

# City of Kawartha Lakes Youth and Young Adult Action Plan

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## Table of Contents

Table of Contents	2
Acronyms	3
Framework for a Youth and Young Adult Action Plan	4
Defining Youth	4
Importance of a Youth Action Plan	5
Youth in Kawartha Lakes	6
Methodology	7
The Results	8
Community SWOT Analysis	13
Strengths	13
Weaknesses	13
Opportunities	14
Threats	14
An Inclusive Action Plan	14
Mission	15
Strategic Plan	15
Goal 1: Increase the availability of activities and entertainment in Kawartha Lakes for youth and young adults	1
Goal 2: Ensure Kawartha Lakes maintains a prosperous economy with a diversity of jobs for job-seekers at all levels of career development	4
Goal 3: Encourage the development of a diversity of affordable housing options in Kawartha Lakes	7
Goal 4: Develop and communicate a brand for Kawartha Lakes that targets and appeals to a younger demographic	9
Goal 5: Enhance public transportation and active transportation networks to suit the needs of young individuals	11

## Acronyms

**BGCKL:** Boys and Girls Clubs of Kawartha Lakes

**BIA:** Business Improvement Association

**CKL:** City of Kawartha Lakes

**DR:** Downtown Revitalization

**HRDC:** Human Resources Development Canada

**KLREA:** Kawartha Lakes Real Estate Association

**KLSBEC:** Kawartha Lakes Small Business and Entrepreneurship Centre

**RTO8:** Regional Tourism Organization 8

**TLDSB:** Trillium Lakelands District School Board

**VCCS:** VCCS Employment Services

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## Framework for a Youth and Young Adult Action Plan

Youth attraction and retention is an important priority for the City of Kawartha Lakes. The City recognizes that youth are an integral component to achieve the vision for Kawartha Lakes: naturally beautiful, offering an exceptional lifestyle. Attracting, retaining and engaging a younger demographic will help the City to offer an exceptional lifestyle by boosting the local economy while working to enhance and diversify local culture.

The City of Kawartha Lakes Strategic Plan, which provides the vision for Kawartha Lakes, identified the creation of a comprehensive Economic Development Strategy as a key action to ensure a vibrant and growing economy and in turn to help deliver our vision. An Economic Development Strategy was completed in 2016 which provides the framework for this Youth and Young Adult Action Plan. The fifth goal of the Economic Development Strategy is to attract and retain a new generation of great entrepreneurs and workforce. Specifically, it was identified that “economic development programs will focus on retaining, repatriating and attracting a younger demographic to balance the population age and support a healthy, vibrant economy.” Specific actions in the Economic Development Strategy provide rationale for the development of youth retention, repatriation and attraction plans, of which this Action Plan is intended to deliver.

This Youth and Young Adult Action Plan is also aligned with the Kawartha Lakes Cultural Master Plan, which celebrates and supports the natural and unique cultural resources of Kawartha Lakes to promote a vibrant cultural identity. Aspirations within the Cultural Master Plan outline the need to attract and retain talented youth in the community through enhanced youth engagement and cultural participation.

Supported by the Kawartha Lakes Cultural Master Plan and facilitated through the Economic Development Strategy, this Youth and Young Adult Action Plan, and the attraction, retention and engagement of youth in Kawartha Lakes, will help the City offer an exceptional lifestyle for all members of our community.

### Defining Youth

The term youth is often associated with young children. However, the City of Kawartha Lakes recognizes that the term youth encompasses a much broader range of individuals. This is why this plan has been named to target youth and young adults, to ensure the actions in this plan cover the entire youth demographic that the City seeks to attract, retain and engage in Kawartha Lakes.

Specifically, the target youth demographic for this plan are those youth and young adults aged 15 to 39. This age group spans many different lifestyles and life stages, and the actions in this plan seek to reflect all of them. The youth the City seeks to attract,

retain and engage include high school students, post-secondary ages, the new workforce, and young families.

High school students make up the portion of our youth demographic that are aged 15 to 19. These youth tend to be living with their parents, and some have part-time jobs. Post-secondary ages represent those aged 20-24. Youth in this age may be attending post-secondary education or beginning to enter the workforce. From ages 25-29 is the new workforce age; generally these youth have finished any post-secondary education and are beginning their first full-time careers. Finally, those aged 30-39 make-up the young family demographic in Kawartha Lakes. This age group tends to be focused in a career path, and may be starting families.

This youth demographic highly contrasts against the generation before them. They bring a different dynamic to what were once considered the traditional steps in life, such as education, employment, home ownership and relationships. Youth today are achieving higher levels of education than previous generations, and are often slower to buy a house and establish a family than their parents<sup>1</sup>. Their priorities differ when it comes to employment. High-value is placed on achieving a work-life balance, having flexibility in the workplace and finding employment that enables them to achieve meaning in their work<sup>2,3</sup>.

The youth generation is also much more diverse, both racially and ethnically<sup>4</sup>. They bring new values and traditions to local culture.

### **Importance of a Youth Action Plan**

Youth are a key component of the future of Kawartha Lakes. They are the human capital that will become the new workforce and ensure prosperous local economies. They are the engaged citizens that will ensure preservation and diversification of local culture.

