supplement units in Lindsay, Minden, Cardiff and Haliburton



Goal

Increase the supply of affordable housing



Accomplishments

- Established 57 additional housing allowances in Lindsay, Fenelon, Minden and Haliburton
- Assisted 100 first time home buyers with Homeownership down payment assistance, 70 in CKL and 30 in the County
- Created 47 portable housing benefits



Goal

Created a Housing Services model that strenghtened person-centred access to housing retention and homelessness prevention programs



Accomplishments

- Approximately \$800,000 annually in financial benefits to low income households
- Emergency home repairs
- Housing search assistance
- ID replacement



Goal

Homelessness response



Accomplishments

- 20K Homes community
- Conducted 1st enumeration in 2016, 2nd in 2018
- Development of a By Name List
- Secured capital and operating funding for 24-unit building for homeless population
- Investments towards Housing First approach
- Implementation of the Coordinated Entry System



Goal

Created a program for low income homeowners to access interest free loans and grants for repairs, energy efficient improvements and accessibility renovations



Accomplishments

- Assisted 124 homeowners with interest free loans and grants, 66 in CKL and 58 in the County



Goal

Other Activities



Accomplishments

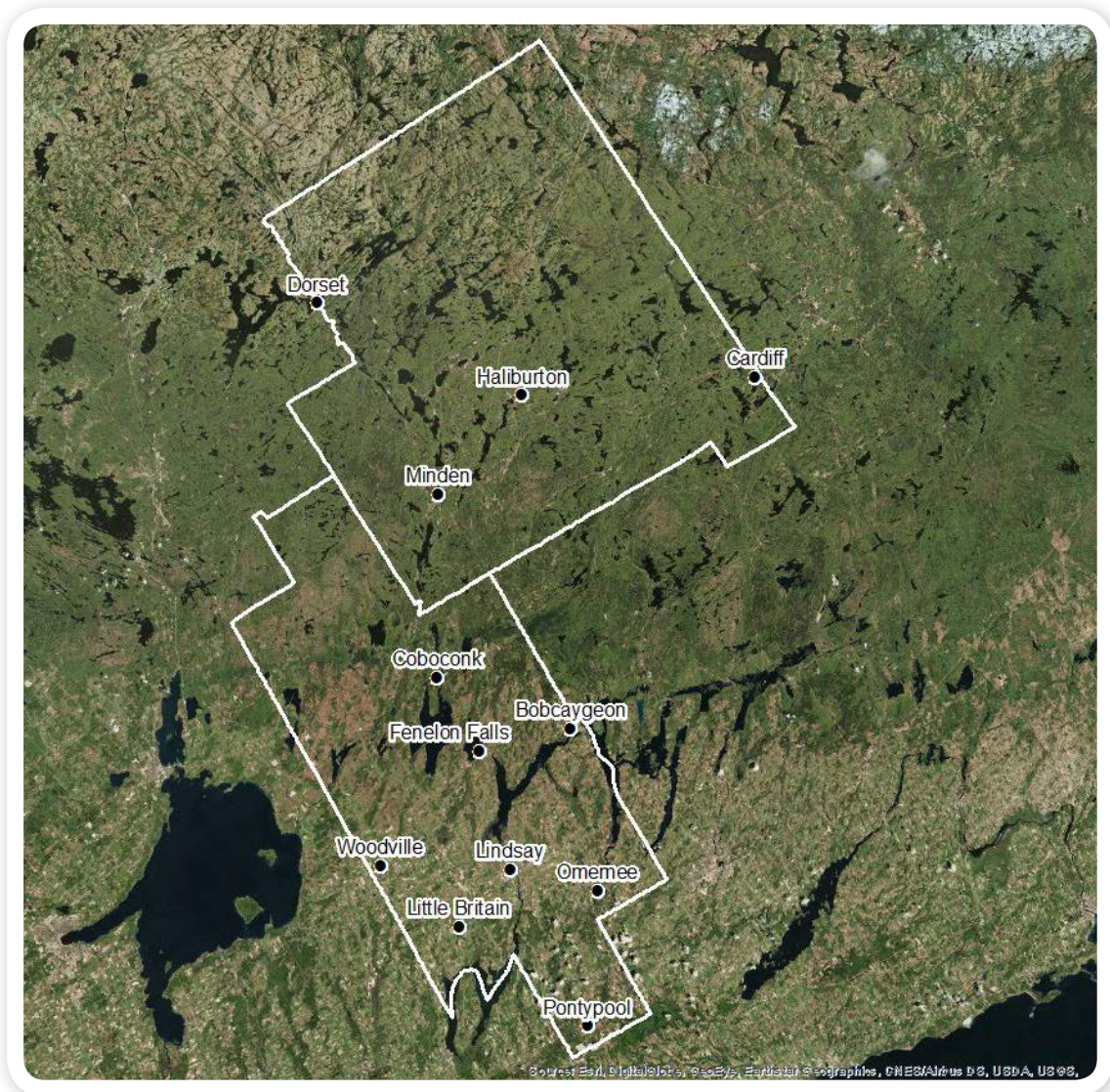
- **Council adopted Affordable Housing Framework.** Implementation of a variety of tools over a 6 year period to help encourage the development of affordable housing to meet official plan commitments
- **Asset Management Plan.** Overview and recommendations for sustaining the community housing assets that the City/County are responsible for under the Housing Services Act
- **Housing Master Plan.** Plan for the community housing assets for the City and County to 2041.



Area Context

The City of Kawartha Lakes covers a land area of 3,067 square kilometres, a population of approximately 75,420 residents and has over 250 lakes. The County of Simcoe and the District of Muskoka are to the northwest, the County of Haliburton to the northeast, to the east is the County of Peterborough and on the south and southwest is Durham Region.

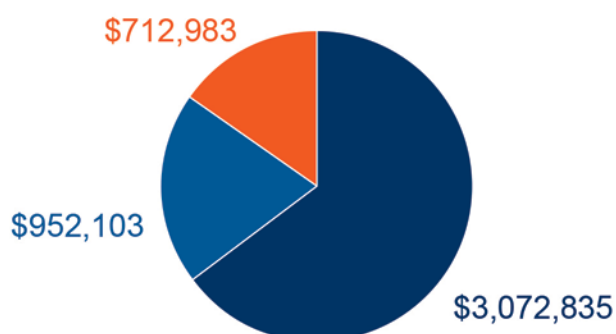
The County of Haliburton also known as the Haliburton Highlands, is comprised of four separate municipalities covering over 4,000 square kilometres of natural landscapes and over 600 lakes. The County is home to approximately 18,065 residents. As previously noted, the County is to the northeast of the City and shares boundaries with the District of Muskoka, Hastings County, the District of Nipissing and the County of Peterborough.



2019 Programs & Funding

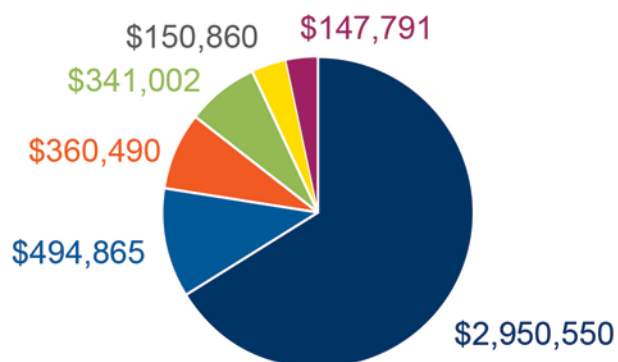
Community Housing Programs

Revenue Sources for the Community Housing Program (2019)
(\$4,737,921)



- City of Kawartha Lakes Portion
- County of Haliburton Portion
- Federal Funding Portion

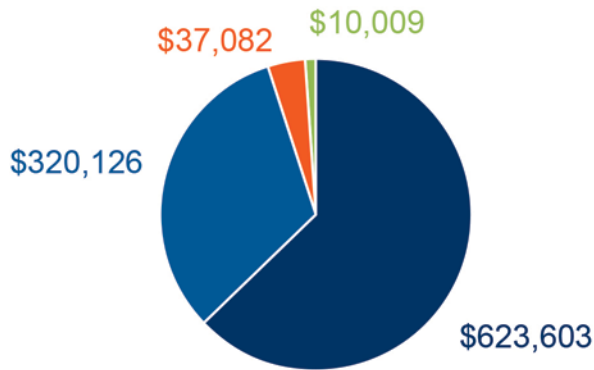
Community Housing Subsidy Costs by Housing Provider (2019)
(\$4,445,558)



- KLH Housing Subsidy
- HCHC (Haliburton Community Housing) Subsidy
- Staanworth Subsidy
- Monmouth Subsidy
- NHIL (Neighbourhood Housing) Subsidy
- FAILA (Fenelon Area Independent Living) Subsidy

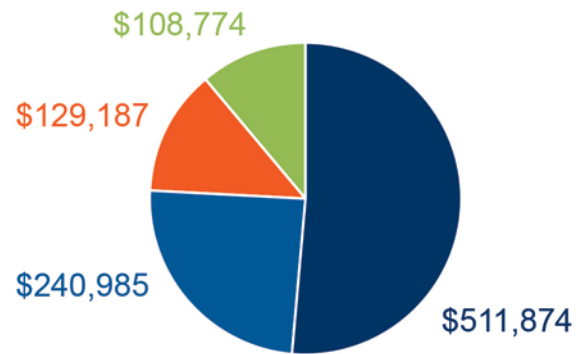
Rent Supplement & Housing Allowances

Revenue Sources for Rent Supplement and Housing Allowance Programs (2019)
(\$990,820)



- City of Kawartha Lakes Portion
- Provincial Funding Portion
- Federal Funding Portion
- County of Haliburton Portion

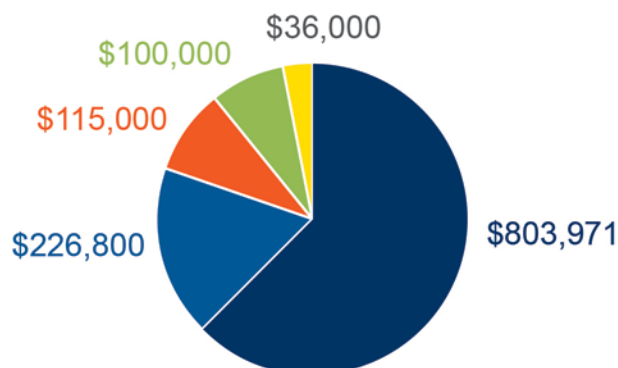
Rent Supplement and Housing Allowance Costs (2019)
(\$990,820)



- Commercial Rent Supplement
- Strong Communities Rent Supplement
- DOOR (Delivering Opportunities for Ontario Renters) Housing Allowance
- Municipal Rent Supplement

Affordable Housing Program Allocations

Affordable Housing Program Allocations (2019)
(\$1,281,771)

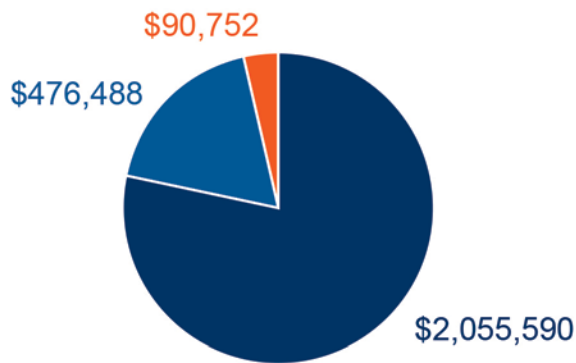


- New Rental Housing
- Kawartha Haliburton Renovates Program
- Homeownership Program
- Habitat Homeownership
- Housing Assistance Benefit

Homelessness Programs & Services

Revenue Sources for Homelessness Programs and Services (2019)

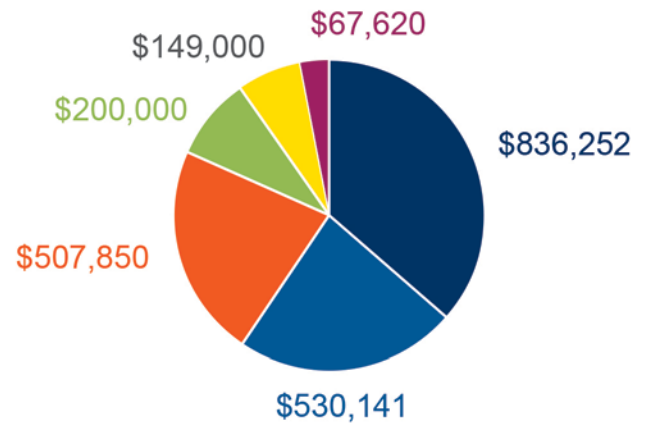
(\$2,622,830)



- Provincial Funding Portion
- City of Kawartha Lakes Portion
- County of Haliburton Portion

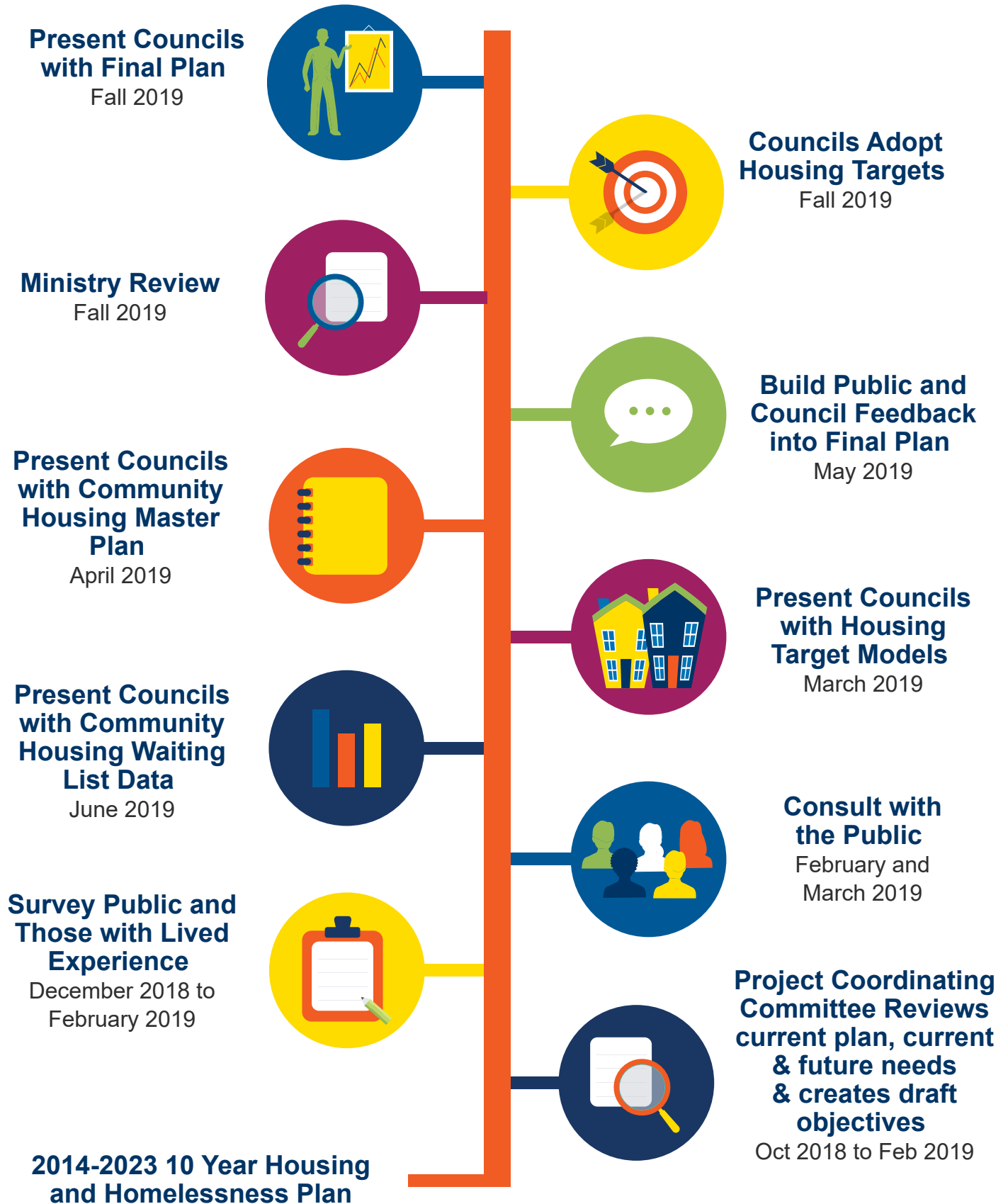
Homelessness Program and Service Costs (2019)

(\$2,290,863)



- HPS (Homelessness Prevention Supports) Benefits
- Housing First Supports
- Emergency Shelter
- Portable Benefits
- Housing Allowances
- Transitional Housing

How Was the Plan Developed?



Assessment of Current State and Future Housing Needs

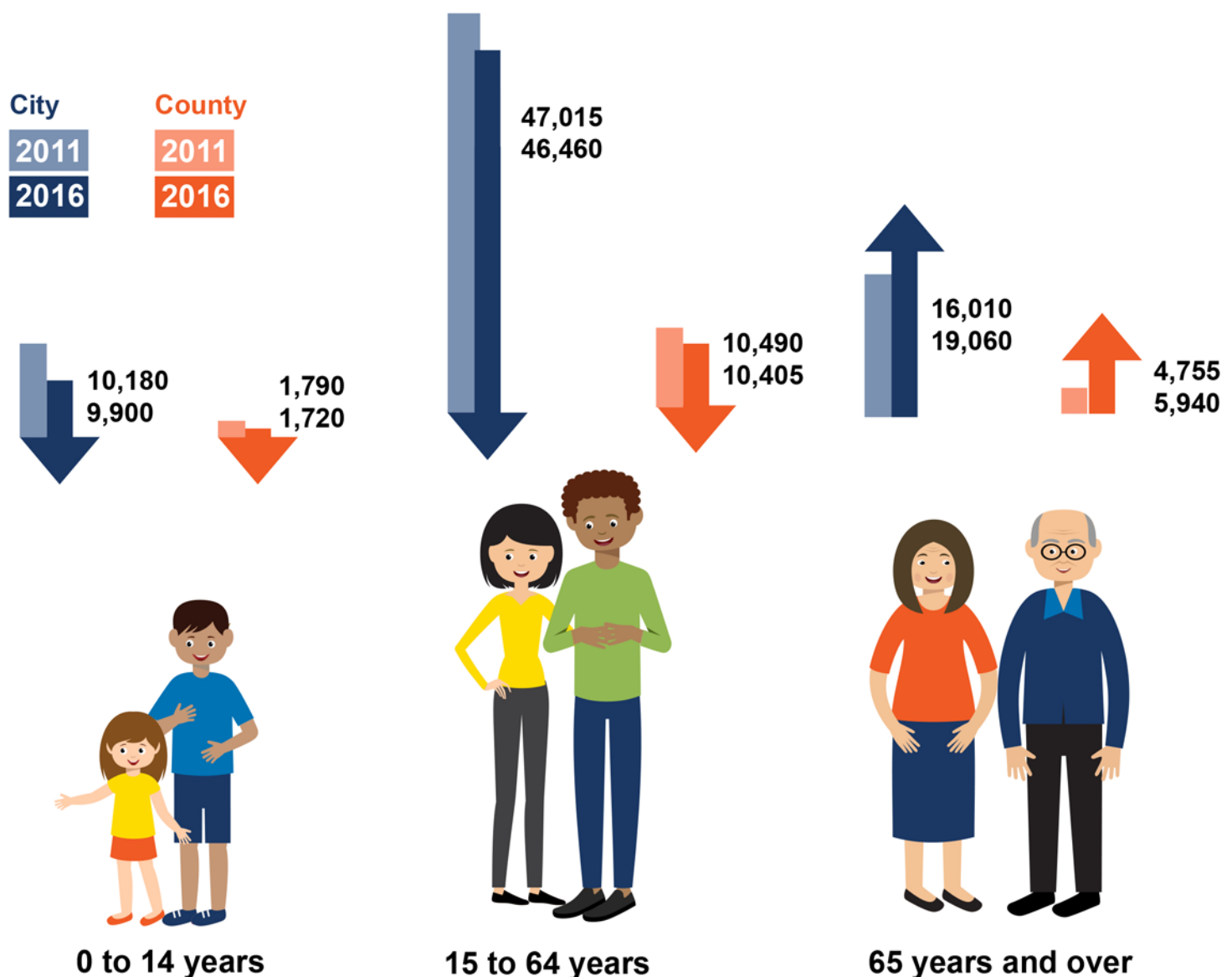
The objectives, outcomes and targets within the plan are based on a comprehensive review of local data from a variety of sources including Statistics Canada, Canada Mortgage and Housing Corporation, Ministry of Finance, the City and County, etc. The [CKL-H Housing & Homelessness Assessment Report](#) provides details on the data reviewed and considered.

Key themes:

In both the City and County the population continues to age

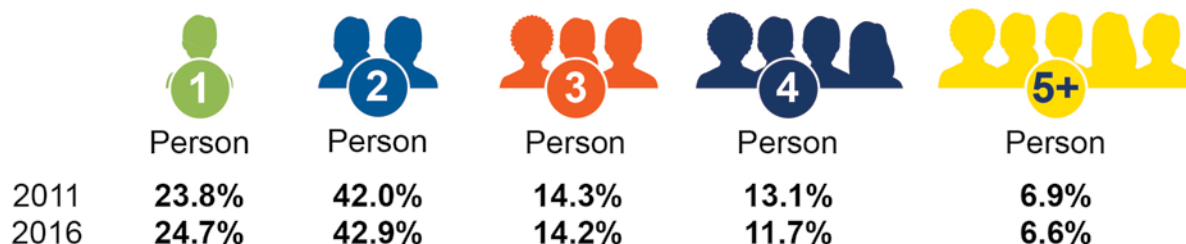
- In the City, those 65 and over grew from 21.9% in 2011 to 25.3% in 2016, or an increase from 16,010 residents 65 and over to 19,060 residents 65 and over
- In the County, those 65 and over grew from 27.9% in 2011 to 32.9% in 2016, or an increase from 4,755 residents 65 and over to 5,940 residents 65 and over

Population Changes in Service Area (City and County)

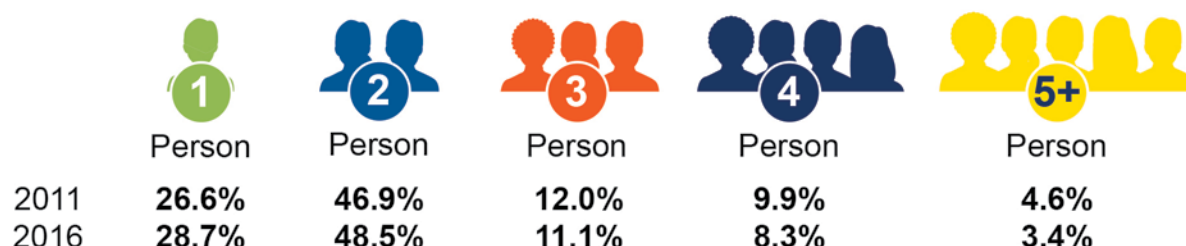


Two thirds of all housing across the service area is occupied by only one or two people.

Household Sizes (City)



Household Sizes (County)



Single detached homes continue to make up the majority of the living spaces creating a mismatch to the aging population and the number of smaller households

- 83% in the City
- 90% in the County
- In the City between 2011-2016, 73% of all additional housing created were single detached homes
- In the County between 2011-2016, 88% of all additional housing created were single detached homes

Between 2011 and 2016 there has been an increase in the percentage of renters that are spending 30% or more of their income on rent

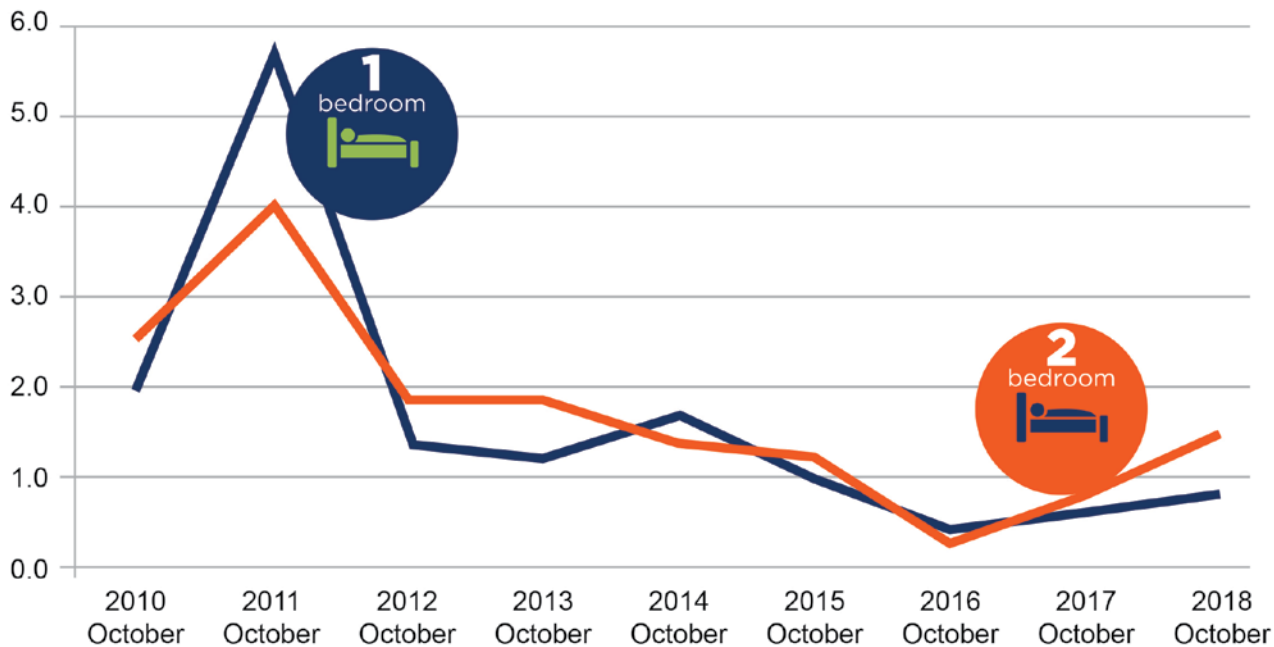
- Increased from 46% to 51.7% in the City
- Increased from 38.7% to 49.5% in the County

Shelter Costs for Renters in Service Area (City and County)

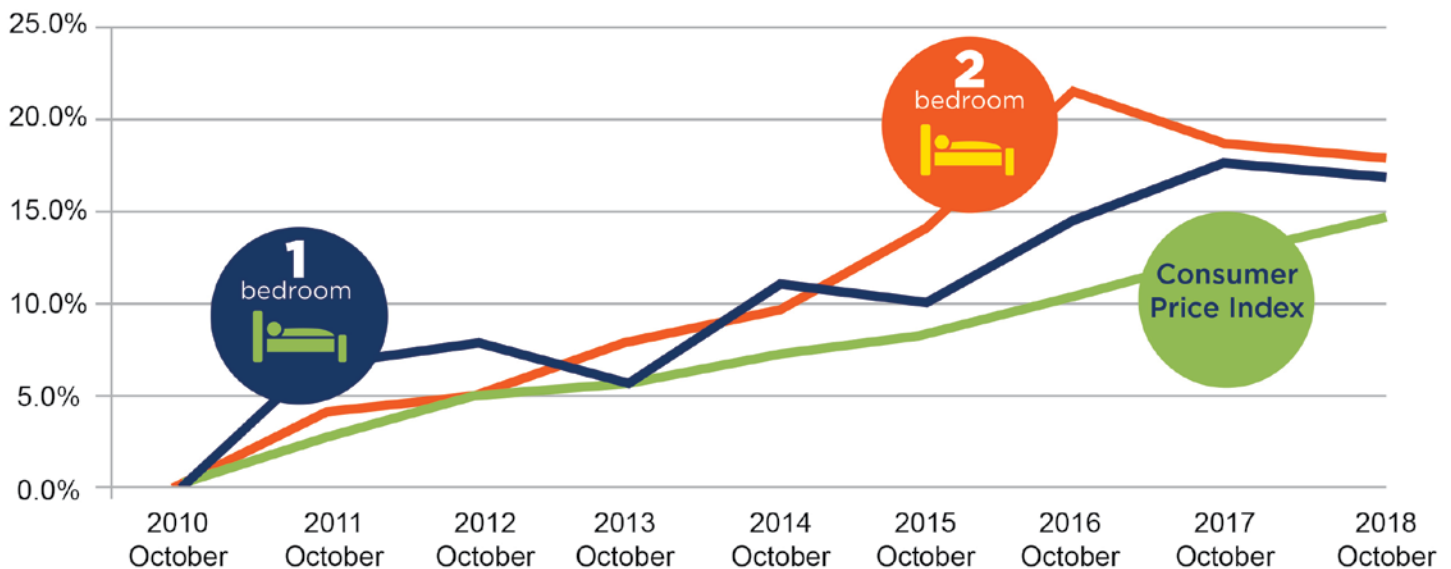


The average market rent for an occupied unit has increased approximately 20% since 2010 while vacancy rates decrease.