Youth today represent a large proportion of the total population. The 15 to 39 youth demographic sought in Kawartha Lakes includes those born to Generation Y (1977-1994) and Generation Z (1995-2012)<sup>4</sup>. These youth represent a large potential for population growth; the Generation Y population cohort is the largest seen since the Baby Boomer generation<sup>4</sup>. The numbers of youth mean they have power to drive change and reformation in their communities. Attracting a high number of youth to

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<sup>1</sup> [Frey, W. H. \(2018\). The Millennial Generation: A demographic bridge to America's diverse future.](#)

<sup>2</sup> [The Environics Institute. \(2017\). Canadian Millennials Social Values Study.](#)

<sup>3</sup> [Deloitte. \(2018\). 2018 Deloitte Millennial Survey.](#)

<sup>4</sup> [WJ Schroer. \(n.d.\). Generations X, Y, Z and the others.](#)

Kawartha Lakes will help grow the workforce and support the local economy, while ensuring all communities in Kawartha Lakes can keep up in an age of rapid technological innovation. The youth demographic has grown up working with technology and are technologically wise<sup>4</sup>. They are continuous learners and adapt rapidly to new technology and ideas, bringing creative solutions to current challenges.

## Youth in Kawartha Lakes

As of the 2016 Census, the population of Kawartha Lakes included 18,425 youth and young adults aged 15 to 39, making up approximately 24 percent of the total population. In comparison to provincial and national numbers, the proportion of youth in Kawartha Lakes is significantly lower; in Ontario and Canada youth and young adults aged 15 to 39 constitute 32 percent of the total population<sup>5</sup>.

In addition to having a lower proportion of youth, Kawartha Lakes continues to lose youth through out-migration. Based on the census number of youth aged 10 to 14 in 2006, the number of youth aged 20 to 24 in 2016 was twenty percent lower than expected. When comparing the number of 25 to 29 year olds in 2016 to the number of 15 to 19 year olds in 2006, this number is more than 30 percent lower than expected<sup>6</sup>.

The statistics provide evidence that Kawartha Lakes continues to lose youth via out-migration, an issue that many rural municipalities are faced with, and highlights the importance of attracting youth along a broad age spectrum. The literature suggests that out-migration is often associated with improving education or economic status; youth from rural areas often migrate to urbanized centres to gain a higher education or participate in a career not available in their home municipality<sup>7,8</sup>. The need and desire to attend post-secondary education is often one of the largest pulls for outmigration; even if courses are offered locally, youth are likely to migrate out for other opportunities and experiences associated with urban centres, including greater entertainment and cultural experiences<sup>7</sup>.

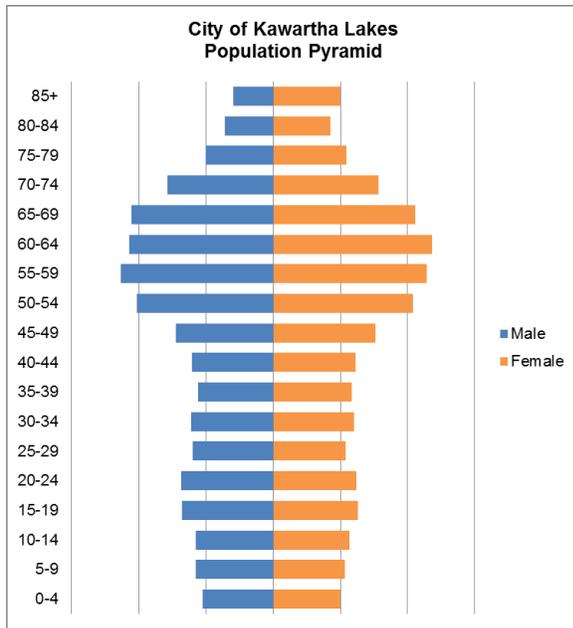
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<sup>5</sup> [Statistics Canada. \(2017\). Ontario \[Province\] and Canada \[Country\] Census Profile.](#)

<sup>6</sup> [Mulcaster, A. \(2018\). 2016 Census Review.](#)

<sup>7</sup> [Liu, Y. \(2015\). Exploring Strategies for Rural Youth Retention: A Case Study of the Town of Goderich, Huron County, Ontario.](#)

<sup>8</sup> [Avis, M. \(2013\). Exploring the Issue of Young Adult Migration and Retention in Rural Communities: explanations from the class of 2008 from St. Anne's Catholic Secondary School, Huron County, Ontario.](#)



While Kawartha Lakes is losing youth, the number of individuals in an older demographic in Kawartha Lakes continues to rise. This has resulted in an increase in the median age, rising from approximately 45 to 52 years from 2006 to 2016. The population pyramid for the City, shaped like the CN tower, reflects the higher proportion of older adults and the missing youth demographic in Kawartha Lakes. It is important to re-attract and retain youth in Kawartha Lakes to maintain a well-balanced and diversified population and culture.

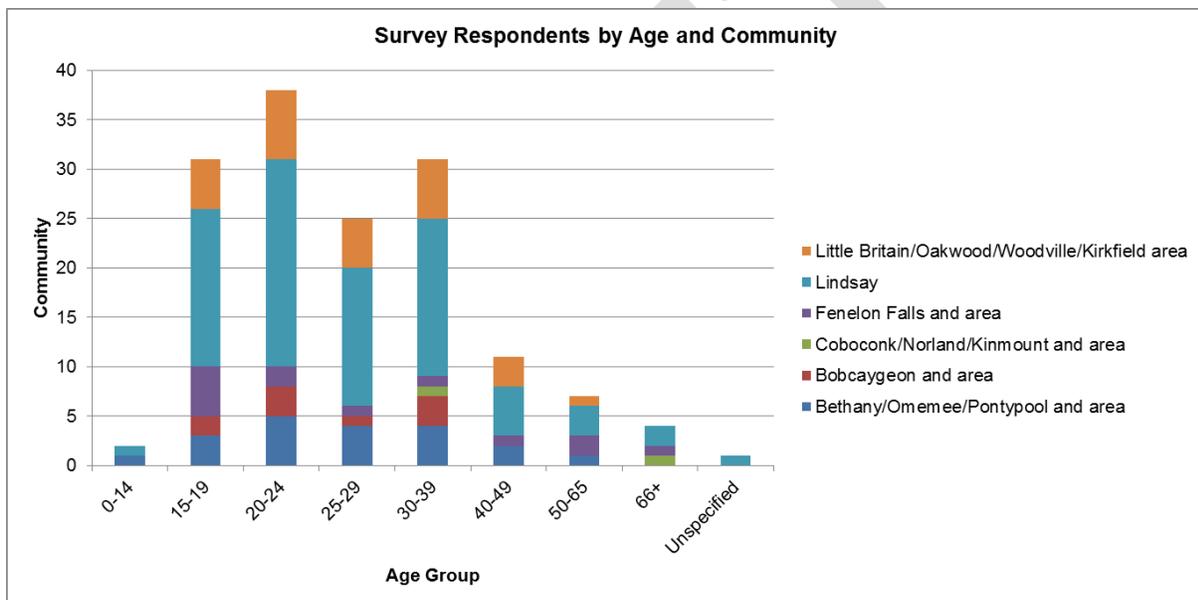
## Methodology

To ensure effective outcomes, this action plan was built through a methodology that focused on engaging with youth and young adults and the stakeholders with which they often interact. The creation of this plan followed several steps over the course of four months.

1. Review of existing practices and literature
2. Community outreach
  - a. Youth surveys
  - b. Youth focus groups
  - c. Stakeholder interviews (Victoria County Career Services, Kawartha Lakes Boys and Girls Club)
3. Data collection and analysis
4. Goal setting
5. Community SWOT analysis
6. Preparation of targeted Action Plan

## The Results

Responses to the survey were collected over a period of three weeks in June of 2018. The survey was promoted through a news release on the City of Kawartha Lakes website, which was shared through the City of Kawartha Lakes and Economic Development social media accounts. A link to the survey was also sent directly to known interested participants through personal and business connections. Trillium Lakelands District School Board and Fleming College were also contacted and shared the survey on their student newsletters. In total, 168 responses to the survey were received, of which 143 were from those aged 15-39. Majority of respondents lived within Kawartha Lakes; for those that did live in Kawartha Lakes, responses covered the entire Kawartha Lakes geography.

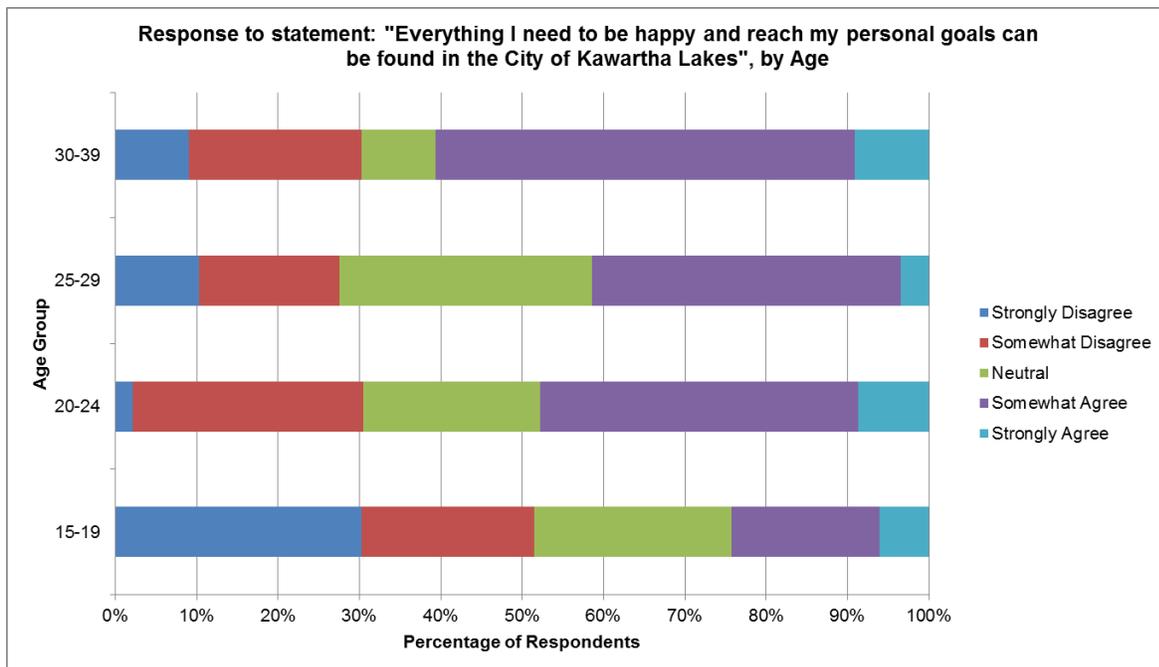


The survey responses provided many further insights into the targeted youth demographic categories, which included:

- High-school students
- Post-secondary students
- Entering workforce
- Young families

Within the high-school student age group, many were working in addition to attending school. This group has high educational aspirations; each respondent indicated a desire to obtain a college certificate or higher. Their educational aspirations are linked to desired employment career fields that require higher education such as Science and Research; Arts, Design, Media and Communication; and Health and Medicine. Education is the top priority for this age group, and this group was more likely to indicate

expanding educational opportunities in Kawartha Lakes as a priority versus any other age. It appears many are intending to move away for educational opportunities; nearly 60 percent of respondents in this group indicated that they only plan to continue living in Kawartha Lakes for 0-4 years. This group also had the highest percentage of respondents, over 50 percent, who either somewhat disagreed or strongly disagreed that everything they need to be happy and reach their personal goals can be found in the City of Kawartha Lakes.