Vacancy Rates (Service Area)



Market Rent Increase (Service Area)



There are almost 1,700 unique households on the CKL-H Community Housing waiting list

- 375% increase since 2013
- Less than 100 of the just over 1,000 units vacate annually resulting in an average waiting time of just over 4 years

Centralized Waiting List for Community Housing Units

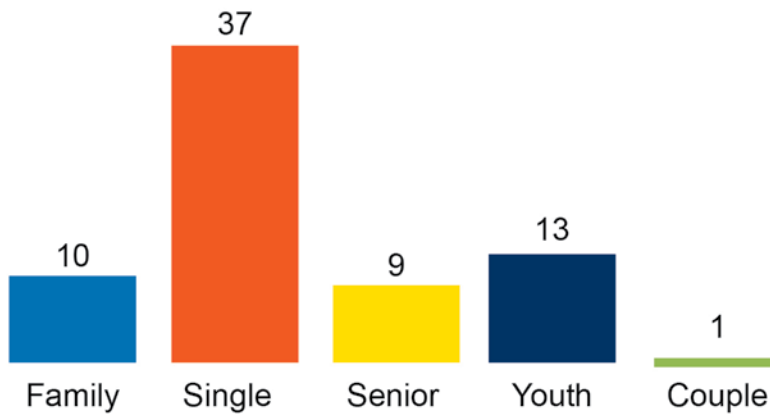


Households who apply today may wait as long as 7 years.

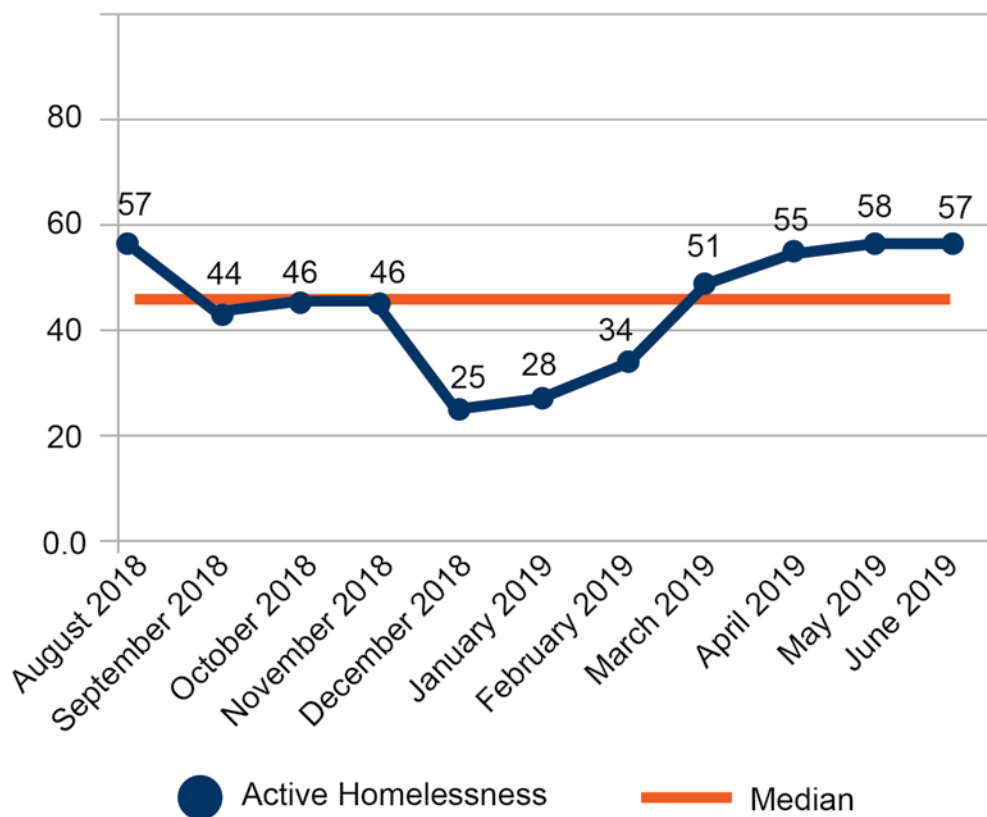
Unit Size	Over the past 4 years, average wait time for most applicants (years)			
	All	Haliburton	Lindsay	Kawartha Lakes (not Lindsay)
1 bedroom	4.64	3.61	5.23	3.40
2 bedroom	4.01	2.78	4.11	1.58
3 bedroom	3.60	1.29	3.61	N/A
4 bedroom	1.13	1.13	N/A	N/A
Bachelor	4.56	N/A	4.56	N/A
Total	4.30	3.58	4.83	3.39

Homelessness By-Name List (BNL)

Demographics of Those Actively Homeless as of June 30, 2019



Total Number of Chronically* Homeless on the BNL: August 2018-June 2019



*homeless for 6 or more months in a year

What We Heard

Consulting with the community was an important piece of developing this plan. In addition to looking at statistical data we wanted to hear directly from the community. This was completed in two different ways: surveys and community consultations.



Survey Results:

From December 2018 through February 2019 we connected with the community through two survey methods, online and in person.

Type:



Housed
(Paper)



Homeless
(Paper)



Online

= 276

Area:

Haliburton County	101
Kawartha Lakes	
(Excluding Lindsay)	52
Lindsay	109
Other	14
	= 276

What is your age?

Age	Haliburton	Kawartha Lakes	Lindsay	Total
Under 18	0.0%	0.0%	0.0%	0.0%
18-24	9.1%	6.0%	13.0%	9.6%
25-35	24.2%	18.0%	24.1%	24.8%
36-45	22.2%	16.0%	22.2%	21.1%
46-55	16.2%	18.0%	17.6%	16.3%
56-65	16.2%	26.0%	17.6%	18.1%
66-75	10.1%	10.0%	5.6%	8.1%
76+	2.0%	6.0%	0.0%	1.9%

What is your annual household income?

Annual Household Income	Haliburton	Kawartha Lakes	Lindsay	Total
Less than \$20,000 per year	37.1%	30.0%	50.9%	41.5%
\$20,000 to \$30,000	15.5%	22.0%	13.2%	16.6%
\$30,000 to \$50,000	18.6%	24.0%	13.2%	17.4%
\$50,000 to \$70,000	11.3%	12.0%	7.5%	9.4%
\$70,000 to \$90,000	8.2%	2.0%	4.7%	5.7%
More than \$90,000 per year	9.3%	10.0%	10.4%	9.4%

Struggling with the cost of living was a key concern overall.



Annual Household Income	Total
Less than \$20,000 per year	73.3%
\$20,000 to \$30,000	61.4%
\$30,000 to \$50,000	60.9%
\$50,000 to \$90,000	25%
More than \$90,000 per year	12%

When asked about the most important thing for us to know as we plan for future housing and homelessness programs and services the top responses were:

- Affordable rents, preferably geared to income
- The lack of affordable housing options in the community
- Having rent caps or rent controls
- The need to have safe housing
- Assistance for people to manage their existing housing
- The need for public transportation
- The need for more jobs

Community Consultations

During February and March 2019 we engaged with over 100 individuals from the community including seniors, students, members of the general public, agency staff and many others.

These consultations included presenting the objectives drafted by the Project Committee within each of the provincial policy areas. Each consultation session resulted in feedback on the draft objectives which the Project Committee has used to finalize the objectives seen in this plan.





The Vision and Focus

Vision

Everyone has a safe, secure and affordable home.

Principles

- Affordable housing is essential to our community's economy, vibrancy and sustainability
- Decisions will be informed from evidence-based, best-practices and local data that reflects the local context
- We recognize that housing is a right and that all people have the right to be treated with dignity and respect
- Homelessness prevention and rapid rehousing through a "Housing First" approach are key to ending chronic homelessness
- People have the opportunity and access to a range of safe, affordable housing in good repair
- People have the opportunity for, and access to, a range of safe, affordable housing that is within or close to a community of their choice
- Investing in affordable housing fosters sustainable, inclusive, healthy, and vibrant communities
- Investing in affordable housing supports economic development and contributes to an improved quality of life
- A variety of appropriate support services are required to help individuals find, maintain and stabilize in housing

Focus

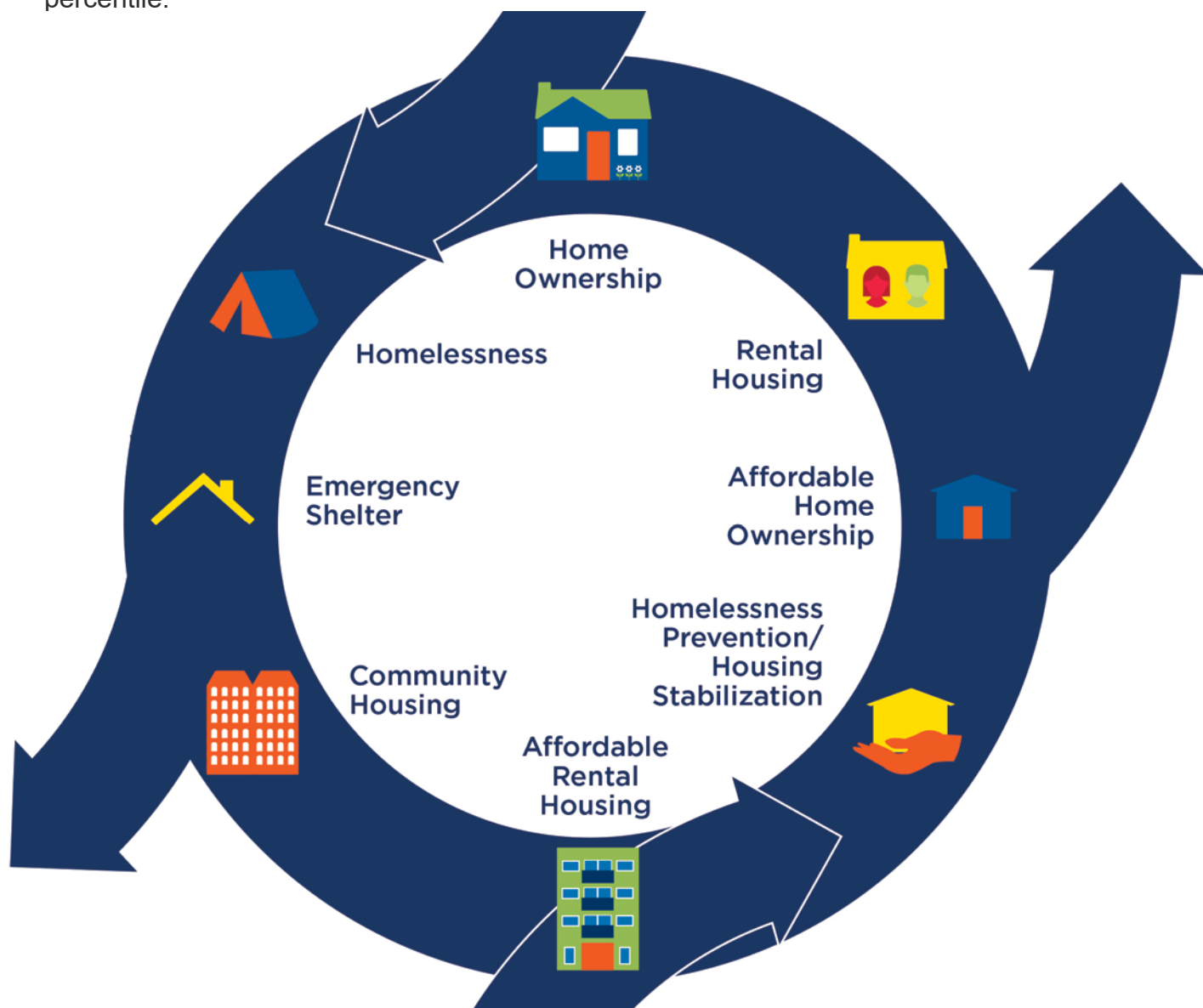
As the Service Manager, Kawartha Lakes is required to develop a Housing and Homelessness Plan for Kawartha Lakes and the County.

The City and County are responsible for setting the local housing vision for homelessness prevention and affordable housing, and for championing the implementation of the strategy.

The Housing and Homelessness Plan also reflects provincial areas of interest across the full continuum of housing. While other Kawartha Lakes and County plans consider all households, the plan and the work of the service manager concentrate on low to moderate income households.

Housing, both ownership and rental, are said to be affordable if the accommodation costs or rent does not exceed 30% of gross annual household income for low or moderate income households.

Low or moderate income households have incomes falling at or below the 60th income percentile.



How Affordable Housing Translates in Our Community

Affordable Permanent Housing			
Emergency & Temporary Housing	Low Income (Households with income at or below the 30th percentile)	Middle Income (Households with income between the 30th and 60th percentile)	Supportive
Households or individuals without permanent housing options	Renter Income (at or below) City - \$22,800 County - \$21,000	Renter Income (between) City - \$22,800 & \$42,100 County - \$21,000 & \$36,600	Households or individuals with need for permanent supportive housing
	Affordable Rent (at or below) City: \$570 County: \$520	Affordable Rent (between) City - \$570 & \$1,050 County - \$520 & \$920	
	Owner Income (at or below) City - \$46,500 County - \$39,400	Owner Income (between) City - \$46,500 & \$84,600 County - \$39,400 & \$73,200	
	Affordable Housing Price (at or below) City - \$164,900 County - \$139,800	Affordable Housing Price (between) City - \$164,900 & 299,900 County - \$139,800 & \$259,500	
What is the need			
Shelter at capacity Lack of upfront diversion/ prevention Provincial shift away from emergency shelter and short term solutions	Smaller households are the predominant type Significant senior population which is expected to remain above average Limited supply of private market rental that is in affordable range Community Housing Provider portfolio is significant and must be maintained Few culturally-specific housing options and services for indigenous households		Frail health Physical disabilities Homelessness Mental Health Addictions
Type of housing required			
Quicker access to permanent housing	One and two bedroom rental units Smaller affordable homes Model where seniors can age in place Energy Efficient buildings		Accessible units Affordable units with support services provided



Housing Targets 2020-2029

Ownership:

In both Kawartha Lakes and the County the majority of new housing starts each year continue to focus on detached homes for the ownership market.

In order to encourage options where low and/or middle income needs are met in Kawartha Lakes and the County, these three approaches are recommended:

1. Resale market: The Service Manager will continue to offer Homeownership funding in both Kawartha Lakes and the County for this purpose as it has the ability to do so. This will allow some of the low and middle income earners who don't have the ability to secure a down payment, opportunity to move along the continuum from rental to ownership
2. New construction: Kawartha Lakes and the County will establish policies to ensure that there are some options available where low and/or middle income needs are met. This will be done through a community benefit program and/or their official plans.
3. Habitat for Humanity: Kawartha Lakes and the County will actively pursue ownership options with Habitat for Humanity and other similar not for profit organizations to ensure they have the ability to be actively increasing the number of ownership opportunities.

Rental:

The lack of purpose built rental has been and continues to be of concern in both Kawartha Lakes and the County. The vacancy rate has remained low for several years as supply is not keeping up with demand. The continued focus of single detached homes making up the majority of the living spaces will only escalate an already critical rental housing situation.

The Service Manager engaged OrgCode Consulting who are known nationally for their housing forecasting modelling. Modelling results can be used faithfully and effectively when the bigger picture is seen. The modelling is sensitive to two dozen current and historical variables which paints a picture of what is needed and by when.

Council was presented with three models. The model adopted by Councils will significantly increase the number of units currently being created in order to meet the demands within 10 years.

The targets are only achievable with funding and policy support from all levels of government as well as participation from private developers, KLH Housing Corp, Community Housing Providers, community agencies and residents.

It is important to realize that each affordable unit does not necessarily occur from purpose built rental developments. These units can be created in a variety of ways that include providing subsidies to tenants to affordable existing market rental units, the creation of a second unit within a new or existing single home or rehabilitation of an existing space currently used for rental housing.

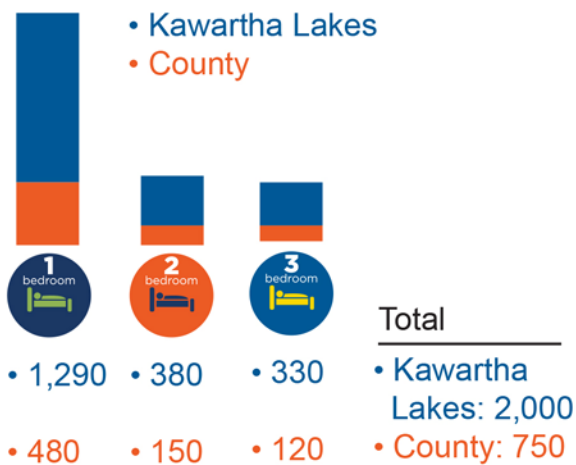
Adopted Model:

The overall need is explored in the context of identifying the volume of housing needs by dwelling unit size. The numbers of units increase significantly to meet the demand within 10 years.

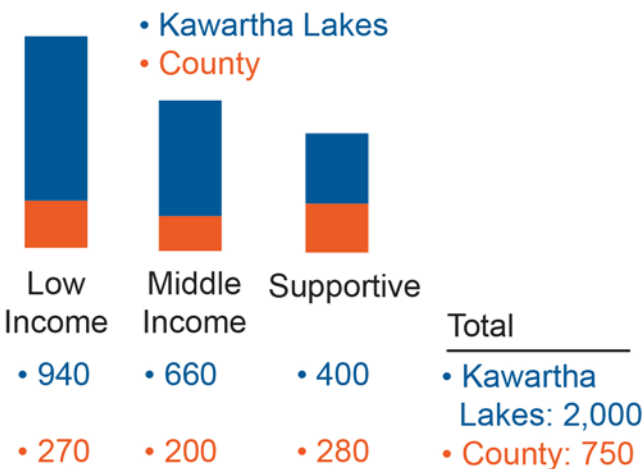
Categories:

- 1. Low Income
 - a. average annual gross household income at or below the 30th percentile; and
 - b. rent is based on a geared to income model where the household’s rent costs do not exceed 30% of gross income or maximum shelter if on social assistance
- 2. Middle Income
 - a. average annual gross household income between the 30th and 60th percentile; and
 - b. market rent is such that the household’s rent costs do not exceed 30% of gross income
- 3. Supportive
 - a. average annual gross household income at or below the 30th percentile;
 - b. rent is based on a geared to income model where the household’s rent costs do not exceed 30% of gross income or maximum shelter if on social assistance; and
 - c. additional support services provided (history of homelessness, barriers to housing, mental illness, substance use, frail elderly, physical disabilities, etc)

Additional Rental Units to be Created Over 10 Years (2020-2029) by Bedroom Size



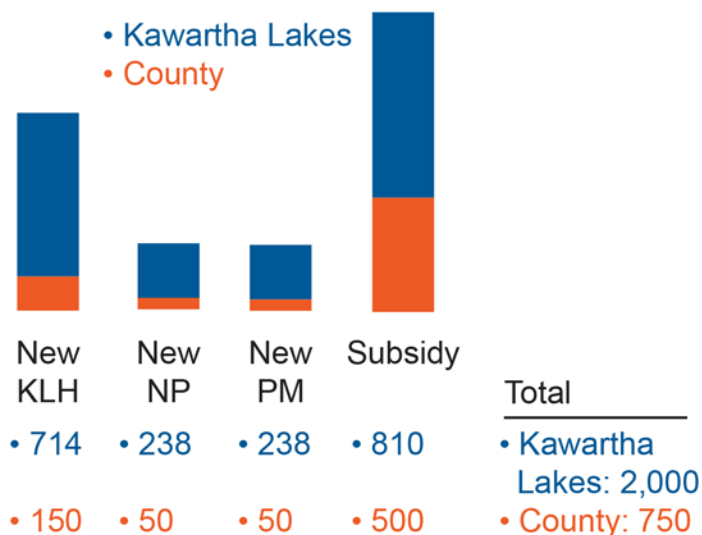
Additional Rental Units to be Created Over 10 Years (2020-2029) by Category



Types:

1. New – KLH Housing (KLH)
 - a. new construction of units developed by the KLH Housing
2. New – Non Profit (NP)
 - a. New construction of units developed by community housing non profits
3. New – Private market (PM)
 - a. New construction of units developed by private developers;
 - b. New units created by the rehabilitation of spaces not formerly provided as rental housing; or
 - c. New units created by the addition of a second suite in a previous single family home
4. Subsidy in Existing
 - a. A subsidy (housing benefit, rent supplement) provided to make a market unit affordable to a low or moderate income household

Additional Rental Units to be Created Over 10 Years (2020-2029) by Type



Eight Policy Areas to Guide the Plan

Policy Area One: Accountability and Outcomes

Kawartha Lakes in its role as Service Manager for the service area that includes both Kawartha Lakes and the County, has certain responsibilities related to housing and homelessness programs, services and plans. However responsibility for housing and homelessness is shared among multiple partners including federal, provincial and local governments, the local housing corporation, non-profits, service providers, the private market and community members.

Kawartha Lakes and the County account for the largest contribution of funding for local housing and homelessness services and programs.

The anticipated results of the objectives for this policy area lead toward a strategic planning approach with all partners to develop objectives to reduce homelessness and improve housing outcomes. In turn, this will result in improved access to locally responsive and coordinated housing and homelessness programs and services.





Accountability and Outcomes

Specific Provincial Policy Statement Requirement:

- a.** Demonstrate a system of coordinated housing and homelessness services that assist households to improve their housing stability and prevent homelessness
- b.** Include strategies to promote client-centred, coordinated access to housing and homelessness prevention services
- c.** Be developed with public consultation and engagement with diverse local communities, including those with lived experience of homelessness
- d.** Be coordinated and integrated with all municipalities in the service area
- e.** Include local housing policies and short and long-term housing targets
- f.** Include strategies to measure and report publicly on progress under the plan.

2020-2029 Objectives

- 1.1** Implement the recommendations of the system review of homelessness programs, services and funding including Housing Services, Housing First approach pilot, emergency shelter and transitional housing programs
- 1.2** Monitor outcomes and targets and communicate results to funders, stakeholders and the broader community at regular intervals
- 1.3** Produce annual affordable housing framework report card including rental vacancy, rental units created, average prices, applicants waiting and proportion housed
- 1.4** Conduct annual evaluations of the intake, assessment and referral process to the Coordinated Entry System (CES) and update policies and procedures as necessary
- 1.5** Evaluate and track outcomes of our Homelessness Management Information System, ensuring that the system is being informed by real-time data
- 1.6** Identify, compile and analyze data from multiple data sets including ensuring that at all times data is locally focused as possible so that programs and services as a result of this plan relate back directly to local needs.
- 1.7** Research and implementation of a community information bank, available both online and in hard copy, to assist people looking for or agencies assisting people to look for programs and services

Policy Area Two: The Goal of Ending Homelessness

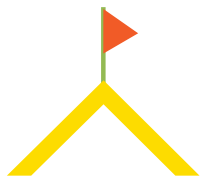
Kawartha Lakes and the County goal of ending homelessness is focused on assisting people who are homeless, or at risk of homelessness to quickly access safe, affordable and stable housing with support services as needed.

Kawartha Lakes and the County have conducted biannual homelessness enumerations since 2016 and will continue with that approach going forward. In addition to collecting information during a point in time, a system, Coordinated Entry and a list, the By-Name List have been developed and embraced by the community to address homelessness identification on an ongoing basis.

All programs and services will be based on local data to ensure that the most vulnerable are being prioritized for housing and supports placements.

The anticipated results of the objectives for this policy area lead toward a reduction in the number of individuals experiencing chronic homeless (6 months or more in a 12 month period) and reaching functional zero on chronic homelessness by 2021 and overall homelessness by 2025. In addition the development of programs and systems that include prevention and diversion will lead toward addressing situations that prevent homelessness.