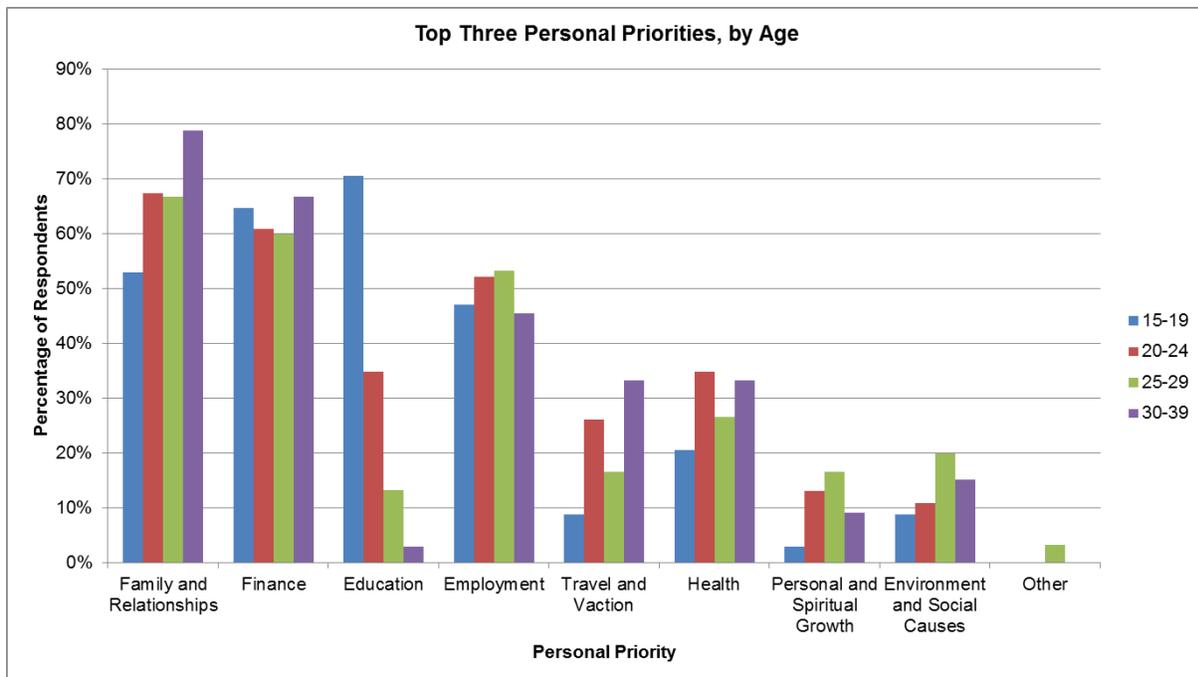
The post-secondary ages, 20-24, constituted the largest proportion of respondents to the survey, totaling almost 28% of respondents. In this group, most were post-secondary students, while some were employed full-time. Similar to the high-school student age group, the 20-24 year-olds had high educational aspirations and a desire to work in career fields such as Agriculture, Food and Natural Resources; Education, Law and Government; and Health and Medicine. However, education was not the highest priority for this group. Instead, their priorities were on Family and Relationships and Finance. In this group, 46% indicated they only intend to live in Kawartha Lakes for 0-4 years, and 15% indicated they intend to live in Kawartha Lakes for the rest of their life. Reflecting their goals on Family and Finance, this age demographic would like to see more job opportunities and greater housing affordability and availability in Kawartha Lakes.

*"I think overall Kawartha Lakes is beautiful and has lots of potential, but it hasn't grown to appeal to the interests of young adults - people 20-35 who want more job opportunities and better options for shopping and connections to transit to travel easier*

*for commuting and recreational purposes.” – Resident aged 20-24, Fenelon Falls and area*

Within the 25-29 new workforce demographic, similar trends persisted. They too strive to achieve high education levels to obtain careers in Education, Law and Government; and Business, Finance and Entrepreneurship. Similar to the age group before them, they place priority on Family and Relationships and Finance, while also emphasizing the importance of Employment. This group had a higher proportion of respondents who indicated Employment as a personal priority (53%) than any other age group. Increasing job opportunities, housing affordability and availability and supporting small businesses are all important to this group. More respondents in this category believe they will stay in Kawartha Lakes for the rest of their life (33%) while fewer believe they will leave in 0-4 years (23%).

In the young family age demographic, captured by those aged 30-39, new trends begin to emerge. There is still a desire for high education, however a larger proportion of respondents are full-time employed (70%). Priorities placed on Education and Employment decreased, and instead the largest priority for this group is Family and Relationships (79%), making them the group most likely to indicate this as a priority. This family-oriented attitude may be reflected in the fact that 61% of respondents in this age group plan to continue living in Kawartha Lakes for the rest of their life. This group is highly satisfied living in Kawartha Lakes; 61% somewhat agree or strongly agree that everything they need to be happy and reach their personal goals can be found in the City of Kawartha Lakes. For those respondents that moved to Kawartha Lakes in this group, nearly 37% did so because they believe Kawartha Lakes is a good place to raise a family. This group indicated increasing job opportunities and enhancing sports and recreation as some of the most important priorities to encourage them to continue living in Kawartha Lakes.



General trends that were identified in the results of the survey showed that within the targeted demographic, Family and Relationships increased as a personal priority as respondents aged, while Education as a priority decreased as respondents aged. Finance was constant priority for all age groups. Employment as a priority increased to a peak at the 25-29 age group, before decreasing for the 30-39 age group. As respondents aged, they were also more likely to indicate satisfaction with living in Kawartha Lakes, and plan to live in Kawartha Lakes for a longer period of time.

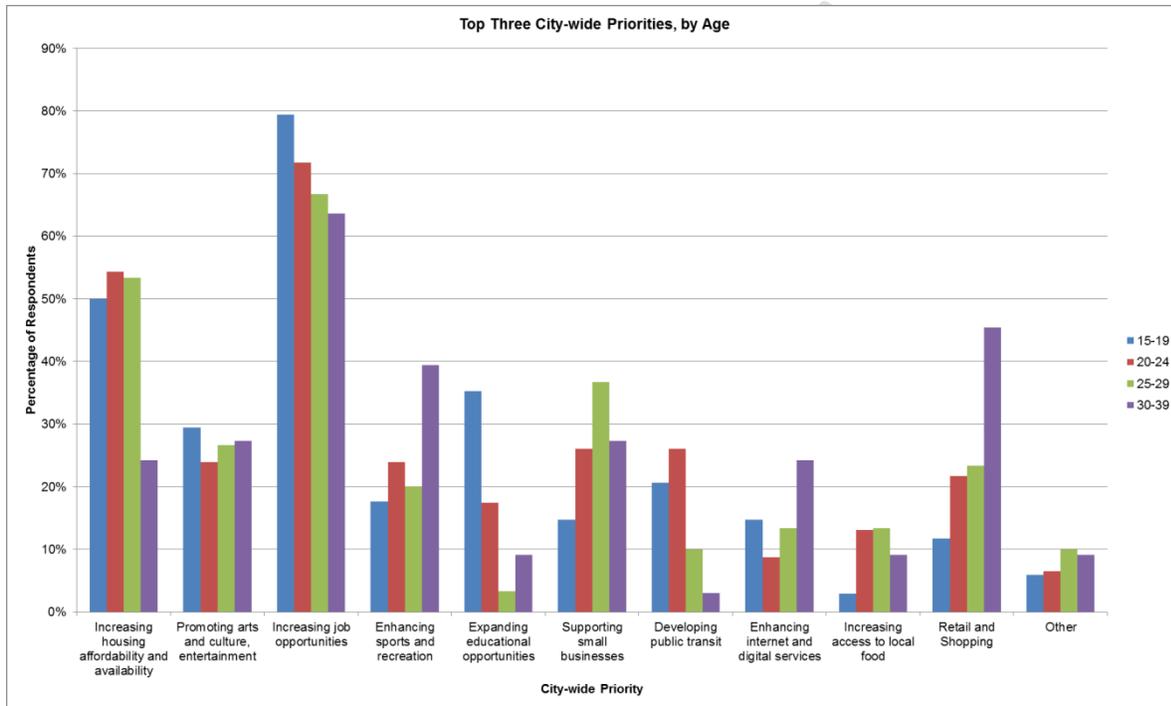
*“Our economy needs to grow ... We need to find ways to create jobs that center around the environment, tourism, heritage preservation etc. These are the things that bring people to our communities.” – Resident aged 30-39, Bethany/Omemee/Pontypool and area*

Increasing job opportunities was of highest importance to all age groups; 71% of respondents in the targeted age group indicated this as one of the top three priorities that would convince them to stay in Kawartha Lakes. Increasing housing affordability and availability was especially important to the 15-29 age groups, and in total 46% of respondents aged 15-39 indicated this as a priority.

Expanding recreational and entertainment opportunities also emerged as a priority for all groups; 25% of respondents in the targeted age group included enhancing sports and recreation as one of the top three priorities that would convince them to stay in Kawartha Lakes, while 27% chose promoting arts, culture and entertainment. This priority was further emphasized in the survey comments, and in the focus group discussion. Respondents and participants emphasized that there seems to be little

priority placed on providing recreation and entertainment for a younger demographic. They would like to see more experiences and events that draw a younger crowd; events such as food festivals or concerts. A recent study found that seven in ten city-dwelling Canadians feel it is important to live in a neighbourhood that has a vibrant arts scene including live music<sup>9</sup>.

*“More entertainment - food, beverage, music, bar, festivals - would be lovely. There isn’t much to do on weekends with a group of friends.” Resident aged 25-29, Lindsay*



While not indicated as one of the top three priorities in the survey, a need for public transit was identified in the focus group conversations and in survey comments. In Kawartha Lakes, those youth who don’t have a car feel trapped, and they have even less opportunities to access recreation and entertainment. Having a personal vehicle is seen as a necessity for living in Kawartha Lakes, to access work and play. Public transit within our community and to nearby communities, such as Peterborough and Oshawa, was seen as a priority for some respondents.

*“[I would like to see] GO Transit to allow transportation outside of the City for those who cannot afford cars. Especially important for college students with family from afar.” Resident aged 20-24, Lindsay*

<sup>9</sup> [Durham Radio News. \(2018\). Young Canadians want to live in neighbourhoods with live music: study.](#)

Other discussion in the focus group highlighted the need for improved branding and communication in Kawartha Lakes that ensures the City has a positive image and targets young adults.

*“Growing up outside of Kawartha Lakes, the perception I had about the City, based on stories I had heard, wasn’t a positive one. Now, my life has brought me to Kawartha Lakes, and I really enjoy it here. We need to ensure the messaging and brand of Kawartha Lakes is a positive one that is communicated out proudly.” Resident aged 25-29, Little Britain/Oakwood/Woodville/Kirkfield area*

The survey results also highlighted what respondents liked most about living in Kawartha Lakes. Most popular, with 68% of respondents in the targeted age group indicating this as one of their favourite things, are the lakes, rivers and natural resources. The proximity to family and friends (51%) and sense of community (44%) were also favorited characteristics, while community safety (22%) and affordability (18%) had lower rankings, but rounded out the top five favourite characteristics about Kawartha Lakes.

## **Community SWOT Analysis**

Using the identified priorities from the survey and focus group, a community SWOT analysis was conducted. The SWOT analysis analyzed the existing assets in resources in Kawartha Lakes as they pertained to entertainment, housing, transit, employment and branding. The results of the SWOT analysis are listed below.