The Goal of Ending Homelessness

Specific Provincial Policy Statement Requirement:

- a. Be informed by the results of local homelessness enumeration
- b. Include a strategy to prevent and reduce homelessness, incorporating innovative approaches and a Housing First philosophy
- c. Include strategies to reduce and prevent the number of people experiencing chronic homelessness and homelessness among youth and Indigenous peoples, as appropriate to the local context
- d. Address collaboration with community partners and provincial ministries to reduce and prevent homelessness amongst those transitioning from provincially funded institutions and service systems, as appropriate to the local context

2020-2029 Objectives

- 2.1 Maintain existing homelessness portable housing benefits
- 2.2 Increase homelessness portable housing benefits
- 2.3 Improve the Coordinated Entry system through regular feedback from stakeholders, including individuals with lived experience
- 2.4 Analyze local data from enumerations and the By-Name List to ensure that vulnerable populations are being prioritized for housing and support placements
- 2.5 Reduce the number of individuals experiencing chronic homelessness and reach functional zero on chronic homelessness by 2021
- 2.6 Explore future partnerships with system services to develop and maintain the system of care, reducing the number of discharges into homelessness
- 2.7 Implement diversion and prevention programs
- 2.8 Increase the integration of homelessness options between family violence and the homelessness-serving system
- 2.9 Provide training opportunities for community agencies and their staff to share best practices and increase Coordinated Entry System capacity and sustainability
- 2.10 Engage with Indigenous partners to support their involvement in the Coordinated Entry System and confirm that the processes are culturally appropriate and trauma-informed
- 2.11 Develop relationships with the local school system to identify and support youth who are experiencing homelessness
- 2.12 Develop marketing strategy to ensure individuals experiencing homelessness are aware of and know how to access the homelessness-serving system
- 2.13 Explore outreach possibilities, connecting with individuals who are experiencing homelessness
- 2.14 Increase system capacity to support individuals through the creation of Rapid ReHousing Programs
- 2.15 Develop relationships with local Children's Aid Society to identify and support youth who are experiencing homelessness
- 2.16 Reduce the number of individuals experiencing homelessness and reach functional zero on homelessness by 2025
- 2.17 Explore the number and needs of seniors in the community who are homeless, living at hospitals, at risk of homeless, etc in order to determine best practices for this population

Policy Area Three: Coordination with Other Community Services

Housing stability is improved when collaboration and partnerships are built across different human services systems and providers. Kawartha Lakes in its Service Manager role has used its unique position as system manager and service provider to date in its housing and homelessness work and will continue to use that unique position going forward.

The anticipated results of the objectives for this policy area lead toward continuous improvement of the coordination of housing and homelessness services with other community services. Building on successes of the past, Kawartha Lakes and the County will look for further service coordination opportunities including current partners and new partners. To ensure funding and services are being allocated based on identified local needs; a comprehensive analysis of gaps within the range of housing with supports will be completed. This will include looking at options that are available or might be expanded to provide tenants with education and/or employment supports in order to help them meet goals they have identified to move along the housing continuum.





Coordination with Other Community Services

Specific Provincial Policy Statement Requirement:

- a. Demonstrate a commitment to working with partners across service systems to improve coordination and client access to housing, homelessness prevention services and other human services
- b. Demonstrate progress in moving toward integrated human services planning and delivery
- c. Address collaboration, where possible, with Local Health Integration Networks (LHINs), to coordinate Service Manager social and affordable housing and homelessness services with LHIN-funded services

2020-2029 Objectives

- 3.1 Collaborate with the various support service sectors
- 3.2 Identify gaps and plan for a range of housing with supports across the Service Manager area
- 3.3 Investigate and implement options to provide tenants with education and/or employment support programs in order to help them meet goals they have identified in the housing continuum

Policy Area Four: Indigenous Peoples

Kawartha Lakes and the County consistently see Indigenous peoples over-represented specifically among individuals experiencing homelessness. Kawartha Lakes and the County are committed to building constructive, cooperative relationships that are based on mutual respect and lead to improved opportunities and outcomes for all Indigenous peoples. Engagement with local Indigenous organizations is vital to build strong partnerships and to support access to culturally appropriate housing and homelessness programs and services.

The anticipated results of the objectives for this policy area lead toward exploring and initiating potential relationships with the Indigenous organizations that cover Kawartha Lakes and the County area. This will start by engaging them to take part in the planning and implementation of the next homelessness enumeration in 2020. Based on that enumeration projects results and Kawartha Lakes and the County Homelessness By-Name List, work toward providing portable housing benefits and potentially access to some existing housing stock targeted to homeless Indigenous living off reserve will be a key priority.





Indigenous Peoples

Specific Provincial Policy Statement Requirement:

- a. Include a strategy for engagement with Indigenous organizations and communities – including First Nation, Métis, Inuit organizations and communities, where present in the service area
- b. Demonstrate a commitment to coordination and collaboration with Indigenous housing providers and service providers to support access to culturally appropriate housing and homelessness services for Indigenous peoples

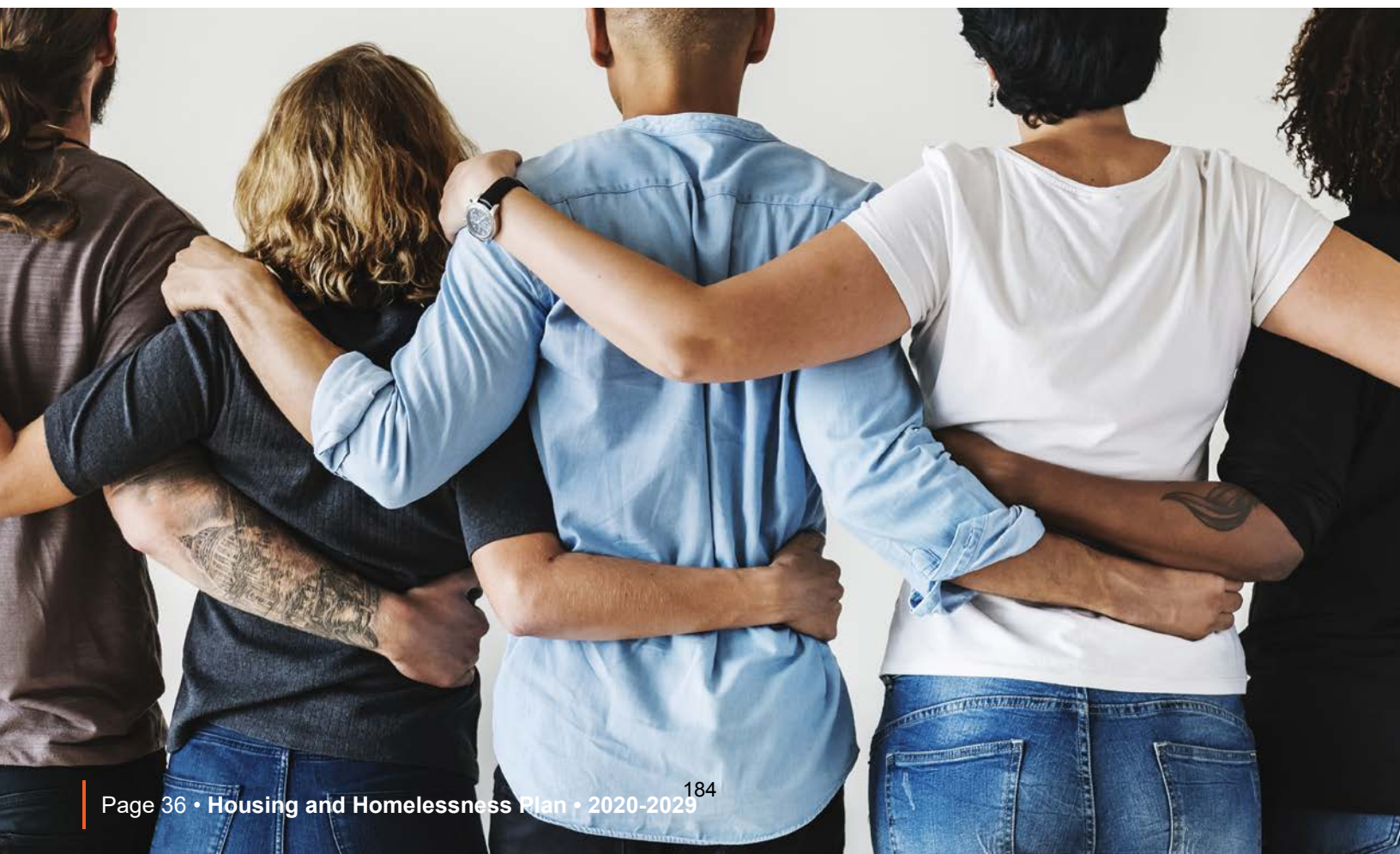
2020-2029 Objectives

- 4.1 Create portable housing benefits targeted to homeless indigenous individuals living off reserve
- 4.2 Initiate and explore potential relationships with Indigenous organizations
- 4.3 Increase the number of referral agreements connected to the Coordinated Entry System

Policy Area Five: Community Needs

Kawartha Lakes and the County have developed this plan recognizing the complexity and the diversity of the people seeking housing and homelessness assistance. Engagement with a broad range of community stakeholders, organizations and those with lived experience helped Kawartha Lakes and the County to identify the diversity of local needs and to create the objectives of this plan.

The anticipated results of the objectives for this policy area lead toward providing a variety of programs and services that address the varying needs of Kawartha Lakes and the County's different demographic groups such as seniors, people with physical disabilities, people with mental health concerns, children and youth, women, LGBTQ2S, students, etc. The objectives demonstrate a commitment to deliver services based on inclusive and culturally appropriate responses to the board range of community needs. Kawartha Lakes and the County will continue to partner with agencies and organizations that support these different diverse groups with an outcome linked to improving relationships and service coordination.





Community Needs

Specific Provincial Policy Statement Requirement:

- a. Include a strategy to address accessible housing and homelessness services for people with disabilities, as well as those who have mental health needs and/or addictions
- b. Include a strategy to address the housing needs for survivors of domestic violence, in coordination with other community-based services and supports
- c. Address the needs of different demographic groups within their community. This could include: seniors, Indigenous peoples, people with developmental disabilities, children and youth, LGBTQ youth, women, immigrants and refugees, persons released from custody or under community supervision, youth transitioning from the child welfare system and Franco-Ontarians
- d. Demonstrate a commitment to service delivery that is based on inclusive and culturally appropriate responses to the broad range of community need

2020-2029 Objectives

- 5.1 Identify support service funding which will support tenancies with a housing benefit
- 5.2 Create portable housing benefits available to different demographic groups with support services provided through community partners
- 5.3 Evaluate effectiveness of partnerships with organizations that offer support services to tenants living in Community Housing units
- 5.4 Develop opportunities for households to age in place and access the Kawartha Haliburton Renovates program for accessibility modification funding
- 5.5 Increase the number of referral agreements
- 5.6 Increase the number of units with attached supports through existing referral agreements
- 5.7 Investigate and implement municipal programs that support different demographic groups needs
- 5.8 Investigate collaborative opportunities to include students in objectives and to understand their housing needs

Policy Area Six: Community Housing Providers

Kawartha Lakes and the County recognize the important role that Kawartha Lakes Haliburton Housing (KLH) and the non-profit housing corporations have in providing safe and affordable housing and supporting community development. KLH and the non-profits provide just over 1,000 units of housing in Kawartha Lakes and the County and a key priority is supporting these housing providers in maintaining sustainable and long term affordable housing options.

The anticipated results of the objectives for this policy area lead toward not only sustaining but growing. Kawartha Lakes and the County will continue to support KLH's regeneration, through the sale of older homes, in order to improve and increase housing choices. Kawartha Lakes and the County will also continue its focus of prioritizing funding and municipal incentives to KLH and non-profit housing corporation's new developments. The key theme overall in this policy area is to ensure that new developments lead to mixed income communities in order to address the three target income levels, low, middle and supportive. Adding a layer of above market rental to each development will also help to financially support the housing corporation overall and bring an even greater mix to the community.





Community Housing Providers

Specific Provincial Policy Statement Requirement:

- a. Include strategies to engage non-profit housing corporations and co-operatives in current and future planning
- b. Include strategies to support non-profit housing corporations and co-operatives in the delivery of affordable housing
- c. Include strategies to support capacity building and sustainability in the non-profit housing sector

2020-2029 Objectives

- 6.1 Maintain the number of housing allowances currently available in Community Housing affordable units
- 6.2 Increase the number of housing allowances by providing within new affordable units built by Community Housing Providers - percentage will be based on ensuring new build is mixed income and not all low income
- 6.3 Maintain the rent supplements currently available in Community Housing market units
- 6.4 Increase the number of rent supplements by providing within new market units built by Community Housing Providers - percentage will be based on ensuring new build is mixed income and not all low income
- 6.5 Increase the number of affordable units being built by Community Housing by supporting proposed developments
- 6.6 Maintain the leveraging of KLH Housing Corp older single & semi detached units leading to new affordable units with mixed income communities
- 6.7 Develop a plan to maintain service level standards within existing Community Housing stock after operating agreements and/or mortgages expire
- 6.8 Maintain the same level of Community Housing units as Community Housing Providers obligations end
- 6.9 Secure capital repair dollars from the federal and provincial gov'ts in order to support capital needs in the transferred housing providers portfolio
- 6.10 Implement alternative design standards for affordable housing units being built by Community Housing
- 6.11 Develop a housing first policy for all municipal properties, identify the properties for future Community Housing developments, pre zone where applicable and provide to Community Housing at no cost or through long term lease
- 6.12 Implement a financial plan which identifies an annual contribution from tax levy to a Community Housing New Housing Reserve in order to financially support Community Housing proposed developments
- 6.13 Develop a policy that will permit KLH new developments to be exempt from any fee, charge, levy, permit cost, etc. that is imposed or controlled by the municipality
- 6.14 Develop policy where all affordable housing that meets the affordable definition built by Community Housing Providers is exempt from property tax on a sliding scale

Policy Area Seven: The Private Market

Kawartha Lakes and the County will not be able to meet its housing targets without the involvement of the private market. The private sector is critical to the provision of a range and mix of housing including affordable rental and ownership for low to moderate income households. The private housing market can include building new, rehabilitation, second units and providing rent supplements or portable benefits to make above market affordable. Kawartha Lakes and the County have adopted an Affordable Housing Framework, outlining a range of tools and incentives it will implement over the next few years to help encourage the private market to assist in creating affordable housing.

The anticipated results of the objectives for this policy area lead toward ways to encourage the private market to provide affordable housing. The objectives range from providing funding and incentives toward new affordable rental and ownership housing, providing rent supplements for existing above market units, providing funding to encourage rehabilitation of unused spaces into affordable housing up to and including funding to encourage homeowners to create second units in their homes. A key priority overall is ensuring a mixed income community that continues to provide above market in addition to affordable options for the low income, middle income and the supportive population groups. Kawartha Lakes and the County will use these tools to encourage the developers to meet the affordable housing targets within this plan and their official plans.





The Private Market

Specific Provincial Policy Statement Requirement:

- a. Identify an active role for the private sector in providing a mix and range of housing, including affordable rental and ownership housing, to meet local needs
- b. Identify and encourage actions for municipalities and planning boards, where applicable, to support the role of the private sector, including the use of available land use planning and financial tools
- c. Reflect a coordinated approach with Ontario's land use planning framework, including the Provincial Policy Statement and where applicable, the Growth Plan for the Greater Golden Horseshoe
- d. Align with housing strategies required by the Growth Plan for the Greater Golden Horseshoe, where applicable

2020-2029 Objectives

- 7.1 Increase the number of rent supplements by providing within new or existing private market units - percentage will be based on ensuring mixed income and not all low income
- 7.2 Increase the number of affordable units being built in the private market by ensuring that official plan targets are being imposed
- 7.3 Continue to offer Habitat and KLH Tenants homeownership grants through revolving funds
- 7.4 Allocate portion of potential new Provincial funding toward resale homeownership
- 7.5 Explore education and/or financing options for those interested in the home ownership program
- 7.6 Expand official plan policy and zoning bylaws to broaden secondary suite options
- 7.7 Creation of new affordable housing through secondary suites
- 7.8 Review current affordable housing targets in official plans
- 7.9 Engage private sector builders and developers to create housing that meets the full range of affordability
- 7.10 Expand the home repair & renovation improvement program for low income homeowners
- 7.11 Explore and develop a home-share pilot program
- 7.12 Implement alternative design standards for affordable housing units being built by private market developers
- 7.13 Implement a financial plan which identifies an annual contribution from tax levy to provide grants to developers meeting the official plan affordable targets in order to offset development charges they would be otherwise required to pay
- 7.14 Develop a policy that will permit private market new developments meeting the official plan affordable targets to be exempt from specific fees, charges, levies, permit costs, etc. that are imposed or controlled by the municipality
- 7.15 Develop policy where all affordable housing created by the private market that meets the affordable definition and official plan targets is exempt from property tax on a sliding scale
- 7.16 Implement a Landlord Specialist role
- 7.17 Implementation of inclusionary zoning including the threshold size of the development and methods to accept cash in lieu

Policy Area Eight: Climate Change and Environmental Sustainability

Kawartha Lakes and the County is taking a leadership role in addressing climate change, supporting renewable energy, encouraging energy and water conservation and supporting initiatives that build a stronger, leaner and more climate resilient economy.

The anticipated results of the objectives for this policy area lead toward securing funding in order to renovate existing housing stock that is less efficient. The funding will not only concentrate on larger scale housing communities but also be available for homeowners. Kawartha Lakes and the County must also prepare in order to deal with how climate change will affect low to moderate income tenants residing in community housing. While it may not be cost effective to introduce air conditioning overall to an older rental building, the common room can be equipped to act as a cooling centre for tenants; a place to come for a couple of hours to cool off versus leaving their community completely.





Climate Change and Environmental Sustainability

Specific Provincial Policy Statement Requirement:

- a. Demonstrate a commitment to improve the energy efficiency of social and affordable housing stock. This can include support for energy conservation and energy efficiency, tenant engagement, and locating affordable housing near transportation. It can also include innovative investment decisions such as the installation of renewable energy and low carbon technologies
- b. Demonstrate a commitment to improve the climate resilience of social and affordable housing stock. This can include taking steps to limit vulnerability to flooding and extreme weather

2020-2029 Objectives

- 8.1 Pursue federal/provincial funding to undertake energy renovations to existing Community Housing stock
- 8.2 Expand the Kawartha Haliburton Renovates program to encourage home energy upgrades for low income homeowners
- 8.3 Develop strategies to implement in order to deal with climate changes for tenants residing in Community Housing
- 8.4 Establish cooling centres for tenants using common rooms in buildings where air conditioning is not provided

Appendix A

Policy Area One: Accountability & Outcomes				
Number	Objective	Outcome	Measure	Target/Frequency
1.1	Implement the recommendations of the system review of homelessness programs, services and funding including Housing Services, Housing First approach pilot, emergency shelter and transitional housing programs	recommendations to adopt or adapt to meet best practises, reached methods and Housing First philosophy considering both local condition and need	consultants report received and recommendations approved funding decisions are implemented	report received and recommendations approved by Q2 2020 annual funding to programs and services is maintained, reallocated, increased, etc
1.2	Monitor outcomes and targets and communicate results to funders, stakeholders and the broader community at regular intervals	annual report	annual report produced, approved and distributed publicly	produced, approved and distributed by June 30th each year for prior year (first report is June 30th, 2021 for 2020)
1.3	Produce annual affordable housing framework report card including rental vacancy, rental units created, average prices, applicants waiting and proportion housed	annual report	annual report produced and distributed publically	produced and distributed by March 1st each year for year prior (March 1, 2021 for 2020)
1.4	Conduct annual evaluations of the intake, assessment and referral process to the Coordinated Entry System (CES) and update policies and procedures as necessary	Increased community participation and efficiency of the Coordinated Entry System	create CES scorecard	produce and distribute annual scorecard

Policy Area One: Accountability & Outcomes

Number	Objective	Outcome	Measure	Target/Frequency
1.5	Evaluate and track outcomes of our Homelessness Management Information System, ensuring that the system is being informed by real-time data	Real-time data that can inform local context decisions	annual evaluation number of agencies providing updates	annual evaluation completed by March for previous year all CES participating agencies providing updates to By Name List
1.6	Identify, compile and analyze data from multiple data sets including ensuring that at all times data is locally focused as possible so that programs and services as a result of this plan relate back directly to local needs	Access to data that is relevant, timely and exhibits actual local conditions	quarterly and annual data sets compiled	produce and distribute quarterly and annually
1.7	Research and implementation of a community information bank, available both online and in hard copy, to assist people looking for or agencies assisting people to look for programs and services	electronic and hard copies resource	updating annually at a minimum	produce by 2021, update annually

Policy Area Two: The Goal of Ending Homelessness

Number	Objective	Outcome	Measure	Target/Frequency
2.1	Maintain existing homelessness portable housing benefits	improved affordability for households	number of households in receipt of portable benefit	47 portable benefits continue to be available and issued to households annually
2.2	Increase homelessness portable housing benefits	increase in affordable units	number of households in receipt of portable benefit	175 additional households are receiving the portable benefit by Year 10
2.3	Improve the Coordinated Entry System (CES) through regular feedback from stakeholders, including individuals with lived experience	Increased community participation and efficiency of the CES	number of participants/agencies number of feedback opportunities	1 additional participants/agencies engage annually an annual opportunity for feedback, increasing to two opportunities a year
2.4	Analyze local data from enumerations and the By-Name List to ensure that vulnerable populations are being prioritized for housing and support placements	housed and supported the most vulnerable populations in the community	number of re-prioritizations or re-evaluations of priority	reprioritization and re-evaluation occur annually
2.5	Reduce the number of individuals experiencing chronic homelessness and reach functional zero on chronic homelessness by 2020	Functional Zero on chronic homelessness for all populations in CKL-H	number of households experiencing chronic homelessness	Functional Zero on number of households experiencing chronic homelessness is reached by 2021
2.6	Explore future partnerships with system services to develop and maintain the system of care, reducing the number of discharges into homelessness	No more discharges into homelessness from system services	number of system services participating in the CES	three system services participating in CES (ie, jail, hospital, bail program) by Year 5

Policy Area Two: The Goal of Ending Homelessness

Number	Objective	Outcome	Measure	Target/Frequency
2.7	Implement diversion and prevention programs	Improved access to a variety of system services based on the housing and homelessness continuum	number of individuals diverted from shelters	25% increase in individuals being diverted by Year 5
2.8	Increase the integration of homelessness options between family violence and the homelessness-serving system	Sharing of resources and connections of individuals between both systems	number of individuals being added to BNL from FV programs	25% increase in individuals being added to both lists by Year 5
2.9	Provide training opportunities for community agencies and their staff to share best practices and increase Coordinated Entry System capacity and sustainability	All agencies are utilizing best practices and participating in CES	number of trainings offered	2 trainings on CES a year; at least 2 other additional trainings on best practices
2.10	Engage with Indigenous partners to support their involvement in the Coordinated Entry System and confirm that the processes are culturally appropriate and trauma-informed	Participation in planning and implementation of CES	1 Indigenous partner engaged	engagement will occur post 2020 enumeration
2.11	Develop relationships with the local school system to identify and support youth who are experiencing homelessness	Reduction in youth experiencing homelessness	number of meetings with school partners number of additions to By Name List (BNL) from school partners	meetings with school partners occur twice a year in first two years moving to annually in years 3-10 5% increase of additions to BNL from school partners

Policy Area Two: The Goal of Ending Homelessness

Number	Objective	Outcome	Measure	Target/Frequency
2.12	Develop marketing strategy to ensure individuals experiencing homelessness are aware of and know how to access the homelessness-serving system	Individuals experiencing homelessness know how to access the CES system	strategy developed	strategy developed and ready to implement by year 3
2.13	Explore outreach possibilities, connecting with individuals who are experiencing homelessness	All individuals are connected to the homelessness-serving system	outreach program developed	outreach program developed and ready to implement by year 4
2.14	Increase system capacity to support individuals through the creation of Rapid ReHousing Programs	Individuals moving from homelessness to housed quicker	10% increase in system capacity	system capacity will increase by year 3 and continue to increase annually for years 4-10
2.15	Develop relationships with local Children's Aid Society to identify and support youth who are experiencing homelessness	reduction in youth experiencing homelessness	number of meetings with CAS partners number of additions to BNL from CAS partners	meetings with partners occur twice a year in first two years moving to annually in years 3-10 5% increase in additions to BNL from CAS partners
2.16	Reduce the number of individuals experiencing homelessness and reach functional zero on homelessness by 2025	Functional Zero on homelessness for all populations in CKL-H	number of household experiencing homelessness	Functional Zero on number households experiencing homelessness is reached by 2025
2.17	Explore the number and needs of seniors in the community who are homeless, living at hospitals, at risk of homeless, etc in order to determine best practices for this population	best practises for seniors who are homeless or at risk of homelessness	best practises developed and implemented	best practices developed by year 2, implemented by year 3

Policy Area Three: Coordination with Other Community Services

Number	Objective	Outcome	Measure	Target/Frequency
3.1	Collaborate with the various support service sectors	improved relationships and service coordination	number of agencies/ partners participating	2% increase in partner agencies participating
			number of meetings	quarterly meetings
3.2	Identify gaps and plan for a range of housing with supports across the SM area	comprehensive analysis of gaps and a defined plan	analysis completed and plan adopted	analysis completed and plan adopted by year 4
				implementation of plan over years 5-10
3.3	Investigate and implement options to provide tenants with education and/or employment support programs in order to help them meet goals they have identified in the housing continuum	development of programs or services and/or partnership agreements	programs, services, partnership agreements implemented	programs, services, partnership agreements in place by year 5

Policy Area Four: Indigenous Peoples

Number	Objective	Outcome	Measure	Target/Frequency
4.1	Create portable housing benefits targeted to homeless Indigenous individuals living off reserve	increase in affordable units	number of households in receipt of benefit and culturally specific supports	68 households receiving benefits created over 9 years
4.2	Initiate and explore potential relationships with Indigenous organizations	participation in planning process of 2020 enumeration	1 Indigenous partner engaged	1 Indigenous partner engages in the 2020 enumeration
4.3	Increase the number of referral agreements connected to the Coordinated Entry System	expand number of agreements	1 new agreement with an Indigenous partner	1 new agreement by year 5

Policy Area Five: Community Needs

Number	Objective	Outcome	Measure	Target/Frequency
5.1	Identify support service funding which will support tenancies with a housing benefit	additional services and funding	increased services and funding available	10% increase in services and funding available by Year 4
5.2	Create portable housing benefits available to different demographic groups with support services provided through community partners	increase in the number of supportive units	number of households in receipt of portable benefit and support services	100 additional households receiving housing benefit and support by year 10
5.3	Evaluate effectiveness of partnerships with organizations that offer support services to tenants living in Community Housing units	improved relationships and service coordination	number of established protocols for referrals	review two protocols/ processes annually
5.4	Develop opportunities for households to age in place and access the Kawartha Haliburton Renovates program for accessibility modification funding	keeping people in their homes longer and reduction in EMS emergency responses	number of households served funding provided	10% increase in applications received and approved by year 5 5% increase in fed/prov funding toward assistance by year 5
5.5	Increase the number of referral agreement	expand number of referral agreements	number of new agreements	one new agreement by year 5
5.6	Increase the number of units with attached supports through existing referral agreements	increase the number of units with supports	number of new units within existing agreements	10 additional units added to existing agreements in next 5 years

Policy Area Five: Community Needs

Number	Objective	Outcome	Measure	Target/Frequency
5.7	Investigate and implement municipal programs that support different demographic groups needs	keeping people in their homes	programs and policies researched and implemented	research by year 2, implementation by year 3
5.8	Investigate collaborative opportunities to include students in objectives and to understand their housing needs	improved relationships and service coordination	number of collaborative approaches	one collaborative effect per year starting in year 2

Policy Area Six: Community Housing Providers

Number	Objective	Outcome	Measure	Target/Frequency
6.1	Maintain the number of housing allowances currently available in Community Housing affordable units	improved affordability for households	number of households in receipt of a housing allowance	112 housing allowances available to households each year
6.2	Increase the number of housing allowances by providing within new affordable units built by Community Housing Providers - percentage will be based on ensuring new build is mixed income and not all low income	increase in the number of units built under the affordable definition where the tenant receives a subsidy to ensure they pay no more than 30%	number of households in receipt of a housing allowance	250 additional households assisted with a housing allowance by Year 10
6.3	Maintain the rent supplements currently available in Community Housing market units	improved affordability for households in market units by providing a subsidy to ensure tenant pays no more than 30%	number of households in receipt of a rent supplement	75 rent supplements available to households each year
6.4	Increase the number of rent supplements by providing within new market units built by Community Housing Providers - percentage will be based on ensuring new build is mixed income and not all low income	increase the number of units where the tenant pays no more than 30% of their income on rent	number of households in receipt of a rent supplement	275 additional households assisted with a rent supplement by Year 10
6.5	Increase the number of affordable units being built by Community Housing by supporting proposed developments	increase the number of units where the tenant pays no more than 50% of their income on rent	number of new affordable market units created by Community Housing Providers	1,152 new affordable market units created by Community Housing Providers by Year 10

Policy Area Six: Community Housing Providers

Number	Objective	Outcome	Measure	Target/Frequency
6.6	Maintain the leveraging of KLH Housing Corp older single & semi detached units leading to new affordable units with mixed income communities	completion of Parts 3 & 4 to increase the supply of affordable housing, increase energy efficiency and accessibility	number of units sold	27 older KLH homes sold by Year 5
			number of units created	42 new units built by KLH by Year 5
6.7	Develop a plan to maintain service level standards within existing Community Housing stock after operating agreements and/or mortgages expire	Action plan to have SLS maintained ensuring units are available and the City is in compliance with provincial legislation	completed plan	plan is completed by Year 2
6.8	Maintain the same level of Community Housing units as Community Housing Providers obligations end	SLS maintained ensuring units are available and the City is in compliance with provincial legislation	number of units contributing toward service level standards	the number of units is equal to or greater than SLS year over year
6.9	Secure capital repair dollars from the federal and provincial gov'ts in order to support capital needs in the Community Housing Providers portfolio	funding to complete necessary capital repairs is available as needed	increased funding	50% of the funding needed to complete necessary repairs will be available through federal/provincial funding
6.10	Implement alternative design standards for affordable housing units being built by Community Housing Providers	avoid minor variance applications	alternative design standards policy is adopted by councils	policies are adopted by year 4

Policy Area Six: Community Housing Providers

Number	Objective	Outcome	Measure	Target/Frequency
6.11	Develop a housing first policy for all municipal properties, identify the properties for future Community Housing developments, pre zone where applicable and provide to Community Housing Providers at no cost or through long term lease	shovel ready land opportunities	Housing First policy is adopted by councils	policy is adopted by councils by year 2
6.12	Implement a financial plan which identifies an annual contribution from tax levy to a Community Housing New Housing Reserve in order to financially support Community Housing proposed developments	capital reserves that KLH and/or transferred NPs can use to plan future housing developments	Financial Plan adopted by councils	policy is adopted by year 2 for the 2021 budget year
6.13	Develop a policy that will permit KLH new developments to be exempt from any fee, charge, levy, permit cost, etc. that is imposed or controlled by the municipality	any development costs imposed or controlled by the municipal would be provided as in kind contribution to KLH	policy is adopted by councils	policy is adopted by councils by year 2
6.14	Develop policy where all affordable housing that meets the affordable definition built by either Community Housing Providers is exempt from property tax on a sliding scale	property tax exemptions to assist with operating expense	policy is adopted by councils	policy is adopted by councils in year 2

Policy Area Seven: The Private Market

Number	Objective	Outcome	Measure	Target/Frequency
7.1	Increase the number of rent supplements by providing within new or existing private market units - percentage will be based on ensuring mixed income and not all low income	increase the number of units where the tenant pays no more than 30% of their income on rent	number of households in receipt of a rent supplement	442 additional households assisted with a rent supplement by Year 10
7.2	Increase the number of affordable units being built in the private market by ensuring that official plan targets are being imposed	increase the number of units where the tenant pays no more than 50% of their income on rent	number of new affordable market units created	288 new affordable market units created by Year 10
7.3	Continue to offer Habitat and KLH Tenants homeownership grants through revolving funds	increase in homeownership	number of households receiving down payment funding	5 Habitat or KLH tenants receive down payment funding by Year 6
			dollars received from returned down payment assistance	\$250,000
		increase in rental units	number of rental units made available when tenant moves to ownership	5 rental units made available by Year 6

Policy Area Seven: The Private Market

Number	Objective	Outcome	Measure	Target/Frequency
7.4	Allocate portion of potential new Provincial funding toward resale homeownership	increase in homeownership	number of households receiving down payment funding	30 households receive down payment funding by Year 10
			funding provided with an option to use for down payment assistance	1 million of new Provincial funding used for down payment assistance
		increase in rental units	number of rental units made available when tenant moves to ownership	30 rental units made available by Year 10
7.5	Explore education and/or financing options for those interested in the home ownership program	programs developed for implementation	program development	program development completed by Year 3
7.6	Expand official plan policy and zoning bylaws to broaden secondary suite options	policies will attract owners to create additional suites	policy is developed and adopted by council	policy developed and adopted by council by Year 5
7.7	Creation of new affordable housing through secondary suites	more affordable housing	number of affordable secondary units created	25% of secondary units created each year are affordable

Policy Area Seven: The Private Market

Number	Objective	Outcome	Measure	Target/Frequency
7.8	Review current affordable housing targets in official plans	to ensure an achievable target	review completed and targets updated	review is completed and targets amended as needed by year 5
7.9	Engage private sector builders and developers to create housing that meets the full range of affordability	increased opportunities for participation	number of formal consultation opportunities	formal consultation opportunities will be offered annually in years 1-5 and quarterly in Years 6-10
7.10	Expand the home repair & renovation improvement program for low income homeowners	more homes in better state of repair	number of households approved for program funding	25% increase in households approved for program funding by year 5 \$150,000 in additional Provincial funding allocated to repair program
7.11	Explore and develop a home-share pilot program	improve the diversity of housing options for smaller households, and provide financial stability to homeowners	Home share program developed	Home share program is developed by year 3
7.12	Implement alternative design standards for affordable housing units being built by private market developers	avoid minor variance applications	alternative design standards and reduced dwelling unit size policy is adopted by councils	policies are adopted by year 4

Policy Area Seven: The Private Market

Number	Objective	Outcome	Measure	Target/Frequency
7.13	Implement a financial plan which identifies an annual contribution from tax levy to provide grants to developers meeting the official plan affordable targets in order to offset development charges they would be otherwise required to pay	developers are encouraged to meet affordable housing targets as they will receive a grant upfront to offset their development fees in any units that meet the affordable housing definition	financial plan is approved by councils	financial plan is adopted in year 2
7.14	Develop a policy that will permit private market new developments meeting the official plan affordable targets to be exempt from specific fees, charges, levies, permit costs, etc. that are imposed or controlled by the municipality	developers are encouraged to meet affordable housing targets as they will know in kind contributions that can be accessed	policy is adopted by councils	policy is adopted by councils in year 2
7.15	Develop policy where all affordable housing created by the private market that meets the affordable definition and official plan targets is exempt from property tax on a sliding scale	property tax exemptions to assist with operating expense	policy is adopted by councils	policy is adopted by councils in year 2
7.16	Implement a Landlord Specialist role	matching applicants to private landlords and providing support to the landlord	position funded and approved	position funding secured by year 2
7.17	Implementation of inclusionary zoning including the threshold size of the development and methods to accept cash in lieu	meeting affordable housing targets	research is completed policy is adopted by councils	research presented to councils by year 3 policy is adopted by councils by year 5

Policy Area Eight: Climate Change & Environmental Sustainability

Number	Objective	Outcome	Measure	Target/Frequency
8.1	Pursue federal/provincial funding to undertake energy renovations to existing Community Housing housing stock	a portion of each energy upgrade completed is funded federally and/or provincially	50% of energy upgrades are funded through federal/provincial programs	new federal and/or provincial funding meets 50% of the needs energy capital projects within the Asset Management Plan each year
8.2	Expand the Kawartha Haliburton Renovates program to encourage home energy upgrades for low income homeowners	more homes are energy efficient	number of households approved for program funding	25% increase in households approved for program funding by year 5 \$150,000 in additional Provincial funding allocated to repair program
8.3	Develop strategies to implement in order to deal with climate changes for tenants residing in Community Housing	minimize impact on vulnerable population	strategies are developed for implementation	strategies are developed by year 3
8.4	Establish cooling centres for tenants using common rooms in buildings where air conditioning is not provided	minimize impact on vulnerable population	cooling centre established in common room	cooling centre ready for summer of year 2

The Corporation of the City of Kawartha Lakes

Committee of the Whole Report

Report Number ED2019-025

Meeting Date: November 5, 2019

Title: Million Dollar Makeover Funding Allocation, 2nd Intake

Description: Summary of the 2nd Intake of the Funding Program

Ward Number: All

Author and Title: Carlie Arbour, Economic Development Officer - Community

Recommendation(s):

That Report ED2019-025, **2019 Million Dollar Makeover Funding Allocation, 2nd Intake**, be received; and

That this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

Department Head:_____

Financial/Legal/HR/Other:_____

Chief Administrative Officer:_____

Background:

The Million Dollar Makeover program is a funding program to implement the Kawartha Lakes Strategic Community Improvement Plan (CIP). The funding supports property and business owners that make improvements to their commercial, mixed-use commercial/residential or heritage designated residential buildings.

At the August 14, 2018 Council meeting, the Kawartha Lakes Strategic CIP was adopted.

Moved By Councillor O'Reilly

Seconded By Councillor Elmslie

That Report PLAN2018-069, **Community Improvement Plan – Final**, be received;

That the By-law to adopt the Community Improvement Project Area and CIP, attached as Appendices A and B to Report PLAN2018-069, be approved by Council;

That the Mayor and Clerk be authorized to execute any documents and agreements required by this approval; and

That a \$100,000.00 contribution for Community Improvement Plan funding, with funding source options including the Economic Development Reserve, be included in the 2019 budget as a decision unit.

Carried CR2018-514

At the September 25, 2019 Council Meeting the Community Improvement Plan Implementation Overview was received by Council.

CR2018-567

That Report ED2018-014, **Community Improvement Plan Implementation Overview**, be received.

Carried

At the February 20, 2019 Special Budget Meeting, Council approved the following motion for additional CIP funding:

CR2019-176

Moved By Councillor Yeo

Seconded By Deputy Mayor Elmslie

That a \$100,000 contribution to the Community Improvement Plan be included in the 2019 operating budget;

That the funds be applied to a city wide grant portion of the program; and

That the funds be utilized from the Economic Development Reserve.

Carried

The successful applicants in the first round of funding were announced at Council in April 2019.

This report provides a summary of the second intake of the program.

Rationale:

The Million Dollar Makeover Steering Committee approved applications for the second intake in September 2019. Following the first intake in January 2019, available funding for this intake included \$129,167.37 for grants and a loan program with \$699,674.20. The grant and loan programs are available City-wide, with a priority on our Downtowns.

Grants were available in the following programs:

- Sign improvements
- Façade improvements
- Building repair and renovation
- Accessibility improvements (new for the 2nd intake)

Funding for loans included the above noted programs, as well as:

- Design studies
- Accessibility improvements
- Heritage conservation
- Outdoor art
- Outdoor patios

Interested applicants were encouraged to confirm their eligibility of the program by submitting an expression of interest; this includes a brief description of the project and the estimated cost. Forty-five (45) expressions of interest were submitted, with a potential projected investment of over \$4 million dollars.

The deadline for full applications, which requires background and supporting documentation, was July 12, 2019. Ten (10) full applications were submitted representing five communities, with a total potential investment of both public and private funds of \$269,619.

Staff from departments that have a direct connection to the CIP sit on a Technical Team that reviews, and provides comments on each application. This includes staff from the following Divisions:

- Building
- Planning
- Economic Development
- Realty Services
- Municipal By-Law
- Revenue and Taxation
- Accessibility

The Steering Committee, comprised of the CAO, Directors of Development Services and Corporate Services and the Manager of Economic Development, is responsible for evaluating and approving the submitted applications. Applications were evaluated based on the information provided in each application and the eligibility criteria and conditions defined in the CIP.

The Steering Committee approved ten (10) applications.

Address Business	Community	Funding Program	Grant or Loan	Amount Approved
1480 Hwy 7A	Bethany	Façade Accessibility	Grant	1,398.00 4,000.00
49 King Street East	Bobcaygeon	Façade Improvement Signage Improvement Outdoor Art Outdoor Patio	Grant Loan	7,000.00 22,500.00
6644 Hwy 35*	Coboconk	Façade Improvement Signage Improvement Building Repair and Renovation	Grant	5,673.48
6 Nippising Street	Coboconk	Façade Improvement Building Repair and Renovation	Grant Loan	9,000.00 92,380.80
2 Lindsay Street South*	Lindsay	Façade Improvement	Grant	6,000.00
92 Kent Street West	Lindsay	Building Repair and Renovation	Grant	4,000.00
118 Kent Street West	Lindsay	Signage Improvement	Grant	1,000.00
225 Kent Street West	Lindsay	Façade Improvement	Grant	3,550.00
257 Kent Street West	Lindsay	Signage Improvement	Grant Loan	2,000.00 4,500.00

89 King Street East	Omeme	Signage Improvement Façade Improvement	Grant	7,000.00
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*Agreement pending signature.

Each Applicant has been notified of the status of their application and has accepted the funding by signing funding agreements. It is anticipated that the projects will begin construction shortly.

Future Application Intake

Following the approvals of this intake, there remains a balance of \$78,545.89 in remaining grant funds, and \$580,293.40 in loan funds.

The program will host two intakes in 2020, the first in February, and a second, for any remaining funds, in May. The grant funding will continue to be available City-wide in keeping with the identified priority areas.

In 2020, the same grant offering will be available, with the addition of the following programs:

- Trent Severn Façade Improvement
- Heritage Conservation
- Outdoor Patio
- Outdoor Art

These additional programs, as defined in the Kawartha Lakes CIP, allow for an increased level of service to compliment the Economic Development programming, including the Heritage, Downtown Revitalization, and Arts and Culture portfolios as well as the newly announced Trail Towns program.

In an effort to maximize the loan program and encourage large investment in commercial spaces, loans will no longer include the following programs.

- Signage Improvement
- Outdoor Art
- Outdoor Patio

Rather, applicants will be encouraged to access the grant funding for these project types.

Other Alternatives Considered:

The financial incentive programs have been established to best encourage and support program uptake for the benefit of economic development and revitalization in alignment with the City's strategic priorities. Council could choose to activate alternative programs at this time.

As the CIP is a 10 year program, approved in 2018, there are opportunities in future years to activate additional programs to meet the economic development needs of the community at that time.

Financial/Operation Impacts:

The projects approved with this intake are within the allocated budget amounts for each of the loan and grant programs.

There is an outstanding balance for both the grant and loan funding. Intake dates will be announced to distribute this funding for February and May 2020.

Loan Funding Available	\$699,674.20
Loan Funding Allocated	\$119,380.80
Loan Funding Remaining after Approvals	<u>\$580,293.40</u>
AMO Grant Funding Available	\$ 29,167.37
Additional 2019 Budget	\$100,000.00
Grant Funding Allocated	\$ 50,621.48
Grant Funding Remaining for 2020	<u>\$ 78,545.89</u>

Relationship of Recommendation(s) to the 2016-2019 Strategic Plan:

The recommendation directly aligns with Council's goal to establish a Vibrant and Growing Economy by investing in community improvements that support local business and downtown revitalization and prosperity.

Consultations:

Consultations for the allocation of the funding have been held with the CAO, Director of Development Services, Director of Corporate Services, Manager of Economic Development, Manager of Revenue and Taxation, Manager of Municipal Law Enforcement, and staff in Economic Development, Planning, Realty Services and Accessibility divisions.

The requests for funding came from local business and property owners with their application forms.

Attachments:

None.

Department Head E-Mail: cmarshall@kawarthalakes.ca

Department Head: Chris Marshall

The Corporation of the City of Kawartha Lakes

Committee of the Whole Report

Report Number WM 2019-010

Date: November 5, 2019

Time: 1:00 p.m.

Place: Council Chambers

Ward Community Identifier: All

Title: Styrofoam and Single Use Plastics

Description: A review of the feasibility of banning Styrofoam and Single Use Plastics in the City of Kawartha Lakes

Author and Title: David Kerr, Manager Environmental Services

Recommendation(s):

That Report 2019-010, **Styrofoam and Single Use Plastics**, be received;

That Council approves a voluntary ban of Styrofoam and Single Use Plastics in the Kawartha Lakes; and

That Council approves the removal of styrofoam from the curbside recycling stream; and

That this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

Department Head:_____

Financial/Legal/HR/Other:_____

Chief Administrative Officer:_____

Background:

At the Committee of the Whole meeting on May 7, 2019 the Committee adopted the following recommendation to Council:

CW 2019-115

That the May 7, 2019 memorandum from Councilor Seymour-Fagan regarding a Styrofoam Ban, be received;

That staff review the feasibility of banning Styrofoam and Single Use Plastics from the City of Kawartha Lakes, in consultation with the Waste Management Advisory Committee and local Chambers of Commerce; and

That staff provide a report to Council by the end of Q4 2019 with a summary of the feasibility review for banning the use of Styrofoam and Single Use Plastics and/or the effective management of Styrofoam and Single Use Plastics as waste products.

Carried

At the Council meeting on May 21, 2019 Council adopted the following resolution:

CR 2019-323

That the Minutes of the May 7, 2019 Committee of the Whole Meeting be received and the recommendations, included in Section 12.3 of the Agenda, save and except for items 12.3.8 and 12.3.10, be adopted.

Carried

As CW 2019-115 was not part of 12.3.8 or 12.3.10 it was adopted through consent and this report addresses the recommendations in that report.

It is important to note that the City of Kawartha Lakes Environmental Advisory Committee (CKLEAC) included in their 2019 work plan that they would present a resolution to the Committee of the Whole on banning single use plastics.

As background research, staff consulted with the City's legal department as there has been legal action between the Plastics Industry and municipalities in Western Canada.

It is our legal department's opinion that by-laws can be created to regulate or prohibit styrofoam and single use plastics within our municipality if they can be linked to environmental well-being and/or climate change. Currently, the Ontario Municipal Act, 2001, section 10(2) allows Ontario municipalities to pass by-law in regards to the environmental well-being of the persons within the municipality,

and specifically includes by-laws in regards to climate change. Section 8(3) of the Municipal Act, 2001 makes it clear that such by-laws can regulate or prohibit with respect to the matter. However, if the City decided to proceed in advance of the province banning styrofoam and single use plastics, it is very possible the City could be exposed to risk of a legal challenge from the plastics industry.

The Single Use Plastics Ban Act, 2019 passed the first reading in the Legislative Assembly of Ontario on March 18, 2019. If this Act receives Royal Assent, within one (1) year of its passage, many single use plastics (including plastic bags and straws) would be banned in Ontario.

In June of this year, the federal government also announced that they are considering bans on single use plastics such as plastic bags, straws, cutlery, plates and stir sticks by as soon as 2021.

Working with staff, CKLEAC members helped assemble background information on other municipalities across Canada that incorporated bans. Bans have included the following items:

- Plastic Shopping Bags;
- Straws.

While some municipalities in other provinces (Alberta, B.C., Quebec, P.E.I and N.B.) have restricted plastics in their municipalities, no municipality in Ontario has done so at this time.

In Victoria B.C., legal action was pursued against the municipality by the plastic bag industry. In that case, the enacting provincial legislation required the provincial Minister to approve such a by-law, and the City did not do so. Victoria is taking the case to the Supreme Court and a ruling is expected in the next six months.

Based on discussions with other municipalities some of the key aspects of implementing bans or similar programs included the following:

- Reasonable timelines are needed for businesses to adjust to the changes;
- Implementation costs are needed for staff to promote and educate;
- Ensure that accessibility requirements are being met i.e. single use straws are available for people that require them for accessibility needs;
- Encourage reusable products rather than compostable as most of the compostable plastic products do not break down and are no better than regular plastics. Alternative products must contain wood fiber and should not be plastic-based.

Through consultation with the Chambers of Commerce, staff released an online survey to businesses across the City that had potential to be affected in some way if a single use plastic and/or styrofoam ban were to take place.

Staff reached out to over 100 businesses across the City and received responses from 77 of those businesses. In summary when asked if the businesses would consider using alternative environmentally-friendly products (i.e. paper bags, etc.) instead of plastic and styrofoam, 77% answered “yes” and 66% indicated they could implement such a change within one year.

There was good support from local businesses for reducing styrofoam and single use plastics. However they also indicated the need for support from the City in the form of advertising, promotion and alternative supplier lists.

Businesses also raised the following concerns:

- Specific items such as medical supplies, some food packaging, outside suppliers packaging, etc. should be exceptions;
- Many business chains have to answer to their parent corporations and are limited in what they can do;
- Cost of alternative products can be high and there are limited suppliers;
- A phase out period is necessary in some cases.

In summary, a voluntary ban supported with good public education and promotion would achieve positive results in reducing the use of styrofoam and single use plastics. A voluntary ban would focus on plastic shopping bags, styrofoam cups, styrofoam containers and plastic straws. This would mean that these items would not be banned through an enforced by-law, but that businesses could take the initiative in removing these products from their stores.

A voluntary ban would allow for businesses to phase out their existing materials on their own timeline and create their own business plan to take this action.

The municipality could assist business by offering promotion and education as an incentive. Businesses that had successful programs would be promoted through the City’s communication channels i.e. website, social media and selected printed materials. In addition, the City could provide support by making supplier lists and recommendations on alternative packaging. The city would also encourage residents to use their reusable bags, cups and containers in various applications throughout the City

As a leader, the City should review the feasibility of reducing or eliminating styrofoam and single use plastics (where possible) from City buildings and facilities.

The City should also remove styrofoam from its recycling program as it is rarely recycled and mainly ends up being landfilled.

Rationale:

The following is the rationale “to approve a voluntary ban of styrofoam single use plastics in the Kawartha Lakes and remove styrofoam from the curbside recycling stream”:

- Despite ongoing efforts in Canada, there are not reliable, consistent or cost effective processes to manage styrofoam. As a result, the majority of styrofoam ends up in landfills. In 2018, Northumberland processed and landfilled 10 tonnes of styrofoam from the City;
- Canada Fibers, the city’s new recycling processor (starting in Sept 2020), has indicated there are very limited markets for styrofoam. They do not recommend collecting styrofoam as it would be costly for processing;
- Styrofoam and single use plastics are needlessly being landfilled in the City. Both of these products have alternatives that are re-useable, recyclable and ultimately reduce the waste going to landfill;
- Through a voluntary ban businesses would have time to transition to alternative means on their own terms;
- Through a voluntary ban businesses would be prepared for any provincial and federal legislative changes that occur (potential future bans);
- A voluntary ban would reduce risk of legal action from the plastics industry;
- A voluntary ban would enable the City to initiate immediate action without risking contradiction to potential future legislation around full bans.

To support the recommendations in this report staff presented the above rationale and background research findings to four city advisory committees. Those committees made the following resolutions:

1) The Lindsay Ops Landfill Public Review Committee on September 11, 2019:

THAT the Lindsay Ops Landfill Public Review Committee supports the recommendation to proceed with a voluntary ban of single-use plastics and Styrofoam in Kawartha Lakes and to phase out single-use plastics and Styrofoam in Kawartha Lakes facilities and buildings.

Moved By Chris Appleton
Seconded By Larry Scrivens

Carried

2) The Waste Management Advisory Committee on September 16, 2019:

THAT the Lindsay Ops Landfill Public Review Committee supports the recommendation to proceed with a voluntary ban of single-use plastics and

Styrofoam in Kawartha Lakes and to phase out single-use plastics and Styrofoam in Kawartha Lakes facilities and buildings.

Moved By Chris Appleton

Seconded By Andrew Veale

Carried

3) The Fenelon Landfill Public Review Committee on September 26, 2019:

THAT the Fenelon Landfill Public Review Committee recommend that the City bans single use plastics and Styrofoam from their facilities and buildings and;

THAT the City phases in a City-wide ban of single-use plastics and Styrofoam over 2020.

Moved By Julia Taylor

Seconded By Robert Coleman

Carried

4) The Kawartha Lakes Environmental Advisory Committee on September 26, 2019:

Whereas the use of single use plastic products is a serious environmental and landfilling issue;

And Whereas the Provincial Government has implemented First Reading of the Single Use Plastics Ban, 2019;

And Whereas the Federal Government is considering a ban of single use plastics by 2021;

That the Kawartha Lakes Environmental Advisory Committee hereby resolves to encourage the Council of the City of Kawartha Lakes to implement a voluntary ban of single use plastics and Styrofoam as well as implement a public education strategy on eliminating single use plastics and Styrofoam throughout the City in 2020 and;

That the Kawartha Lakes Environmental Advisory Committee further resolves to encourage the Council of the City of Kawartha Lakes to pass a By-law to ban the use of single use plastics and Styrofoam by January 2021 and to communicate this intent to residents and businesses within the City.

Moved By J. Morris

Seconded By S. Blayney

Carried

Other Alternatives Considered:

Council could choose to go with any of the following options:

1. Status Quo (proceed with no changes):

This would mean that current programs would remain status quo, that no additional communication efforts would be made and that the City would not be responsible for any reductions seen in single use plastics and styrofoam usage. This option is not recommended as it does not address the inherent and expensive issues with having to manage styrofoam and single use plastics.

2. Full Ban of Styrofoam and Single Use Plastics:

This alternative is not recommended since it could trigger unnecessary legal costs or risk to the City from the Plastics industry. As well, this alternative would require a By-Law (including applicable products and exemptions) and additional staff time for communications and implementation. Corporate communications have indicated that additional budget (approximately \$20,000) would be needed for the communication component. Although not recommended at this time, should this alternative be selected it should not be implemented until after any potential provincial and federal legislation is enacted to ensure consistency in government messaging.

Financial/Operation Impacts:

Staff have discussed the promotion and education needed to successfully roll-out a voluntary ban with corporate communications and they have indicated this can be done within the existing budget.

Relationship of Recommendation(s) To The 2016-2019 Strategic Plan:

This report contributes to the Council Adopted Strategic Plan, namely Strategic Action 3.1.2 which is “Executing the Waste Management Strategy”. This report aligns with the City’s Integrated Waste Management Strategy to divert materials from landfill and find opportunities to save landfill space.

This report aligns with Goal #3 of a “Healthy Environment”. The act of reducing styrofoam and single use plastics wastes aligns with the City’s vision of a naturally beautiful community that protects our local environment, enhances water quality and creates an improved quality of life.