### **Strengths**

1. Abundance of natural resources and parks for recreation and entertainment
2. Zoning policies to permit diverse housing development (e.g. secondary suites)
3. Large local employers in desired career areas (e.g. Education, Law, Government; Health and Medicine)
4. Strong local career support services
5. Existing transit infrastructure and services in Lindsay
6. Small-town charm and sense of community
7. Proximity to Fleming College and Trent University

### **Weaknesses**

1. Lack of events and attractions appealing to a youth demographics, particularly in arts and culture
2. Minimal range of organized recreation for all ages outside of larger community zones
3. Limited diversity of housing stock, especially lacking rental units
4. Poor youth awareness of job opportunities in Kawartha Lakes
5. Limited attraction of employers requiring specialized or advanced skills

6. Insufficient public transit and active transit networks connecting City
7. Poor advertisement of events targeted to youth
8. Current perception of Kawartha Lakes as a retirement community

## Opportunities

1. Developing arts network
2. Growing agricultural industry to support jobs and interest in local food
3. Collaboration with Fleming College and Frost Student Association
4. Lower median home prices compared to GTA and province<sup>10</sup>
5. Apartment infrastructure in mixed-buildings
6. Increased interest in entrepreneurship
7. Growing job opportunities in economies that are not tied to public funding
8. Expansion of 407 road network
9. Authentic messaging on social media and blog sites
10. Capitalizing on work-life balance in Kawartha Lakes

## Threats

1. Nearby cities offer greater entertainment and recreation opportunities
2. Rising home and rental prices beyond affordable threshold<sup>11</sup>
3. Higher incomes<sup>6</sup> and greater perceived job opportunities in nearby regions
4. Changing workforce dynamics contrast traditional employer expectations
5. Negative perception about rural living by public youth
6. Stronger transit networks outside of Kawartha Lakes

## An Inclusive Action Plan

Though the different age groups within the targeted youth demographic share priorities such as increasing job opportunities, increasing housing affordability and availability, and enhancing recreation and entertainment, their varying life stages cause other differences that need to be recognized through an inclusive youth action plan.

High-school and post-secondary aged youth (15-24) are likely to leave the City of Kawartha Lakes for educational opportunities. However, it is important to cater to the needs and priorities of this group so they feel happy and satisfied while they are living here, and are motivated to move back to Kawartha Lakes upon completing their education.

At the post-secondary and new workforce stage (20-29) higher emphasis is focused on employment, housing and family and relationships. As such, it will be important to

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<sup>10</sup> [The Canadian Real Estate Association. \(2018\). Housing Market Stats: Median Price.](#)

<sup>11</sup> [SHS Consulting. \(2017\). City of Kawartha Lakes and County of Haliburton Affordable Housing Framework Final Report.](#)

ensure that the jobs are here, and that affordable housing is available, as this group seeks to establish themselves while spending time with family. Ensuring jobs and affordable, diverse housing options are available will help to motivate those that have left for post-secondary opportunities to return to Kawartha Lakes to begin their professional lives.

For the young family demographic, greater priority is placed on family. The City of Kawartha Lakes will need to provide for the individuals in this age (30-39), but also for the young children they may have as their families grow.

The varying and diverse life stages highlight the different priorities for each of the targeted youth groups. Acknowledging this, this plan has been designed to include all life stages and reach the goals that are most important to all youth and young adults in Kawartha Lakes.

## **Mission**

The mission of this action plan is to attract, retain and engage youth in Kawartha Lakes to ensure a prosperous economy and diverse local culture.

## **Strategic Plan**

This strategic plan has five overarching goals that relate back to the priorities identified in engagement with youth and involved stakeholders. For each goal, several objectives and actions to achieve the objectives have been set. Each action has also been given a priority and a list of partners and stakeholders that will be key to ensuring this action plan progresses forward to meet the defined goals. The set priorities are:

- High (complete within 1-2 years)
- Medium (complete within 3 years)
- Low (complete within 5 years)

Evaluation of the progress of the Youth and Young Adult Action Plan will occur informally on a bi-annual basis. A formal evaluation of the plan will be conducted each year. Presentations to council will be given annually to provide updates on the progress and successes of the action plan.

**Goal 1: Increase the availability of activities and entertainment in Kawartha Lakes for youth and young adults**

<b>Objective</b>	<b>Actions</b>	<b>Priority</b>	<b>Partners and Stakeholders</b>
Maintain and enhance programming offered internally and by local partners	Initiate discussions with local partners (e.g. Kawartha Lakes Boys and Girls Club) to identify recreational gaps.	High	CKL; BGCKL; Sports Leagues and Associations
	Explore potential of partnering with local businesses and charities to provide funding for recreation opportunities (e.g. Canadian Tire Jump Start).	Low	CKL; BGCKL; Sports Leagues and Associations
	Continue to develop and promote recreation opportunities offered by the City of Kawartha Lakes, with specific emphasis on organized recreation for youth and young adults.	High	CKL
Develop targeted marketing of activities and recreation to increase awareness within Kawartha Lakes	Create a central online location to post events and recreational opportunities. Include internal and externally organized activities in online hub.	Medium	CKL
	Expand use of social media to promote special events.	High	CKL, Community
Enhance diversity of events and entertainment Kawartha Lakes	Evaluate the opportunity for a Youth Strategist/Events Planner/Social Coordinator position within the City of Kawartha Lakes to coordinate new entertainment opportunities for youth and young adults.	High	CKL

Objective	Actions	Priority	Partners and Stakeholders
	Create social events and opportunities that align with current trends: <ul style="list-style-type: none"> <li>● Food (e.g. food truck festivals, Food from the World)</li> <li>● Seasonal (e.g. Christmas Markets, Oktoberfest, Winterlude)</li> <li>● Music (Music fests, concerts)</li> <li>● Fitness (Colour Run, Obstacle course, yoga festivals)</li> </ul>	Medium	CKL, Community, DR Committee
	Encourage established and new businesses to create experience-oriented opportunities. Ensure new experiences are appropriately marketed.	Medium	CKL, Chambers, BIA
	Develop experience packages that connect local communities.	Low	CKL, RTO8, Chambers, Tourism Groups
	Work with local partners to enhance arts and cultural events and offerings in Kawartha Lakes.	Medium	CKL, Kawartha Lakes Arts Council
Ensure Kawartha Lakes policies and regulations are supportive of entertainment opportunities	Review and adjust patio bylaws to allow larger patios during certain seasons and special events.	Medium	CKL
	Ensure bylaws and regulations are supportive of pop-up events (e.g. music, food truck lunches).	High	CKL
	Create a guide for pop-up events that outline processes, regulations, permitted locations and uses.	Medium	CKL

Objective	Actions	Priority	Partners and Stakeholders
	Designate specific spaces throughout the City that are appropriate for pop-up events.	Medium	CKL

**Goal 1 Measures**

- Increased number of youth participants in recreation and events
- Engagement with youth on social media
- Number of new events and participant counts

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**Goal 2: Ensure Kawartha Lakes maintains a prosperous economy with a diversity of jobs for job-seekers at all levels of career development**

<b>Objective</b>	<b>Actions</b>	<b>Priority</b>	<b>Responsible Partners</b>
Enhance youth awareness of career opportunities within Kawartha Lakes	Connect local employers with high-school students to provide co-op, job shadowing and volunteer hour experiences.	High	CKL, TLDSB, Community, VCCS
	Create partnerships between local industries and educational institutions to craft hands-on learning opportunities tied to real-world outcomes (i.e. graphic design competitions for local events).	Medium	CKL, TLDSB, Fleming College, Community
	Develop career fairs targeting youth and young adults at the high-school and post-secondary levels, featuring local Kawartha Lakes businesses.	Low	TLDSB, Fleming College, VCCS
	Work with local partners to create an accessible job board or job marketing platform that effectively communicates opportunities to a youth demographic.	Low	CKL, VCCS
Attract high-paying, specialty jobs to Kawartha Lakes	Create an incentive program for new employers of choice to locate in Kawartha Lakes (e.g. rebates based on number of jobs created).	Medium	CKL
	In collaboration with Downtown Revitalization efforts, create a Toolkit for New Business as a guide for new employers locating in Kawartha Lakes.	High	CKL
	Promote opportunities for potential new businesses in Kawartha Lakes using insights gained through annual business analysis. Provide information on the demand for specific sectors in Kawartha Lakes to help make the case	Medium	CKL, Chambers, BIA

<b>Objective</b>	<b>Actions</b>	<b>Priority</b>	<b>Responsible Partners</b>
	for businesses.		
Create an employment environment that is attractive to the youth demographic	Encourage local businesses to offer involved summer and student employment and internship opportunities.	High	KLSBEC, Chambers, VCCS, HRDC
	Advocate for increased network connectivity in Kawartha Lakes to enable work from home opportunities.	Medium	CKL, Chambers, DR Committee
	Conduct workshops with employers to inform and encourage flexible scheduling, alternative hours and methods to improve business culture.	Low	KLSBEC, Chambers, VCCS
	Work with local business to inform how to attract and retain a strong workforce through proper job posting techniques and promoting opportunities for advancement.	Low	Chambers, VCCS, KLSBEC
Encourage entrepreneurship in the youth community	Continue to offer Summer and Starter Company programs.	High	KLSBEC
	Secure funding to maintain an annual business competition to celebrate and support new entrepreneurs in Kawartha Lakes (e.g. Downtown Dreams, Win this Space)	Medium	KLSBEC, Chambers, Community sponsors
	Coordinate business networking nights for young entrepreneurs and professionals to share ideas and resources.	Medium	KLSBEC, Chambers, Local Businesses
	Facilitate the development of a co-working space for to be shared by local entrepreneurs looking for a small space to	Low	Chambers, KLSBEC,

Objective	Actions	Priority	Responsible Partners
	operate their business. Provide space and resources for a monthly membership fee.		Community

**Goal 2 Measures**

- Participation counts in career fairs, co-ops, job shadowing etc.
- Business retention and growth
- Successful Summer and Starter Company program applicants

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### Goal 3: Encourage the development of a diversity of affordable housing options in Kawartha Lakes

Objective	Actions	Priority	Responsible Partners
Ensure development of a variety of housing options to meet the needs of youth in Kawartha Lakes	Provide incentives to developers to create medium and high-density, affordable living options (e.g. density bonusing).	High	CKL
	Create an incentive/competition for mixed-use property owners to renovate and lease residential units above commercial spaces.	Medium	CKL, Chambers, BIA
	Promote the need for and support the continued development of rental housing in Kawartha Lakes by encouraging the development or renovation of rental units.	Medium	CKL, KLREA
Align City resources and policies to support the development of a diverse range of housing that is affordable for youth and young adults	Continue to complete the actions as outlined in the Affordable Housing Framework.	As per Affordable Housing Framework	CKL
	Continue to allocate funding for various housing and homeownership programs in Kawartha Lakes. Ensure dedicated amounts of funding are targeted towards creating smaller units that meet the needs of for youth and young adults.	High (On-going)	CKL
	Identify and zone additional RM1, RM2, RH1 and RMC lands through a comprehensive zoning by-law review to support the creation of smaller, high-density units.	Medium	CKL
	Implement stronger Official Plan and Secondary Plan policies to mandate the housing targets set out in the Housing and Homelessness Plan (25% all new residential	Low	CKL