Also, this report relates to Goal #1 of a “Vibrant and Growing Economy”. Through implementing these changes, there will be increased communications to

business and to the public. This will also highlight the City in a positive light in the media and the municipality will be ahead of the curve as new legislation comes through, this may also benefit tourism.

Review of Accessibility Implications of Any Development or Policy:

N/A

Consultations:

Waste Technician II

Manager – Communications, Advertising and Marketing

Manager – Municipal Law Enforcement and Licensing

City Solicitor

City of Kawartha Lakes Environmental Advisory Committee

Attachments:

No attachments.

Department Head E-Mail: brobinson@kawarthalake.ca

Department Head: Bryan Robinson, Director of Public Works

The Corporation of the City of Kawartha Lakes

Committee of the Whole Report

Report Number WM2019-012

Meeting Date: Tuesday November 5, 2019

Title: Making Waste Matter: Integrated Waste Management Strategy Update

Description: Update to the 2015 Integrated Waste Management Strategy for the period spanning 2020-2024

Ward Number: All

Author and Title: David Kerr, Manager Environmental Services

Recommendation(s):

That Report WM2019-012, Making Waste Matter Integrated Waste Management Strategy Update, be received;

That Council approves the Integrated Waste Management Strategy Update for implementation; and

That this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

Department Head:_____

Financial/Legal/HR/Other:_____

Chief Administrative Officer:_____

Background:

At the Council Meeting of October 27, 2015, Council adopted the following resolution:

CR2015-1119

RESOLVED THAT Report WM2015-011, Integrated Waste Management Strategy, be received;

THAT Council approves the Integrated Waste Management Strategy as appended to Report WM2015-011, as the guiding strategy to inform the City's Waste Management Program and waste master planning consideration;

THAT staff be directed to plan and phase-in the recommended initiatives, in consultation with Council and the Waste Management Strategy Task Force, as generally outlined in the appended Strategy; and

THAT the Waste Management Strategy Task Force's Terms of Reference be updated and approved to include the implementation of the Integrated Waste Management Strategy, as appended to this Report to November 30, 2018.

The Strategy stated that it would be critical to regularly review, update, and expand the document due to frequent and significant changes in waste management practices, legislation, and waste quantities in the municipality. Based on the frequency of these changes it has been determined that an update of the Strategy will occur every five years.

This Report addresses this direction.

Rationale:

Many of the initiatives and goals outlined in the original 2015 Strategy have been reviewed and accomplished. There are many new opportunities that have been explored in this update that will push Kawartha Lakes further towards accomplishing the goals of this Strategy. Waste management is entering a challenging and exciting time as the province is changing how it will operate for the future. The future will involve producers of goods taking responsibility for their disposal. These changes are already happening and will continue to happen over the next five years. Therefore our municipality needs to be prepared in our contracts and programs for collection services and processing of waste and recycling. It is equally important to note that as the waste management industry has been changing so rapidly over the last 5 years some of the initiatives identified in the 2015 Strategy are no longer applicable and need to be revised. The goal of the Making Waste Matter: Integrated Waste Management Strategy is to guide Kawartha Lakes towards an overall residential diversion rate of 70% by

the year 2048 through the phased implementation of strategically-chosen initiatives, operational updates, and education activities. Since the Strategy was adopted in 2015 the residential diversion rate has increased from 39% to 43%, which is a great success for the municipality. Some of the initiatives that have been accomplished are outlined below:

Initiative	Result
Reduce	
Clear bag waste collection	20% less garbage is being picked up at the curb
Alternative daily cover (Fenelon and Somerville landfills)	Reduction in cover material purchased resulting in cost of cover savings and deferred landfill space savings
Increased tipping fees	Increased recycling and more realistic cost accounting for actual service
Backyard composter and digester program	300 composters and digesters sold
Reuse	
Local business partnerships (ex. Habitat for Humanity and other non-profit groups)	6 tonnes of reusable items donated to Habitat for Humanity
Electronic waste reduction/reuse database (through the Recycle Coach and Pingstreet apps)	over 8500 subscribers
Recycle	
Construction and Demolition waste recycling	40 tonnes of clean wood and drywall construction material diverted from the landfill and recycled
Mattress recycling	3500 mattresses diverted from the landfill and recycled
Innovate	
Continuing to collaborate with other communities and municipalities	Staff met four times per year with neighboring municipalities to share experience and program successes. As well attend Municipal Waste Association workshops
Continued public involvement with municipal and non-municipal research groups	Productive waste management related city advisory committees as well as

Update Process and Public Consultation

The update of the Making Waste Matter: Integrated Waste Management Strategy was led by the City's Waste Management Division with input from our City advisory committees (i.e. Lindsay and Fenelon landfill PRC's, and the Waste Management Advisory Committee), our Corporate Services staff, residents (both permanent and seasonal), local businesses and other municipal partners. A public meeting was held on June 26th 2019, and an online survey was available to the public from June 1st to July 15th. Roughly 200 responses to the survey were received.

The common themes expressed during public consultation included the need to:

- Increase public participation in waste management programs through the use of engaging, recognizable, and targeted education and promotion strategies
- Find innovative ways to reduce plastic waste in Kawartha Lakes and ensure environmental protection
- Provide options for source separated organics and food waste diversion

Preparing for the Future

When preparing for the future, it is important to consider where the community will continue to dispose of waste. Each of the five (5) open landfill sites operates under current approved capacity with forecasted closure dates. In anticipation of future disposal needs, a review of landfill expansion opportunities and required timelines for approval was conducted. This is summarized in the table below.

Landfill Site	Forecasted Closure Date	Expansion Possible	Time Required to Secure Approval
Lindsay Ops	2037	Yes	5-10 years
Fenelon	2024	No	N/A
Somerville	2084	Sufficient Capacity	N/A
Eldon	2046	No	N/A
Laxton	2024	No	N/A

** Note: these dates are based on current fill rates and as sites are progressively closed, waste will be diverted to the remaining open sites causing their closure dates to change*

To meet future waste management needs that address both our growing Kawartha Lakes demographics and our limited landfill capacity, the goal of increasing waste diversion rate to 70% from 39% by 2048 was set in the 2015 Strategy. This goal will be maintained in the Strategy Update.

Initiatives

The following summarizes a series of initiatives as vetted through the Strategy Update consultation and evaluation process for 2020-2024. More details on these initiatives is provided in the Strategy Update document. These initiatives provide the greatest positive impact to the current waste management program. The Kawartha Lakes Healthy Environment Plan was also consulted in determining these initiatives to ensure that the documents align. Of special note, specific programs will be scrutinized internally and detailed in a staff report to council prior to their implementation.

Reduce

- Increased Focus on Public Education (2020)
- Improved Backyard Composting Program (2021)
- Decrease Amount of Recycling allowed in Waste (2020-2021)
- Review Feasibility of a Source Separated Organics (SSO) Program (2021)
- Continually Improve Curbside Collection (2024)
- Corporate Waste Reduction Initiatives (2021-2023)

Reuse

- Textile Recycling/Reuse (2020)

Recycle

- Expand Mattress Recycling Program (2020)
- Improve Public Space Recycling (2020)
- Bulky Plastics Recycling (2020)

Innovate

- Explore Options to utilize the Fenelon and Laxton Landfills after their end of site life (2020)
- Start Environmental Assessment process (2020) to determine preferred long term option for end management of waste generated in the City

Committee Support

The Waste Management Advisory Committee has provided support and advice throughout the Strategy Update development. The Lindsay Ops Landfill and Fenelon Landfill PRC's were also consulted throughout the update process. The Waste Management committee and PRC's were provided draft copies of the Strategy Update and their comments were incorporated in the final version of the strategy update.

At the Fenelon Landfill Public Review Committee meeting on September 26, 2019 the following resolution was made:

Resolved that the Fenelon Landfill Public Review Committee support the Integrated Waste Management Strategy Update.

Moved By J. Taylor

Seconded By S. Britton Dankiw

Carried

At the Lindsay Ops Landfill Public Review Committee meeting on October 9, 2019 the following resolution was made:

Resolved that the Lindsay Ops Landfill Public Review Committee supports the Proposed Integrated Waste Management Strategy as outlined at the October 9, 2019 meeting and that the Strategy Update be presented at the Committee of the Whole meeting on November 5th for endorsement.

Moved By Chris Appleton

Seconded By Karen Buckley

Carried

At the Waste Management Advisory Committee meeting on October 21, 2019 the following resolution was made:

Resolved that the Waste Management Advisory Committee supports the Proposed Integrated Waste Management Strategy as outlined at the October 21, 2019 meeting and that the Strategy Update be presented at the Committee of the Whole meeting on November 5th for endorsement.

Moved By Andrew Veale

Seconded By Chris Appleton

Carried

Other Alternatives Considered:

Other alternatives such as the 'do nothing' approach does not achieve the 2015 Council resolution to support a waste management strategy and does not provide

a plan to reduce waste or extend the life of City landfills. Also, the 'do nothing' approach does not achieve incentives for diversion of waste.

Financial/Operation Impacts:

Detailed financial justification for specific programs will be scrutinized internally and detailed in a staff report to council prior to implementation. Initial estimates of landfill space savings for each initiative are listed in the Strategy Update document.

Relationship of Recommendation(s) To The 2016-2019 Strategic Plan:

The appended Integrated Waste Management Strategy is consistent with Council's strategic priority of a Healthy Environment. Specifically, the Strategy's overall goal of increasing the City's diversion rate to 70% will divert waste from landfills to extend their life, foster a Waste Less Living Philosophy to reduce the community's overall environmental footprint and provide the framework to improve the City's waste management infrastructure ensuring compliance with environmental legislation to protect the local environment.

Consultations:

Waste Management Advisory Committee

Lindsay Ops Landfill Public Review Committee

Fenelon Landfill Public Review Committee

Attachments:



Appendix A.
Integrated Waste Ma

Department Head E-Mail: brobansion@kawarthalakes.ca

Department Head: Bryan Robinson

Appendix # A

to

Report # WM2019-012

Making Waste Matter: Integrated Waste Management Strategy

November 2019 update for: 2020-2024

Final Draft



A Message from Kawartha Lakes Council

TBD

Introduction

The ***Making Waste Matter: Integrated Waste Management Strategy*** implemented in 2015 outlined where Waste Management in Kawartha Lakes was at that time and provided clear short-term and long-term initiatives for waste management services into the future (until 2048). The Strategy stated that it would be critical to regularly review, update, and expand the document due to frequent and significant changes in waste management practices, legislation, and waste quantities in the municipality. Based on the frequency of these changes it has been determined that an update of the Strategy will occur every five years. This first update will include initiatives to be implemented for the next five years (2020-2024) until the next Strategy update will be undertaken in 2024. Many of the initiatives and goals outlined in the original Strategy have been reviewed and accomplished and there are many new opportunities that have been explored in this update that will push Kawartha Lakes further towards accomplishing the goals of this Strategy. Waste management is entering a challenging and exciting time as the province is changing how it will operate for the future. The future will involve producers of goods taking responsibility for their disposal. These changes are already happening and will continue to happen over the next five years. Therefore our municipality needs to be prepared in our contracts and programs for collection services and processing of waste and recycling.



The goal of the *Making Waste Matter: Integrated Waste Management Strategy* is to guide Kawartha Lakes towards an overall residential diversion rate of 70% by the year 2048 through the phased implementation of strategically-chosen initiatives, operational updates, and education activities.

Residential Diversion:

A **waste diversion rate** is one of the common measures for evaluating the performance of a municipality's waste management program and represents the amount of recycling and special waste that has been diverted away from the landfill over a given year. The industry standard for municipalities across Ontario is to look at this from a residential diversion rate perspective. The official diversion rate that municipalities receive from the Resource Productivity and Recovery Authority after submitting all of the annual tonnages for each waste diversion program is a residential diversion rate. Since the Strategy was adopted in 2015 the residential diversion rate has increased from 39% to 43%, which is a great success for the municipality.

Industrial, Commercial & Institutional (IC&I) Diversion:

Kawartha Lakes also recognizes the importance of ensuring a high rate of diversion through the IC&I sectors. We plan on continuously improving waste reduction and recycling practices among commercial businesses through public education, communication, and incentives. This process has already begun through research and outreach to local businesses that staff has completed in 2019 on single use plastics reduction. It is also important to focus on IC&I diversion as a main component of this waste consists of construction and demolition materials (C&D) which can make up almost 50% of waste at our landfill sites. Kawartha Lakes will continue to develop and improve our C&D recycling program pilot by focusing communication efforts to local contractors to increase participation in the program.

Achieving our Goals

While the ultimate goal of the Strategy is to achieve an overall residential diversion rate of 70%, this update includes several other key performance indicators (KPIs) to measure the successful implementation of each initiative. Waste diversion rates can be impacted by many factors (for example population increases, regulatory changes, political and international economics, public education and awareness, etc.). It is therefore difficult to measure what impact a single initiative has had on the diversion rate when these other factors are impacting the diversion rate simultaneously, hence the use of additional KPIs.

When choosing which initiatives to pursue through this Strategy Update, the focus will be on a 'waste less living' philosophy, which structures the initiatives based on the 3 R's (Reduce, Reuse, Recycle) as well as the addition of 'Innovation' into waste management decision-making, program delivery, education and customer service.

In support of the provincial 'Delivering on the Made-in-Ontario' Environment plan, Kawartha Lake's goal is to strive to **reduce waste and increase diversion**. This will be achieved with a commitment to prioritizing the Waste Hierarchy through emphasis on the first two R's, Reduce and Reuse.

With recent uncertainties in recycling due to saturated and poor markets as well as new legislation surrounding a shift to producer responsibility beginning in 2023 of the blue box program in Ontario, it is now more important than ever to focus on reducing the amount of waste and blue box materials for processing and reuse of products and materials.

Strategy Success:

Since the Strategy was implemented in 2015 many of the waste management initiatives that were outlined have been accomplished with a huge thanks to public participation in the programs. Through the Strategy update survey completed in 2019, 100% of respondents said that they recycle, and 83% said they would like to see more municipal money spent on waste management to extend the life of our landfill sites and protect the environment. This public engagement has resulted in the increased diversion rate as well as landfill space and cost savings for our municipality. Kawartha Lakes is viewed as a leader in progressive waste management and recycling. Some of the initiatives that have been accomplished are outlined below:

Reduce	Result
Clear bag waste collection	20% less garbage is being picked up at the curb
Alternative daily cover (Fenelon and Somerville landfills)	Reduction in cover material purchased resulting in cost and space savings
Increased tipping fees	More sustainable waste management programs
Backyard composter and digester program	300 composters and digesters sold
Reuse	
Local business partnerships (ex. Habitat for Humanity and other non-profit groups)	6 tonnes of reusable items donated to Habitat for Humanity
Waste reduction/reuse database (through the Recycle Coach and Pingstreet apps)	over 8500 subscribers
Recycle	
Construction and Demolition waste recycling	40 tonnes of construction material diverted from the landfill and recycled
Mattress recycling	3500 mattresses diverted from the landfill and recycled
Innovate	
Continuing to collaborate with other communities and municipalities	staff meet four times per year with other municipalities
Continued public involvement with municipal and non-municipal research groups	productive waste management related municipal committees

Any outstanding initiatives have been re-evaluated through the Strategy update along with the addition of new initiatives which will be presented further in this document. Initiatives that were not considered a priority during the update will be revisited in future Strategy updates, for example alternative fuel collection vehicles for waste collection, and the possibility of a landfill construction reuse program.

Waste Strategy Consultation

The update of the ***Making Waste Matter: Integrated Waste Management Strategy*** was led by the Kawartha Lakes' Waste Management Division with input from municipal advisory committees (landfill public review committees, environmental advisory committee etc.), our Corporate Services staff, residents (both permanent and seasonal), local businesses and other municipal partners. Figure 1 provides an overview of the oversight structure.



To inform participants and generate discussion during the public consultation process, a “Start, Stop & Continue” exercise was used. The activity was conducted with the various committees, waste management staff, as well as members of the public to allow each person to brainstorm waste management initiatives and to consider if they should be implemented, continued or stopped; while simultaneously categorized under the 3 R’s (reduce, reuse, recycle) as well as the innovate category. This activity provided structure and streamlined the flow of ideas and discussion at the various meetings. It also allowed staff to recognize common themes which were important across the different groups participating.

In addition, a 2019 Waste Strategy Update survey was developed, accessible both online and paper format. Paper copies were accessible at Event Days or municipal facilities while the online survey remained available from June 1st to July 15th. Roughly 200 responses to the survey were received.

The common themes expressed during public consultation included the need to:

- **Increase public participation in waste management programs through the use of engaging, recognizable, and targeted education and promotion strategies**
- **Find innovative ways to reduce plastic waste in Kawartha Lakes and ensure environmental protection**
- **Provide options for source separated organics and food waste diversion**

These concepts will be explored throughout the Strategy.

Waste Management Policy

Waste management is controlled at all levels of government but it is primarily regulated at the provincial level.

Environmental Protection Act (EPA)

The role of the EPA is to protect the natural environment including air, land and water.

Environmental Assessment Act (EAA)

The Environmental Assessment Act sets out a process to evaluate proposed waste management activities such as landfilling and its potential effect on the environment.

Waste Free Ontario Act (WFOA)

The purpose of this new act (WFOA) enacted in 2016 is the idea that producers should be responsible for the end of life management of their products/packaging. This will create higher waste diversion in Ontario and a circular economy.

CKL Waste Management By-Law 2016-144

Waste Management By-Law 2016-144 sets out specific guidelines for waste disposal and diversion programs for Kawartha Lakes.

Looking at Today

In Kawartha Lakes, waste management services are coordinated by one central division for the entire municipality with assistance and support from other municipal departments. Our services include: overseeing curbside collection, managing public depots and drop-offs, providing landfill maintenance & monitoring services, and delivering education to the public to encourage the diversion of waste away from landfills. (These are summarized in the figure below)

Depot and Drop-off Programs	Collection Programs	Promotion & Education	Disposal Facilities
<ul style="list-style-type: none"> • Electronics • Tires • Scrap Metal • Mattresses • Boat Wrap • Reuse Centre (Fenelon) • Habitat for Humanity Reuse Bin (Lindsay) • Household Hazardous Waste • Leaf & Yard • Blue & Green Box Recycling • Paint Reuse (Fenelon & Lindsay) 	<ul style="list-style-type: none"> • 2-Bag Weekly Waste Limit Clear Bags • Unlimited Residential Weekly Recycling • Public Space Recycling • Large Item, Mattress & Freon • Curbside Batteries • Event Days 	<ul style="list-style-type: none"> • Social Media • Recycle Coach App • Various Methods of Advertising • Earth and Waste Reduction Week activities 	<ul style="list-style-type: none"> • 5 Open Landfill Sites • 11 Closed Landfill Sites • 4 Leachate Collection Systems • 1 Landfill Gas Collection System • 1 Electrical Generation System

Waste Management Facilities (Open Landfill Sites)

Five open landfill sites receive the waste that is generated within Kawartha Lakes. These landfill sites are: Lindsay Ops, Fenelon, Eldon, Somerville and Laxton. Each landfill site operates under approval by the Ministry of the Environment, Conservation and Parks (MECP).

Diversion Programs

Diversion programs are a fundamental component of waste management services. Diversion redirects recyclable and special waste materials away from the landfill. This is critical as landfill space is limited and requires extensive resources to manage.

To identify the trends and participation rates of these programs, the quantities of waste and recycling managed is tracked and regular audits are conducted.

History of Waste Management Diversion Initiatives:

- Municipal-wide Curbside Collection (2001)
- Scrap metal (2001)
- Tires (2001)
- Reuse Centre (2001)
- HHW (2001)
- Textile Collection (2002)
- Curbside Leaf and Yard (2005)
- Boat and Bale Wrap (2007)
- Electronics Recycling (2009)
- Public Space Recycling (2010)
- Round-Up Days (2011)
- Landfill Gas Flare (2012)
- New Blue Box Materials (2014)
- Paint Reuse (2015)

Initiatives Implemented through the Integrated Waste Management Strategy:

- Curbside Battery Collection (2016)
- Habitat for Humanity Reuse Bin (2017)
- Clear Bag Program (2017)
- Mattress Recycling (2018)
- Construction and Demolition Recycling Pilot -Clean Wood (2018)
- Construction and Demolition Recycling Pilot -Drywall (2019)

Preparing for Tomorrow

Changing demographics and population growth of Kawartha Lakes will have an impact on the amount and type of waste generated. It is important to note that the municipal growth plan includes forecasting to 2032; however, ***Making Waste Matter*** goes beyond to 2048, corresponding to the full build out of Lindsay. The forecasted shifts with the greatest potential impact on Kawartha Lakes waste management services are:

- A population increasing to 100,000 by 2032 (and beyond to 2048)
- The number of households/ dwellings increasing to 42,516 by 2032 (and beyond to 2048)
- Additional focused growth in Lindsay, Bobcaygeon, Fenelon Falls and Omemee
- The conversion of seasonal residences to permanent residences, and
- An increase in the number of multi-residential households

When preparing for the future, it is important to consider where the community will continue to dispose of waste. Each of the five (5) open landfill sites operates under current approved capacity with forecasted closure dates. In anticipation of future disposal needs, a review of landfill expansion opportunities and required timelines for approval was conducted. This is summarized in the table below.

Landfill Site	Forecasted Closure Date	Expansion Possible	Time Required to Secure Approval
Lindsay Ops	2037	Yes	5-10years
Fenelon	2024	No	N/A
Somerville	2084	Sufficient Capacity	N/A
Eldon	2046	No	N/A
Laxton	2024	No	N/A

** Note: these closure dates are based on present rates of fill and as landfills are progressively closed waste will end up being diverted to the sites with longer life such as Lindsay Ops, Eldon, and Somerville and will influence overall site life at those facilities.*

To meet future waste management needs that address both our growing Kawartha Lakes demographics and our limited landfill capacity, the goal of increasing waste diversion rate to 70% from 39% by 2048 was set in the 2015 Strategy. This goal will be maintained in the Strategy Update.

To address future waste management needs the Strategy Update also places importance on launching the Environmental Assessment process as estimates indicate capacity may be reached around 2034 at the Lindsay Ops landfill. Creating plans for when the Fenelon and Laxton landfills are scheduled to reach capacity in 2024 also needs to be addressed.

Meeting Our Future Needs

When reviewing and deciding on implementing waste diversion initiatives, close attention needs to be paid to operational capabilities, and future long term planning for assets at each of the landfill sites. In order to achieve the diversion initiatives there needs to be a plan which takes into account cost, staffing, and impacts on landfill facilities and assets. The following outlines the general operations and capital asset plans over the next five years at the landfill sites.

Operations Planning 2020-2024:

- Review and improve the waste department's data collection and management
- Review staffing needs in order to achieve diversion initiatives and goals
- Continue annual tipping fee increases as approved by Council until 2021 to sustain and improve waste management services and be on par with neighbouring municipalities
- Continue to review tipping fees as needed to ensure that fees offset cost of service
- Continue to work with landfill staff and other municipalities to determine efficiencies and cost savings measures in services
- Remain involved with webinars and training opportunities regarding diversion programs and transition to producer responsibility

Capital Assets Planning 2020-2024:

- Complete a landfill capital needs assessment
- Begin an Environmental Assessment Study process for future waste management options for Kawartha Lakes
- Apply final cover for the first phases at the Eldon and Somerville landfills
- Prepare Phase 2 of the Fenelon landfill site
- Design and build the final phase of the Lindsay Ops landfill
- Complete closure plans for the Fenelon and Laxton landfills or begin the transfer station approval process
- Progressively apply final cover to landfill sites as they reach final contours

Promotion & Education

Providing public education to support waste management programming is essential to achieving the goals set out in the ***Making Waste Matter: Integrated Waste Management Strategy***.

Providing waste and recycling communication using a wide variety of educational tools and activities ensures that the requirements, expectations, and philosophy ('waste less living') behind waste management initiatives reach our diverse community; they must be accessible, consistent and effectively reach all demographic groups and locations across Kawartha Lakes.

As part of the Strategy Update, increased public awareness and education has been identified as a key initiative in need of improvement. Reviewing resources and capabilities of delivering this commitment will be crucial. One of the priority initiatives in this Strategy Update is to create a Waste Management Public Education and Communication Strategy in order to define a set of priorities and resources that will be needed to deliver ***Making Waste Matter*** initiatives and improve Public Education in the Kawartha Lakes community.

Strategy Update Initiatives

The following summarizes a series of initiatives as vetted through the Strategy Update consultation and evaluation process for 2020-2024. These initiatives provide the greatest positive impact to the current waste management program. The Kawartha Lakes Healthy Environment Plan was also consulted in determining these initiatives to ensure that the documents align.

Of special note: Any specific regulatory approvals required and detailed financial justification for specific programs will be scrutinized internally and detailed in a staff report to council prior to implementation.

Reduce

Initiatives (2020-2024):

Increased Focus on Public Education

Launch 2020

Through the Strategy update consultation increased public awareness and education was identified as a key initiative in need of improvement. 65% of respondents of the Strategy survey said that they would like to see more information on waste management programs and recycling opportunities in Kawartha Lakes. In 2020 a Waste Management Public Education and Communication Strategy will be completed in order to define a set of priorities and outline the resources that will be needed to deliver the Strategy initiatives and improve public education on waste and recycling in the Kawartha Lakes community overall.

Key Performance Indicators:

- 1) Complete a Waste Management Public Education and Communication Strategy and bring to council for approval by Q3 in 2020.
- 2) Work with resources if received to ensure success of the initiatives in the Integrated Waste Management Strategy through increased public education and communication.
- 3) Throughout 2020 develop multimedia and hands on visual aids for residents to use for successful recycling practices.

Improved Backyard Composting Program

Launch 2021

Studies show that a single household can divert up to 30% of its generated waste through backyard composting.

We plan to improve on the current program, by providing more education on how to backyard compost, increase the amount of promotion and communication on the program, and in turn, increase participation.

Key Performance Indicators:

- 1) Provide increased communication and/or public education opportunities on backyard composting at least five times per year.
- 2) Increase participation in backyard composting by 5% per year over the next five years.
- 3) Complete a financial analysis by Q2 2020 on our current pricing of composters and digesters and include recommendation for 2021 budget.

Potential Impact on Diversion: It is estimated that if improvements are made to the backyard composting program that participation could increase to up to 5% of the public. This could increase the diversion rate by approximately 1% (Source: Reclay Steward Edge, 2017). Landfill space is valued at \$150 per tonne and this equates to roughly \$62,000 in savings of landfill space per year.

Decrease Amount of Recycling allowed in Waste

Launch 2020-2021

As part of the clear bag program which was initiated in 2017, residents are currently permitted up to 20% of recyclable material within each clear bag of waste. In order to increase diversion further and promote recycling the permissible limit of recycling within each clear bag will be reduced to 10%.