Objective	Actions	Priority	Responsible Partners
	development to be affordable to low and moderate income families; 71% low density, 20% medium density and 9% high density).		
	Create emphasis in the Official Plan and Secondary Plan on creating a diverse range of housing options including smaller units for youth and young adults.	High	CKL
Promote Kawartha Lakes as an attractive housing market for younger demographics	Encourage developers to market affordable developments to a youth demographic.	Medium	CKL, Community, KLREA
	Create a marketing campaign highlighting the lower-cost of housing in Kawartha Lakes and available housing and homeownership programs to attract youth to the area. Use social media and engaging marketing tactics to reach a broader audience.	Low	CKL, KLREA
Ensure resources are in place to support youth in housing and homeownership	Create housing and homeownership workshops to educate youth on how best to prepare and save to reach their housing goals.	Medium	Community finance institutions, KLREA

### Goal 3 Measures

- Number of high-density, rental, affordable housing units created
- Funds allocated to youth under housing and homeownership programs
- Number of youth and young adults on housing waitlists

**Goal 4: Develop and communicate a brand for Kawartha Lakes that targets and appeals to a younger demographic**

<b>Objective</b>	<b>Actions</b>	<b>Priority</b>	<b>Responsible Partners</b>
Design an inspired brand that appeals to youth and young adults	Conduct conversations with youth to determine what they like most about Kawartha Lakes.	High	Community, CKL
	Use results from conversations to connect with community partners and design a youthful brand for Kawartha Lakes, separate from the City Corporate brand (e.g. Muskoka - Adirondack Chairs).	High	Community, CKL
	Translate brand into tangible features within the community (e.g. TORONTO sign, Red Chairs, Murals and art).	Low	Community, DR Committee, Chambers, CKL
Increase internal capacity to engage with youth and young adults	Evaluate the opportunity for a Youth Strategist/Events Planner/Social Coordinator position within the City of Kawartha Lakes to create and market events and opportunities for a younger demographic.	High	CKL
	Create a Youth Ambassador group to promote and advocate for Kawartha Lakes and provide input on City initiatives.	High	CKL, Chambers, Community
	Strengthen connections with youth organizations and institutions in the area (e.g. local schools, Fleming College, Boys and Girls Club).	Medium	CKL, Community, TLDSB, Fleming College, BGCKL

Objective	Actions	Priority	Responsible Partners
Implement appropriate outreach to engage intended youth and young adult audiences	Market brand with partners using unique techniques (e.g. viral marketing, social media ads, geofilters, consumer apparel).	Medium	CKL, Community
	Design and run innovative contests to market and appeal to youth audiences (e.g. Instagram photo contests, radio contests). Incorporate tangible features of community and brand into the contests.	Low	CKL
	Connect with local celebrities to identify partnerships for promotion of Kawartha Lakes (e.g. Strumbellas, Neil Young, James Barker Band).	Medium	CKL, Community
	Develop a strong online presence using personal and social influencing blogs (e.g. BuzzFeed, Narcity, blog.TO).	High	CKL, Community

#### Goal 4 Measures

- Meetings of Youth Ambassador group
- Mentions and engagements on social media
- Reach and engagement on personal and social blogs

## Goal 5: Enhance public transportation and active transportation networks to suit the needs of young individuals

Objective	Actions	Priority	Responsible Partners
Enhance recognition of desired and most effective public transit routes throughout Kawartha Lakes	Work with Kawartha Lakes Rural Transit Working Group to analyze data on most important and effective public transit routes.	High	CKL, Kawartha Lakes Rural Transit Working Group, Local Chambers, Community
Develop local partnerships to enhance public transit delivery that suits the needs of youth and young adults	Explore opportunities to fund partnership shuttle service with Frost Student Association to expand service between Lindsay and Peterborough to community.	High	CKL, Fleming College, Rural Transit Working Group
	Work with the Kawartha Lakes Boys and Girls Club to determine an appropriate shuttle service to recreation programs.	Medium	CKL, BGCKL, Community
	Following recommendations in the Transit Master Plan, provide transit service to residents across Kawartha Lakes.	As per Transit Master Plan	CKL, Rural Transit Working Group
Advocate for presence of larger transit lines	Engage in conversations with GO Transit and Metrolinx to identify potential future transit lines between Kawartha Lakes and GTA.	Low	CKL, Rural Transit Working Group
	Connect with proximal municipalities to investigate a regional transit network.	Medium	CKL, Rural Transit Working Group

Objective	Actions	Priority	Responsible Partners
Encourage car and ride-sharing programs for commuters to employment locales	Ensure that City by-laws and policies are permissive of UBER and other ride-sharing programs.	High	CKL, Community
	Develop a secure ride-sharing network and web platform for residents.	Low	CKL, Community
Make Kawartha Lakes a pedestrian and bicycle-friendly community	Encourage dedicated bike lanes in new development and large reconstruction projects.	High	CKL
	Provide connected bike routes from Kawartha Trans-Canada Trail into community downtowns.	Low	CKL, DR Committee, Chambers, BIA
	Provide bike-racks in community downtowns.	Medium	CKL, DR Committee, Cycling Club, Chambers, BIA
	Create a bike-share program in communities throughout Kawartha Lakes.	Medium	Cycling Club, BIA, Community
	Provide training to cyclists regarding how to ride on roads and city streets to ensure safety in active transit delivery.	High	Cycling Club

#### Goal 5 Measures

- Number and demographic of transit users
- Kilometers of new bike trails and bike lanes
- Number of cycling training courses delivered and participation rates