Key Performance Indicators:

- 1) Recommend an amendment to bylaw 2016-144 to council by the end of 2020 to reduce the permissible limits of recycling in each clear bag of waste.
- 2) Education and enforcement of this change to be implemented in 2021 if approved by Council.
- 3) Reduce the amount of recyclable material in curbside waste in Kawartha Lakes to no more than 10% by weight.

Potential Impact on Diversion: The estimated increase in diversion rate due to the bylaw change and public education is approximately 1% (Source: Making Waste Matter: Integrated Waste Management Strategy Supplementary Document, 2015). This equates to roughly \$62,000 in savings of landfill space per year.

Review Feasibility of a Source Separated Organics (SSO) Program

Launch 2021

The desire for a SSO program was a common theme in the Strategy Update public consultation process. It is also important for Kawartha Lakes to continuously review

the feasibility of an SSO program as the province has considered banning organics from being landfilled in the future. A large percentage of household waste can consist of SSO so there is a large diversion opportunity however also a high cost. In 2021 the feasibility of a program for SSO recycling will be reviewed to include options like curbside pick-up or centralized depot collection.

Key Performance Indicators:

- 1) Review the feasibility of a program to provide a municipal service for SSO recycling by Q4 2021.

Potential Impact on Diversion: A curbside SSO program could increase the diversion rate by up to **40%** (Source: Reclay Steward Edge, 2017). This equates to roughly \$2,000,000 in savings of landfill space per year.

Continually Improve Curbside Collection

Launch 2024

There are several different initiatives that Kawartha Lakes could implement through its curbside collection services that have the potential to increase overall diversion rate. Examples include: one bag per week garbage collection, biweekly garbage collection, pay as you throw options etc. The timing of this goal is to ensure current uncertainties surrounding producer responsibility of the blue box will be known as the program is set to begin transition in 2023. This will also give Kawartha Lakes time to prepare these new items before the next curbside collection contract in 2027.

Key Performance Indicators:

- 1) Prepare a list of 5 action items and recommendations for improved recycling and waste reduction curbside.
- 2) Determine which items will provide the most benefit and include these in the next Request for Proposal for curbside collection services.

Potential Impact on Diversion: The impact on diversion varies significantly depending on which initiatives would be implemented and would range from **5-10%** (Source: Making Waste Matter: Integrated Waste Management Strategy Supplementary Document, 2015). This equates to roughly \$300,000-\$600,000 per year in savings of landfill space.

Corporate Waste Reduction Initiatives

Launch 2021-2023

In order to lead by example and promote waste reduction in Kawartha Lakes, the municipality itself as a corporation needs to be a role model and positive influence. By 2023 the goal is to develop corporate waste reduction initiatives which will look at additional training for staff on waste reduction and recycling, purchasing policies that promote recycled or reusable materials, and improved waste reduction and recycling practices at all municipal buildings and facilities.

Key Performance Indicators:

- 1) Develop a vision for corporate waste reduction initiatives by 2021
- 2) Develop corporate waste reduction initiatives by 2023 with multiyear phased in strategies

Potential Impact on Diversion: The impact of corporate waste reduction initiatives would likely be initially small, however the change in culture through following the corporate lead could result in huge changes in how we as a community embrace change and get better at waste reduction.

Reuse

Initiatives (2020- 2024):

Textile Recycling/Reuse

Launch 2020

Textiles include items like clothing, curtains, towels and bed sheets. We would like to provide residents with convenient access to opportunities to keep these items out of the landfill. This should include opportunities for reuse of gently used textiles but also recycling opportunities for soiled or damaged textiles which cannot be reused. Through this initiative ways to partner with charitable organizations as well as for-profit organizations that operate textile reuse and recycling programs to make residents more aware of these options and more convenient will be considered.

Key Performance Indicators:

- 1) Develop a program for textile reuse and recycling in 2020.
- 2) Have discussions with non-profit and for-profit organizations throughout the development of the program.

Potential Impact on Diversion: Textiles are estimated to make up approximately 5-10% of the waste stream so there is opportunity for a significant increase in waste diversion through implementing increased textile reuse/recycling (Source: Continuous Improvement Fund). This equates to roughly \$300,000-\$600,000 per year in savings of landfill space.

Recycle

Initiatives (2020- 2024):

Expand Mattress Recycling Program

Launch 2020

As an original Strategy initiative a successful mattress recycling program has been implemented. The initiative to expand the program will look at options for increasing the amount of mattresses recycled each year including the ability to collect mattresses for recycling at the other landfills, making it easier for residents to recycle mattresses at the curb through increased public education, the option of being able to purchase mattress tags online, and reviewing the different types of materials the current recycler can accept in the mattress trailer.

Key Performance Indicators:

- 1) Increase number of mattresses collected in 2020 by 5% or approximately 225 units.
- 2) Work with communications staff as well as the collection contractors to optimize the recycling program in 2020 by implementing a service for residents to purchase mattress tags online.
- 3) Annually review the feasibility of collecting mattresses for recycling at additional landfill sites

Potential Impact on Diversion: The mattress recycling program has the potential for a diversion rate increase of 2% (Source: Making Waste Matter: Integrated Waste Management Strategy Supplementary Document, 2015). This equates to roughly \$124,000 in savings of landfill space per year.

Improve Public Space Recycling

Launch 2020

Public space recycling refers to collection in locations accessible to the public including parks and downtown areas. In order to decrease contamination of recycling, increase waste diversion, and keep our parks and downtowns clean and visually appealing attention to the design and usability of public waste and recycling receptacles is required.

Key Performance Indicators:

- 1) In 2020 we will focus baseline waste audits on public space areas to determine the extent of main areas of contamination within the public space recycling receptacles.
- 2) Implement best practices such as signage, placement of bins etc. to reduce contamination in public space recycling by 10%

- 3) The Waste Management Division will also make efforts to meet with other departments responsible for public space waste and recycling bins to ensure a collaborative Strategy going forward.

Potential Impact on Diversion: The impact on the diversion rate will be better understood through the composition audits completed in 2020.

Bulky Plastics Recycling

Launch 2020

Currently the municipality offers bulky plastic recycling of items like lawn chairs, toys, laundry hampers and hangers etc. four times per year at our environment round up days. This service is well used by the public and there is benefit in offering this service either year round or seasonally throughout the spring and summer months. Staff will examine the feasibility and complete a cost analysis for either a curb side pick-up of bulky plastics or bin drop off locations.

Key Performance Indicators:

- 1) Develop a program for bulky plastics recycling in 2020

Impact on Diversion: Through waste composition audits on curbside waste and recycling completed in 2017, bulky plastics made up approximately **7%** of this material so there is opportunity for a significant increase in waste diversion through implementing a bulky plastics recycling program (Source: Reclay Steward Edge, 2017). This equates to roughly \$435,000 in savings of landfill space per year.

Innovate

Waste management is a sector with continual operational changes and opportunities as well as emerging technologies that may create efficiencies within current waste operations. Kawartha Lakes is dedicated to exploring ways of doing business to increase diversion and preserve landfill capacity. During this stage of the Strategy it is necessary to explore options for some of the smaller landfill sites post closure, and future solutions for waste disposal long term once the Lindsay Ops landfill has reached capacity. The following summarizes these initiatives.

Initiatives (2020- 2024):

Explore Options for the Fenelon and Laxton landfills after the end of site life

Launch 2020

Through this initiative, options for the Fenelon and Laxton landfills which are scheduled to reach capacity in 2024 will be reviewed. These sites are used by a large number of residents and when the sites close this will put pressure on our other landfill sites in regards to capacity and site life, infrastructure, and staffing. A study will be conducted to look at the feasibility of keeping these sites open as transfer stations available for public drop off of waste and recycling to be transferred to other facilities. The study will also look at the potential impact on other landfill sites in Kawartha Lakes if the Fenelon and Laxton landfill sites formally close, and what capital investments will be needed at the other sites to meet the increased demand.

Key Performance Indicators:

- 1) Recommendations completed in 2020 by capital assets and engineering group.

Environmental Assessment

Launch 2020

The Lindsay Ops landfill site is scheduled to reach capacity in approximately 2037 however realistically the site may close sooner in approximately 2034. Since this site receives the vast majority of waste from Kawartha Lakes, an Environmental Assessment Study is needed to determine future options for waste disposal for Kawartha Lakes post closure of this site. The study will review the feasibility of many different options and technologies for long term waste management in Kawartha Lakes such as landfill expansion, incineration, transportation and shipping of waste, etc. It is important to start this process early as Environmental Assessment Studies can take many years to complete.

Key Performance Indicators:

- 1) The capital assets and engineering group will begin this process in 2020.

Strategy Updates & Revisions

The timeline in which to implement the ***Making Waste Matter: Integrated Waste Management Strategy*** extends until 2048. As it is expected there will be significant change in waste management practices and quantities generated it will be critical to regularly review, update and augment this document so that it continues to serve as a relevant guide. We plan to complete a formal update of the Strategy every five years.

With this in mind:

Any future waste management opportunity that meets the evaluation criteria and can help meet the Kawartha Lakes waste management goal of 70% diversion from landfill will be considered during review as well as regular operations in between review processes.

By conducting ***Making Waste Matter*** updates, our waste management program will be able to adapt to technological advances, changes in the marketplace, and amended regulatory requirements. It will regularly detail new initiatives and community partnerships, and provide updates on growth & population projections. As indicated, any specific regulatory approvals required and detailed financial justification for specific programs will be scrutinized internally and detailed in a staff report to council prior to implementation.

Another important consideration will be future landfill utilization opportunities. The forecasted closure date for each open landfill site is based on annual waste generation rates. As waste management initiatives are implemented, they will have a positive impact on the available capacity of each landfill, extending site life. Kawartha Lakes will regularly monitor the disposal capacity of each facility and identify Ministry of the Environment and Climate Change approval timelines for future expansion opportunities.

The Corporation of the City of Kawartha Lakes

Committee of the Whole Report

Report Number TR2019-005

Meeting Date: Tuesday November 5, 2019

Title: Disbanding of Transit Advisory Committee

Description: Transferring Transit reporting to the Transportation Group of the Kawartha Lakes Accessibility Advisory Committee

Ward Number: Wards 5 and 7

Author and Title: Todd Bryant, Manager of Fleet and Transit

Recommendation(s):

That Report TR2019-005 **Disbanding of the Transit Advisory Committee** be received;

That the Transit Advisory Committee be disbanded and the related Terms of Reference rescinded;

That Transit Staff work with Transportation Working Group of the Kawartha Lakes Accessibility Advisory Committee; and

That this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

Department Head:_____

Financial/Legal/HR/Other:_____

Chief Administrative Officer:_____

Background:

At the Transit Advisory Committee Meeting (TAC) of Thursday October 10, 2019 the TAC adopted the following resolution:

It was Moved by Norm Price and Seconded by Lynda DaSilva,

THAT the Transit Advisory Committee be disbanded; and

THAT Staff work directly with the Transportation Group of the Accessibility Advisory Committee.

This report addresses that direction.

Rationale:

Lindsay Transit has been in operation since 1977. For the past seven year's ridership on both modes of transit, Lindsay Transit and LIMO Specialized Transit have continued to increase ridership. Transit operations follows the Council adopted Transit Master Plan and Council direction regarding Lindsay Transit Capital and Operating budgets and growth strategy.

The TAC has had difficulty recruiting membership for the past several years, and on many occasions, has been unable to meet quorum. The current membership of the TAC has confidence that Lindsay Transit would be better served working with the Accessibility Advisory Committee (AAC).

The Transportation Working Group of the AAC has been consulted in bus design for Lindsay Transit, participated in the formation of the Lindsay Transit Master Plan and continues to provide ideas and opinions for transportation and transit decision makers. Staff also has confidence in that the AAC transportation working group is a workable solution that could be of benefit transit riders. The AAC terms of reference fit well with Transit goals, specifically:

- a) Provide advice to Council and City Staff, as appropriate, regarding accessibility issues and concerns; and
- b) Perform all other functions that are specified in the regulations. 2005, c. 11, s. 29 (4).

Under this new reporting plan, the AAC would provide advice to Lindsay Transit and Lindsay Transit would regularly consult with the AAC working group and report activities annually to the AAC.

The AAC will monitor the delivery of service to residents by periodic review of ridership information and monitor the progress on the Lindsay Transit Master Plan. The AAC would not be reviewing Capital or Operating budgets.

Other Alternatives Considered:

Council could consider remaining status quo and not dissolve the Transit Advisory Committee. No other alternatives are being considered at this time.

Financial/Operation Impacts:

There are no financial implications to this recommendation

Relationship of Recommendation(s) To The 2016-2019 Strategic Plan:

This Report is in alignment with the City's Strategic Plan with respect to effective transit management services.

Review of Accessibility Implications of Any Development or Policy:

All legal requirements as legislated within Regulation 191/11 made under the Accessibility for Ontarians with Disabilities Act, 2005 are met by Lindsay Transit and LIMO Specialized Transit. Lindsay Transit continues to strive for Service Excellence when providing transportation services to the residents of the City of Kawartha Lakes and will continue to consult all users including people with disabilities to ensure that future service excellence are maintained.

Consultations:

Transit Advisory Committee
Accessibility Coordinator
Director Public Works

Attachments:



Accessibility Advisory
Committee Terms of F



Transit Advisory
Committee Terms of F

Department Head E-Mail: brobinson@kawarthalakes.ca

Department Head: Bryan Robinson

Department File: TR2019-005

Terms of Reference

Name: Kawartha Lakes Accessibility Advisory Committee (AAC)

Date Established by Council: **January 15, 2003**
(Terms of Reference revised December 11, 2018)

Mission:

The Kawartha Lakes Accessibility Advisory Committee is established to provide advice and recommendations to Council on opening doors to accessibility by promoting a barrier free City of Kawartha Lakes.

The Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c.11, (the “AODA”) mandates that every municipality having a population of not less than 10,000 shall establish an accessibility advisory committee or continue any such committee that was established before the Act was put into place.

The “AODA” outlines that the accessibility committee shall:

- (a) advise the council about the requirements and implementation of accessibility standards and the preparation of accessibility reports and such other matters for which the council may seek its advice under subsection (5);
- (b) review in a timely manner the site plans and drawings described in section 41 of the *Planning Act* that the committee selects; and
- (c) perform all other functions that are specified in the regulations. 2005, c. 11, s. 29 (4).

Roles and Responsibilities:

It is the responsibility of all appointed members to comply with:

- the City Code of Conduct for Committee Members
- the City Procedural By-law
- Other applicable City by-laws and policies
- Municipal Act
- Municipal Freedom of Information and Protection of Privacy Act

- Municipal Conflict of Interest Act

No individual member or the Committee as a whole has the authority to make direct representations of the City to Federal or Provincial Governments.

Members shall abide by the rules outlined within the Municipal Conflict of Interest Act and shall disclose any pecuniary interest to the Secretary and absent himself or herself from meetings for the duration of the discussion and voting (if any) with respect to that matter.

The Committee will abide by any terms and conditions which may be set out by the City's Council, CAO, City Clerk, City Solicitor, Auditor and/or Insurer for any activities relating to Committee business in keeping with the Committee's Terms of Reference and established Policies.

Activities:

The following represent the general activities of the Committee:

- a) To prepare an annual written report to Council by the end of Q1 each calendar year to outline the Committee's/Board's achievements from the previous year in line with their approved work plan and to present to Council their current year work plan to include details on promotion of public education programs, review of other government reports, programs and legislation for any impacts on the City or its programs, and future City policy direction all with the view of advancing the City's adopted strategic priorities and the proposed budget.
- b) To make recommendations to Council on strategy, policies and various issues to achieve Council's strategic priorities relating to the Committee's established scope of work as defined in the Terms of Reference.
- c) Prepare an annual written report to Council by the end of January of the following year to outline the Board/Committees achievements in line with the approved work plan.
- d) Provide advice to Council on the requirements and implementation of Accessibility Standards and the Preparation of Accessibility Reports.
- e) Provide advice to Council on the review and preparation of the City's multi-year Accessibility Plan.

- f) Review in a timely manner the site plans and drawings for buildings and facilities as described in Section 41 of the *Planning Act*.
- g) Promote public awareness of accessibility.
- h) Provide advice to Council and City Staff, as appropriate, regarding accessibility issues and concerns.

Composition:

The Committee shall be comprised of a maximum of 11 members consisting of up to 10 members of the public and 1 Council representative all of whom will have full authority to debate and vote. The Committee shall consist of a minimum of 10 members. Committee members will be appointed by Council in accordance with established policy. As per the requirements of the “AODA” a majority of the members shall be persons with disabilities.

Appointment of Officers:

The Committee shall, at its first meeting in each year, elect from its membership a Chair, and Vice-Chair. It is acknowledged that there are no per diems for any Committee positions and it is acknowledged that none of the above positions shall be paid for their services. All Committee members are considered volunteer positions.

Term of Appointment:

Unless exempted by legislation, members will be appointed for a term of either two or four years with terms expiring at either the mid-term or full term of Council. Members shall continue to serve beyond the end of their term until the appointments of their successors have been approved by Council.

Resources:

The City Clerk’s Office and specifically the Accessibility Officer will provide support in the form of advice, day-to-day liaison with the City, updates on program and promotional ideas and initial assistance in their implementation to the degree resources are available. The Accessibility Officer is authorized to recruit non-voting service volunteers to provide professional/technical support as needed.

The liaison department will also assist in the preparation and submission of budget recommendations/grant submissions, if needed and attend meetings of the Committee.

A member of staff shall be designated as Recording Secretary by the liaison department. The Recording Secretary shall prepare and publish agendas; attend all formal business Committee Meetings for the purpose of taking Minutes; and prepare and publish minutes in an accessible format acceptable to the City Clerk's Office.

The Recording Secretary shall ensure that a current Terms of Reference for the Committee has been provided to the City Clerk's Office and is posted on the City website.

Timing of Meetings:

Meetings will be held on a set day and time as may be determined by the Committee or at the call of the Chair.

Location of Meetings:

The location of the meetings will be set by the Committee and must be held in an accessible City facility.

Meetings:

The Committee shall hold a minimum of 6 meetings in each calendar year. The Chair, through the liaison department, shall cause notice of the meetings, including the agenda for the meetings, to be provided to members of the Committee and posted to the City website a minimum of three (3) business days prior to the date of each meeting through the Recording Secretary. Quorum for meetings shall consist of a majority of the members of the Committee. No meeting shall proceed without quorum.

At the first meeting of each year, an Orientation Session shall be held for new members.

Working meetings throughout the year to advance the efforts of the work plan shall be held at the call of the Chair with the Chair providing notice of the working meetings to all members of the Committee a minimum of three (3) business days prior to the date of each meeting. No formal

minutes are required to be taken at working meetings; however, notes shall be taken.

Procedures:

Procedures for the formal business meetings of the Committee shall be governed by the City's Procedural By-law and Legislation or, where both of these are silent, by Robert's Rules of Order.

Closed Meetings:

The Committee shall not be permitted to hold Closed Meetings.

Agendas and Minutes:

A copy of the Agenda shall be provided to the City Clerk's office at the same time it is provided to Committee Members. The City Clerk's office will distribute the agenda to Council members as per established procedures.

Minutes of all formal business meetings and notes from working meetings of the Committee shall be forwarded to the liaison department, and to the City Clerk's Office, not later than two weeks after the meeting. Action items requested of staff and/or Council will be brought to the attention of the Accessibility Coordinator at that time. The City Clerk's Office will electronically circulate the formal business meeting minutes to all members of Council for their information. The City Clerk's Office will maintain a set of printed minutes on file for public review.

The Recording Secretary shall ensure that all Committee Agendas and Minutes are posted to the City website at the same times as they are circulated to the City Clerk's Office.

Reports:

One written report to Council is required per year from the Committee, being the work plan/budget and the previous year's annual report.

If there are recommendations of the Accessibility Committee that fall outside of this report, they are to be forwarded to Council, through the liaison department in a formal written report on the City report template. It will be the responsibility of the Committee Chair to provide a memo to the

liaison department identifying the Committee recommendations for final preparation of the report.

Purchasing Policy:

This Committee has no purchasing or procurement responsibilities.

Insurance:

The City of Kawartha Lakes' General Liability Policy and Errors and Omissions Liability Policy will extend to this Committee and its members. The applicable insurance policies extend to Committee members while in the performance of his/her duties and to those activities authorized by the City of Kawartha Lakes and Council. Members must adhere to the policies and procedures of the City of Kawartha Lakes and Council, including the Terms of Reference.

The Committee must provide, via the liaison department an annual updated listing of all members, including member positions, to the City of Kawartha Lakes to ensure the applicable insurance coverage remains in force.

Committee members are not entitled to any benefits normally provided by the Corporation of the City of Kawartha Lakes, including those provided by the Workplace Safety and Insurance Board of Ontario ("WSIB") and are responsible for their own medical, disability or health insurance coverage.

Expulsion of Member:

Any member of the Committee who misses three consecutive formal business meetings, without being excused by the Committee, may be removed from the Committee in accordance with adopted policy.

Any member of the Committee may be removed from the Committee at the discretion of Council for reasons including, but not limited to, the member being in contravention of the Municipal Act, the Municipal Freedom of Information and Protection of Privacy Act, the Provincial Offences Act, The Municipal Conflict of Interest Act or the Code of Conduct for Committee Members; disrupting the work of the Committee; or other legal issues. The process for expulsion of a Committee member is outlined in the City's **Council Committee, Board and Task Force Policy**.

Terms of Reference:

The Recording Secretary shall ensure that a current Terms of Reference for the Committee has been provided to the City Clerk's Office and is posted on the City website.

Any responsibilities not clearly identified within these Terms of Reference shall be the responsibility of the City of Kawartha Lakes. Council may, at its discretion, change the Terms of Reference for this Committee at any time. Any changes proposed to these Terms of Reference by the Committee shall be recommended to Council via the liaison department through a report to Council.

Terms of Reference

Name: Transit Advisory Committee

Date Established by Council: December 11, 2018 (Original Transit Advisory Board: 2009)

Mission:

The Transit Advisory Committee is established to provide input and recommendations to Council on safe, reliable, cost effective and accessible transit it to the Citizens of the City of Kawartha Lakes.

Roles and Responsibilities:

1. To liaise with Staff and follow the assigned activities outlined in the annual workplan that will help inform the City's transit services.
2. To follow the direction of Council.
3. To help inform and adhere to the Transit Master Plan.
4. To foster community engagement in public transit.
5. To build good working relationships with transit stakeholders.

It is the responsibility of all appointed members to comply with:

- the City Code of Conduct for Committee Members
- the City Procedural By-law
- Other applicable City by-laws and policies
- Municipal Act
- Municipal Freedom of Information and Protection of Privacy Act
- Municipal Conflict of Interest Act

No individual member or the Committee as a whole has the authority to make direct representations of the City to Federal or Provincial Governments.

Members shall abide by the rules outlined within the Municipal Conflict of Interest Act and shall disclose any pecuniary interest to the Secretary and absent himself or herself from meetings for the duration of the discussion and voting (if any) with respect to that matter.

The Committee will abide by any terms and conditions which may be set out by the City's Council, CAO, City Clerk, City Solicitor, Auditor and/or Insurer for any activities relating to Committee business in keeping with the Committee's Terms of Reference and established Policies.

Activities:

The following represent the general activities of the Committee:

1. To prepare an annual written report to Council by the end of Q1 each calendar year to outline the Committee's achievements from the previous year in line with their approved work plan and to present to Council their current year work plan to include details on promotion of public education programs, review of other government reports, programs and legislation for any impacts on the City or its programs, and future City policy direction all with the view of advancing the City's adopted strategic priorities and the proposed budget.
2. To participate in the development of an annual work plan for the succeeding year, for Council approval. The work plan shall include details on promotion of public education programs, review of other government reports, programs and legislation for any impacts on the City or its programs, and future City policy direction that advance the City's adopted strategic priorities and advance the Strategic Plan and the proposed budget
3. Research and provide recommendations on potential grants available to the City related to action items identified within the Transit Master Plan.
4. Monitoring the delivery of service to residents by periodic review of ridership information;
5. Monitoring progress on capital projects;
6. Monitor the progress on the Lindsay Transit Master Plan; and

Composition:

The Committee shall be comprised of six (6) members consisting of four (4) members of the public and up to two (2) Council representatives. Committee members will be appointed by Council in accordance with established policy.

Appointment of Officers:

The Committee shall, at its first meeting in each year, elect from its membership a Chair, and Vice-Chair. It is acknowledged that there are no per diems for any Committee positions and it is acknowledged that none of the above positions shall be paid for their services. All Committee members are considered volunteer positions.

Term of Appointment:

Unless exempted by legislation, members will be appointed for a term of two or four years with terms expiring at full term of Council. Members shall continue to serve beyond the end of their term until the appointments of their successors have been approved by Council.

All committee members are considered volunteer positions. Mileage costs and other minor expenses related to committee activities may be eligible for reimbursement subject to budget approvals by Council. No attendance at conferences or workshops shall be allowed by a volunteer member unless clearly identified in the work plan budget and approved by Council.

Resources:

The Transit Services division will provide support in the form of advice, day-to-day liaison with the City, updates on program progress on Lindsay Transit 10 year plan and promotional ideas. Staff may provide initial assistance in their implementation of the 10 year plan and projected Committee budget to the degree resources are available.

A member of staff shall be designated as Recording Secretary by the liaison department. The Recording Secretary shall prepare and publish agendas; attend all formal business Committee Meetings for the purpose of taking Minutes; and prepare and publish minutes in an accessible format acceptable to the City Clerk's Office.

The Recording Secretary shall ensure that a current Terms of Reference for the Committee has been provided to the City Clerk's Office and is posted on the City website.

Timing of Meetings:

Meetings will be held on a set day and time as may be determined by the Committee or at the call of the Chair.

Location of Meetings:

The location of the meetings will be set by the Committee and must be held in an accessible City facility.

Meetings:

The Transit Advisory Committee shall hold a minimum of two (2) meetings in each calendar year. The Chair, through the liaison department, shall cause notice of the meetings, including the agenda for the meetings, to be provided to members of the Committee and posted to the City website a minimum of three (3) business days prior to the date of each meeting through the Recording Secretary. Quorum for meetings shall consist of a majority of the members of the Committee. No meeting shall proceed without quorum.

At the first meeting of the new session, an Orientation Session shall be held for new members.

Working meetings throughout the year to advance the efforts of the work plan shall be held at the call of the Chair with the Chair providing notice of the working meetings to all members of the Committee a minimum of three (3) business days prior to the date of each meeting. No formal minutes are required to be taken at working meetings; however, notes shall be taken.

Procedures:

Procedures for the formal business meetings of the Committee shall be governed by the City's Procedural By-law and Legislation or, where both of these are silent, by Robert's Rules of Order.

Closed Meetings:

The Committee shall not be permitted to hold Closed Meetings.

Agendas and Minutes:

A copy of the Agenda shall be provided to the City Clerk's office at the same time it is provided to Committee Members. The City Clerk's office will distribute the agenda to Council members as per established procedures.

Minutes of all formal business meetings and notes from working meetings of the Committee shall be forwarded to the liaison department, and to the City Clerk's Office, not later than two weeks after the meeting. Action items requested of staff and/or Council will be brought to the attention of the Transit Services Department at that time. The City Clerk's Office will electronically circulate the formal

business meeting minutes to all members of Council for their information. The City Clerk's Office will maintain a set of printed minutes on file for public review.

The Recording Secretary shall ensure that all Committee Agendas and Minutes are posted to the City website at the same times as they are circulated to the City Clerk's Office.

Reports:

One written report to Council is required per year from the Committee, being the work plan/budget and the previous year's annual report.

If there are recommendations of the Transit Advisory Committee that fall outside of this report, they are to be forwarded to Council, through the liaison department in a formal written report on the City report template. It will be the responsibility of the Committee Chair to provide a memo to the liaison department identifying the Committee recommendations for final preparation of the report.

Purchasing Policy:

This Committee has no purchasing or procurement responsibilities.

Insurance:

The City of Kawartha Lakes' General Liability Policy and Errors and Omissions Liability Policy will extend to this Committee and its members. The applicable insurance policies extend to Committee members while in the performance of his/her duties and to those activities authorized by the City of Kawartha Lakes and Council. Members must adhere to the policies and procedures of the City of Kawartha Lakes and Council, including the Terms of Reference.

The Committee must provide, via the liaison department an annual updated listing of all members, including member positions, to the City of Kawartha Lakes to ensure the applicable insurance coverage remains in force.

Committee members are not entitled to any benefits normally provided by the Corporation of the City of Kawartha Lakes, including those provided by the Workplace Safety and Insurance Board of Ontario ("WSIB") and are responsible for their own medical, disability or health insurance coverage.

Expulsion of Member:

Any member of the Committee who misses three consecutive formal business meetings, without being excused by the Committee, may be removed from the Committee in accordance with adopted policy.

Any member of the Committee may be removed from the Committee at the discretion of Council for reasons including, but not limited to, the member being in contravention of the Municipal Act, the Municipal Freedom of Information and Protection of Privacy Act, the Provincial Offences Act, The Municipal Conflict of Interest Act or the Code of Conduct for Committee/Board Members; disrupting the work of the Committee; or other legal issues. The process for expulsion of a Committee member is outlined in the City's **Council Committee, Board and Task Force Policy**.

Terms of Reference:

The Recording Secretary shall ensure that a current Terms of Reference for the Committee has been provided to the City Clerk's Office and is posted on the City website.

Any responsibilities not clearly identified within these Terms of Reference shall be the responsibility of the City of Kawartha Lakes. Council may, at its discretion, change the Terms of Reference for this Committee at any time. Any changes proposed to these Terms of Reference by the Committee shall be recommended to Council via the liaison department through a report to Council.

At the discretion of Council the Committee may be dissolved by resolution of Council.



Council Memorandum

Date: November 5, 2019

To: Mayor Letham and Members of Council

From: Andrew Rafton, Acting Chief of Paramedic Services

Re: Ambulance Offload Considerations

Recommendation

That the memo dated November 5, 2019 regarding Ambulance Offload Considerations be received;

That Paramedic Service continue to implement the current relief initiatives; and

That this recommendation be brought forward to Council for consideration at the next Regular Council meeting.

Rationale

At the September 18, 2019 Special Council Meeting the following Council resolution was passed:

CR2019-525

Moved By Councillor Yeo

Seconded By Councillor Seymour-Fagan

That Paramedic Service staff be directed to bring forward a proposal for cost-avoidance in relation to the off-loading of patients at hospitals for consideration as part of the 2020 budget process.

This memo provides Council with an update of the current state of Offload Delay locally.

Ambulance patient offload delays (“OLD”) are the delays that can occur when transferring care of patients from paramedic service personnel to hospital emergency department staff and have huge impacts on the availability and effectiveness of Kawartha Lakes Paramedic Service (“KLPS”).

The definition of “OLD” is the amount of time spent in the emergency department transferring care to the hospital. It is calculated as the difference in time from when the ambulance arrives at the emergency department until transfer of care is documented and acknowledged on the ambulance call report – less the standard thirty (30) minutes which is normal for ambulance turnaround. Any time greater than thirty minutes is considered “OLD”.

When “KLPS” ambulances are delayed at hospital, they are out-of-service, thereby decreasing the system’s ability to provide lifesaving support throughout the Kawartha Lakes community.

Since 2008 the Ministry of Health and Long Term Care has provided funding for dedicated offload nurses to reduce ambulance offload times by providing municipalities with funding. “KLPS” specifically has not received any provincial monies for dedicated offload nurses. Up until recently our local hospital had funded an offload delay nurse through pay for performance measures. As a result of a reduction in pay for performance funding, and the recent retirement of this offload delay nurse, this hospital has determined that this resource will not continue moving forward.

“OLD” continue to seriously impact operations. Additional coverage and urgent up staffing comes by way of overtime costs and is often required to maintain coverage when multiple vehicles are lost to offload delays.

Given that our call volume (codes 1-4) has risen by 24% since 2014, significant stressors are being placed on resources to maintain existing performance levels.

To date response times have been relatively maintained, however Critical Minimum Emergency Coverage (“CMEC”) instances where there is limited ambulance availability have been trending upwards.

In summary, the current financial impacts of Offload Delays are:

- In 2018, Kawartha Lakes Paramedic Service (KLPS) incurred a new high of 464 offload delay (OLD) hours during which, paramedics were unavailable to respond to other calls for medical assistance.
- This is a 44% increase from 2017.
- The 464 OLD hours consumed the equivalent of 1,711 annual hours of ambulance staffing coverage.
- This equates to the consumption of approximately 5 hours per day that an ambulance spends on OLD.

- Offload Delays had a direct cost in 2018 of \$191,000; this does not include significant costs of lost coverage, urgent upstaffing and shift overrun.

The provincial government is continuing to review the structuring of paramedic services and recognizes there are issues with respect to offloads in hospitals. “KLPS” will implement the following mitigation plan, however we believe it is premature to invest in offload resources until the province has developed its offload strategy.

Current Relief Initiatives:

Fit-to-Sit initiative: The paramedic service has also been collaborating with the local hospital on a series of strategies, including a fit to sit initiative. These patients are transported by ambulance, but do not require a hospital bed and are offloaded to the waiting room. This will increase the number of patients that are diverted to the waiting room daily and will allow for quicker return to service.

Escalation Tool: Other strategies that have been investigated are an escalation tool whereby the communication centre will notify the paramedic superintendent in cases of offload reaching 45 minutes and again at 90 minutes if the situation is unresolved. The superintendent will then in turn liaise with the senior management of the emergency department to facilitate the transfer of care of the patient.

Repatriation Strategy: Occasionally, there are patients occupying beds in the emergency department where a patient is waiting for transportation back to their residence and none is available. In the event that a paramedic crew is on “OLD” and a patient is occupying a needed bed while waiting return transportation, the emergency department, in consultation with the superintendent will swap patients allowing the paramedics a faster return to service.

Community Paramedic Pilot: There are several programs devoted to diverting patients from hospitals. This includes the community paramedic pilot program currently funded by the municipality with a community paramedic assigned to conduct home visits. The intent of this pilot is to support high-resource patients discharged from the hospital, in efforts to keep them from the emergency department. In a recent support statement from the Eastern Ontario Warden’s Caucus (“EOWC”) it was noted that the province and municipalities collaborate to scale-up community paramedic programs and find opportunities to partner with relevant stakeholders.

Offload Delay Nurse: Since 2008, paramedic services have been able to apply for funding sources for dedicated offload delay nursing. The municipality should pursue these potential funding streams to attempt to mitigate the impact of “OLD”.

This is a global problem caused by systemic issues related to the lack of long term care beds and hospital overcrowding. Anticipated amendments to the Ambulance Act of Ontario will create new regulations that allow alternate patient destinations and treat-and-release programs. These proposed changes supported by “EOWC” will allow paramedics a broader scope of practice, while broadening their ability to provide on-site medical treatment. These changes would help ensure that patients are consistently getting the right care, in the right setting, without unnecessarily adding to the burden of hallway health care due to current antiquated and patchwork of legislation.

October 22, 2019

Ms. Cathy Ritchie, Clerk
City of Kawartha Lakes
P.O. Box 9000, 26 Francis Street,
Lindsay, ON, K9V 5R8

Sent via email to: critchie@kawarthalakes.ca

Re: Notice of Requirement for Council Resolution related to proposed Amendments to the Trent Source Protection Plan and Assessment Report as per Section 34 of the *Clean Water Act*

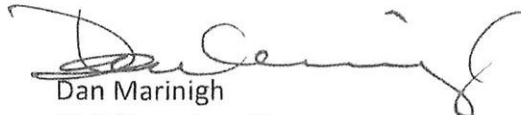
Dear Ms. Ritchie,

The City of Kawartha Lakes has recently received correspondence from the Trent Conservation Coalition inviting your municipality to provide feedback on the Summary of Proposed Amendments to the Trent Source Protection Plan and Assessment Report as a result of recent upgrades to the Pinewood Municipal Drinking Water System.

The upgrades to the Pinewood Municipal Drinking Water System are limited to a new well configuration and have resulted in changes to the delineation and vulnerability of the Wellhead Protection Area. No changes are proposed to policies in the Source Protection Plan.

This letter is to provide notice, as per Section 34(3) of the *Clean Water Act, 2006*, that a council resolution will be required from the City of Kawartha Lakes to endorse the proposed amendments to the Trent Source Protection Plan and Assessment Report. This resolution is required prior to the initiation of a prescribed 35-day public consultation period planned to commence in November 2019.

Sincerely,



Dan Marinigh
CAO/Secretary-Treasurer
Otonabee Conservation

Cc: Ron Taylor, Chief Administrative Officer, City of Kawartha Lakes
Nafiur Rahman, Sr. Eng. Tech. Engineering & Corporate Assets, City of Kawartha Lakes

October 21, 2019

Attention: Trent Source Protection Plan Implementing Bodies and Stakeholders

Re: Notice of Proposed Updates to Trent Source Protection Plan as a result of upgrades to Pinewood Municipal Well System

Your input is being sought on the attached document "Summary of Proposed Trent Assessment Report and Source Protection Plan Amendments". These amendments are based on upgrades to the Pinewood Municipal Well System and are limited to a new well configuration which has resulted in changes to the delineation and vulnerability of the Wellhead Protection Area. No changes are proposed to policies in the Source Protection Plan.

Please provide your feedback on the proposed amendments to Keith Taylor, Source Protection Program Coordinator (keith.taylor@ltc.on.ca) by November 10, 2019.

At a later date, you will be notified of the opportunity to provide formal comments on the proposed amendments during the 35-day period which is planned to commence in November 2019.

Sincerely,

Keith Taylor
Source Protection Program Coordinator
Trent Conservation Coalition Source Protection Region

Cc: Jim Hunt, Trent Conservation Coalition
Rhonda Bateman, CAO, Lower Trent Conservation
Mary Wooding, Ministry of the Environment, Conservation and Parks, Liaison Officer

*C/O LOWER TRENT CONSERVATION
714 Murray St, R.R. #1, Trenton, Ont. K8V 5P4*

**Summary of Proposed Amendments to the
Trent Source Protection Plan and Assessment Report**
Pursuant to Section 34 of Ontario Regulation 287/07 of the Clean Water Act
October 21, 2019

The City of Kawartha Lakes is upgrading the Pinewood Municipal Well System which will include the decommissioning of two wells and the installation of one new well. These upgrades have resulted in the Proposed Amendments to the Trent Source Protection Plan (SPP) and Assessment Report (AR) (last updated and approved August 20, 2019) listed below and summarized and highlighted in yellow on the following pages. The new municipal well configuration is as follows:

1. Well #1: Decommissioned
2. Well #2 To be decommissioned by end of November 2019
3. Well #3: To be decommissioned by end of November 2019
4. Well #4: Primary production well currently; to be backup well when Well #5 is in service
5. Well #5: New well to serve as Primary Production well

List of Proposed Amendments

SPP

1. Summary of Amendments (second page of SPP): Updated
2. Appendix 2: Updated SPP Policy Applicability Map
3. Appendix 5: Updated to include consultation activities for the Proposed Amendments
4. Explanatory Document to be updated

AR: Volume 1

5. Table 5.1-2: Added Wells #4 and #5 and removed Wells #1, #2 and #3.
6. Table 5.1-3: Added footnote to explain that does not include Well #5.
7. Section 5.2: Added 2019 technical report for Pinewood to list of background reports.
8. Section 5.2.2.2: Updated well counts.
9. Section 5.2.2.2, Wellhead Protection Area Delineation: Added paragraph titled "Pinewood (2019 Wellhead Protection Studies Updates)".
10. Section 5.2.2.2, Groundwater Vulnerability Assessment: Added paragraph titled "Pinewood (2019 Wellhead Protection Studies Updates)".
11. Table 5.2-2: Removed Wells #2 and #3 and added Well #5.
12. Table 5.2-3: Removed Wells #2, #3 and #4 and added data for All Wells (Well #4 and #5).
13. Table 5.2-4: Updated uncertainty ratings to represent Wells #4 and #5.
14. Table 5.3-1: Added footnote.
15. Table 5.3-16: Added footnote.
16. Table 5.4-3: Updated threats enumeration.

AR: Volume 2

17. Appendix F, Groundwater Systems: Water Quality Risk Assessment, Vulnerability Assessment:
Updated list of background reports

AR: Volume 3

18. Map 5-7a, Map 5-7b, Map 5-7c: Updated

Amendment 1: TCC to update Summary of Amendments to include reference to Pinewood

Amendment 2: TCC to input SPP Policy Applicability Map *in* Appendix 2

Amendment 3: TCC to update Appendix 5 to include consultation activities for the Proposed Amendments

Amendment 4: TCC to update Explanatory Document

Amendment 5

Table 5.1-2 (cont.) Summary of Wells and Water Treatment Systems for Existing Municipal Residential Groundwater Systems in the Trent SPAs

System Name	Well(s)								Water Treatment System	
	Location	No. Wells	Depths (m)					GUDI Status	Disinfection	Other Available Treatment Details
			1	2	3	4	5			
Otonabee-Peterborough Source Protection Area										
Alpine Village	East of Bobcaygeon	2	82	100	NA	NA	NA	No	Sodium hypochlorite	2 µm cartridge filtration
Birch Point Estates	Birch Point	2	18.3	19.8	NA	NA	NA	No	Sodium hypochlorite	1 µm cartridge filtration
Buckhorn Lake Estates	Buckhorn	1	16.8	NA	NA	NA	NA	Yes	Sodium hypochlorite	Chemically assisted filtration (Kinetico Macrolite system)
Crystal Springs	Elgeti	2	19.8	26.5	NA	NA	NA	Yes ²	UV irradiation Sodium hypochlorite	
Keene Heights	Keene	2	20.9	26.5	NA	NA	NA	No	Sodium hypochlorite	Sodium silicate (iron sequestration)
Millbrook	Millbrook	3	30	30	31	NA	NA	No	Sodium hypochlorite	
Norwood	Norwood	4	25	21.3	30.5	30.5	NA	No	Sodium hypochlorite	Sodium hydroxide & sodium silicate
Pinewood	Pinewood	2	107	118	NA	NA	NA	No	Sodium hypochlorite	
Crowe Valley Source Protection Area										
Cardiff	Cardiff	1	13.4	NA	NA	NA	NA	Yes	Sodium hypochlorite	2 µm cartridge filter for iron removal
Dyno Estates	Dyno Estates	1	11.8	NA	NA	NA	NA	No	Sodium hypochlorite	
Havelock	Northeast side of Havelock	3	15.2	13.7	15	NA	NA	Yes	Wells 1&4: UV irradiation; Chlorine; Sodium hypochlorite Well 3: Chlorine; Sodium hypochlorite; UV irradiation	Well 3: Dual media filtration
Lower Trent Source Protection Area										
Grafton	Grafton	2	78	78	NA	NA	NA	No	Sodium hypochlorite	Sodium silicate (iron sequestration)
Brighton	Brighton	3	40	40	40	NA	NA	No	Gaseous chlorine	
Colborne	Colborne	2	72	72	NA	NA	NA	No	Sodium hypochlorite	Sodium silicate (iron sequestration)

Stirling	Stirling	45	126.4	13.1	10.7 16.1	6.1 13.2	NA 13.2	Yes	UV irradiation; Sodium hypochlorite	
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Amendment 6 Table 5.1-3: Pumping Rates for Existing Municipal Residential Groundwater Systems in the Trent Source Protection Areas

System Name	Monthly Average Pumping Rates (m³/day) ¹												Average Annual Pumping Rate
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	(m³/day)
Kawartha-Haliburton Source Protection Area													
Canadiana Shores	58	66	63	64	77	68	72	64	56	52	52	58	62
Janetville	37	43	38	39	42	46	44	43	40	38	36	37	40
King's Bay	24	20	21	20	33	40	37	38	35	25	20	27	28
Manorview	19	17	17	19	23	27	19	20	21	18	15	15	19
Mariposa Estates	28	26	23	26	31	35	35	32	38	31	24	26	30
Victoria Glen	38	40	32	34	36	38	32	43	35	33	36	39	36
Pleasant Point	54	54	54	62	76	82	73	70	62	59	65	62	64
Sonya	26	25	26	28	33	40	39	39	29	28	27	27	31
Woods of Manilla	47	46	46	47	60	75	66	59	51	45	44	46	53
Woodfield	13	14	13	14	16	18	17	16	14	11	11	14	14
Victoria Place	85	80	78	92	95	93	95	89	90	85	81	85	87
Blackstock	104	105	103	106	122	138	115	114	108	108	103	102	111
Greenbank	134	136	126	125	143	156	144	138	131	127	124	127	134
Port Perry	2408	2323	2305	2411	2814	3255	3064	2955	2662	2511	2501	2421	2636
Minden	428	435	421	427	479	514	571	554	477	447	408	399	428
Lutterworth Pines ⁴	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Otonabee-Peterborough Source Protection Area²													
Alpine Village	158	133	135	145	163	156	175	175	148	160	164	165	156
Birch Point Estates	89	101	93	90	90	92	103	109	107	124	93	83	98
Buckhorn Lake Estates	88	75	74	75	82	92	105	112	107	89	86	98	90
Crystal Springs	99	93	96	105	129	147	129	122	112	114	110	116	114
Keene Heights ⁵	27	25	25	28	31	35	33	31	30	29	26	28	29
Millbrook	538	520	505	516	614	760	673	641	598	567	569	587	591
Norwood ⁶	994	1074	1035	872	872	943	930	871	861	835	819	863	914
Pinewood ⁷	142	146	141	145	180	185	168	166	149	151	142	149	155
Crowe Valley Source Protection Area³													
Cardiff	158	157	169	180	181	185	190	203	157	142	148	150	169
Dyno Estates	14	11	12	12	13	13	14	15	12	11	9	10	12
Havelock	542	576	569	547	584	604	639	627	575	517	544	576	594
Lower Trent Source Protection Area													
Grafton	157	160	157	171	205	254	209	196	180	170	160	170	183
Brighton	2333	2337	2296	2423	2854	3215	3022	3140	2795	2336	2289	2238	2628
Colborne	864	884	819	818	939	1118	1169	1112	1041	958	890	840	954
Stirling	940	898	874	814	897	989	949	1015	910	884	835	895	912

¹ Expressed as a total of all wells in the system using the last 5 years of available data (unless otherwise noted) Data sources: operating authorities (see Table 1)

² Calculated from 2004-2008 data except Alpine/Pirates Glen (2005-2008); Buckhorn Lake Estates (2005-2008); and Birch Point Estates (2006-2008)

³ Calculated last 2 years of available data

⁴ Because this system is so new, the actual taking data is not available

⁵ Calculated for the former primary well (well #4) because the current primary well (well #1) is so new (2012), the actual taking data is not available

⁶ For Wells #1, 2 and 3

⁷ For Wells #2, #3 and #4 (data not available for Well #5)

Amendment 7

5.2 WELLHEAD PROTECTION AREAS: DELINEATION & VULNERABILITY

One objective of source protection planning is to minimize the potential that land-based activities could contaminate groundwater resources that are used as sources of drinking water. The delineation of wellhead protection areas (WHPAs) and the assessment of groundwater vulnerability together describe how vulnerable water in a well is to contamination from these types of activities. This section is a description of the delineation of WHPAs and the assessment of vulnerability for the 32 groundwater systems identified in the Terms of Reference for the Trent source protection areas. This work was completed under several separate studies that are documented in the following background reports:

- Assessment of Drinking Water Threats – Havelock Water Supply, Township of Havelock-Belmont- Methuen (GENIVAR Consultants, April 2010)
- Assessment of Drinking Water Threats – Creighton Heights and Camborne Municipal Wellfields, Township of Hamilton (GENIVAR Consultants, June 2010)
- Assessment of Drinking Water Threats – Municipal Residential Groundwater Supplies – The City of Kawartha Lakes (3 Volumes) (GENIVAR Consultants, August 2010)
- Assessment of Drinking Water Threats – Municipal Groundwater Supplies – The Regional Municipality of Durham (August 2010)
- Vulnerability, Issues and Threats for Fourteen Groundwater Sourced Municipal Drinking Water Systems in the Trent Conservation Coalition Source Protection Region (XCG Consultants, July 2010)
 - Appendix 1: Updated Wellfield Vulnerability analysis for the Keene Heights Wells (Earthfx Incorporated, November 2013)
- Vulnerability, Issues and Threats for One Planned Groundwater Sourced Municipal Drinking Water System in the Trent Conservation Coalition Source Protection Region (XCG Consultants, July 2010)
- Vulnerability, Issues and Threats for the new Lutterworth Pines Municipal Groundwater Sourced Drinking Water System (XCG Consultants, January 2011)
- Norwood Municipal Wells Updated Modelling (D.M. Wills Associates Limited, October 2018)
- Technical Memorandum re: Groundwater Vulnerability Assessment – Section 34 Update, (Azimuth Environmental Consulting, April 25, 2019)

Amendment 8

5.2.2.2 CITY OF KAWARTHA LAKES MUNICIPAL RESIDENTIAL WELL SYSTEMS

The City of Kawartha Lakes operates the following 13 municipal residential well systems in the Trent source protection areas:

- Birch Point
- Canadiana Shores
- Janetville
- King's Bay
- Manorview
- Mariposa Estates
- Pinewood
- Pleasant Point
- Sonya
- Victoria Glen
- Victoria Place
- Woodfield
- Woods of Manilla

Water is obtained for these systems from a total of 6 bedrock wells and 25 overburden wells. In this area, 7 of the 31 wells are deemed to be GUDI. These systems are summarized in Table 5.2-2 along with the groundwater flow models used to delineate each WHPA.

Amendment 9

Wellhead Protection Area Delineation

A consistent WHPA delineation methodology was used for the groundwater systems in the City of Kawartha Lakes. Each WHPA was delineated using a three-dimensional groundwater flow model based on the MODFLOW 2000 simulation code. Six regional groundwater models were developed to delineate WHPAs for these municipal systems; these models are summarized in **Error! Reference source not found..**

Table 5.2-1: Summary of Regional Groundwater Models for City of Kawartha Lakes Systems

Regional Model	Municipal Well System(s)	Data Source
Woodville / Woods of Manilla	Woods of Manilla	CAMC-YPDT Version 2 (8 layer)
Southwest	Sonya Mariposa Estates King's Bay Pleasant Point Canadiana Shores	CAMC-YPDT Version 2.1 (12 layer)
South	Janetville Pinewood Woodfield Manorview	CAMC-YPDT Version 2 (8 layer)
East	Victoria Place Birch Point	CAMC-YPDT Version 2 (8 layer)
Victoria Glen	Victoria Glen	CAMC-YPDT Version 2 (8 layer)

Where a sub-regional model was developed for more than one municipal well system, model refinements made to improve the calibration at each municipal well system were incorporated into the sub-regional model. The data source for the sub-regional models was either Version 2 (8 layer) or Version 2.1 (12 layer) of the CAMC-YPDT hydrostratigraphic model. No modifications to the models were made.

The WHPAs delineated for the municipal systems in the City of Kawartha Lakes are shown on Maps 5-1a through 5-13a (for WHPA A-D). For systems with GUDI wells, the WHPA-E is shown on the following maps: 5-2d (Canadiana Shores), 5-5d (Manorview), and 5-8d (Pleasant Point). Note that although Well #3 in Sonya is considered to be GUDI, there is no surface water feature nearby to short-circuit

contaminants to the relevant well. Therefore, in accordance with Technical Rule 49(3), this condition would preclude the use of WHPA-E for the Sonya well system.

Pinewood (2019 Wellhead Protection Studies Updates)

The original groundwater model applied a maximum pumping rate (587,520 L/day) to Well #4 which yielded set of concentric rings emanating from the wellhead that represented the wellhead protection for the well. With the addition of Well #5 to the municipal well system and the removal of Wells #2 and #3, the wellhead protection areas were reassessed. Both of the remaining wells, Wells #4 and #5, are screened within the deep aquifer known as the Thornccliffe Aquifer Complex (TAC). The wellhead protection areas for Well #5 were determined based on the assumption that pumping tests conducted under the same conditions as was modelled for Well #4, would yield the same pattern of concentric rings that had been generated for Well #4. Utilizing the Principle of Superposition, the resultant composite wellhead protection area for Wells #4 and #5 represents the maximum extent of groundwater capture, whether pumping occurs from Well #4 or Well #5.

Amendment 10

Groundwater Vulnerability Assessment

An aquifer vulnerability index method was used to determine groundwater vulnerability for each of the 13 municipal systems in the City of Kawartha Lakes. Each of the 8 or 12 model layers was categorized as either an aquifer or an aquitard according to the designations developed for the Conservation Authorities Moraine Coalition in 2006. The aquifer vulnerability index was calculated as a sum of the thickness of each layer multiplied by a K-Factor of either 1 for an aquifer or 4 for an aquitard.

The presence of transport pathways identified in the WHPAs resulted in modifications to the vulnerability assignments of most of the municipal systems. The majority of the transport pathways identified in the City of Kawartha Lakes systems were private water wells. Transport pathways associated with aggregate extraction were identified in the WHPA for Mariposa Estates. Two criteria were used to trigger an increase in vulnerability rating. If a water well penetrated to within 3 metres of the aquifer, then the vulnerability of the area within 30 metres of the well was increased by one level. Or, if there was a cluster of 6 wells or more within a 100-metre radius, then the vulnerability of the cluster was increased by one level.

The results of the groundwater vulnerability assessments for municipal well systems in the City of Kawartha Lakes are shown on Maps 5-1a through 5-13a. The range of groundwater vulnerability ratings in the WHPAs delineated for these systems is given in.

Pinewood (2019 Wellhead Protection Studies Updates)

As per the original study (Genivar, March 2010), groundwater (vertical) vulnerability was assessed by calculating Aquifer Vulnerability Index (AVI) based on the CAMC/YPDT regional hydrostratigraphic interpretations..

Amendment 11

Table 5.2-2: Summary of City of Kawartha Lakes Municipal Well Systems

System	Well	Aquifer Type	Geology	GUDI Status	Groundwater Flow Model
Birch Point	Well #3	confined to semi-confined	overburden	non-GUDI	East Sub-Regional
	Well #4	confined to semi-confined	overburden	non-GUDI	
Canadiana Shores	Well #1	unconfined to semi-confined	overburden	GUDI	Southwest Sub-Regional
	Well #2	unconfined to semi-confined	overburden	GUDI	
	Well #3	unconfined to semi-confined	overburden	GUDI	
Janetville	Well #3	confined	overburden	non-GUDI	South Sub-Regional
	Well #4	confined	overburden	non-GUDI	
	Well #5	confined	overburden	non-GUDI	
King's Bay	Well #1	confined to semi-confined	overburden	non-GUDI	Southwest Sub-Regional
	Well #2	confined to semi-confined	overburden	non-GUDI	
	Well #3	confined to semi-confined	overburden	non-GUDI	
Manorview	Well #1	semi-confined	overburden	GUDI	South Sub-Regional
	Well #2	semi-confined	overburden	GUDI	
Mariposa Estates	Well #2	confined to semi-confined	overburden	non-GUDI	Southwest Sub-Regional
	TW1-03	confined to semi-confined	overburden	non-GUDI	
Victoria Glen	Well #1	confined	overburden	non-GUDI	Victoria Glen
	Well #2	confined	overburden	non-GUDI	
Pleasant Point	Well #1	confined	overburden	GUDI	Southwest Sub-Regional
	Well #2	confined	overburden	GUDI	
Pinewood	Well #4	confined	overburden	non-GUDI	Principle of Superposition
	Well #5	confined	overburden	Non-GUDI	
Sonya	Well #1	confined to semi-confined	overburden	non-GUDI	Southwest Sub-Regional
	Well #3	confined to semi-confined	overburden	GUDI	
Victoria Place	Well #1	semi-confined	bedrock	non-GUDI	East Sub-Regional
	Well #2	semi-confined	bedrock	non-GUDI	
	Well #3	semi-confined	bedrock	non-GUDI	
	Well #7	semi-confined to confined	bedrock	non-GUDI	
Woodfield	Well #1	Confined	bedrock	non-GUDI	South Sub-Regional
	Well #2	confined	bedrock	non-GUDI	
Woods of Manilla	Well #1	confined	overburden	non-GUDI	Woodville/Woods of Manilla
	Well #2	confined	overburden	non-GUDI	

Amendment 12 Table 5.2-3: Vulnerability Scores for City of Kawartha Lakes Municipal Residential Well Systems

System	Well(s)	Method ¹	Transport Pathways by WHPA ²					Range of Groundwater Vulnerability Ratings by WHPA				Range of Vulnerability Scores by WHPA				
			A	B	C	D	E	A	B	C	D	A	B	C	D	E
Birch Point	All	AVI	-	-	-	-	N/A	High	High	High	High	10	10	8	6	N/A
Canadiana Shores	All	AVI	-	-	-	W	-	Med-high	Low-high	Low-high	Low-high	10	6-10	4-8	2-6	5.6
Janetville	All	AVI	-	-	-	-	N/A	Low	Low	Low	Low	10	6	4	2	N/A
King's Bay	All	AVI	-	-	-	-	N/A	Med-high	Med-high	Med-high	Med-high	10	8-10	6-8	4-6	N/A
Manorview	All	AVI	-	-	-	-	-	Med-high	Med-high	Med-high	Low-high	10	10	4-8	2-6	5.6
Mariposa Estates	Well #2 TW1-03	AVI	-	-	-	-	N/A	Med-high	Med-high	Med-high	Low-med	10	8-10	6-8	2-4	N/A
						W/Q	N/A	Med-high	Med-high	Med-high	Med-high	10	10	6-8	4-6	N/A
Victoria Glen	All	AVI	-	W	W	W	N/A	High	Med-high	Med-high	Med-high	10	8-10	6-8	4-6	N/A
Pleasant Point	Well #1	AVI	-	-	-	W	SUC	Med	Low-med	Low-med	Low-med	10	6-8	4-6	2-4	5.6
	Well #2	AVI	-	-	-	W	D	Med	Low-med	Low-med	Low-med	10	6-8	4-6	2-4	5.6
Pinewood	All	AVI	-	-	-	-	N/A	Low	Low	Low	Low	10	6	4	2	N/A
Sonya	All	AVI	-	-	W	W	N/A	Med-high	Medium	Med-high	Med-high	10	8	6-8	4-6	N/A
Victoria Place	All	AVI	-	-	-	-	N/A	High	High	High	High	10	10	8	6	N/A
Woodfield	All	AVI	-	W	-	W	N/A	Low	Low-med	Low	Low-med	10	6-8	4	2-4	N/A
Woods of Manilla	All	AVI	-	-	-	W	N/A	Low	Low	Low	Low-med	10	6	4	2-4	N/A

Amendment 13 Table 5.2-4: Uncertainty Ratings for City of Kawartha Lakes Municipal Residential Well Systems

Groundwater System	Method ¹	Uncertainty Ratings for WHPA Delineation					Uncertainty Ratings for Assignment of Vulnerability					Final Uncertainty Rating				
		A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
Birch Point	AVI	Low	High	High	High	N/A	Low	High	High	High	N/A	Low	High	High	High	N/A
Canadiana Shores	AVI	Low	High	High	High	High	Low	High	High	High	High	Low	High	High	High	High
Janetville	AVI	Low	High	High	High	N/A	Low	High	High	High	N/A	Low	High	High	High	N/A
King's Bay	AVI	Low	High	High	High	N/A	Low	High	High	High	N/A	Low	High	High	High	N/A
Manorview	AVI	Low	High	High	High	Low	Low	High	High	High	Low	Low	High	High	High	Low
Mariposa Estates	AVI	Low	High	High	High	N/A	Low	High	High	High	N/A	Low	High	High	High	N/A
Victoria Glen	AVI	Low	High	High	High	N/A	Low	High	High	High	N/A	Low	High	High	High	N/A
Pleasant Point	AVI	Low	High	High	High	Low	Low	High	High	High	Low	Low	High	High	High	Low
Pinewood	AVI	Low	High	High	High	N/A	Low	Low	Low	Low	N/A	Low	High	High	High	N/A
Sonya	AVI	Low	High	High	High	N/A	Low	High	High	High	N/A	Low	High	High	High	N/A
Victoria Place	AVI	Low	High	High	High	N/A	Low	High	High	High	N/A	Low	High	High	High	N/A
Woodfield	AVI	Low	High	High	High	N/A	Low	High	High	High	N/A	Low	High	High	High	N/A
Woods of Manilla	AVI	Low	High	High	High	N/A	Low	High	High	High	N/A	Low	High	High	High	N/A

Amendment 14 Table 5.3-1: Data Sources Used for Assessment of Drinking Water Issues (GENIVAR)

Data Source	Water Type	Woods of Manilla	Sonya	Mariposa Estates	King's Bay	Pleasant Point	Canadiana Shores	Janetville	Woodfield	Manorview Estates	Victoria Glen	Victoria Place	Birch Point	Pinewood ¹	Blackstock	Greenbank	Port Perry	Havelock
Annual Reports	Raw & Treated	03-07	03-07	03-07	03-07	03-07	03-07	03-07	03-07	03-07	03-07	03-07	03-07	03-07	04-08	04-07	04-07	05-08
SWIP Data (MOECC's Drinking Water Inspection/Compliance Program)	Raw & Treated	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				06
Trent Coalition Conservation Aquifer Characterization Reports																		05-06
Well 1 and 2 Effective In-Situ Treatment Investigation (Jagger Hims Ltd.)																		02
Township of Havelock-Belmont-Methuen Municipal Groundwater Study Report (Morrison Environmental Ltd.)																		04
Permit to Take Water Study, Well 1 and Well 4 (Jagger Hims Ltd.)																		03
Supplementary Hydraulic Testing, Well 1 and Well 4 (Jagger Hims Ltd.)																		03
Production Wells 1 and 4 In-Situ Filtration Assessment Reports (Jagger Hims Ltd.)																		08-09
Havelock Wells 1 and 4 remedial Work Status (Jagger Hims Ltd.)																		08
Community of Port Perry Wellhead Protection Program Numerical Model Development Report																	03	
Kawartha Conservation Watershed Characterization Report		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	
Municipal Raw Water Quality Data															91-01		91-01	
Municipal Water Supply Water Quality Data		03-07													02-08	02-08	02-08	
Municipal Water Supply Treated Water Quality Data		03-07	03-07	03-07	03-07	03-07	03-07	03-07	03-07	03-07	03-07	03-07	03-07	03-07				
Municipal Servicing Study			✓	✓		✓	✓		✓	✓	✓	✓		✓	✓			

¹ Data not available for Well #5; data shown is for Wells #2, #3 and #4.

Amendment 15

Table 5.3-16: Pinewood Water Quality Standards Exceedances

Parameter	Water Type ¹	Years on Record ²	Benchmark Exceedances			Standard		Extrapolation		Drinking Water Issue	Rationale
			Exceeds ODWQS	Above detection limit	Above local background level	Value	Type ³	Trend	Exceed within 50 years		
Schedule 1											
Coliforms	Raw	2003/2007	Yes			0 cfu/100mL	MAC	—	No	No	<ul style="list-style-type: none">• Rare exceedances in low numbers• Adequate treatment
Coliforms	Treated	2003/2007	Yes			0 cfu/100mL	MAC	—	No	No	<ul style="list-style-type: none">• Adequate treatment
E. coli	Raw	2003/2007	Yes			0 cfu/100mL	MAC	—	No	No	<ul style="list-style-type: none">• Rare exceedances in low numbers• Adequate treatment
Schedule 2 & Table 4											
Sodium	Treated	2003/2007		Yes		200 mg/L	AO	⬆	No	No	<ul style="list-style-type: none">• No exceedance of standard in 50 years
Turbidity	Treated	2003/2007	Yes			5 NTU	OG	—	No	No	<ul style="list-style-type: none">• Occasional exceedance of standard

¹Indicates if the data on record is for raw (untreated) or treated water

²1 Data not available for Well #5; data shown is for Wells #2, #3 and #4.

³Standard types: MAC=Maximum Acceptable Concentration; AO=Aesthetic Objective; OG=Operational Guideline

Amendment 16 Table 5.4-3: Summary of Significant Threats for Groundwater Systems in the Trent Source Protection Areas (Listed by System)

Drinking Water Threats		Minden	Lutterworth Pines	Cardiff	Dyno Estates	Alpine Village	Buckhorn Lake	Norwood	Blackstock	Greenbank	Port Perry	Havelock	Grafton	Colborne	Brighton	Crystal Springs	Keene Heights	Millbrook	Stirling	Fraserville	Birch Point	Canadiana Shores	Janetville	Kings Bay	Manorview	Mariposa Estates	Victoria Glen	Pleasant Point	Pinewood	Sonya	Victoria Place	Woodfield	Woods of Manilla	TOTAL
No.	Prescribed Drinking Water Threats																																	
1	The establishment, operation or maintenance of a waste disposal site within the meaning of Part V of the <i>Environmental Protection Act</i>	1					1				1																						3	
2	The establishment, operation or maintenance of a system that collects, stores, transmits, treats or disposes of sewage	1	13	2	7	52	21	10	43	16	3	14	1	2	4	4	18	1		3	41	29	15	2	34	21		20	17	15	29	15	5	458
3	The application of agricultural source material to land					3		2	1	5		1			2	2			39	1			1	2		10	3		1		1	1	1	76
4	The storage of agricultural source material							2	1	1						1			7				1	2							1		16	
5	The management of agricultural source material																																0	
6	The application of non-agricultural source material to land								1																								1	
7	The handling and storage of non-agricultural source material																																0	
8	The application of commercial fertilizer to land								32	5													1							8			46	
9	The handling and storage of commercial fertilizer																							2									2	
10	The application of pesticide to land					2			1	5		2			2	3			1				1	4	1	2	3		1		1	1	1	31
11	The handling and storage of pesticide							1	1															2									4	
12	The application of road salt																																0	
13	The handling and storage of road salt																																0	
14	The storage of snow																																0	
15	The handling and storage of fuel	5	1	1	7	33		8	17	14	2	14				3	2	11	23		32	27		21	29	19		19		14	12	14	328	
16	The handling and storage of a dense non-aqueous phase liquid							2	2			9																			1		14	
17	The handling and storage of an organic solvent	1																															1	
18	The management of runoff that contains chemicals used in the de-icing of aircraft																																0	
21	The use of land as livestock grazing or pasturing land, an outdoor confinement area, or a farm-animal yard							2	1	1				1		2			34	1			1	2			1				1	1	48	
Total No. Significant Prescribed Drinking Water Threats		8	14	3	14	90	21	28	98	47	5	41	1	3	8	15	20	12	104	5	73	56	20	37	64	52	7	39	19	37	44	34	7	1026
Total No. Parcels Affected by Significant Prescribed Drinking Water Threats		6	13	2	7	54	21	22	33	21	3	28	1	2	6	7	18	12	62	4	41	29	15	23	35	31	3	20	18	15	30	16	6	604
Local Drinking Water Threats																																		
None																																		0
TOTAL (All Significant Drinking Water Threats)																																		
Total No. Significant Drinking Water Threats		8	14	3	14	90	21	28	98	47	5	41	1	3	8	15	20	12	104	5	73	56	20	37	64	52	7	39	19	37	44	34	7	1026
Total No. Parcels Affected by Significant Drinking Water Threats		6	13	2	7	54	21	22	33	21	3	28	1	2	6	7	18	12	62	4	41	29	15	23	35	31	3	20	18	15	30	16	6	604

Note: the total number of affected parcels may be less than the total number of drinking water threats because more than one threat may occur on some parcels

Amendment 17

VULNERABILITY ASSESSMENT

Assessment of Drinking Water Threats – Havelock Water Supply, Township of Havelock-Belmont-Methuen (GENIVAR Consultants, April 2010)

Assessment of Drinking Water Threats – Creighton Heights and Camborne Municipal Wellfields, Township of Hamilton (GENIVAR Consultants, June 2010)

Assessment of Drinking Water Threats – Municipal Residential Groundwater Supplies – The City of Kawartha Lakes (3 Volumes) (GENIVAR Consultants, August 2010)

Assessment of Drinking Water Threats – Municipal Groundwater Supplies – The Regional Municipality of Durham (August 2010)

Vulnerability, Issues and Threats for Fourteen Groundwater Sourced Municipal Drinking Water Systems in the Trent Conservation Coalition Source Protection Region (XCG Consultants, July 2010)

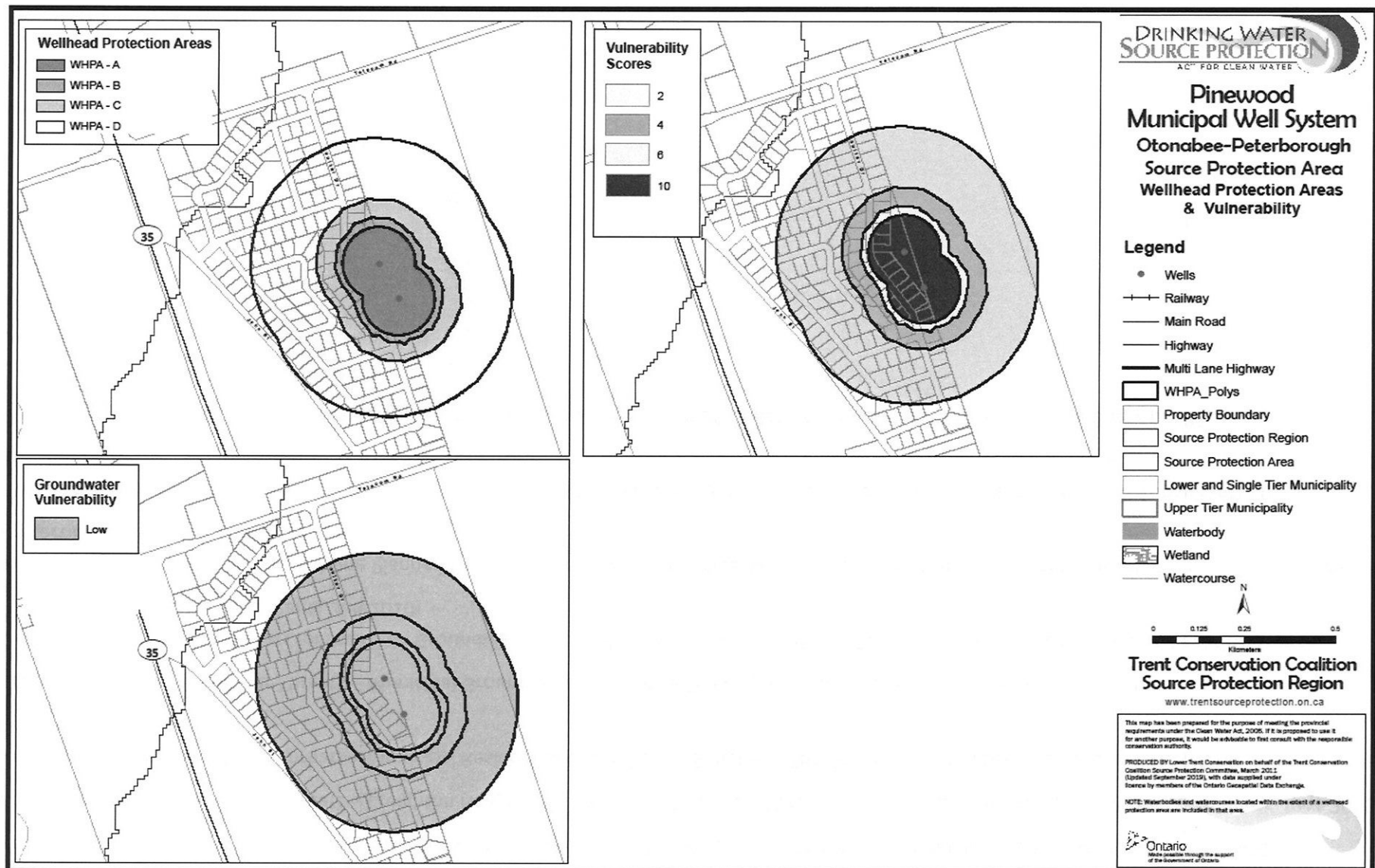
Vulnerability, Issues and Threats for One Planned Groundwater Sourced Municipal Drinking Water System in the Trent Conservation Coalition Source Protection Region (XCG Consultants, July 2010)

Vulnerability, Issues and Threats for the new Lutterworth Pines Municipal Groundwater Sourced Drinking Water System (XCG Consultants Ltd., January 2011)

Technical Memorandum re: Groundwater Vulnerability Assessment – Section 34 Update, (Azimuth Environmental Consulting, April 25, 2019)

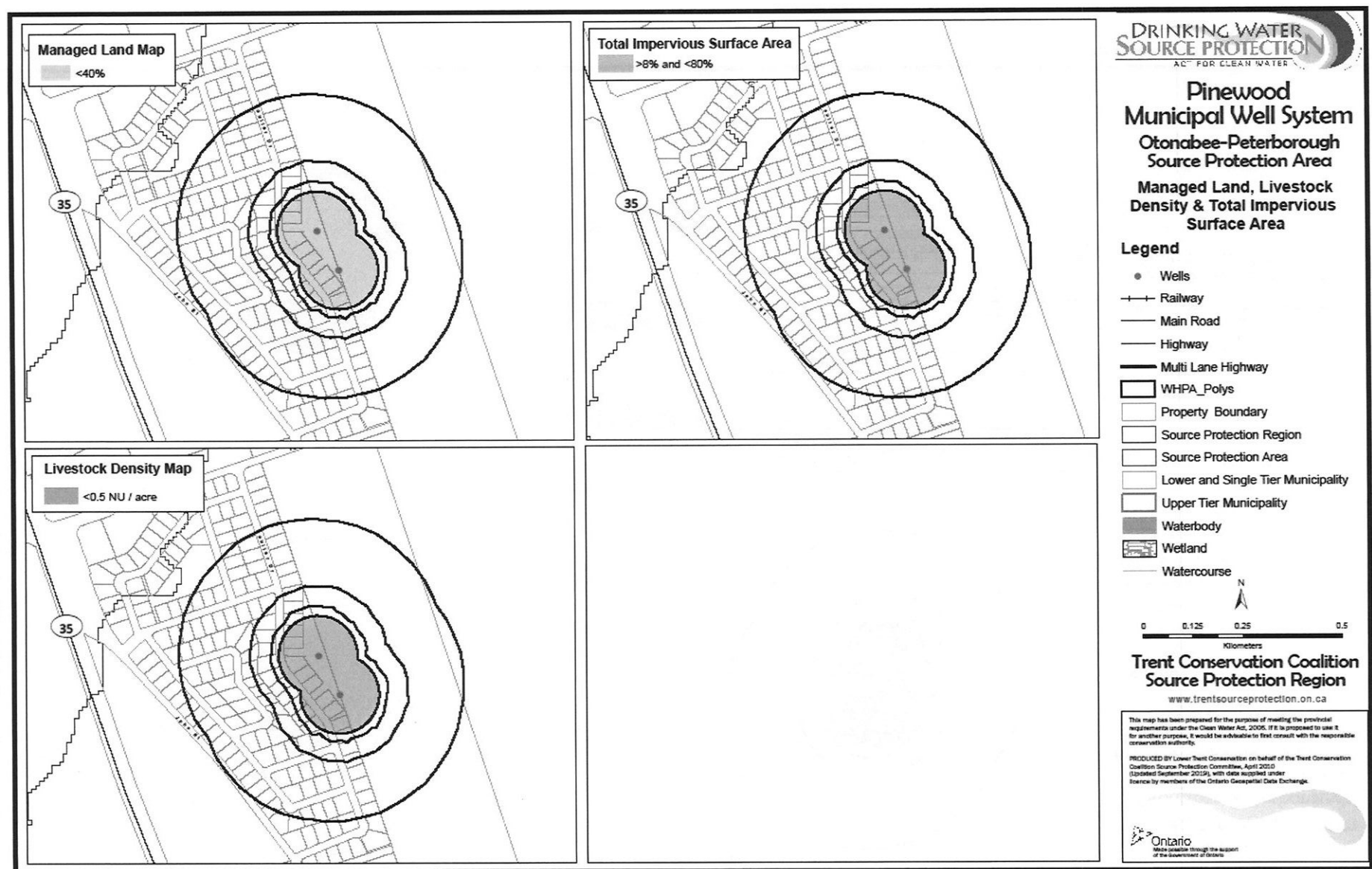
Amendment 18

Map 5-7a – Pinewood Municipal Well System: Wellhead Protection Areas & Vulnerability



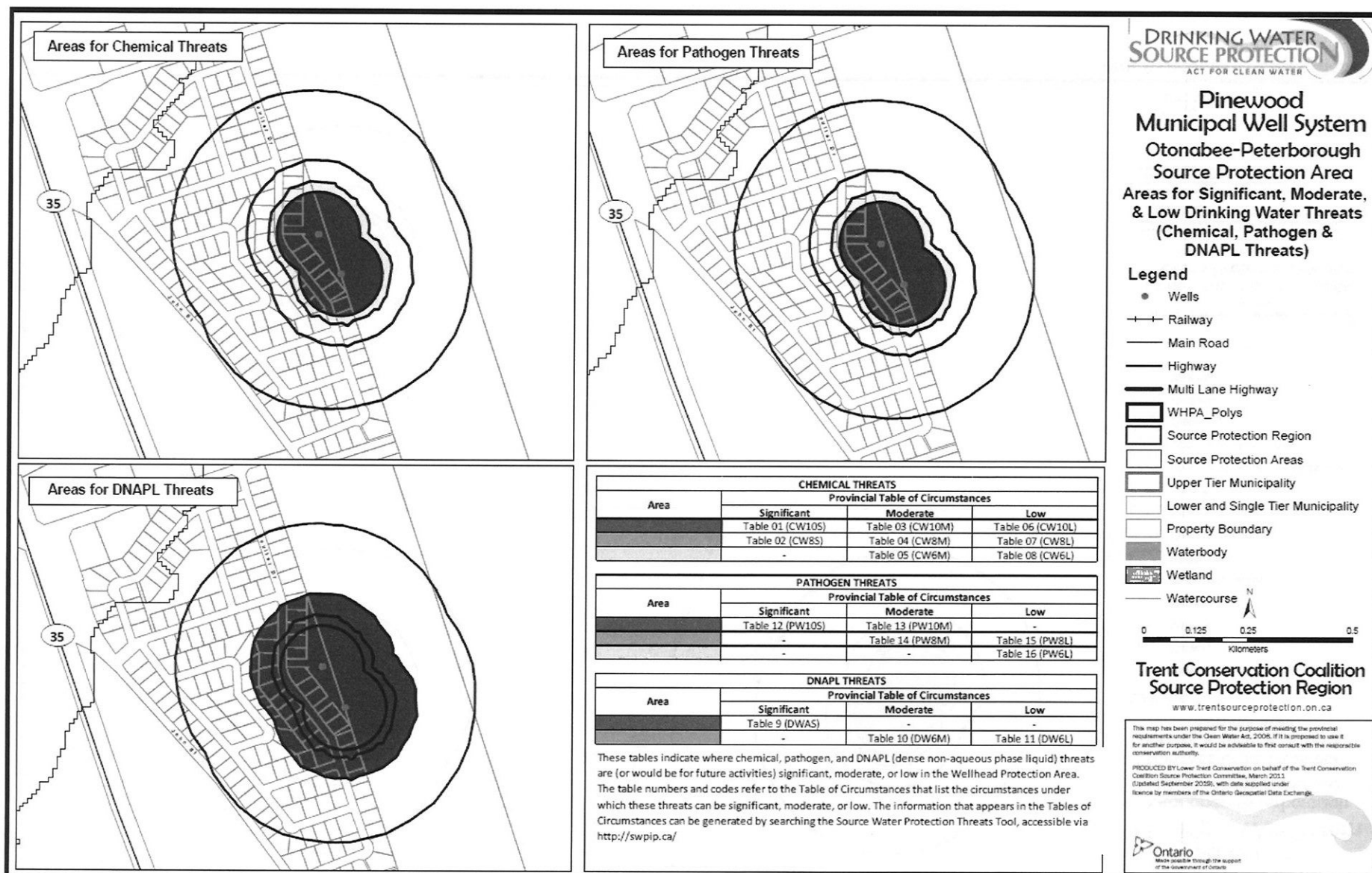
Trent Assessment Report Map 5-7a

Map 5-7b – Pinewood Municipal Well System: Managed Land, Livestock Density & Total Impervious Surface Area



Trent Assessment Report Map 5-7b

Map 5-7c – Pinewood Municipal Well System: Areas for Significant, Moderate & Low Drinking Water Threats (chemical, Pathogen & DNAPL Threats)



Trent Assessment Report Map 5-7c